

THE EXPANDING UNIVERSE

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**NEW DIRECTIONS**  
in Nonprofit Capacity Building

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# **NEW DIRECTIONS**

in Nonprofit Capacity Building

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**HUMAN INTERACTION RESEARCH INSTITUTE**

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## FOREWORD

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Defining “nonprofit capacity building” is tricky because it is such a broad and complex field of work. Each day, a wide variety of actors employ a huge range of strategies, seeking to strengthen the entire nonprofit sector working with individuals, organizations, communities, issues and whole systems. Tom Backer, Jane Bleeg and Kate Groves, authors of this study, get right to the core of capacity building: “strengthening nonprofits so they can better achieve their mission.” Now, with this research on “The Expanding Universe: New Directions in Nonprofit Capacity Building,” we are able to broaden our understanding of the types of individuals and organizations involved in this work, innovative strategies, and some lessons learned for improving the quality of capacity-building work.

Since the founding of the Alliance for Nonprofit Management in 1997, as a result of a merger of the Support Centers for America and the Nonprofit Management Association, our purpose has been to build an umbrella organization, a learning community, of all the different types of actors who play a role in deepening the capacity of nonprofits. The first and most obvious groups of capacity builders identified were management support organizations (nonprofit organizations that provide consulting, training, research and other resources for nonprofits), independent consultants and consulting firms, and grant-makers. All have played major and visible roles in strengthening nonprofits for decades.

Yet we quickly began to see that the field of capacity builders is much broader and includes a wide range of other individuals and organizations such as academic centers, researchers, publishers, associations, government agencies and corporations. To help get a handle on all these various organizational types, to help “see” this wide range of players, in 1998 we created our one-page “Universe of Nonprofit Management and Governance Capacity

Builders.” That first iteration of our “Universe” had 9 categories of capacity builders. Over the years, it has expanded to 20 categories (see the Universe on page 9). Clearly, lots of types of capacity building are being practiced, at varying levels of quality, throughout the nonprofit sector.

Increasingly, we have realized that many more actors are involved in capacity building – more than any diagram could fully, accurately represent. We wanted to drill down deeper into the *who*, *what* and *how* of nonprofit capacity building. So, we asked Tom Backer and his colleagues to help us to do that – to locate and describe the many capacity builders in the field who may never have even heard the term “management support organization” or may not identify with this designation or with the field of “capacity building.” *Who* is doing this important work and *how*? What can we learn from these innovative approaches, and how might we connect these groups to our “Expanding Universe” of nonprofit capacity builders?

We are delighted with the results of this study, uncovering an exciting range of innovative work in strengthening nonprofits. Through this study, we have learned about the important work of groups such as the Hawai'i Community Foundation and how it has used its role as a convener to build strength among its grantees. We have learned of individual philanthropists who understand the importance of strong management and organizational infrastructure and have funded organizational development directly. We have learned about the First Nations Development Institute that provides technical assistance to tribes to strengthen the food systems in their communities. The 118 programs chronicled here, the literature review, and the analysis of interviews with a broad range of thoughtful practitioners bring important, useful new insights to the field of nonprofit capacity building. These fresh insights challenge us to continue to think creatively

about the ways we establish linkages within our professional community and strengthen all of our work, uplifting nonprofits and the communities they serve.

Several important lessons for the field have been identified. One is the idea that an integrated approach to capacity building is most effective; any single approach might not achieve desired results. When training, organizational development consulting and coaching are combined, greater and more sustained results can be achieved. Further, integrated approaches underscore the importance of collaboration and coordination among capacity builders. We need to know *who* is doing *what* – to help nonprofits navigate the assistance available to them and to promote the best possible combinations of capacity building that support nonprofits to increase their effectiveness.

Use this study to stretch your understanding of the diversity of approaches to nonprofit capacity building and to learn about programs and strategies that could serve nonprofits in your community.

Not surprisingly, the results of this research raise new questions for our field that are yet unanswered. So let us hear from you, and immerse yourself in the continued dialogue, as we unbundle and reap the advantages of this “Expanding Universe” of colleagues – and as we focus on the continued growth and quality of this critical work we call “nonprofit capacity building.”

**Dr. Roni D. Posner, Executive Director**  
Alliance for Nonprofit Management  
June 2004



## Executive Summary

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Capacity building in nonprofit organizations is a fast-growing field with a broad diversity of actors playing important roles in strengthening nonprofit organizations' ability to achieve their operating goals and their mission. Grantmakers, policy makers, nonprofit managers, board members and others have realized that well-managed and well-governed operating systems are needed to make the most of limited resources in delivering the broad array of programs and services that nonprofits undertake.

The organized field of nonprofit capacity building as now defined is approximately 15 years old. Its roots are in strategic foundation support for such activities, the emergence of venture philanthropy as a particular funding strategy, the increasing focus on performance of nonprofits, and, overall, greater attention to the capital needs and operating structures of nonprofit organizations. The basic components of capacity building are technical/management assistance, organizational development consulting and assessment, and direct financial support. Leading-edge advances in the field include evaluation strategies and broader multi-organizational, community or field-wide capacity building.

The types of organizations involved in nonprofit capacity building and the strategies they use are the subject of this research. The Alliance for Nonprofit Management had identified 20 categories of organizations and individuals that conduct capacity-building work with nonprofits. (See the "Universe of Nonprofit Management and Governance Capacity Builders," page 9). Through this process, the *Alliance* has identified management support organizations, consultants, grantmakers, associations, publishers, researchers and others who provide some form of capacity building to nonprofits. The *Alliance* commissioned this research to get a better understanding of the depth of this "Universe" – to better understand who is doing nonprofit capacity build-

ing, how they are doing it, and what can be learned from their experiences.

This environmental scan explored a wide range of new or emerging activities in nonprofit capacity building by which organizations can improve their infrastructure and increase mission performance. The study yielded three types of findings:

- **Categories that can be added to the *Alliance's* Universe of 20 types of organizations and individuals involved with nonprofit capacity building, or that enhance existing categories.**
- **Programs of an innovative, nontraditional nature that are examples of the new categories or reflect other recent developments in the field of nonprofit capacity building.**
- **Strategies for capacity building that are not yet part of mainstream practice or focused into well-defined operating programs, but have potential to enhance the field.**

The study identified 16 new or enhanced categories, 118 innovative or nontraditional programs, and 11 emerging strategies. In addition, this search for new directions in nonprofit capacity building uncovers important lessons learned about the field, and recommends areas for further exploration.

### **New or Enhanced Categories of the *Alliance's* Universe**

This study explored 16 categories of people and organizations that provide capacity-building assistance to nonprofits. These are possible additions or enhancements to the *Alliance's* Universe:

1. **Organizations providing services to diverse communities (enhanced existing category)**
2. **Organizations providing capacity-building services to rural areas (new category)**

3. Peer networks (new)
4. Nonprofit incubators (new)
5. Intermediaries (enhanced)
6. Foundations offering services directly to grantees or communities (enhanced)
7. Government agencies providing capacity-building support (enhanced)
8. Organizations providing nontraditional financial support to nonprofits (enhanced)
9. Organizations providing nontraditional technology support to nonprofits (enhanced)
10. Comprehensive capacity-building centers (new)
11. Volunteer management organizations (enhanced)
12. Corporations offering capacity-building services (new)
13. Nonprofit management consulting firms (new)
14. Evaluators of capacity-building programs (new)
15. Community-wide capacity-building initiatives (new)
16. Individual philanthropists supporting capacity building (new)

### **Innovative and Nontraditional Programs for Capacity Building**

The study identified 118 programs for nonprofit capacity building that fit the definition of “innovative and nontraditional.” Each program is described in a brief abstract presented in an appendix to this report. The programs include some that have been in existence for quite a long time, but are not generally well known to the field. Others are programs that were relatively new when the research was done in the first half of 2003. Some are large, well funded and provide services nationally or to an entire state. Others are quite small and limited in their intended target audience. These include programs targeted toward specific

ethnic communities, such as: Asian, Inc. that provides fiscal management and start-up assistance to nonprofits in the Asian community; nonprofit incubators such as the San Jose Arts Incubator aimed at building the capacity of smaller, newer nonprofit arts organizations; innovative financial approaches such as the Community Loan Technologies program of The Minneapolis Foundation; and engaged corporate citizens in programs such as the Cisco Systems Fellowship Program that enables Cisco employees to apply skills to help nonprofits use available resources more efficiently. This collection of programs helps highlight the innovation and diversity of approaches to nonprofit capacity building that enrich the field.

### **Emerging Strategies for Capacity Building**

The study also looked at 11 approaches to nonprofit capacity building that represent the leading edge of the field. Some are very new as activities, while others have been in existence for a while but are now coming into wider use.

1. Capacity-building grantmaking by individual philanthropists
2. Combining capacity-building services with funding related capacity-building purchases
3. Commercial vendors providing capacity-building services
4. Promoting collaboration among service providers to enhance capacity building
5. Offering capacity building through for-profit sector consulting firms oriented to the nonprofit market
6. Offering capacity building through academic nonprofit centers
7. Offering field-specific capacity building
8. Creating “second generation tools” for capacity building
9. Creating flexible, responsive funding for capacity building
10. Building capacity by changing the community environment
11. Building capacity through organizationally focused coaching for nonprofit leaders

### **Lessons Learned About Nonprofit Capacity Building**

Fourteen lessons about nonprofit capacity building emerged from a qualitative analysis of the data gathered for this environmental scan. Because the interview sample was small and informally determined, and because the focus of this research was on categories, programs and strategies, and not on more general trends in the field, these tentative observations should stimulate further dialogue and exploration.

1. High-impact capacity building often includes three components: training, direct consultation and peer networking.
2. Results from capacity-building interventions need to be integrated into the whole organization for maximum impact.
3. Sustainability of capacity-building programs needs to be a focus of increased concern.
4. Organizational capacity building for nonprofits can be integrated with interventions made at both the individual organization and community levels.
5. High-impact capacity building for nonprofits is often expensive and needs to be resourced accordingly.
6. The increase in capacity-building services provided directly to nonprofits by foundations raises some concerns that the sector needs to address.
7. Innovative, nontraditional capacity-building programs often are fragile.
8. Innovative, nontraditional programs tend to be marginalized in the nonprofit sector, which raises both concerns and opportunities.
9. High-impact capacity building is fostered by continuity of services both to individual nonprofits and communities.
10. Capacity-building resources can be focused directly on promoting growth in civic engagement and social justice.
11. Effective nonprofit capacity-building work needs to deal directly with issues of culture.
12. Capacity building by its nature is heavily context dependent.
13. Exploration is needed on the important differences between capacity-building programs that focus on (a) strengthening a field and (b) strengthening individual nonprofits.
14. Capacity-building resources can be focused more sharply on assisting organizations that deal with public policy issues.

### **Areas for Further Exploration**

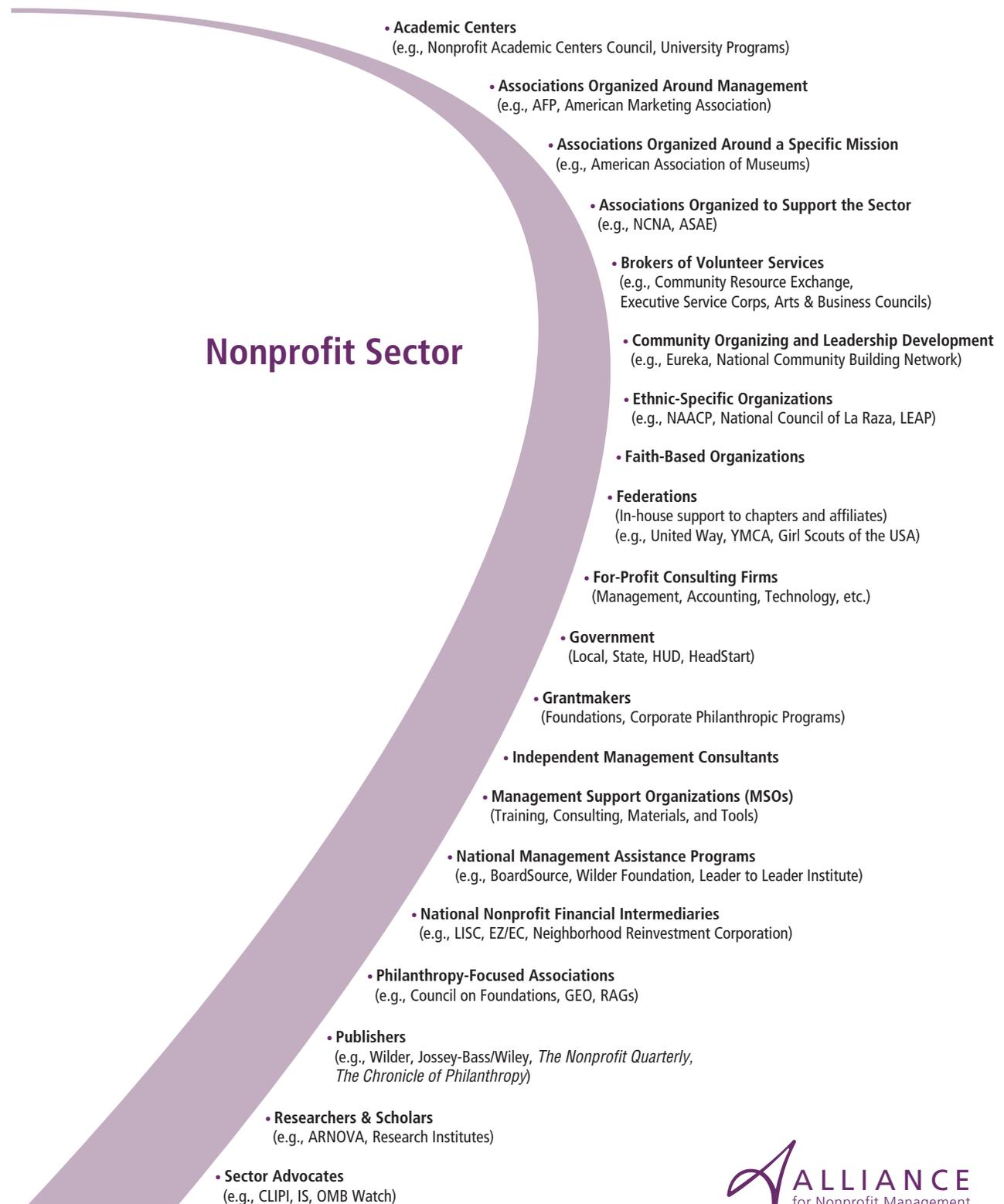
Thirteen topics concerning various aspects of nonprofit capacity building emerged from this study that warrant further research:

1. Evaluation of Capacity Building
2. Community Infrastructure to Support Capacity Building
3. Regional Approaches Outside Large Cities
4. International Activities
5. Local Developments
6. Government Activities in Capacity Building
7. Internet-Based Services
8. Communication of Next Steps to the Field
9. Creating Innovative, Nontraditional Programs
10. Capacity Building for Programmatic Excellence
11. Building the Field
12. Adaptive Capacity
13. Generative Capacity

Leadership groups like the *Alliance*, Grantmakers for Effective Organizations (GEO), National Council of Nonprofit Associations (NCNA), BoardSource, and others can help to begin exploration of these topics by providing platforms for discussion about how each might be addressed and for planning the next steps. In some cases, as with “adaptive capacity” and “generative capacity,” the discussion can go far beyond capacity building to the impact of these concepts on the entire nonprofit sector.

# Universe of Nonprofit Management & Governance Capacity Builders

Alliance for Nonprofit Management Members and Potential Members



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## DEFINITIONS Current Categories of the *Alliance's* Universe

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### 1. Academic centers

Programs and organizations that are based in colleges or universities. These centers conduct research on nonprofits, teach courses relevant to nonprofits and/or provide technical assistance to nonprofit staff, volunteers, funders and capacity builders.

### 2. Associations organized around management

Associations that link and serve those working in a specific area of nonprofit management, such as fundraising or marketing.

### 3. Associations organized around a specific mission

Associations that link and serve a group of nonprofits whose missions and services are similar.

### 4. Associations organized to support the sector

National, regional, state or local associations that link and serve nonprofit associations working in smaller geographical areas and/or individuals who work or volunteer for nonprofit associations.

### 5. Brokers of volunteer services

Organizations that help recruit, train, place and/or supervise volunteers who assist nonprofits.

### 6. Community organizing and leadership development

Organizations that provide leadership training and/or training in community organizing and development for nonprofit staff, volunteers, funders and capacity builders.

### 7. Ethnic-specific organizations

Organizations that focus on nonprofits serving individuals and groups who share a particular ethnicity, and the communities in which they live.

### 8. Faith-based organizations

Nonprofit organizations that provide services to nonprofits with a religious affiliation (e.g. they were developed by, are funded by, or are operated by a denomination, church, temple or other religious group). The services provided and staff or volunteers who provide them may or may not reflect the religious beliefs and practices of the group involved.

### 9. Federations

Nonprofit organizations oriented to a particular type of nationally present nonprofit organization, and that provide in-house support to the chapter or affiliate organizations around the country.

### 10. Government

Public entities that provide funding, management and/or oversight for capacity-building services offered to nonprofit organizations, including but not limited to those organizations to which they also give program grants or contracts.

### 11. Grantmakers

Foundations, corporate philanthropic programs, other groups and individuals that provide financial support and technical assistance to nonprofit organizations.

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### **12. Independent management consultants**

Individuals who work on a contractual basis for nonprofits and/or funders, providing a range of capacity-building assistance to nonprofit organizations and their staffs, boards or volunteers.

### **13. Intermediaries**

National or local nonprofit organizations that distribute funding they receive from other sources, as well as providing technical assistance, to support services offered by nonprofits.

### **14. Management support organizations (MSOs)**

Nonprofit organizations that provide training, consulting, materials, research and other forms of capacity-building assistance to nonprofits. Some MSOs have a local or regional focus; some are national or even international in scope. They may also differ in their organizational concentration (planning, board development, marketing, or more comprehensive, “one-stop shopping” services), industry focus (arts, education, immigrant organizations), staffing model (volunteers, affiliated independent contractors, paid staff) and fee structure (from totally subsidized to market rate).

### **15. National management assistance programs**

Nonprofit organizations that provide capacity-building assistance to nonprofit organizations across the country, including knowledge products, courses and other types of interventions. Some specialize in a

particular component of the nonprofit organization, such as boards of directors; others are more generic in focus and may also provide support to other capacity-building entities.

### **16. Philanthropy-focused associations**

Associations that link and serve funders of nonprofit organizations.

### **17. Private sector consulting firms**

Businesses that assist nonprofit organizations with building capacity, particularly in such areas as management, development, board functioning, etc.

### **18. Publishers**

Publishers of books and periodicals with content that is relevant to nonprofit capacity building, and oriented to nonprofit staff, volunteers, funders and/or capacity-building entities.

### **19. Researchers and scholars**

Individuals working in academic or other settings who study the field of nonprofit capacity building.

### **20. Sector advocates**

Nonprofit organizations that link, represent and speak on behalf of the nonprofit sector to public policy makers, as well as educating and mobilizing nonprofit staff, volunteers, funders and capacity builders regarding public policy issues and needed actions.

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## Introduction

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As the field of nonprofit capacity building has grown, the more “traditional” management support organizations, consultants and academic centers have proliferated ... and have been joined by a diversity of innovative and nontraditional programs. Emerging strategies for capacity building, which influence practice but are not yet formulated into specific programs, also are contributing new energy to the field. Many of these innovations are strategically related to the current challenges nonprofits face in a tight economy, to the greater uncertainty brought about by the aftermath of September 11<sup>th</sup> and the fighting in Iraq, and to other factors on the global scene.

As a national leadership organization for nonprofit capacity building, the Alliance for Nonprofit Management is dedicated to taking nonprofit capacity building to the next level. One step in that process is to build knowledge about who’s doing the work of capacity building in nontraditional, innovative ways. Three distinct but interrelated new directions in capacity building were the focus of this study, and each will be discussed at length in this report:

1. **Categories that can be added to the *Alliance’s* Universe of nonprofit management and governance capacity builders (this graphical approach to categorizing the field is presented on the *Alliance’s* website, and currently has 20 categories of individuals and organizations — see page 9) or are enhancements of existing categories;**
2. **Programs of an innovative, nontraditional nature that are examples of the new categories or reflect other recent developments in the field of nonprofit capacity building; and,**
3. **Strategies for capacity building that are not yet part of mainstream practice or focused into well-defined operating programs but have potential to enhance the field.**

The new categories, programs and strategies identified are in truth already part of the environment represented graphically by the *Alliance’s* Universe, but with this study the *Alliance* and the nonprofit capacity-building field can identify them more precisely, learn more about what they are doing, and determine how these resources can be better integrated within the field.

The study also is intended to add to the growing knowledge base about capacity building, including the *Alliance’s* recent research on evaluation and on management support organizations, as well as the Human Interaction Research Institute’s (HIRI) ongoing research on philanthropic programs for capacity building, community infrastructure for capacity building, and the relationship of nonprofit capacity building to systems change—both in the United States and other countries. Lessons learned from the programs and strategies identified here, and potential next steps for the *Alliance* and for the field of nonprofit capacity building, are presented at the end of this report.

This study is especially needed now because it can bring into the capacity-building mainstream new sources of ideas, energy and other resources at a time when the field is increasingly resource-challenged. The two largest philanthropic funders of capacity building have recently left the field entirely, and support for this work is suffering along with the entire nonprofit arena in the current environment. For instance, the *Alliance* (2003) surveyed Management Support Organizations (MSOs) across the country, and these major providers of capacity-building services indicated that they are receiving increased requests for services from nonprofits, accompanied by decreased support for MSO services from traditional funders (though there is some increase in fees for service to partially offset this difference).

To meet these challenges, identifying potential new or recently emerged resources is the first step; then comes integrating them with the field and with the communities of which they are a part (also the aim of HIRI's current initiative on community infrastructure and community building for capacity building, described later in this report). These challenges also affect innovativeness, because funders and nonprofits are less willing to experiment when funding shortages exist.

### Study Method

The method employed for this study is the "environmental scan," which uses knowledge search (library and Internet) combined with a wide range of interviews (by phone and in person) with thought leaders to survey "what's out there" in a new or emerging topical area. HIRI has used the environmental scan method in several previous studies of capacity building, nonprofit management and philanthropy.

The following steps were undertaken to conduct this study from November 2002-September 2003:

1. Reviewed current research and professional literature, such as (a) the *Alliance's* studies on evaluation of capacity building and survey of management support organizations; (b) current research studies like those being conducted by Elizabeth Boris and colleagues at Urban Institute, Paul Light and colleagues at Brookings Institution, and Human Interaction Research Institute; (c) recently published research reports, papers or conference presentations on this topic; and, (d) historical references like the directory of capacity-building providers created by Advanced Research and Development, Inc.
2. Developed an initial roster of thought leader interview nominees, based on brainstorming telephone conference calls with *Alliance* staff and selected expert advisors, and developed a brief list of key questions to ask interviewees.
3. Conducted the interviews, including an effort to "snowball" additional interviewee nominations by asking the first wave of interviewees who else should be contacted.

4. Developed a roster of proposed new or enhanced categories for the *Alliance's* Universe, based on the literature review and the interviews.
5. Built a database of innovative, nontraditional programs, using a standard format to construct a brief summary for each program.
6. Developed a roster of emerging strategies for nonprofit capacity building, primarily approaches to capacity building that demonstrate some significant potential for contribution to the field.
7. Shared preliminary findings from this study in summary format at the Houston '03 *Alliance* Annual Conference, during a session designed not only to present the findings, but also to seek peer feedback on a first draft of the study report.
8. Circulated summaries of innovative programs in draft form to those responsible for them, as a quality check on these data elements, and offered the revised draft study report to peer reviewers who are members of the *Alliance* or of Grantmakers for Effective Organizations.
9. Finalized the study report (this document), including lessons learned and topics for further exploration based on input from all reviewers and added three field commentaries.

### Study Definitions

The definition of an "innovative and nontraditional" capacity-building program or strategy is inherently subjective. In a relatively informal but systematic way, we attempted to include programs that are not yet standard practice, and that are not already well-known or well-described in the literature on this subject, or that target a specific, diverse element such as nonprofits serving rural communities or Native Americans. For the most part, this also means relatively new efforts, though most of the programs have been in existence long enough to have been fully implemented and successfully operating.

The programs selected are quite likely to be well-known in the communities where they operate, and in some cases, the approaches they represent are known in other communities because they house

somewhat similar efforts. In at least a general way, the same is true with the emerging strategies identified by this study.

At the same time, this approach to inclusion means that some highly innovative programs were deliberately left out—including some that are far from universally known in the nonprofit and funder communities. For instance, the Rochester Effectiveness

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“As a community foundation, we can offer some things that are just as important as money, such as bringing folks together, networking, and learning from each other. This is consistently raised as one of the most important things nonprofits receive from our capacity-building help. Relationships, knowledge, and resources become very solid as a result.”

– **Christine van Bergeijk, Hawai'i Community Foundation**

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Partnership, which for the last eight years has been coordinating a community-wide effort to enhance program evaluation capacity of nonprofits and funders in Upstate New York, has been described in two previous HIRI research studies. Thus by our definition, it is not a candidate for inclusion here, yet many in the evaluation, capacity-building, funder and general nonprofit communities do not know about it. The Finance Project, which provides information and technical assistance on financing strategies for nonprofits serving children, families and communities, is another example of a program that seemed too well-known to fit our definition, yet is not visible in all of the sectors represented by readers of this report.

We expect each reader to look at this report and see content that seems neither innovative nor nontraditional, but rather conventional practice within the reader's experience and community. This reaction occurred repeatedly during the research process when interviewees asked for examples of “innovative or nontraditional” programs or strategies from the data already gathered. However, equally common was a reaction of interest and surprise, when other pro-

grams or strategies were mentioned that were truly new to that individual. Thus, we make an assertion similar to that of the American television network that recently said of its re-run programs—it's new if it's “new to you!”

In addition to describing some programs that will be new to each reader individually, a main value of gathering these “newer and emerging” capacity-building programs is that collectively they represent the cutting edge of the field. From an analysis of the entire collection we have derived some lessons that may be of value in shaping capacity-building practice, and also some recommendations for next steps researchers, practitioners and the *Alliance* might take.

There also is a certain amount of subjectivity in where we have assigned particular innovative programs among the 16 categories presented here. Sometimes that is because some programs might fit more than one category, but we decided to make a unique assignment for each one. Similarly, there are some overlays among the emerging strategies and lessons learned.

The definition of new categories is somewhat more objective—because it relies in part on the *Alliance's* current version of its Universe with the 20 categories presented in this report. We began this study with the intent of gathering data on several categories that had already been identified by the *Alliance*, and added others as the study progressed. As discussed below, the *Alliance* now has new categories it can consider as possible candidates for its Universe, and enhanced information on some of the current categories.

By the nature of an environmental scan, our input to each of the above three areas—categories, programs and strategies—also is limited. The study was short-term and deliberately non-comprehensive, due to resource limitations and the desire to obtain an overview of emerging programs and strategies as a “first cut.” Future research would more thoroughly catalog the programs that fall under each of the categories we identified. The point was to gather enough new material to advance the field, enhance the *Alliance's* Universe, and to stimulate dialogue and debate about this important subject.

## Overview of Nonprofit Capacity Building

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Capacity building involves strengthening nonprofits so they can better achieve their mission (Backer, 2000b). This straightforward definition is echoed in most treatments of this subject both in print and in practice, but often with elegant variations that reflect an emerging and growing field.

The knowledge base on capacity building also is growing. The purpose of this brief review section is to highlight some of the principal threads of this knowledge base, so that interested readers can consult the resources cited for more details. The websites of the two major support organizations for nonprofit capacity building—the Alliance for Nonprofit Management (primarily oriented to capacity-building providers and nonprofits) and Grantmakers for Effective Organizations (primarily oriented to funders)—also can provide useful knowledge resources. And the “journal of record” for this relatively new field, *The Nonprofit Quarterly*, has many articles that help provide context about various topics in capacity building and related areas of nonprofit management.

### History

There has always been capacity building for nonprofit organizations, of course, as long as there have been nonprofits. Federal, state and local government grant programs have included technical assistance to grantees at least since the 1960s, and peer-to-peer assistance has always been in evidence. Financial capacity building was offered to arts nonprofits by the Ford Foundation as far back as the 1950s.

The organized field of nonprofit capacity building as now defined is approximately 15 years old. Its roots are in:

- The emergence of venture philanthropy as a particular philanthropic strategy (see the overview of this approach by Morino Institute);
- The increasing focus on performance of nonprofits (see Letts, Grossman and Ryan, 1999; Light, 2002); and,
- The greater attention to the capital needs and structures of nonprofit organizations (see Backer and Grossman, 2001; Miller, 2002).

Administration, finance, human resources and facilities are among the areas that can be enhanced by nonprofit capacity-building activities. More detailed listings of topical areas for capacity building, and core principles for effectiveness in delivering these interventions, have been advanced by Backer (2000b), Environmental Support Center/Innovation Network (2002), Light and Hubbard (2002), and Connolly and Lukas (2002). Connolly and York (2003) conducted a review of trends in management support organizations, and Linnell (2003) examined the evaluation of capacity building.

### Types of Nonprofit Capacity Building

In summarizing this knowledge base, three main types of capacity-building efforts emerge:

#### 1. Assessment

Effective measurement of the nonprofit's current needs and assets, and its readiness to undertake the kinds of internal changes capacity building will require, is essential to designing and implementing a capacity-building effort. The nonprofit management field has produced some useful tools for initial assessment, such as the Leader to Leader Institute's Self-Assessment Tool for Nonprofits, with its five questions all nonprofits should be able to answer. Major capacity-building initiatives such as the James Irvine Foundation's Youth Development Initiative, DeWitt Wallace Readers Digest Fund Management Initiative, National

- Strategic and fairly intense foundation support for such activities (see Backer, 2000b; DeVita and Fleming, 2001; or Connolly and Lukas, 2002 for a review);

Arts Strategies and Local Initiatives Support Corporation have created assessment procedures for use with the nonprofits they support.

Data gathered from an initial assessment will be most useful if it is put into a larger framework for understanding the nonprofit's needs, assets and readiness for change. The key issue in assessment is to look at the organization as a system, including both internal and external issues in an overall environmental analysis. For many nonprofits, just undertaking such an assessment is an important type of capacity building, because they may never have done so in the past. Assessment strategies are discussed further and catalogued in Backer (2000b) and Connolly and Lukas (2002).

## **2. Technical assistance and organization development consultation**

Whether provided by outside consultants or consulting firms, peer nonprofit managers, or staff of a foundation, the heart of capacity building is technical assistance (TA) on specific issues of fundraising, board development, staff development and so forth; and organization development consultation (ODC) on larger issues of strategic planning, mission shaping or conflict resolution. Sometimes TA or ODC can take the form of a staff or board training workshop, but at other times it is hands-on and focused on specific problems or opportunities. It can even be self-directed through print readings or use of Internet resources. TA and ODC are increasingly being offered peer-to-peer through both formal and informal networks, as well as through individual contact with others in the nonprofit world.

TA is oriented more to shaping direct operations of the nonprofit organization, though it may have either a mechanical (helping to install and de-bug new technology) or skill-building (training to use software systems for managing development contacts) emphasis. ODC is more in line with the services offered to organizational leaders (staff or board) by management consultants, with a heavy process component of self-examination and self-improvement.

As Letts, Ryan and Grossman (1999) set forth, the results of capacity-building TA or ODC, coupled with the nonprofit's internal efforts, can be seen at three levels: (1) improvement in the capacity of the organization to do what it already does (program

delivery capacity); (2) improvement in the organization's capacity to grow (program expansion capacity); and, (3) improvement in the nonprofit's ability to sense needs for change, and respond to them with program improvements or innovations (adaptive capacity). All three are needed to produce high performance levels over time.

Many capacity-building activities sponsored by philanthropy came about when foundations realized that their grantees didn't have the capacities needed to achieve program objectives. These initiatives thus sometimes have created TA or ODC programs "on the fly" without necessarily examining the experiences of others in designing technical assistance. In some instances, programs also were created quickly after funders observed what others in philanthropy were doing and decided to emulate it.

Some resources are available to help with this design task. For instance, in a paper Wahl, Cahill and Fruchter (1998) reviewed technical assistance strategies for building capacity, mostly based on government-sponsored work in education, but also with some attention to private funders. Foundation efforts also have been reviewed recently by The Colorado Trust (2003).

In addition, there are larger literatures on technical assistance and organization development consultation in business, health and social services that have not been systematically reviewed for potential utility in nonprofit capacity building. Such an analysis would be useful for field building, especially identifying critical features of effective technical assistance, as has been done in the area of continuing education training programs for the medical field.

As defined here, TA and ODC also include group workshops directed at specific knowledge or skill building, whether offered by management support organizations, individual consultants, universities or other entities. It does not include traditional classroom courses offered as part of a nonprofit management degree or certificate program by a university, or other kinds of preservice or continuing education courses, since these are aimed at general education goals instead of specific capacity-building objectives of a nonprofit organization. However, these lines may in practice be somewhat blurry, both for the recipients of these experiences and their providers.

### 3. Direct financial support

Capacity also is built for nonprofit organizations by providing direct operating or core funding, or funds for equipment purchase, facilities construction, etc. Some of the most sophisticated strategies of this type have been developed for nonprofit arts organizations, as summarized by Gulati and Cerveny (1999). Increasingly, the financial needs of nonprofit organizations and the strategies for building capacity in this area are seen in the larger context of overall nonprofit capital structure, as analyzed by Backer and Grossman (2001) and Miller (2002).

### Leading Edges of the Field

One distinct leading edge in the nonprofit capacity-building field concerns evaluation of programs for capacity building and their impact on nonprofits and communities. Linnell (2003) recently conducted the first comprehensive review of evaluation activities for the Alliance for Nonprofit Management. And the most recent research on the subject highlights both problems of quality in capacity-building services and the need for more intensive evaluation efforts both by funders and by providers themselves (e.g., Backer, 2000b).

A second leading edge concerns increased efforts by individual communities and entire regions to coordinate and energize nonprofit capacity-building activities of providers, funders, nonprofits and other community organizations. Such initiatives for building community-wide infrastructure often begin with some type of “asset mapping” to determine what individuals and organizations offer capacity building to nonprofits in the area (Backer, 2000a). A broad-scope community convening and publication of a directory (in print and/or electronic form) of capacity-building resources often follows (Backer and Oshima, 2003). These efforts may be led by philanthropy, nonprofits, academic institutions or some combination of all three. For example, community-wide initiatives for enhancing capacity building have been launched recently in such regions as Los Angeles, South Florida and Upstate New York (Backer and Oshima, 2003).

### Types of Organizations and Individuals Involved

A number of organizations and individuals have been providing interventions in the three main content areas just described. As part of its overall field-building efforts, the Alliance for Nonprofit Management has defined these in its “Universe of Nonprofit Management & Governance Capacity Builders” (see next section).

Its 20 current categories are first defined by examples that appear in the Universe, and then by brief narrative definitions (see pages 9-11). This Universe was the starting point for the investigations and discussions of this study, designed both to expand the Universe and put it into the broader context of current developments in the field of nonprofit capacity building.

At the beginning of this study, we examined the recent work of other researchers (as previously named) who are currently studying nonprofit capacity building, to see if other major new categories emerged in addition to the ones selected by the *Alliance* as our starting point for an environmental scan. Our review determined that other researchers and writers about nonprofit capacity building tend to characterize the field in much the same way as the *Alliance's* original Universe—some of them by referring to the Universe itself.

We conclude that the Universe is a reasonably accurate portrait of the mainstream activities within the field, but that the categories suggested for addition or enhancement will help expand it significantly to reflect what's actually going on in those fields. As will be discussed in the Lessons Learned section of this report (see page 29), other new categories are emerging all the time. The Areas for Further Exploration section (page 35) describes steps that might be taken to expand the Universe.

## New or Enhanced Categories of the *Alliance's* Universe

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This study examined 16 categories as sources of possible additions or enhancements to the Alliance for Nonprofit Management's Universe. A brief definition of each category is given here.

For two emerging categories, Individual Philanthropists and Nonprofit Management Consulting Firms, there is a more general discussion in the next section on strategies. For 14 of the 16 categories, a brief overview of innovative nontraditional programs is provided. The individual programs themselves are described in a roster at the end of this report (see pages 48-84).

As mentioned previously, these categories overlap with each other and with existing categories in the Universe, which are presented in the summary and list of definitions for each of the existing categories. For instance, we included culturally specific and religious community programs because these were requested by the *Alliance*, but both categories are already in the Universe.

We also included government agencies, again already in the Universe, to identify any especially innovative new programs in this area. And we expanded the Universe category of Brokers of Volunteer Services through our look at Volunteer Management Organizations, which includes programs based in local communities, universities and on the Internet. When the *Alliance* updates the Universe, some choices will need to be made about how to integrate this material.

We also included categories for which we found very few examples. These included evaluators of capacity-building programs, peer networks, organizations providing capacity-building support to rural areas, nonprofit incubators and businesses offering capacity-building services. These are all important emerging areas with more examples than we identified in this small study.

### 1 Organizations providing services to diverse communities (enhanced existing category)

Organizations that serve specific populations — gays and lesbians, low-income people, immigrants, etc. This category includes programs for ethnically specific and religious community services.

Leadership development training, along with the creation of ongoing networks, are approaches used by many capacity-building providers working with nonprofits that serve specific, diverse populations. Some also target strengthening the advocacy skills of groups they serve, and enhancing the ability of the nonprofits to increase civic participation of their target audiences.

Many of the organizations serving diverse communities use a strength-based or asset approach to their work. Examples of such a focus on assets include the Asian Pacific American Women's Leadership Institute, which uses strength-based educational activities and assessments for staff throughout an organization; and the First Nations Development Institute's EAGLES Staff Fund, which focuses on economic development.

Finally, the Gill Foundation uses a creative strategy to increase linkages between nonprofits serving gay/lesbian/bisexual/transgendered (GLBT) clients and the broader community. The capacity-building institutes it offers are hosted by the GLBT groups but open to participation by all nonprofits.

### 2 Organizations providing capacity-building services to rural areas (new category)

Organizations that are sited in rural areas and concentrate on services to rurally based nonprofits.

Two programs identified by this study reveal the diversity of rural programs for capacity building. The Southeastern Organizational Development Initiative is involved in early developmental work to address needs for capacity building by nonprofits of all types in rural areas across 12 states. By contrast, the Ink People Center for the Arts targets only arts organizations in rural Northern California.

The first effort is working to address issues of affordability, cultural appropriateness of assistance and ongoing rather than one-time help. The second is community based, grass roots and artist-led. It offers “lots of compassionate hand-holding,” incubation of new efforts, a ready-made administrative structure and other assistance that has resulted in the formation of stable, long-lived arts organizations.

**3 Peer networks (new)**  
Formal or informal groups of nonprofit managers that provide capacity-building services to each other.

The Association for Nonprofit Executives (ANE) in Nashville is just one of a growing number of more formalized networks that support peer-to-peer capacity building. Peer components are common in many programs, but these networks are distinctive in that the peer element is central to their operation. ANE is distinctive in that it also maintains a relationship with the region's largest MSO, so that peer activities can be extended readily into other kinds of services.

**4 Nonprofit incubators (new)**  
Organizations that help to grow small, new nonprofits, and that sometimes provide other services to nonprofits.

A combination of free or low-cost space to house emerging nonprofits, and capacity-building assistance to them, characterizes the nonprofit incubators identified for this study. The comprehensive, staged assistance provided by the San Jose Arts Incubator is one impressive example. Its four interconnected programs all assist smaller, newer nonprofit arts organizations in San Jose, California, and the city funds this unique effort.

**5 Intermediaries (enhanced)**  
Organizations that provide capacity-building services in their roles as intermediaries between funders (or national/state organizations) and community organizations, such as community development corporations.

The use of intermediary organizations (many of which began by providing primary financial support) to deliver capacity-building services has taken some fascinating forms in recent years. Two of our profiles highlight intermediaries that moved from a previously diverse income model to each being funded now by only one foundation and providing services only to the grantees of their funder. This enabled the intermediaries to focus on their work rather than on their own financial stability.

Some intermediaries have specifically cultivated knowledge management abilities to fill an important gap in their regions, in addition to offering direct capacity-building assistance. Many intermediaries are designed to help groups that previously didn't have access to sophisticated assistance. Finally, one especially innovative effort is the California Association of Nonprofits' Nonprofit Quality Reporting Initiative, which is built on the need for funders to change their reporting requirements for nonprofits at the same time that nonprofits are asked to become more accountable. They provide a tool, the Unified Chart of Accounts, that can facilitate such change.

**6 Foundations offering services directly to grantees or communities (enhanced)**  
Foundations that hire in-house staff and set up internal infrastructure to provide capacity-building services themselves.

Some foundations offering direct services are including a focus on leadership development, and on the creation of strong peer linkages and networking opportunities. The Hawai'i Community Foundation's Leaders Academy is especially comprehensive, beginning with structured group training on leadership and organizational development, providing grants to participants so they can apply what they are learning to a real project, and creating the peer networking linkages that promote continued learning over time. The Benton Foundation Sound Partners initiative is using conference call workshops offering training on targeted subjects to help address distance and time issues.

In another example, the McKay Foundation has identified a pool of consultants with specific areas of expertise, and its grantees can work with one or more of them whose skills match the nonprofit's needs. A holistic approach is cultivated because one consultant refers the nonprofit directly to others as additional needs are identified.

**7 Government agencies providing capacity-building support (enhanced)**  
Federal, state and local government agencies that offer capacity-building funding or services.

Two profiles describe the work of cities that recognize the positive impact of strong arts and cultural opportunities in a community, and assist a wide variety of organizations that contribute to their richness in the arts. For example, Santa Monica, California,

offers capacity-building grants to arts organizations, and low-cost or free technical assistance workshops for artists, many of whom also operate nonprofit organizations in the city. The program also offers resource services to organizations wishing to produce cultural events. Another profile describes the use of federal dollars by the city of San Francisco to fund capacity-building activities for nonprofits addressing a key local concern—AIDS service provision to communities of color.

### **8 Organizations providing nontraditional financial support to nonprofits (enhanced)**

Organizations that provide financing, operating support and other financial help to nonprofits in nontraditional ways.

Access to capital and to knowledge about effective financial management is essential to nonprofits, and several innovative programs that do this were identified. For example, Community Loan Technologies provides loans, technical assistance and training to stabilize nonprofits and help staff and board members plan for long-term financial stability. The Rudolf Steiner Foundation works with donors, investors, borrowers and grant recipients to strengthen their ability to use money to integrate their values with practical objectives.

### **9 Organizations providing nontraditional technology support to nonprofits (enhanced)**

Organizations that offer innovative types of technology support, or that use innovative delivery systems to do so.

One of the most compelling reasons for nonprofits to increase their technology capacity is to respond to demands from funders for outcome data. Technology-based systems for capturing and disseminating impact information include Social Solutions' ETO, Community TechKnowledge's Online Data Manager and B2P's Impact Manager software for intermediaries.

In addition, the creation of online communities such as Knowledgeplex and Isoph Institute's "Isoph Blue" helps nonprofits share information about lessons learned and effective practices. Finally, a number of nonprofit technology assistance providers are offering planning help and access to technology resources that would otherwise be hard for nonprofits, especially smaller ones, to access.

### **10 Comprehensive capacity-building centers (new)** Organizations that offer multiple capacity-building services in one physical setting, moving towards "one-stop shopping."

The comprehensive centers in this sample each have a very different operating mode. In one, a community foundation plays a central role, creating, funding and/or staffing some or all of the center's operations, with the center's services available to all nonprofits. The other model involves a group of nonprofits that are joined together structurally by the organization providing capacity-building assistance. The groups have not merged or lost their distinct identities, but have found a way to collaborate on or merge some of their functions to maximize efficiencies and strengthen services. In one case, the Care Management Coalition in Buffalo, five agencies with directly competing services have been able to strengthen their back office operations and service delivery as a result.

### **11 Volunteer management organizations (enhanced)**

Organizations that specialize in helping people volunteer their time to provide specific capacity-building services.

Several programs studied involve educational institutions that encourage their students to get involved in capacity-building projects with nonprofits. Additionally, technology has become a valuable resource in making volunteer matches with nonprofits, increasing access especially for small groups unable to conduct significant outreach on their own. A number of organizations also are providing online tools for this purpose.

The Advertising Council in Rochester, New York, engages marketing and communications professionals as volunteer consultants for organizations and as workshop trainers, and provides extensive donated media space in most of the region's print and electronic outlets. Finally, the Taproot Foundation uses a unique "service grant" approach to make volunteer marketing, communications and technology assistance available on a competitive basis.

### **12 Corporations offering capacity-building services (new)**

Corporations that offer services to nonprofit organizations directly or through a nonprofit affiliate.

The Cisco Systems Fellowship Program met a critical need for the company when it had to lay off some

employees, while providing outstanding full-time volunteer assistance to nonprofits for complex, time-limited technology initiatives. Sempra Energy funds participation of nonprofit staff in leadership development and skill-building activities provided by others, as well as offering awards and other activities designed to increase philanthropy and strengthen community foundations in a region.

**13 Nonprofit management consulting firms (new)**  
Nonprofit organizations that offer a range of management consulting services to nonprofits. (Emerging Strategy - described in next section.)

**14 Evaluators of capacity-building programs (new)**  
Organizations and individuals that specialize in evaluation of capacity-building programs, primarily those sponsored by third-party funders of the capacity-building efforts.

With assistance from TCC Group (formerly The Conservation Company), Eureka, a national leadership development program for nonprofit executive directors, is implementing an Evaluation Dashboard to gather survey data through its website from all fellows in the program. The system will enable Eureka to gather national evaluation data on an ongoing basis for fellow (individual), organizational and community-level outcomes, and will have “real time” reports on what is working, what is not, and fellow outcomes.

**15 Community-wide capacity-building initiatives (new)**  
Programmatic efforts that are organized to bring together a city, county or region's nonprofit capacity-building resources to increase access, improve synergy and enhance impact.

A growing trend in capacity building is to address needs on a community or regional basis – to coordinate what currently exists in the way of capacity-building assistance, enhance it to fill specific gaps and make available services more accessible, especially to smaller nonprofits. Some of these efforts are targeted to nonprofits doing specific work, such as the Community Capacity Fund in Washington, D.C., which focuses on post 9/11 recovery and future disaster preparedness, or the Ford Foundation's Fund for Community Organizing. Others, like the Capacity-Building Network of Upstate New York, South Florida Regional Capacity Building Initiative and CONNECT:

Partnership for Nonprofit Solutions in Orange County, California, have a broader mission to serve all nonprofits in their region.

**16 Individual philanthropists supporting capacity building (new)**

Wealthy donors who provide grants and sometimes technical expertise to nonprofits related to capacity building - not through their foundations, but through individual donations. (Emerging Strategy - described in next section.)

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There is some overlap among these categories, but we made a decision about unique placement for each program among the 16 categories. For instance, the Asian American Federation's Management and Technical Assistance Fund provides services to diverse communities and is placed in category 1, but it does so using a nontraditional financing strategy for the Asian nonprofits it assists. As another example, Ink People Center for the Arts specializes in providing capacity-building services to nonprofits in rural areas, but also serves as an incubator for new arts and culture nonprofits in its region.

## Innovative and Nontraditional Programs for Capacity Building

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The study identified 118 programs for nonprofit capacity building that fit our definition of innovative and nontraditional. Despite the limitations imposed by the nature of the study, this is a large enough sample to make some generalizations about the current state of the field and its future direction. And the programs described one-by-one later in this report all have learning potential for practitioners, researchers and others interested in nonprofit capacity building.

The programs include some which have been in existence for quite a long time, but do not seem generally well-known to the field. Others are projects that were just emerging when the research was conducted.

Some are large, well-funded and provide services nationally or to an entire state. Others are quite small and limited in their intended target audience. For instance, the Advertising Council of Rochester is locally focused, while Volunteer Match is a national enterprise based on an innovative Internet business model (and is generating earned revenue).

These programs are presented in a roster at the end of this report, organized under the 16 new or enhanced categories of the *Alliance's* Universe presented earlier. Each program is described in a brief abstract, the dimensions of which are given in the beginning of the roster. Following the roster (see page 48) is an alphabetical index to the programs.

## Emerging Strategies for Capacity Building

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Interviewees for this study often would speak of strategies for capacity building that didn't reflect an organized program, but nonetheless seemed to be on the leading edge of the field. In two cases—strategies 1 and 4—the strategies identified did lead to additional categories for the *Alliance's* Universe. Others listed here didn't precisely fit any category, but seemed to have promise as directions for the capacity-building field, and perhaps for inspiring specific programs in the future.

### 1. Capacity-building grantmaking by individual philanthropists

At the beginning of this study, both the literature review and early interviews indicated that individual philanthropists (who collectively give far more money to nonprofits each year than do foundations) rarely were included in discussions of capacity building. Were they thinking about nonprofit capacity building? Were they actually giving grants in this area, as individuals rather than through their foundations? What role might they play in advancement of capacity building in the future, including potential collaborations with foundations, opportunities for learning from foundation practices or vice versa?

With these questions in mind, we interviewed a small number of private bankers, financial advisors specializing in work with high-net-worth individuals, and individual philanthropists (see list of interviewees in the acknowledgments). Generally, what we learned is that nonprofit capacity building is a topic of interest to many individual donors and their advisors, because they are smart, educated people who realize that a strong organization is more likely to achieve its goals. However, in most arenas of individual philanthropy and wealth management, this topic is not discussed in any organized way.

This does not mean that capacity-building grantmaking by individuals does not occur, however. At least as

judged from our small, informal sample, when an individual philanthropist does such grantmaking, it is usually quite informal and “below the radar screen.” Our interviewees said that even when the subject of capacity building is discussed, it is never called by that name, and in most instances we had to provide a definition of the term when we began the interview. However, once the definition was provided, some interesting case examples emerged.

For instance, a long-time philanthropist had given money for several years to an AIDS prevention education organization, based in San Francisco but working in Africa, and run by an Episcopal priest. The priest's wife, a nursing professional, served as secretary. When it became clear that the nonprofit was struggling and needed to expand, the philanthropist gave a \$50,000 grant so the nonprofit could hire its first paid secretary and rent office space. Within the next year, the nonprofit received a \$1 million grant from the Gates Foundation that transformed the organization's ability to provide its educational services. Thus an established donor relationship facilitated the capacity-building opportunity—but that term was never used by any of the parties to this grant!

In addition, with some exceptions, philanthropists and their advisors seem to have virtually no connections with the knowledge base or opportunities for learning and networking afforded by foundations involved in this work. As a result, no simple vehicle exists to offer them information about effective capacity building as practiced in the foundation world (though some philanthropists have strong connections with the private sector, and with the capacity-building approaches associated with venture philanthropy).

Based on the results of our very limited interviews for this study, it appears that there is an opportunity to educate donors, and to get them more involved in

individual support for capacity building, by using examples from philanthropists, like the one just mentioned, to raise awareness about capacity building as a philanthropic strategy. At present, capacity building as part of a philanthropic strategy seems not to be covered in donor education workshops, or in the individualized consultation provided by wealth managers and other types of philanthropic advisors.

Many wealthy people who are new to philanthropy need to “do their own personal growth work first,” one donor told us. They need to learn how to become leaders in the areas they’ve chosen to support, and a number of leadership training programs are geared to this need. These leadership development programs may also provide opportunities for some training on the importance of and strategies for nonprofit capacity building.

Our interviewees also told us that prejudices must be overcome. Sometimes capacity building is labeled as just another overhead expense, and that may make it difficult for individual philanthropists to appreciate it. They must see it in a larger context, and have some examples of success available to persuade them of its value (as a long-term effort to reduce the expense base by making the organization more efficient). Well-written, concise case studies would really help; donors can learn strategies by observation. Education for financial advisors also might be helpful.

HIRI’s exploratory work reported here will be expanded in a new study, “Donor Perspectives on Nonprofit and Community Capacity Building.” The study is being conducted by Thomas Backer and HIRI senior scientist Professor Alan Miller of the University of Nevada (with Rochester-area interviews conducted by Jane Bleeg).

## **2. Combining capacity-building services with funding related capacity-building purchases**

Traditionally, capacity-building service providers do not provide funding support in the areas where they are offering service, though there are some programs that specialize in financial assistance. However, this dichotomy is changing, and some providers are experimenting with a blended approach.

For instance, CompassPoint Nonprofit Services in San Francisco is coordinating a government-funded program with seven organizations of color that spe-

cialize in HIV prevention. One element of this program that represents a cutting-edge development for capacity-building providers everywhere is CompassPoint’s use of training, combined with financial support for purchases of technology or other equipment that enables the grantee to implement the training provided.

In this instance, CompassPoint makes recommendations for technology and purchases the computers and other equipment, with a budget of about \$40,000 per year per organization. This leverages the capacity-building activities enormously, instead of the old-fashioned way that so often was about “teaching people to ride a bike when they don’t own a bike!”

## **3. Commercial vendors providing capacity-building services**

Some concern exists among leaders in the nonprofit community about larger for-profit organizations, often with few prior ties to the nonprofit world, getting into the capacity-building business. For instance, banks may offer technical assistance on how nonprofits can issue tax-exempt bonds, somewhat like learning about home purchase through a mortgage broker. Such concerns are frequently related to the larger apprehension the nonprofit community has about competition from commercial enterprises, such as those entering the social services field.

However, the issues are more complex than may seem apparent at first. For example, many providers of nonprofit capacity-building services are in fact for-profit businesses, such as individual consultants or small consulting firms. Their competitive expertise may rest in part on their familiarity with, and orientation to, the nonprofit environment. And typically these providers of expertise, whether for-profit or nonprofit, sell only their advice with no product line to which the advice may be directed (an investment vehicle, a piece of technology, etc.).

But in the opinion of some interviewed for this research study, the expertise of these nonprofit-oriented providers (whether they have a for-profit or nonprofit business model) also has limits. Banks may in fact have higher-quality information and experience related to such topics as investment strategy involving tax-exempt bonds.

Moreover, as one interviewee commented, larger commercial firms like banks aren't tainted just because they have a commercial interest—the nonprofit sector individuals or groups offer seminars that are often funded by philanthropy, but may not be as good as their commercial counterparts in providing understanding of complex financial sector matters. On the other hand, the nonprofit providers may have a better understanding of the workings of the nonprofit sector (public funding sources, nonprofit governance, etc.). Collaboration between the two types of service providers might be explored to yield a superior product for nonprofits needing this kind of assistance.

To the extent that larger businesses are focused on nonprofit concerns, they may be considered part of the infrastructure for capacity building, and thus they need to be included in the learning community and research emerging in this field. The field may need to stimulate debate about “firewall” strategies for separating consultation from product sales, such as Isoph (one of the programs described in this report) has done, for example.

#### **4. Promoting collaboration among service providers to enhance capacity building**

Funders supporting capacity-building programs of various sorts may find ways to leverage their investment by promoting collaboration among their grantees. As an example, Mitsubishi Electric of America Foundation provided grants to Partners for Youth with Disabilities (PYD) and Computer Technologies Program (CTP). The Foundation brokered a collaboration between these two grantees in which each works to develop the other's internal capacity, and to promote information sharing and broader impact of the other's program.

PYD is using its expertise and experience in mentoring to provide training to CTP in developing its own mentorship program. CTP is sharing its technology expertise regarding employment of people with disabilities, and offering technical consultation to PYD as it replicates its program in other regions. The two projects gave a joint presentation at a national conference to encourage other computer training programs for people with disabilities and youth mentorship programs to collaborate in this way. This model of collaborative capacity building, based on complemen-

tary areas of need and expertise, has much potential for use by other funders, or by nonprofits themselves as they look for ways to leverage impact.

The Organizational Effectiveness Program at the Hawai'i Community Foundation is an innovative example of coordination at the funders' end, since it links together many of the community foundation's funds so that they can support capacity building in a less fragmented way that saves staff time and addresses important nonprofit needs. They are beginning to see

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"We have found great benefit from having a cluster of grantees working in the same area share ideas, build mutual knowledge, get involved in staff exchanges, share documents, and more. Capacity building works best with a network when it isn't just up to the network alone to do it, but there is money for a facilitator who brings them together, makes sure there are structured meetings, minutes, and timely reports back to network members and funders. This keeps the learning going. It also is best when we build in evaluation from the beginning - formative evaluation is very helpful, with a separate line item and an external evaluator."

**- Elan Garonzic, Charles Stewart Mott Foundation**

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much more leveraging impact with this design, e.g., modest capacity-building assistance for one group led to an increase of \$3.5 million in that group's income. They also are seeing more synergy in their funds, are able to assist a wider variety of nonprofits, and are better able to manage their own growth.

Similarly, WillPower in Rochester, New York, coordinates resources from various funders, nonprofits, financial advisors, the local Ad Council, ad agencies, media organizations and others to promote planned giving to local charities, as well as to increase the capacity of local nonprofits to cultivate planned giving. Educational programs for nonprofits and financial advisors inform them about how to cultivate planned giving, and WillPower provides advertisements and materials they can use free of charge to help them

stimulate planned giving from their constituents. It also runs a community-wide multimedia publicity campaign to increase the responsiveness of potential donors when they are approached by nonprofits or financial advisors.

### **5. Offering capacity building through for-profit consulting firms oriented to the nonprofit market**

Increasingly, mainstream management consultants from the corporate sector are beginning to view the nonprofit sector both as a market area and as a place where their specialized skills can be helpful. Major consulting firms like McKinsey & Company have set up divisions of their profit-making business to offer nonprofits services that are oriented largely to building capacity. Others set up separate nonprofit organizations to work with nonprofits.

The Bridgespan Group is a nonprofit strategic consulting firm focused exclusively on the nonprofit sector, founded by and allied with Bain & Company, a major management consulting business. The strategic partnership with Bain & Company positions Bridgespan to help nonprofit organizations learn about leading-edge management strategies, tools and talent that can help nonprofits achieve greater social impact. The firm specializes in strategy consulting for nonprofit organizations and foundations, and also shares knowledge and tools developed more broadly with the nonprofit community.

These firms need to come to the table in discussions about nonprofit capacity building, and can be valuable sources of models, expertise and learning approaches. At the same time, interviewees indicated there is some concern about these new organizations. They are perceived by some to be growing mostly through large projects funded by foundations with connections to the organization's principals, and to be providing services of questionable quality in some cases. There are concerns that nonprofit organizations formed by for-profit firms may ultimately serve the aims of the for-profit parent organization, rather than the nonprofits.

### **6. Offering capacity building through academic nonprofit centers**

Many academic nonprofit centers are beginning to look at the region in which they are located, to identify nonprofit capacity-building issues that the centers might help address. A few centers have been

involved in this work for many years. These academically based programs are starting to participate in a number of ways in the life of the nonprofit community. This is in turn a reflection of the larger press on academic institutions to provide more services to their communities. Participation in capacity-building activities is just one aspect of this trend.

### **7. Offering field-specific capacity building**

Many initiatives for nonprofit capacity building, both those sponsored by foundations and those supported by state or federal government, have focused on a particular field or even on a particular type of organization. Sometimes the interventions are relatively generic, but in other cases they are quite closely tied to the specific needs and culture of the organizations receiving the capacity building. There does seem to be room for growth, however, in retooling existing capacity-building providers that now serve a range of clients so they can focus part of their energies on a particular type.

For example, a number of community-oriented capacity-building providers now are offering capacity-building services to faith-based organizations, though so far these are mostly at the “capacity-building 101” level. The larger faith-based organizations in this arena could especially benefit from more sophisticated services—some of which they have access to through their own religious organizations (already a category in the *Alliance's* Universe). Religious organizations providing capacity building are not well-networked into the mainstream of practice in this field, with the result that their models and approaches aren't used to improve the field overall, and vice versa. Other areas in which services might be concentrated, such as social justice or civic engagement organizations, are discussed in the next section.

The 2003 Annual Conference of the Alliance for Nonprofit Management included a focus on field-specific capacity building. It included organizations focusing on capacity building in the arts, in communities of color, in HIV/AIDS prevention and treatment, community building and other fields. Recent research by TCC Group (Connolly and York, 2003) into the effectiveness practices of management support organizations also noted that demand for field-specific capacity building is on the rise, and capacity-

building needs differ from field to field. For example, community development centers (CDCs) require sophisticated levels of technical assistance in financial management and housing programs; arts groups often need specialized assistance in facilities management, etc.

### **8. Creating “second generation tools” for capacity building**

In the first decade of the current era of organized nonprofit capacity building, a number of tools were developed for needs assessment, program evaluation and skill building. These “first generation” tools have now in some cases been superseded by more sophisticated “second generation tools” for capacity building. A particular example is technology-based tools that help nonprofits evaluate their impact and build capacity using current approaches to logic model/theory-based evaluation.

Examples described in this report include B2P and Innonet (see program descriptions for details). At the information management end, the Human Interaction Research Institute’s Philanthropic Capacity Building Resources (PCBR) database is another example—an online database of foundation grantmaking and direct service programs. Such tools bring together information and information management in a cohesive package that helps shape the activities pursued.

### **9. Creating flexible, responsive funding for capacity building**

The Ford Foundation is a particularly good example of a program for capacity building that builds in flexibility in funding support. It uses some dollars as retainers for the services of specific management support organizations, so that program officers can apply to have those groups work with Ford grantees needing assistance. In addition, program officers working within different areas at Ford will sometimes pool dollars for capacity building, or use dollars across programs to be sure that those needing assistance receive it.

The Foundation has also identified special capacity-building needs of organizations with little or no paid staff and many volunteers, as well as groups whose staff and volunteers are from highly diverse backgrounds. Because some who provide capacity-build-

ing assistance to larger and/or less diverse groups do not use approaches that are appropriate to the unique needs of the smaller and more diverse organizations – such as many doing social justice work – the Foundation will provide funding specifically to intermediaries that do have the knowledge and skills to meet those special needs. Ford also focuses on building regional intermediary organizations that provide capacity building and networking “tissue” to other groups to support their work throughout a region.

### **10. Building capacity through changing the community environment**

In some cases, nonprofit capacity may be increased more by changing the larger environment in which these organizations operate than by specific capacity-building services. This may take the form of community-wide (local or state) education programs encouraging the entire nonprofit community to pay more attention to their “organizational health,” as has happened in Hawaii (through the several programs of the Hawai’i Community Foundation identified in this study). Or it may take the form of efforts to change the reporting requirements funders place on nonprofits, as the California Association for Nonprofits is attempting to do in California.

### **11. Building capacity through organizationally focused coaching for nonprofit leaders**

Over the last few years, coaching has become a major trend in executive development, first for the corporate world, and now increasingly for the nonprofit and government sectors as well. This one-on-one, problem-focused consultation for executives (often offered by telephone or Internet-based communications, rather than through traditional in-person sessions) has become popular among both the individual managers who receive it and the organizations that often pay for it.

Typically the focus is on individual executive performance (interpersonal difficulties, decision-making skills, strategic or long-range planning, dealing with stress or burnout, etc.). Coaches are different than organization development consultants because they explicitly relate to the individual and his or her performance on the job, but they are also different than psychotherapists because the emphasis is on job-related problems within the normal range of psychological functioning.

There is increasing recognition that coaching can also build the capacity of the organization, especially if it concentrates on managerial issues with direct impact on strengthening organizational functioning.

As was said by one participant in a session on coaching at the Houston '03 *Alliance* Annual Conference, "With coaching, the executive director or board chair who is getting the coaching identifies the issues, and the coach asks questions designed to have that individual come up with his or her own answers." But there is then a negotiated plan for follow-through, with the coach checking back periodically to determine progress towards agreed-upon goals. It was also mentioned that few nonprofit organizations at this point are willing to pay for coaching, and this service is only infrequently offered by management service organizations or other nonprofit capacity-building providers. Innovation Network in Washington, D.C. (a program of this organization is described on page 83) has included coaching in a recently completed capacity-building project for the Washington, D.C. area, and other examples are likely to emerge in the near future.

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Finally, it is also interesting to note that some strategies we expected to include didn't come up in this research study with enough consistency to make either our program listing or the above group of strategies. For instance, we did not obtain input about earned revenue approaches to nonprofit capacity building, which have been used by arts and culture organizations such as museums for some time now, and have been debated in both the nonprofit and for-profit sectors. This nonetheless is an emerging activity in the field, and in fact was identified in a study of provider organizations the TCC Group recently completed for the David and Lucile Packard Foundation (Connolly and York, 2003).

## Lessons Learned About Nonprofit Capacity Building

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Three categories of findings from this study have been presented so far: (1) new or enhanced categories of people or organizations involved in capacity building, (2) innovative and nontraditional strategies and (3) innovative and nontraditional programs. In this section, we weave together information and observations about the 16 categories, 11 strategies and 118 programs identified in our research, in the form of 14 “lessons learned” about how to create, conduct and evaluate nonprofit capacity-building programs and strategies.

These lessons learned emerged from a qualitative analysis of the data gathered in this environmental scan. Because the interview sample was small and informally determined, and because the focus of this research was on categories, programs and strategies, and not on more general trends in the field, these should all be regarded as tentative observations meant to stimulate further dialogue and exploration.

### **1. High-impact capacity building often includes three components - training, direct consultation and peer networking.**

From the innovative, nontraditional approaches to capacity building we examined comes a model for capacity-building services to nonprofit organizations (separate from initial assessment and financially oriented services, our other main types presented at the beginning of this report). Not all traditional or emerging capacity-building programs provide services in this more integrated way, of course, but our informal evidence suggests that this three-component model is the likeliest route to significant impact. Evaluations of approaches to capacity building using this model are needed to validate this assumption.

#### **The three components of this model are:**

- a. Group or individual training on new knowledge, skills and attitudes aimed at increasing organizational capacity (i.e., more than generalized

management education such as one would receive in a conventional academic course).

- b. Direct consultation or coaching (on-site, by telephone or by e-mail) so the learnings from training can be applied in the actual operations of the nonprofit.

- c. Peer networking via meetings, site visits, e-mails, phone calls—capacity-building providers can play an essential role by creating better channels for nonprofit managers to share information and support with each other, and monitoring or facilitating the use of these channels to maximize their value.

The programs and strategies summarized in this report also indicate that overarching infrastructure in the community, and specific knowledge products, are needed to provide a larger context in which this three-component model will have the most positive effects.

### **2. Results from capacity-building interventions need to be integrated into the whole organization for maximum impact.**

Many, if not most, interventions for nonprofit capacity building are actually delivered to and through selected staff or board members, rather than to the total organization. Frequently one or a few staff members go to a workshop or meet with a consultant, or top managers and/or boards of directors may be the recipients of direct contact with the capacity-building experience, whatever it is. This “method of entry” into the organization means that the full impact of capacity building will only occur when the results of the intervention are integrated into the organization as a whole.

Such integration often is challenging to achieve, not only because MSOs or consultants may not be hired or compensated to reach this goal, but also because there can be issues of turf and territory within the recipient nonprofit that limit the likelihood for suc-

cess. Yet unless such barriers are overcome, the results from these interventions may be limited.

### **3. Sustainability of capacity-building programs needs to be a focus of increased concern.**

The issue of sustainability came up at two levels in this study. One involves sustaining capacity-building programs themselves at a time of reduced resources for these efforts. As discussed in the Introduction, the *Alliance's* (2003) survey of MSOs indicated a

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“Our belief is that there are really two issues at work: nonprofit skill sets and the barriers ‘out there’ that work against what nonprofits are required to do or what they want to do. A perfect example is financial reporting: every funder, corporation, government, donor, etc. has their own version of format, terminology, and process for reporting. These multiple requests make it difficult for nonprofits to produce consistent, accurate and timely financial reports. Most MSOs cover how to develop a budget, how to set up a chart of accounts, what is nonprofit accounting, etc. None of that solves the continuing problems with getting financial reporting to be consistent and timely. Our own approach is to address both the external and internal issues. We believe that until both areas of capacity building are addressed we can do training until the cows come home and not really make significant changes in the level of capacity of the nonprofit community.”

– Florence Green, California Association of Nonprofits

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decrease in funding support for these capacity-building organizations, a trend noted anecdotally by the authors to be reflected in the field as a whole. However, sustainability concerns may be eased by looking at another finding from this survey—fee-for-service income was up over the past three years for MSOs. Capacity-building providers, their funders, and the entire nonprofit sector need to brainstorm together about how to identify, share and promote implementation of innovations in resource acquisi-

tion—and also to promote a greater attention to sustainability strategies for both the traditional and non-traditional types of capacity builders studied here.

The other sustainability issue involves building capacity in ways that continue to live on in an organization as staff, including the original trainees, leave. In some cases, the very act of engaging in capacity building can threaten the long term vitality of organizations. A nonprofit can be weakened while getting replacements up to speed after losing staff or board members who have gone through an intensive capacity-building effort, and then move on to other organizations seeking other opportunities.

Some interviewees assert that it would be appropriate to ask nonprofit staff who have strengthened their skills through capacity building to make some kind of time commitment to the organization. Others felt this was unenforceable, and view such movement as the price for increasing the capacity of a nonprofit's staff.

### **4. Organizational capacity building for nonprofits can be integrated with interventions made at both the individual and community levels.**

So much of nonprofit capacity building as a field today seems to be relatively unconnected to activities focused on individuals and on communities. However, there is a clear trend among those interviewed for this study to believe that an integrated approach works best. Such approaches look more broadly at what will really improve quality of life and services provided for people in a community, and then offer capacity building for whatever entities will accomplish that.

Some might be unincorporated grassroots groups or even individual advocates, others might be nonprofits, and still others might be educational institutions or corporations. Connecting community building and capacity building is a trend in the field that will have increasing impact in the coming years. It starts with simply assessing what community infrastructure for capacity building already exists.

### **5. High-impact capacity building for nonprofits tends to be expensive and needs to be resourced accordingly.**

Providing the type of intensive, longer-term capacity building that seems necessary to create enduring

change is expensive. However, these costs need to be seen in relative terms. Funding for a building or creating a major new service program may dwarf any investment in capacity building. Connolly and Lukas (2002) indicate that foundation investments in capacity building tend to be relatively small percentages of total grantmaking allocations. The *Alliance's* (2003) survey of MSOs found that the overall increase in requests for capacity-building services by nonprofits was accompanied by an increased demand for more special services that involve longer-term relationships—types of services which by their nature are more costly. There are not yet many types of interventions that are cost-effective and also have large effects, because the work must be custom-tailored and it takes time. Maintaining quality and impact, while decreasing unit cost and increasing the range of capacity building's impact, is a key challenge for the future.

While a number of the innovative and nontraditional programs identified for this study include some information about costs, occasionally even about unit costs, these data were not provided consistently enough to come to any conclusions about cost patterns among these very diverse programs. Cost pattern analysis awaits another study. Moreover, there is very little information anywhere in the capacity-building field about cost effectiveness, partly because so many programs for capacity building are either not evaluated at all, or only in a relatively global, qualitative fashion. Again, cost-effectiveness analysis awaits future work in this area.

Cost-effectiveness studies would likely begin by comparing major categories of strategy for capacity building. For instance, peer networks and other group processes tend to be a good deal less expensive per “unit of intervention” than one-on-one consulting.

#### **6. The increase in capacity-building services provided directly to nonprofits by foundations raises some concerns that the sector needs to address.**

Some observers have concerns about foundations getting more involved in providing capacity-building services through their own programs and hired staff. The concerns are partly about how to maintain an adequate “firewall” so nonprofits don't risk losing grant funding because they are also “baring their weaknesses” for the capacity-building side of the organization. (This of course applies to government

fundors with their own internal capacity-building programs as well.)

Quality also is a concern. If the quality of the foundation-provided capacity building isn't good, it is more difficult for nonprofit “clients” to say so, for fear of jeopardizing their funding relationships with the foundation.

Finally, concern exists about whether resources are drained away from management support organizations, many of which are as fragile as the nonprofits they try to help. Some in the field argue that support from foundations should go to strengthen these management support organizations, rather than to foundations building their own internal capacity-building programs.

#### **7. Innovative, nontraditional capacity-building programs often are fragile.**

Even during the short term of this research study, one innovative program that we wanted to include went out of business, and another program seems likely to do so. In a number of other cases, it was clear from our interviews that a program was both financially and organizationally fragile—for instance, that the loss of a single funder would likely prove fatal to continuation of the program. Innovative programs are perhaps particularly likely to have a high mortality rate, but because of the current financial constraints on the nonprofit field in general and on capacity building in particular, fragility of capacity-building programs is a concern across the board. As the *Alliance's* (2003) survey of MSOs notes, the challenges facing all capacity-building providers in the current economic climate are significant.

Many mainstream MSOs and consulting groups are engaging in cutback management at the same time as they may be offering interventions on that topic to nonprofits in the community. Some will survive, but some, perhaps many, will not.

In some cases, the quality of the programs in question may not be high, and their closure may in fact be appropriate because it makes more resources available for the highest quality programs. However, in other ways this is a danger to the growth of the field because innovation is more difficult to encourage in very tight times.

### **8. Innovative, nontraditional programs tend to be marginalized in the nonprofit sector, which raises both concerns and opportunities.**

By their nature, innovations tend to be somewhat marginalized in systems of professional or institutional practice, because they represent “outliers” to the mainstream and often are quite deliberately so, like “skunkworks” in private industry. This provides them with major opportunities for experimentation and creativity, but it also renders it more difficult to evaluate their outcomes, and to integrate them with the rest of an organization, a community or a field at large. Many of our interviewees spoke of these aspects of the programs they had created or observed in the field.

This is an issue that the field of nonprofit capacity building needs to wrestle with, to identify strategies for that integration. The *Alliance* can play a leadership role in that process.

### **9. High-impact capacity building is fostered by continuity of services both to individual nonprofits and communities.**

To sustain nonprofit capacity building in all its various forms and its effects on nonprofit organizations, there is a need for an ongoing system of service delivery, continuing education and peer support. As already discussed, turnover in both the leadership and staff ranks of nonprofits is one reason for this; another is the rapid change in both the nonprofit environment and in capacity building itself as a field of activity.

Several of the innovative programs and strategies identified in this research offer promise for increasing continuity of services. They have at least limited staff resources for planning and coordination, and can help greatly to provide continuity. (An example is peer networks, especially the Nashville-based network of nonprofit agency directors described in this report.) Comprehensive capacity-building centers and community-wide capacity-building initiatives also offer promise. Leveraging of limited resources for nonprofit capacity building is much more likely when there is some sort of ongoing entity that (a) assesses needs for capacity building within a community and for individual nonprofits; (b) shares information about what is available so that interventions can be initiated in a timely, opportunity-responsive fashion; (c) provides

some avenues for resource acquisition or resource sharing, such as multiple nonprofits sharing the costs of bringing in a highly-paid consultant to address a particular topic; (d) evaluates the quality and impact of interventions provided, so that improvement over time is possible and non-productive interventions can be avoided; and, (e) connects local resources with national and international developments so that the state-of-the-art of the field can be advanced.

### **10. Capacity-building resources can be focused directly on promoting growth in civic engagement and social justice.**

Our interviewees frequently mentioned their concern that important contributors to civil society may not get their “fair share” of capacity-building resources—e.g., nonprofits concerned with civic engagement, because most are relatively new on the scene; and those concerned with social justice, because in most communities they are thinly supported by traditional funders and often are the smallest and most fragile nonprofits. Sometimes they are not even incorporated nonprofit organizations, but rather volunteer grass-roots groups with either no legal status at all, or operating under a fiscal agent with a very small budget.

Some progressive funders such as the Liberty Hill Foundation in Los Angeles pay careful attention to providing at least a limited amount of capacity-building service for their social justice grantees, and this topic is starting to be addressed in the philanthropic world. Moreover, the resources of nonprofit capacity building defined by the *Alliance’s* Universe and by this study could be more directly focused than they are now on providing services to nonprofits that concentrate on promoting civic engagement. The very act of strengthening the national and local infrastructures for promoting nonprofit capacity building will help increase civic engagement, because visibly strong nonprofits encourage people in all types of communities to get more involved in the life of their community.

### **11. Effective nonprofit capacity-building work needs to deal directly with issues of culture.**

Much of effective capacity building deals with two different aspects of culture. One is organizational culture—the values, procedures and power structures that function within an organization and within the sector. The other concerns important dimensions of

culture in our society (race, ethnicity, gender and other identities) that play an important role in the organizational culture and the culture of the sector.

Some dimensions of organizational culture are specific to the nonprofit sector—the beliefs and assumptions by which the sector operates, and the way in which it is perceived by the larger society (Light, 2002). For instance, there is an underlying belief system for some people working in the nonprofit sector that “poor is better” and that “business models applied to the nonprofit sector are by their nature suspect.” This affects everything from staff compensation policies that limit access to the best personnel, to acceptance of “keep your overhead as low as it possibly can be” mentalities that for years have been one of the great enemies of effective capacity building.

Cultural differences of specific groups within the nonprofit community present quite a different dynamic. As seen in some of the innovative programs identified for this study, the culture of social groups can be essential in determining the best approaches to effective capacity building. For example, if a Latino community places a high priority on group cohesion and collaboration, that may make collaborative activities as a capacity-building strategy more significant and more readily adopted. Determining what kind of impact these and many other cultural norms have on capacity-building activities and effectiveness requires additional study, using that distinct focus.

Issues related to culture are likely to be quite specific to each racial or ethnic group, and as such a discussion of them is beyond the scope of this study. However, it is worth noting that providers of capacity building need to have cultural adaptation strategies on tap, and the process by which that happens has common elements across cultural groups. As an illustration, such strategies would involve a conscious effort to be culturally based—whether working in one’s own culture or cross-culturally—which means challenging assumptions, asking questions, drawing on a repertoire that goes beyond mainstream approaches, plus partnering and obtaining consultation from knowledgeable “insiders” in the course of working with any group. National leaders in this field, such as Omowale Satterwhite of the National

Community Development Institute, offer valuable perspectives on the subject of cultural differences (see Satterwhite’s Commentary on page 43). The *Alliance’s* People of Color Affinity Group is making strides toward defining cultural competency in nonprofit capacity building, and recognizes this area as a critical element of overall effectiveness of practitioners and the field.

## **12. Capacity building by its nature is heavily context dependent.**

Observers of nonprofit capacity building, such as Christopher Gergen of New American Schools, assert that effective capacity building is heavily context dependent. It really does matter what specific type of organization you’re providing capacity-building services to—the environment, the culture, the history and funding streams, the personalities and politics. While certain types of capacity-building activities (initial assessment strategies, workshops on broad topics such as board development) may be relatively generic, interventions like technical assistance almost always are more effective if there is some content knowledge of the environmental context in which the nonprofit lives.

For instance, Richard Evans of EMC Consulting asserts that capacity building focused on artistic mission is a critical, and often missing, component of work with nonprofit arts organizations. If the artistic mission is not addressed, all other types of capacity-building interventions may have limited impact. Similar statements can be made about underlying mission for all types of nonprofits.

Also, capacity-building services for densely populated, resource-rich urban environments are inherently different than those suitable for rural areas. Some issues of environmental context are explored by Cher Hersrud of the North Dakota Resource Center and Jonathan Spack of Third Sector New England in the Commentary Section on pages 45-47.

## **13. There may be important differences between capacity-building programs that focus on making a field better, versus those that focus on making individual nonprofits better.**

Another way to sort programs within all the Universe’s categories (both the original 20 and the ones that may be added as a result of this study) is to separate them

by two types of mission. Some programs have as their basic mission making a field work better, and that focus on field performance (environmental or social justice, etc.) is the only reason capacity building is done for particular nonprofits. The capacity-building work is therefore organized around the principles of that particular field.

Other programs focus on making organizations of a certain type better—for instance all organizations serving a particular population. So far, there has been relatively little effort to understand how this basic difference in mission affects the type and quality of capacity building offered.

**14. Capacity-building resources can be focused more sharply on assisting organizations that deal with public policy issues.**

Increasingly, nonprofits of all types are becoming involved in activities intended to have an impact on public policy - through research, education or even direct advocacy. Yet so far, there have been few efforts to increase the capacity of nonprofits to affect public policy. (Some of the exceptions are in the roster of nontraditional, innovative programs examined for this study.)

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These lessons learned all constitute subjects that might be explored further in the ongoing quest to learn about nonprofit capacity building and how it fits into the overall work of the nonprofit sector. Some specific suggestions for further exploration are the subject of the next section.

## Areas for Further Exploration

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Each of the previous sections of this report suggests further work that the Alliance for Nonprofit Management, the field of nonprofit capacity building, and indeed the entire nonprofit sector can consider for the future. The definition of capacity building and of the basic dimensions of its evaluation are certainly ripe for further shaping, particularly at this time of rapid change in the field and the emergence of evaluation findings that let us understand better than before the nature of this type of nonprofit intervention (Linnell, 2003). Each of the new or enhanced categories of the *Alliance's* Universe examined in this study could be studied further, not only to identify additional examples of innovative, nontraditional programs in a given subject area, but also to understand more fully the nature of the intervention itself and how it relates to the overall field of capacity building. Activities related to several of the categories are discussed here.

The emerging strategies identified by this study also could be the focus of further exploration, and again several of them are mentioned more explicitly in this section. They represent the cutting edge of the field, along with the 118 individual programs listed in the roster of Innovative and Nontraditional Programs. And as just stated, the 14 lessons learned presented in the preceding section each focus on a developmental issue in the field of nonprofit capacity building that could be the topic for further study, either analytically or empirically.

This small-scale, timed-limited study is not the only data resource available for “what’s new in capacity building,” making comparative analysis also of considerable interest. Findings from recent research such as the *Alliance's* (2003) MSO survey, the Connolly and York (2003) study and the Linnell (2003) study of evaluation approaches all have been examined briefly here for cross-comparisons, but a more thorough analysis of these datasets against

what was learned from this research probably would also be of value. Database resources such as HIRI’s Philanthropic Capacity Building Resources may also be useful in this regard.

In addition to the above sources of suggestions for future study and action by the *Alliance* and the field, the following are 13 topics that emerged from the research that may warrant further exploration:

### 1. Evaluation of Capacity Building

Evaluators need to be tied in more directly to the capacity-building field, and this can be symbolized by giving them a place at the Universe table. One innovative evaluation program is presented in this report, and more can be identified. The *Alliance* has a head start on assessing the state-of-the-art evaluation practices, thanks to the study it recently conducted by Deborah Linnell (2003). Others in the capacity-building field already are inventorying “good practices” in evaluation, such as Paul Connolly and Peter York of TCC Group, and the Human Interaction Research Institute through the evaluation practices identified in its Philanthropic Capacity-Building Resources database.

As already suggested, these can be woven into an examination of national capacity-building evaluation strategies and outcomes. Linnell (2003) concludes from her review that evaluation of capacity building is still uncommon except for foundation-funded initiatives, and there are no studies of comparative effectiveness yet (a particular problem given the wide range of capacity-building interventions available). Moreover, there is a lack of experienced evaluators to meet the demand for assessments of nonprofit capacity-building programs.

The *Alliance* is considering a larger research and practice improvement initiative in this realm. Such an endeavor also could result in making good practices such as recently developed nonprofit assessment tools

more widely available, and result in disseminating refined strategies for appraising the effectiveness of MSOs or individual consultants that could be used by consumers of services as well as by their providers.

Thus, enhancing the evaluation of nonprofit capacity building can proceed at two levels: first, improving current evaluation practice by making resources (and capacity building!) for evaluating effectiveness of these interventions more widely available; and second, by efforts to require performance measurement as a standard element of future capacity-building activities. All capacity-building activities should be performance based—if there are resources available, a formal evaluation should be conducted too.

As the findings of this study make clear, a promising area for future exploration is the use of technology-based systems for evaluating nonprofit performance, and performance of interventions such as capacity building as well. One system described in this study, B2P, uses a logic model approach facilitated by sophisticated, web-based technology to help nonprofits articulate outcomes they are trying to achieve. B2P is being field-tested in Chicago by the Woods Fund and other funders.

## 2. Community Infrastructure to Support Nonprofit Capacity Building

Building and supporting increased community infrastructure for nonprofit capacity building is clearly a major issue for the field. Efforts to build community infrastructure to support capacity building already are underway in a number of communities, as discussed previously. Some of these efforts are formal enough to have been described in the programs section, but a number of others apparently are underway, though they have not yet reached the stage of a formally defined, named program.

Taken together, these infrastructure-building activities can yield guidance on topics such as (a) how to map capacity-building assets in a community, (b) how to convene a community to discuss opportunities and challenges and (c) how to undertake core activities that enhance community infrastructure (such as creation of an accessible print or electronic database on capacity-building resources as identified through asset mapping). Such guidance can be disseminated to the field through organizations like the *Alliance* and GEO.

These efforts also can be tied to other community-building initiatives, such as the Annie E. Casey Foundation's place-based philanthropy initiative. This initiative starts with the assumption that capacity building is an important part of addressing community problems through coordinated community action in which philanthropy plays a leadership role. Casey's evaluation methods for such initiatives as its Making Connections program in a number of American cities provide leadership examples of how to integrate evaluation strategy into the development and implementation of a community-building initiative.

## 3. Regional Approaches Outside Large Cities

Building infrastructure using a regional approach to support nonprofit capacity building outside of major cities is a separate subtopic for further exploration. One example is the community infrastructure being developed in Upstate New York (see program #113), which includes a number of funders, infrastructure organizations and nonprofits. Several interviewees indicated that this is a leading edge in the capacity-building field, with the number of regions initiating this work likely to increase. Another step forward the *Alliance* could take is to support other communities in learning about how such regional approaches are being developed, and to promote peer networking as well as initial training and expert consultation.

## 4. International Activities

To maximize learning about state-of-the-art approaches to nonprofit capacity building, there also is a need to look at capacity building in other countries, and at the international organizations providing services or conducting studies in other parts of the world—such as the International Network for Strategic Philanthropy, the London School of Economics Centre for Civil Society, World Initiatives for Grantmaker Support (WINGS) and Open Society Institute programs in Eastern Europe. The *Alliance* and other national organizations in the United States (like GEO) can explore capacity building across the world by creating linkages with these organizations, e.g., through invited presentations at national conferences and sharing of information across websites and publications.

## 5. Local Developments

Developments at the local level also bear watching, and efforts to promote wider sharing of local models would have considerable payoff, since many of these

are now “below the radar screen” even of environmental scans such as this project. For instance, a proposed Los Angeles Executive Directors Association will be offering local assistance for capacity building through peer networking and peer-to-peer TA, as well as building the relationship of executive directors to the rest of the capacity-building infrastructure in Los Angeles. In Upstate New York, there are at least five such local associations of executive directors (some connected with United Way agencies). The *Alliance* and other national organizations can help to identify and share information about these emerging groups.

### **6. Government Activities in Capacity Building**

Opportunities to shape government capacity building also exist. For instance, in the substance abuse and mental health areas federal block grants go to states, and each state has an advisory council that has an impact on how the funds are used. If these councils had presentations supported through national organizations such as the *Alliance*, they could become advocates for capacity building in their states and also do some direct funding through the monies they control.

County and city governments sometimes have funds available for this purpose as well, and could interact with local or state/national capacity-building organizations in joint ventures. The *Alliance* and other groups could provide a vehicle for these potential partners to talk with each other about opportunities for collaboration (and also the risks involved, e.g., the much slower and more cumbersome process for allocating resources that often exists in a government agency as opposed to a foundation-funded program).

Many federal initiatives come with a mandate for citizen advisory groups and an allocation for TA. The *Alliance* and related organizations such as GEO could make a real impact here by moving proactively to communicate with this audience. This could both help to organize that kind of capacity building more productively, and extend the reach into the world at large.

In general, the government capacity-building community is not known to the nonprofit capacity-building community and vice-versa. Nonprofits may know of capacity-building services available in one sector, but not in the other. A real opportunity exists for two-way sharing. Finally, there may be some untapped resources of innovative and nontraditional

capacity-building approaches “hiding” within some of the best-known government efforts in this area. For instance, the Head Start program has mixed together regulatory monitoring of the programs it funds with capacity-building activities, using approaches that might have learning potential for other capacity-building providers and funders.

### **7. Internet-Based Services**

Internet-based information services also can be part of the future. National organizations such as the *Alliance* could expand the listings from this report into a directory of programs and strategies from across the country, to create more of a seamless network of them, and also to look in more depth at what these services are doing. A study in this area would be helpful. Examples from this study include:

- N-TEN’s TechFinder, a searchable online database of technology service providers that nonprofits can use to identify the service provider best equipped to meet their needs, partners with Tech Soup, NPower and Network for Good
- Local online services providing capacity-building information to nonprofits, such as those offered by Innonet, CONNECT and Human Interaction Research Institute/Southern California Association for Philanthropy
- HIRI’s Philanthropic Capacity-Building Resources database of foundation program descriptions

### **8. Communication of Next Steps to the Field**

The *Alliance’s* next steps, for example, could be shared broadly through targeted communications strategies—using print, Internet and conference resources beyond the *Alliance’s*. As one example, close ties already exist with *The Nonprofit Quarterly*. This journal might be used to convey results from this study and others, in the context of the current challenges the entire field faces. Other national organizations such as GEO have parallel dissemination systems and could be helpful.

### **9. Creating Innovative, Nontraditional Programs**

The *Alliance* and other national organizations also can stimulate the growth of more innovative, nontraditional programs in the future, in addition to sharing the results of this study and other research on capacity building. For instance, several of the programs described here were initiated by having one or

more persons representing a new capacity-building venture visit an established program such as CompassPoint in San Francisco.

Others began with a consultation by an expert from another community. Site visits to successful programs and technical assistance consultation are time-honored methods of launching new programs, and they certainly could be used productively to stimulate innovative capacity-building efforts, under the imprint of the *Alliance*.

Learning circles and peer networks in local areas also could be a source of innovations, with local funders stepping in to provide support to manifest their cre-

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“A cutting edge issue is delivery - making capacity building more cost effective to get to larger numbers of groups, and supporting the capacity builders reasonably to do it. There are lots of good ideas and innovation – the problem is figuring out how to deliver it to everyone - that is the next innovative issue for the field.”

– Mickey MacIntyre, *Making Change with Dollars & Sense*

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ative ideas. Existing *Alliance* endeavors such as the Annual Conference and the Gold Book, plus the *Alliance's* extensive online presence, also can be used to stimulate innovation, as can parallel activities of GEO and other organizations.

### 10. Capacity Building for Programmatic Excellence

Much of the current emphasis of nonprofit capacity building is on organizational process—how to improve the infrastructure of the nonprofit to do what it does. Yet in many cases the single most important need for increased capacity may be in the technical arena, the content of the nonprofit's operation. Funders, both foundation and government, are often unaware that the nonprofits they fund, regardless of their intense commitment to mission and community reputation, may simply not be delivering the best technical-quality youth development programs, HIV/AIDS prevention programs, etc.

Some government funders, such as the Department of Health and Human Services and its funding for AIDS prevention through the Ryan White Act, have recognized the need to build programmatic excellence in addition to strong managerial capacity. This kind of capacity building, of course, is needed in addition to, not a replacement for, the kinds of process-oriented interventions that are center stage in this publication.

A large number of nonprofit organizations do not have access to the state-of-the-art in their area of operations, and often lack staff who are well-trained in these best practices. One arena for field-building would involve integrating content-focused interventions with the more typical process-oriented interventions of MSOs, consultants and other capacity-building providers. Anecdotally, it appears that many of the best providers are those with at least some content knowledge and expertise, often people who come from a particular field themselves and thus provide content interventions almost whether they choose to or not.

Moreover, program-oriented capacity building is a ready option when peer networking is the capacity-building process of choice. Particularly if the network members are in similar types of nonprofits, the content focus again comes almost automatically, though it can be enhanced. As the field evolves, mechanisms for balancing between process and content may need to be refined.

### 11. Building the Field

Results from this study also can be used to build the field of nonprofit capacity building. One approach is to mine the results from the study, as already discussed at the beginning of this section. By managing this process, the Alliance for Nonprofit Management and other national organizations could take a leadership role in defining a larger strategic plan addressing the future of the field as a whole.

Also, there may be areas of nonprofit capacity building that have not yet been examined in any significant way. As already mentioned, the Human Interaction Research Institute is working with the Annie E. Casey Foundation on several elements of its place-based philanthropy initiative. One element of this work is focusing on the use of nonprofit capacity-building resources in a community by smaller foundations to build their own capacity. So far, there seems

to be little evidence nationally that smaller foundations make use of these resources in any meaningful way, even though they are nonprofits just like all the other clients of MSOs and other capacity builders. While Regional Associations of Grantmakers and national organizations like the Association for Small Foundations, the Council on Foundations and the National Center for Family Philanthropy provide valuable capacity-building services, these could be augmented by, for example, the donor of a small family foundation showing up at a capacity-building workshop just like any other nonprofit manager in a community where such an event is offered.

This study does offer one intriguing example of such a program. The Hawai'i Community Foundation provides opportunities for foundation staff to meet separately with consultants the Foundation hires to provide capacity building for area nonprofits. The staff and consultants address internal capacity-building issues such as funding guidelines for capacity-building work.

As more examples emerge, this may become a significant new area of activity, and one in which the *Alliance* can take a leadership role. That role can include promoting dialogue on this subject between nonprofit leaders, capacity-building providers and foundations (especially leadership in the national community of smaller foundations).

### 12. Adaptive Capacity

A main finding from a recent study by the TCC Group for the David and Lucile Packard Foundation (Connolly and York, 2003), which looked at management support organizations nationwide, is that one of the greatest needs of nonprofit organizations is to develop their adaptive capacity (one of the three aspects of high-performing nonprofits identified by Letts, Grossman and Ryan, 1998). The intended outcome of building adaptive capacity is to increase the ability to monitor, assess and respond to internal and external changes. Much of the traditional field of organization development is directed at increasing the capacity of organizations to do just this—and a great number of capacity-building entities, even some of the innovative, nontraditional ones described here, do not focus on this element of nonprofit effectiveness despite its central importance.

Its importance is even greater given the resource constraints and great change that currently characterize the world of nonprofits. Building a component addressing adaptive capacity into many capacity-building programs—especially the most nontraditional, innovative ones—would help to grow the overall ability of nonprofit organizations to respond to their internal and external demands for change, in all areas, not just those that are the focus of a particular program. Such efforts could include: (1) improving the level and quality of strategic alliances for collaborating and networking with others in the community; (2) increasing the extent to which nonprofits share knowledge with colleague organizations; (3) improving the ability of nonprofits to describe their goals and activities as well as underlying assumptions linking the latter with the former; and, (4) improving the ability of nonprofits to assess the impact, strengths and weaknesses of their work and apply what they learn to improve their performance and their responsiveness to change.

### 13. Generative Capacity

Parallel to this effort also must be the building of generative capacity—the ability of a nonprofit organization to positively affect the environment. Generative capacity goes far beyond the provision of impactful services to a community or to target audiences within a community. It includes the more general ability a nonprofit organization has to be a “responsible citizen” within its community, to advocate for needed social change, and to provide its knowledge resources to policymakers and others who are shaping larger decisions. Providers of capacity-building services can help shape the skills and conceptual abilities of nonprofit organizations to think at this larger level of social impact.

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**Leadership groups like the *Alliance*, Grantmakers for Effective Organizations and others can help to begin exploration of these topics by providing platforms for discussion about how each might be addressed, and for planning next steps. In some cases, as with “adaptive capacity” and “generative capacity,” the discussion can go far beyond capacity building to the impact of these concepts on the entire nonprofit sector.**

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Paul Connolly, TCC Group (formerly The Conservation Company)

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Denice Williams, Community Resource Exchange

**We would especially like to thank our three Commentators, who provided us with thoughtful perspectives to add to this report:**

Cher Hersrud, North Dakota Resource Center

Omowale Satterwhite, National Community Development Institute

Jonathan Spack, Third Sector New England

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Salam Al-Marayati, Muslim Public Affairs Council

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- Caroline Tillier, Potlatch Fund
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- Kathy Van Tassel, Van Tassel Consulting
- Lorraine Cortes Vazquez, Hispanic Federation
- Eric Wat, First Five
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## Commentaries

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### **Frank J. Omowale Satterwhite, Ph.D.**

#### **President, National Community Development Institute**

As the capacity-building field matures, it is imperative that scholars and practitioners continue to document and map the emerging trends in this field. My own professional work is centered on building the capacity of communities of color to achieve social change—evidenced by community empowerment, redistribution of resources, and transformation of institutional systems that perpetuate racial inequality. Although many communities of color have the potential to achieve these fundamental goals, they too often lack the indigenous capacity and technical supports required to launch and sustain effective community-building programs. This is a fundamental reason why organizational capacity building must be inextricably linked to the community-building process.

Community-based organizations (CBOs) have historically served as the catalyst for community-building efforts in communities of color. As foundations and public agencies across numerous fields raise the bar of accountability, CBOs must respond by developing program strategies linked to explicit outcomes and measurable results. This will require a major shift in how community-building programs are currently designed, implemented and evaluated. CBOs will need specialized technical assistance and training services to meet this critical challenge.

One of the most salient problems is the lack of technical assistance programs to address the complex capacity-building issues in communities of color. Thus, there is a critical need to retool the capacity-building field by developing new culturally based approaches, training a new cadre of technical assistance providers, and designing new methodologies to assess impact on the community-building process. In my view, one of the main benefits of this publication is that it informs the field about innovative and promising capacity-building programs that can be utilized by organizations and communities to foster the community-building process.

In the first section of the report, the authors state that the three main types of capacity building are assessment, technical assistance and direct financial support. There is considerable evidence that “organizational sustainability” is a fourth area, which is being given more attention in both the literature and the field. In its fifth section, the authors present a summary of key lessons on “how to create, conduct and evaluate nonprofit capacity-building programs and strategies.” The following commentary is offered on their thoughtful recommendations:

1. It is stated that the three stages of “high-impact capacity building” are initial training, direct consultation and peer networking. In the National Community Development Institute’s (NCDI) view, another key stage in achieving and sustaining organizational effectiveness is “defining or reaffirming organizational identity” (i.e., mission, vision, values, core strategies and strategic role).

2. It is stated that capacity-building activity should be integrated on the individual, organizational and community levels. This is a valid observation.

3. It is stated that sustainability has two main dimensions: resources and staff stability. While these two variables are very important, they are by no means the only key factors linked to organizational sustainability. In NCDI's view, other key factors are:

- Space (Where People Are) including the physical environment and cultural decorum;
- Operations (What People Do) including operating principles, systems and standards of productivity;
- Relationships (How People Work Together) including communication, program integration and team-building processes; and,
- Institutional Development (What People Achieve) including internal and external transformational activity.

4. It is stated that organizational capacity building for nonprofits can be integrated with interventions made at both the individual and community level. This is also a fundamental element of NCDI's approach.

5. It is stated that "high-impact capacity building" can be expensive and must be properly resourced. While this statement is unquestionably true, in the current economic environment it will be necessary for capacity-building organizations to become much more entrepreneurial and much less foundation-dependent to meet their financial goals.

6. It is stated that the role of foundations providing direct capacity-building services to nonprofits is somewhat suspect. This is indeed a matter that needs to be examined by the capacity-building field.

7. It is stated that "nontraditional capacity-building programs are often fragile." As stated previously, in this economic environment the most entrepreneurial capacity-building organizations will have the greatest potential for sustaining and expanding their work.

8. It is stated that "innovative programs tend to be marginalized in the nonprofit sector." As indicated by the report, this is a matter that needs to be addressed by the *Alliance* and others with an interest in developing the capacity-building field.

9. It is stated that "high-impact capacity building" requires continuity of services to both individual nonprofits and communities. In NCDI's view, an organization must not only be provided high quality capacity-building services, it must also invest in the capacity-building process—for example, assigning a paid staff member to serve as a quarter-time or half-time (depending on size/budget) "Organizational Development Coordinator" with responsibility for overseeing all organizational development programs and activities.

10. It is stated that "capacity-building resources can be focused directly on promoting growth in civic engagement." In NCDI's view, civic engagement is one of six core areas of focal transformation in the capacity-building process. The others are organizational infrastructure development, cross-cultural bridge building, community development, organizing and advocacy for policy/institutional change, and community research and documentation.

11. It is stated that "nonprofit capacity-building work must deal, to be effective, directly with issues of culture." In our view, this observation is valid. NCDI uses a "culturally based" approach in working with communities. We define culturally based capacity building as the provision of transformational technical assistance and training services for individuals, organizations and communities in their unique cultural contexts based on knowledge, experience and sensitivity to the issues of race/ethnicity, language, gender, sexual identity, socioeconomic status, age and religion. When capacity-building programs are culturally based, there are distinct differences in how services are planned, implemented and evaluated.

12. It is stated that "capacity building is heavily context dependent." In NCDI's view, this observation is valid.

13. It is stated that "there are important differences between capacity-building programs for improving the field and for improving nonprofits." In NCDI's view, this observation is valid.

14. It is stated that "capacity-building resources can be focused more sharply on assisting organizations dealing with public policy issues." As indicated previously, organizing and advocacy for policy/institutional change is one of the six focal transformation areas in the capacity-building process.

## **Cher Hersrud**

### **Executive Director, North Dakota Resource Center**

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Small grassroots nonprofits within rural areas provide amazing services with minimal funds. This study included some good examples of capacity-building programs that have emerged recently to serve rural nonprofits, including the North Dakota Resource Center (NDRC). Some further detail about the rural environment NDRC serves, and how the Center operates within it, will provide a richer context for thinking about innovative capacity-building programs for rural America.

Volunteer effort is the backbone of North Dakota, as it is in other rural states. The commitment is strong—however, the experience behind it often is limited. Residents must organize to meet a need in the most effective manner possible, which often means through a nonprofit organization.

Rural does not mean stupid. Some of the most innovative programs are working in rural communities. What is lacking is experience. Most rural residents have no experience in nonprofit management, particularly in areas of board development, fundraising and planning.

Small grassroots organizations form the majority of the nonprofit sector within North Dakota. The organizations exist to meet a need and operate on volunteer effort. A majority of the organizations will never have paid employees, yet they will continue to meet expanding needs in the rural areas. The organizations do not need to become bigger, but they need to become better: better managed, better connected and better supported.

Rural communities are increasingly facing issues related to planning, structure and fundraising. Communities are operating nonprofit restaurants, community centers and daycare operations. Community development work is nonprofit work. Rural communities are developing community action plans that incorporate nonprofit organizations and their needs.

The North Dakota Resource Center operates as a nonprofit program with minimal overhead. A grant from the Otto Bremer Foundation provides approximately two-thirds of its budget. Limited resources within the state dictate that the program would not survive in its present mode without this support. Revenue-generating services are limited by the sector's ability to pay for them. Although the service need is great, the Center is in the same situation as its clients; it needs to become better, as resources do not allow it to become bigger.

Nearly 10 years of experience and research has provided some insights into the needs of rural nonprofit organizations. NDRC's approach for the past five years has been to assist organizations to operate in a better manner or to better serve their clients. The approach was primarily focused on individual and ongoing capacity building.

An evaluation of NDRC, conducted in 2002 by consultant Thomas Backer, provided an affirmation of the needs of the rural sector, and the value of the Resource Center individualized services. It also affirmed the need for NDRC to develop a plan to continue and expand its capacity-building work within the state. This plan has three main components, each of which has implications for other nonprofit capacity-building programs in rural areas:

1. **Multilevel Peer Learning for Expanded Services:** To continue and expand the work of the Resource Center, NDRC has a new two-level program: a Nonprofit Directors Network to promote capacity building in planning, fundraising and park development;

and an annual Nonprofit Management Institute, with participation limited to fewer than 15 participants working in a retreat format on issues like planning, finance and evaluation. The first Nonprofit Management Institute was held in August 2003 for 10 participants. It was a success, particularly because of its peer learning orientation.

2. Collaboration: The Resource Center is also working closely with the University of North Dakota in

the development of a Rural Nonprofit and Community Internship Program.

3. Evaluation: As the Resource Center initiates each new program area, documentation and evaluation mechanisms will be developed to track success and failure, as well as to determine the impact of each program area.

### Jonathan Spack

#### Executive Director, Third Sector New England

*The Expanding Universe* makes an important contribution to nonprofit practice by filling a critical information gap in the field of capacity building. It provides those of us who work in this emerging area with invaluable guidance for refining our strategies and programs, and it contains well-considered recommendations for further research. I offer these general reflections on the study:

- Perspective and clarity of purpose are essential: The conventional definition of capacity building used here—“strengthening nonprofits so they can better achieve their mission” - is sufficient in some contexts, but it falls short of the mark as a guide to aspirational goals. If we wish to maximize the impact of our limited resources and create the kind of society we envision, we must continually challenge ourselves, as the *Alliance* did in its 2003 Annual Conference, by asking, “Capacity Building for What?” We must revisit, evaluate and question not only our programmatic strategies but also our overall objectives in a systematic way to develop the field with wisdom and foresight. And we must relate our work with individual organizations to the equally important areas of leadership support and development, community-building, and the role of the nonprofit sector nationally.
- Consciousness about theories of change is key: Related to the notion of perspective is the need for capacity builders to be explicit about the theoretical bases for their work, to support systematic, holistic strategies and to facilitate evaluation and learning. This type of consciousness is not apparent in the examples offered in *The Expanding Universe*, leading me to surmise that for most of the programs in the study, the grounding hypothesis may be implicit rather than expressed formally. Thus, one suggestion for follow-up is to move beyond describing activities, categories and strategies to identifying and communicating, in nonacademic terms, these theories of change that have proven themselves and have potential for wider application.
- Communication and education are important: The study and its recommendations represent a powerful tool for education and advocacy. The importance of individual donor education, for example—discussed under Emerging Strategy #1—cannot be overemphasized. But we must do a better job of educating ourselves individually and collec-

tively about what works, why it works and how to communicate these learnings. The *Alliance*, Grantmakers for Effective Organizations (GEO) and Third Sector New England's (TSNE) own publication, *The Nonprofit Quarterly*, are important elements of the nonprofit infrastructure, but they reach only a small fraction of those who could benefit from this information.

- The challenges presented to capacity builders by the current environment mirror those faced by their constituents: Reduced public and private funding means that innovative, experimental programs are less likely to be supported. There is also less intellectual capital available for innovative thinking as leaders tend to behave more conservatively in times of tight budgets. Ironically, this also means that the strong advocacy required to alter the political equation in favor of social services and meeting the needs of those outside the power structure is even more difficult to generate. This environment has put more pressure on the innovators and capacity builders who remain.

The report also has some significant implications for Third Sector New England. By MSO standards, TSNE is relatively large—37 staff and a budget of \$5 million annually—and complex, encompassing locally oriented, “retail” services such as consulting, fiscal sponsorship and grantmaking as well as a biennial conference and a respected, one-of-a-kind national publication. We are also in the process of acquiring a building in downtown Boston to develop as a multi-tenant Nonprofit Center.

Each of these program areas has its own customers, revenue sources, and competitors, and each requires a different combination of marketing, fundraising and other administrative support. Moreover, Boston is home to many well-established, highly sophisticated nonprofits, service providers and thought leaders. This environment requires that we keep up with the latest thinking and best practices in multiple fields. Fortunately, the mission of *The Nonprofit Quarterly* is to do just that.

In response to this dynamic environment and as an outcome of a strategic planning process, TSNE recently created a Mission Effectiveness Program, combining fee-for-service consulting, two grantmaking programs

(the Diversity Initiative and the Capacity Building Fund), a skills-building conference, and technical assistance to our own grantees and fiscal sponsorship groups. These programs serve a common constituency of small to mid-sized social change organizations, mostly in eastern New England. TSNE believes that by integrating these activities more closely and cross-training staff to conduct assessments and provide technical assistance and consultation to clients and grantees, it will be able to deliver services more efficiently and more effectively. The new department brings together previously separate programs that offer all three of the primary types of capacity building identified in the study: assessments, technical assistance, and direct financial support.

TSNE's programs are grounded in the fundamental belief—articulated by Ann Philbin in a recent study for the Ford Foundation—that to be most effective, capacity-building must encompass individual as well as organizational, community and sectoral work. Few capacity builders can work at all four levels simultaneously, but all can and should be aware that their activities are part of a continuum and should seek to collaborate or integrate their activities with others. It is noteworthy that three of the Lessons Learned—#4, #9, #13—refer to the relationship between individual, organizational and community capacity.

For several years, TSNE has wrestled with the question of how to deal with the potential for perceived conflicts of interest created by being a both a grantmaker and a service provider, a subject discussed in the study. After experimenting with several options, the current plan is to conduct assessments of all grantees and to provide longer term consulting services (at cost) to only a small number of them, by mutual agreement. Most consulting funded via TSNE grant programs will continue to be done by non-TSNE providers.

Third Sector New England is at the beginning of implementing a new model for delivering integrated capacity-building services. We are seasoned enough to know that whatever we come up with, someone else somewhere has probably already tried it. Given that assumption, *The Expanding Universe* study couldn't be more timely. The study gives practitioners, funders and researchers alike a rich source of data to examine and key lessons from which to learn.

## Roster of Innovative and Nontraditional Programs

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This roster presents the 118 innovative or nontraditional programs identified by this study, each in a standard format as noted in the text. The programs are organized by type of activity for 14 of the 16 new or enhanced categories created by this study, with the remaining two emerging categories presented under Emerging Strategies (see page 23). Within each category, entries are presented in alphabetical order by program title.

### Each entry contains the following information:

- Program title
- Contact information organizational host, person/title, phone, e-mail, website
- Description purpose, activities, funding and evaluation

Some programs are independent organizations so there is no host, and contact persons or individual e-mail addresses are given only where these contacts were provided to us by the program in question. Descriptions have information about funding sources and evaluation activities where this was available to us.

### Organizations providing services to diverse communities

#### 1 Alliance for Justice Nonprofit Advocacy Project

**Contact:** John Pomeranz, Nonprofit Advocacy Director, 202/822-6070, Alliance@afj.org, www.afj.org

**Purpose:** The Alliance for Justice is a national association of environmental, civil rights, mental health, women's, children's and consumer advocacy organizations. It works to advance the cause of justice for all Americans, strengthen the public interest community's ability to influence public policy, and foster the next generation of advocates. The Nonprofit Advocacy Project works to strengthen the voice of the nonprofit sector in important public policy debates by giving tax-exempt organizations a better understanding of the laws that govern their participation in the policy process.

**Activities:** Utilizing the resources of four attorney-trainers, the Nonprofit Advocacy Project serves this need through providing Workshops, Research & Publications, Public Policy, Lawyers & Accountants, Technical Assistance & Resources. It covers questions about advocacy activities that may range from how to handle IRS tax status for the organization, to how to produce voter guides on issues of concern to the organization.

#### 2 Asian American Federation of New York—Management and Technical Assistance/Community Fund

**Contact:** Asian American Federation of New York—Management and Technical Assistance/Community Fund, 212/344-5878, info@aafny.org, www.aafny.org

**Purpose:** The Asian American Federation of New York—Management and Technical Assistance/Community Fund helps Asian American organizations in the New York metropolitan area with various aspects of agency operation—fundraising, board development, strategic planning, management, etc.

**Activities:** Technical assistance requests are handled on an individualized basis, and sometimes involve encouraging partnerships with other nonprofits. The Community Fund provides annual grants, scholarships for agency employees attending graduate social work school, and interest-free loans to help with cash flow needs. Occasionally, financial support from the Community Fund has also been a source of start-up funding for new organizations meeting special needs, such as the Filipino American Human Services and South Asian Youth Action programs, both of which focus on underserved communities.

### 3 Asian, Inc.

**Contact:** Asian, Inc., 415/928-5910, info@asianinc.org, www.asianinc.org

**Purpose:** Asian, Inc. works to empower Asian American communities to achieve social equality and obtain full enjoyment of their material civil rights.

**Activities:** A major part of Asian, Inc.'s mission is the development of community infrastructure. Over its 30 years of existence, it has assisted a large number of nonprofit community organizations in Northern California. Technical assistance has been offered in setting up organizations (such as help with securing nonprofit status), program development and proposal writing, serving as a fiscal agent in an organization's early years, and assistance with responses to government regulations.

### 4 Bridging Differences

**Contact:** Community Foundation for the National Capital Region, Tom Kam, Senior Program Officer, 202/955-5890 ext. 111, tkam@cfncr.org, www.cfncr.org

**Purpose:** Bridging Differences strengthens providers serving immigrant communities and investing in communities of color, with an emphasis on community organizations and their leadership.

**Activities:** Bridging Differences has served the Washington, D.C., Metropolitan Area and parts of Maryland and Virginia since 1973. It currently includes two collaboratives—the Washington Area Partnership for Immigrants and the Initiative to Strengthen Neighborhood Intergroup Assets (described separately)—that provide grants and other assistance to nonprofits. A new fund focusing on issues of racism is being created. Bridging Differences also

features advocacy activities such as organizing workers to access health care, and efforts to protect employment rights. The program includes convening, coaching and training as well as a great deal of informal but highly intentional networking and information-gathering. One finding is the need to create programs that help immigrants direct grantmaking and share their lessons learned with the broader funder community. Putting tools in people's hands to address a local issue is central to helping them learn how to use existing systems to impact their communities—e.g. work with school boards, secure a voice on local panels.

**Funding:** Support is provided by the Community Foundation for the National Capital Region and varied funding partners.

**Evaluation:** An external evaluator has done focus groups and interviews with grantees.

### 5 Building Community through Leadership

**Contact:** Leadership Education for Asian Pacifics (LEAP), J.D. Hokoyama, President and CEO, 213/485-1422 ext. 4112, jd@leap.org, www.leap.org

**Purpose:** Building Community through Leadership (BCL) works to build the capacity of Asian Pacific American community-based organizations by developing the leadership and management skills of lead staff and volunteers.

**Activities:** BCL is a training program for Asian Pacific Americans in Orange County, California, who work at the community level. Participants experience 11 training sessions on a variety of topics. They also work in small groups to develop and implement a community project to apply what they are learning. The program is aimed at developing a pool of qualified, highly skilled leaders who (1) are knowledgeable about the diverse Asian Pacific communities, (2) can help build a community infrastructure that will address needs in a culturally sensitive, appropriate and effective manner and (3) gain positions of leadership in the public, private, education and nonprofit sectors. The inaugural program took place in 1999.

**Funding:** Program fees and grants support this program.

**Evaluation:** The balanced scorecard approach is used by staff and a consultant to look at LEAP and its component programs.

## 6 Building Organizational Capacity through a Focus on Strengths

**Contact:** Asian Pacific American Women's Leadership Institute, Mervina Cash-Kaeo, Interim Director, 619/698-3746, info@apawli.org, www.apawli.org

**Purpose:** Building Organizational Capacity through a Focus on Strengths aims to strengthen organizational capacity by increasing each individual's awareness and planning for the future around his or her strengths.

**Activities:** The Asian Pacific American Women's Leadership Institute (APAWLI) and the Gallup Organization are collaborating to provide a leadership development program for nonprofit leaders and their organizations in Hawaii. It includes separate strength-based educational activities and assessments for executive directors, their leadership staff and other team members, as well as individual coaching for the executive directors. This program combines Gallup's research in organizational management and human resource development with the expertise of APAWLI's leadership instructors who are familiar with Hawaii's cultures. The program is designed to support the individual growth and development of nonprofit leaders and provide tools to support the development of their teams.

**Funding:** Grants, contributions and fees underwrite this program.

**Evaluation:** The program's impact will be assessed using a pre- and post-survey process with the leadership and associates involved in the program.

Anecdotal evidence will be available when leaders convene for a final leadership summit to analyze their progress and successes over the last year, and the impact of strength-based development for associates and the organization.

## 7 Milano Faith-Based Initiative

**Contact:** Milano Graduate School of Management and Public Policy at New School University, Nestor Rios, Director—Professional & Executive Development, 212/229-5311 ext. 1211, riosn@newschool.edu, www.newschool.edu/milano

**Purpose:** Operated by the Milano Graduate School of Management and Urban Policy at the New School University, the Milano Faith-Based Initiative offers capacity-building services to faith-based organizations in New Jersey.

**Activities:** The initiative provides executive training, workshops and support for addressing the organizational needs of eight faith-based community-based organizations in Atlantic City, New Jersey. It also provides an online for-credit course, facilitated workshops and consulting services to participating member organizations. A New Jersey edition of the Faith Based Resource Guide is being developed, with follow-up workshops to help participants apply the capacity-building and project development tools the guide presents. Site visits to faith-based organizations in neighboring communities also will be conducted, to help identify good practices that might be adopted locally, along with facilitated meetings with community development intermediaries, Casino Reinvestment Development Authority, its faith-based partners, and local stakeholders, potential funders and potential resource providers.

**Funding:** Support is provided through the New Jersey Casino Reinvestment Development Authority, which reinvests a portion of gaming revenues in community revitalization.

## 8 Center for Community Change

**Contact:** Barbara Hansen, 562/862-2070, bhansen@communitychange.org, www.communitychange.org

**Purpose:** The Center for Community Change provides on-site assistance to grassroots groups in everything from community organizing and outreach to fundraising and financial management.

**Activities:** The Center supports diverse local groups in their efforts to get involved with state and national policy issues and campaigns, and supports intermediary organizations that in turn provide help to grassroots organizations on the ground. It provides organizational development services through technical assistance and training programs for these groups. The Center also helps community groups find financing for housing and employment, and helps organizations with similar missions build partnerships.

## 9 Charity Lobbying in the Public Interest

**Contact:** Liz Baumgarten, Executive Director, 202/387-5048, Liz@clpi.org, www.clpi.org

**Purpose:** Charity Lobbying in the Public Interest (CLPI) encourages nonprofits, including those serv-

ing diverse communities, to engage in lobbying and provide vital expertise and information to government decision-makers, resulting in more informed law and policy.

**Activities:** CLPI provides basic legal and how-to materials on the laws governing lobbying and voter education, and on how to build organizational capacity in this area. It provides training and presentations on these subjects, and facilitates a network of 35 state contact persons who can serve as local resources in their areas. The CLPI website provides extensive information on charity lobbying, including fact sheets, tutorials and other materials that can serve an online capacity-building function.

### 10 The Collaborative Fund for Women's Economic Development

**Contact:** Ms. Foundation for Women, Yma Gordon, Program Officer, 212/742-2300, ygordon@ms.foundation.org, www.ms.foundation.org

**Purpose:** The Collaborative Fund for Women's Economic Development works to strengthen, expand and replicate successful models for women's enterprise development.

**Activities:** The fund is a collaborative of diverse funders; it provides dollars and technical assistance to organizations helping low-income women start and expand micro-enterprises and cooperative businesses. Ms. Foundation for Women administers the fund, contributes some financial support, provides technical assistance for grantees and learning experiences for all partners, and documents and disseminates lessons learned. The fund provides \$150,000 over three years to each grantee, and has leveraged over \$10 million in support for three rounds of grantmaking since it began in 1991. A Special Opportunities Fund provides up to \$12,000 when a group has an unanticipated opportunity to carry out a media or advocacy campaign. The current round of grantees is focusing on strengthening ways to document impact.

**Funding:** Both foundations and individuals provide support for this program.

**Evaluation:** Evaluation reports are available from the Ms. Foundation's website.

### 11 Collaborative Fund for Youth-led Social Change

**Contact:** Ms. Foundation for Women, Marisha Wignaraja, Program Officer, 212/742-2300, mwignaraja@ms.foundation.org, www.ms.foundation.org

**Purpose:** The Collaborative Fund for Youth-led Social Change supports and documents innovative social change models that combine the best practices of positive youth programs with gender consciousness; works to strengthen the connection between programs for girls and programs for all youth; and increases funding to support innovative, girl-only programs and gender-conscious, mixed-gender programs.

**Activities:** This fund operates out of the Ms. Foundation for Women as a partnership among funders, youth participants and program staff of youth organizations. Assistance is provided to grantees in areas such as organization and staff development, evaluation, fundraising and community engagement. Grantees identify capacity-building needs and participate in regional trainings, one-on-one staff consultations, peer trainings, conference calls and visits to other organizations. This effort supports organizations that engage youth in low-income communities across the nation, including activities that help young women and men work together to positively affect schools, workplaces and public policy. Individual grants and continuing education allow young women and men to develop their leadership, communication and community organizing skills to strengthen their lives and their communities.

**Funding:** Grants from foundations, corporations and individuals support this program.

**Evaluation:** The evaluation plan features internal participatory assessment, with grantees and youth participants taking an active role.

### 12 EAGLES Staff Fund

**Contact:** First Nations Development Institute, Michael Roberts, Vice-President of Grantmaking, 720/300-0039, mroberts@firstnations.org, www.firstnations.org

**Purpose:** The EAGLES Staff Fund (ESF) assists Native communities in controlling their assets and building capacity to direct their economic future by supporting models of culturally appropriate economic development that use asset-based strategies.

**Activities:** Launched in 1993 as the First Nations Development Institute's flagship grantmaking program, ESF provides grants and technical assistance to projects located on or linked through the provision of a service or product to a reservation or rural Native community. The technical assistance includes help with business planning, fundraising, strategic planning and starting up boards. In addition, funding partners are educated about doing effective funding in Indian country.

**Funding:** Originally offered as a funders' collaborative, ESF is now moving to a community foundation model with targeted funding areas depending upon funders' interests.

**Evaluation:** The institute's "Elements of Development" evaluation framework has been used, and the institute is collaborating with the Ford Foundation to look at such impacts as money leveraged and savings created.

### 13 Fund for Refugees and Immigrants

**Contact:** Donors Forum of Chicago, Alice Cottingham, (Executive Director at Girls Best Friend, formerly director of Fund), 312/266-2842, [alice@girlsbestfriend.org](mailto:alice@girlsbestfriend.org) or Valerie S. Lies, President, Donors Forum of Chicago, 312/578-0090, [www.donorsforum.org/fund/fund.html](http://www.donorsforum.org/fund/fund.html)

**Purpose:** The Fund for Refugees and Immigrants sought to provide grants to programs benefiting immigrants and refugees; to promote positive public awareness of immigrants and refugees; and to advocate within philanthropy for continued support of programs for immigrants and refugees.

**Activities:** The Fund operated from 1998 to 2002, providing 61 nonprofits serving and working with immigrants and refugees in the Chicago metropolitan area with more than \$6 million for citizenship services, legal services, advocacy, community organizing, and for health access projects focused on increasing language assistance and cultural competence. Grants were used to increase the amount of culturally appropriate and available services, the amount of advocacy being done, the capacity of the nonprofits to exert their power collectively, and the knowledge base of funders. Reports on topics such as lessons learned elsewhere in working with immigrants and refugees were created, immigrant community members were involved in the grantmaking

process along with funders, and several reports summarizing the project and its findings were developed.

**Funding:** 25 private foundations (Open Society Institute and 24 Illinois foundations), the State of Illinois and United Way of Chicago all helped support this program.

**Evaluation:** Evaluation determined that the transparent and accountable grantmaking process they had sought to create was developed. Additionally, the creation of networks was a key aid for nonprofits, and the capacity and challenges of nonprofits in the suburbs were much different from those in the city and more difficult to address.

### 14 Funders' Collaborative for Strong Latino Communities

**Contact:** Hispanics in Philanthropy, Diana Campoamor, President, 415/420-1011, [info@hiponline.org](mailto:info@hiponline.org), [www.hiponline.org](http://www.hiponline.org)

**Purpose:** The Funders' Collaborative for Strong Latino Communities is raising \$16.5 million over five years to strengthen the infrastructure of the Latino nonprofit sector and cultivate the next generation of Latino leadership.

**Activities:** The collaborative, a program of Hispanics in Philanthropy, operates in selected regions in the United States and Latin America. It offers a combination of capacity-building grants, peer training, convening and networking for Latino nonprofit organizations. It also educates collaborative funders, who represent private, community, corporate and international foundations, about issues in the Latino community at the local and national levels within the United States and in Latin America.

**Funding:** Grants from diverse local and national funders support this program.

**Evaluation:** Evaluation is under way.

### 15 Gill Foundation Gay and Lesbian Fund

**Contact:** Gill Foundation, 303/292-4455, [info@gillfoundation.org](mailto:info@gillfoundation.org), [www.gillfoundation.org](http://www.gillfoundation.org)

**Purpose:** The Gill Foundation Gay and Lesbian Fund concentrates on support for gay, lesbian, bisexual and transgender organizations both in Colorado (where grantmaking is by invitation only) and across the country.

**Activities:** Assistance ranges from operating support grants for service organizations, to capacity-building grants for statewide advocacy organizations (including development grants for recently developed entities). Eight cities throughout the United States hosted Gill Foundation training institutes in 2003, each of which gathered nonprofit board members, staff and volunteers for two days of fundraising and organization development training. These institutes include gay/lesbian groups and nonprofits serving other populations, enabling the gay/lesbian organizations to strengthen their linkages in the broader community, in addition to enhancing fundraising and organizational development skills.

### 16 Hate Crimes Training

**Contact:** Muslim Public Affairs Council, Salam Al-Marayati, Executive Director, 213/383-3443, Salam@mpac.org, www.mpac.org

**Purpose:** The Hate Crimes Training program aims to raise awareness about hate crimes and develops more accurate reporting of them.

**Activities:** Shortly after September 11, 2001, a Hate Crimes Coordinator began leading forums throughout the Muslim community. Other ethnic groups, including Hispanics, Japanese Americans, African Americans and gay and lesbian organizations, also request the training now. Presentations have been made at universities throughout Southern California and at Harvard. The program also works with youth groups at individual mosques and at the Islamic Center of Southern California, and it provides hate crimes counseling and an 800 number for reporting hate crimes. In addition to hate crimes, topics covered include understanding Muslims, and problems Muslim charities are having with the U.S. government.

**Funding:** The Muslim Public Affairs Council and Los Angeles County Human Relations Commission jointly fund this program.

**Evaluation:** The Los Angeles County Human Relations Commission evaluates this effort and meets with staff to work on program improvement.

### 17 Health and Safety Funds

**Contact:** Ms. Foundation for Women, Margaret Hempel, Director of Programs/Health and Safety, 212/742-2300, mhempel@ms.foundation.org, www.ms.foundation.org

**Purpose:** The Health and Safety Funds focus on organizing efforts aimed at changing the systems that hinder access to reproductive health care services or contribute to violence against women. The intent is to help build a growing community of survivors, advocates, grassroots organizations, funders, donors and the community at large in creating greater access to health services and in preventing violence against women.

**Activities:** Capacity-building funding support is focused on: (1) regional and national training activities related to media, organizing, advocacy and fundraising; (2) small grants of \$500 - \$3,000 for technical assistance needs like strategic planning triggered by a major change in the board or staff, or upgrading of accounting systems; (3) small grants of \$3,000 - \$12,000 for groups doing advocacy work when an unanticipated opportunity for media and advocacy work arises; (4) direct technical assistance supported by the Funds and provided by consultants of the grantee's choosing; and, (5) TA provided by consultants on contract to the Ms. Foundation for Women. The Health Fund's content focus includes an initiative supporting organizing efforts led by HIV-positive women seeking to improve services in their communities, as well as one that supports state-level advocacy work aimed at ensuring success to all reproductive health services for low income and all women. Safety grants focus on community-based prevention and response systems to interpersonal violence that rely on local leadership rather than solely on police intervention.

**Funding:** Some 20 national and regional foundations contribute jointly to this program.

**Evaluation:** Assessment has included feedback forms from grantees and interviews with an outside consultant, but a full program evaluation has not been done.

### 18 Hispanic Enterprises Launching Programs Initiative

**Contact:** Hispanic Federation, 212/233-8955, info@hispanicfederation.org, www.hispanicfederation.org

**Purpose:** Hispanic Enterprises Launching Programs Initiative (HELP) improves the organizational infrastructure of the Hispanic Federation's members through a comprehensive capacity-building program.

**Activities:** Services include strategic planning, development, legal assistance, proposal writing, management

training and technology development. The Hispanic Fund also helps with fundraising for its member social service agencies through technical assistance in proposal writing and fundraising strategy. Its Latino CORE Initiative provides grants of unrestricted dollars to Hispanic nonprofit organizations that typically depend on government funding for most of their support to strengthen and stabilize infrastructures.

### 19 Horizons Foundation Technical Assistance

**Contact:** Horizons Foundation, Roger Doughty, Executive Director, 415/398-2333, rdoughty@horizonsfoundation.org, www.horizonsfoundation.org

**Purpose:** Horizons Foundation offers technical assistance to organizations serving gay, lesbian, bisexual and transgendered (GLBT) people to promote the health of these communities.

**Activities:** The foundation provides workshops, information and advice to a variety of GLBT organizations in the San Francisco Bay Area. In one targeted effort it identified eight anchor GLBT groups and has worked with them in an especially intensive way for more than two years. The groups meet regularly for training in areas the organizations identified as needing strengthening. A great deal of networking took place so participants could become familiar with each other, address tensions and develop a comfort level. Each executive director works with a coach over a period of time. The first group will end and a new set of organizations will begin work. The original participants would like to continue working together.

**Funding:** Support is provided by the San Francisco Foundation and Funders for Lesbian and Gay Issues.

### 20 Individual Donor Development

**Contact:** Hispanic Federation, Lorraine Cortes Vazquez, President, 212/233-8955, lorraine@hispanicfederation.org, www.hispanicfederation.org

**Purpose:** The Individual Donor Development program aims to enhance the sustainability of Latino organizations by strengthening their ability to secure funding from individual donors.

**Activities:** This three-year training program began in 1997. It offers technical assistance to 11 New York

City region Latino organizations at a time on donor development, fund cultivation, special event planning, solicitation campaigns and related topics. The program features group training, individual coaching and an annual challenge grant of up to \$10,000 that is based on achieving goals for donor retention, new donors and increased pledges from existing donors. This combination of sustained assistance leads to a great deal of behavior change and improved sustainability.

**Funding:** Grants from private funders support this program.

**Evaluation:** Evaluation is under way.

### 21 Leadership Management Institute

**Contact:** Leadership Education for Asian Pacifics (LEAP), J.D. Hokoyama, President and CEO, 213/485-1422 ext. 4112, jdh@leap.org, www.leap.org

**Purpose:** The Leadership Management Institute promotes the professional development of Asian Pacific Americans (APA) in all levels of management and senior staff positions.

**Activities:** Two offerings serve as a core for the institute. The Leadership Development Program (LDP), a five-day residential program, explores the responsibilities and challenges of the workplace and helps participants develop their own paths to leadership positions using a curriculum tailored to the values and needs of APA leaders. Participants come from all sectors, with 40% to 50% generally representing nonprofits. The Leadership Development Program for Higher Education, a four-day program, promotes the leadership and professional development of highly promising APAs by combining leadership training with personalized attention to their unique needs, and incorporates the insights of successful APA leaders in higher education. LEAP typically partners with host organizations in communities around the United States to offer both programs.

**Funding:** Fee for services as well as grants support this program.

**Evaluation:** An attraction/retention survey is being used with participants, and methods to gather hard data about impacts are currently being developed. Staff and a consultant also use a balanced scorecard evaluation system.

## 22 Liberty Hill Foundation—Lesbian & Gay Community Fund

**Contact:** James Williams, Program Associate, 310/453-3611 ext. 115, [jwilliams@libertyhill.org](mailto:jwilliams@libertyhill.org), [www.libertyhill.org](http://www.libertyhill.org)

**Purpose:** Created to support programs serving the needs of gay youth, seniors, people of color and lesbians, the Liberty Hill Foundation's Lesbian & Gay Community Fund concentrates on capacity-building grants for emerging organizations; strengthening the infrastructure of existing lesbian and gay organizations; and helping to launch new services for gays and lesbians in organizations not currently serving their needs.

**Activities:** Some grants are program oriented, but many others are general support grants for staff development (e.g., salary support to hire the first executive director for a young organization), community outreach, etc. Liberty Hill's grantmaking process requires direct involvement of grassroots community members who serve on the grant review panels that actually make funding decisions.

## 23 Los Angeles Women's Foundation

**Contact:** Los Angeles Women's Foundation, 213/388-0485, [info@LAWomen.org](mailto:info@LAWomen.org), [www.LAWomen.org](http://www.LAWomen.org)

**Purpose:** The Los Angeles Women's Foundation provides strategic grants to community-based grassroots organizations working to improve the present and future lives of women and girls.

**Activities:** Its strategy centers on a partnership between grassroots service organizations and the foundation, with financing and technical assistance offered in areas such as health, economic literacy/justice and violence prevention. Technical assistance consists of a series of training sessions as well as individualized consultation geared to helping grassroots organizations define their programs and strategically position their organizations to increase community support. Program planning and budgeting, technology training for prospect research, proposal writing and process/outcome evaluation are current topical areas.

## 24 MetLife Foundation Awards for Excellence in Affordable Housing

**Contact:** Enterprise Foundation, Bart Harvey, Chairman and CEO, 800/624-4298, [mail@enterprisefoundation.org](mailto:mail@enterprisefoundation.org), [www.enterprisefoundation.org](http://www.enterprisefoundation.org)

**Purpose:** The MetLife Foundation Awards for Excellence in Affordable Housing recognize community-based or regional nonprofit organizations and tribes or tribally designated housing entities that excel in property and asset management or provide housing to people with special needs. Goals include increasing the understanding of how to achieve success in providing supportive housing for special needs populations, and increasing the understanding of the role of the owner, asset manager, property manager and tenants in developing, maintaining and operating housing.

**Activities:** Awards of \$10,000 to \$25,000 are given to groups for excellence in development and operation of supportive housing that links residents who need assistance to remain housed with appropriate supportive services that enable them to live independently. Similar awards are given to groups for excellence in property and asset management, consisting of operational and financial oversight, including tax credit compliance if applicable. The award winners are selected based on how well they meet specific criteria related to their housing efforts. The awards can be spent in any manner by winners. The Enterprise Foundation disseminates information about these model programs through publications and its website.

**Funding:** Support is provided by the MetLife Foundation.

## 25 Muslim American Society Freedom Foundation

**Contact:** Muslim American Society, Mahdi Bray, Freedom Foundation Executive Director, 202/496-1288, [mas4freedom@aol.com](mailto:mas4freedom@aol.com), [www.masnet.org](http://www.masnet.org)

**Purpose:** The Muslim American Society Freedom Foundation builds an integrated empowerment process for the American Muslim community through civic education, participation, community outreach and coalition building; it also forges positive relationships with other institutions that will ensure and facilitate the protection of civil rights and liberties for all.

**Activities:** Training programs and publications are provided for mosques, community centers, student associations and other Muslim groups across the country. Content includes civics (how the government at all levels works, getting involved in the PTA, registering to vote, dealing with city councils and zoning boards), outreach/coalition building

(becoming more engaged in coalition building around common issues, maintaining religious integrity while being part of coalitions), working with the media (setting up a media team, writing a press release, saving money by using public service announcements and public access TV) and more. A national conference that includes training is also held annually.

**Funding:** The Muslim American Society, along with individual contributions and fundraising events, provides funding for this program.

**Evaluation:** Each training includes evaluation sheets from participants and post-session reviews by trainers. In June of 2003 an overall evaluation began to identify learnings.

### 26 National Community Development Initiative

**Contact:** Omowale Satterwhite, 510/763-4120, osatterwhite@ncdinet.org, www.ncdinet.org

**Purpose:** Stemming from decades of work by its predecessor organization, the Community Development Institute, the National Community Development Initiative provides customized capacity-building services to promote community building and social transformation in diverse, low-income communities.

**Activities:** The focus is on building organizational and institutional capacity in communities of color, where there is low access to resources. Board development, community building, collaborative development, program development and evaluation, resource development, strategic planning and team development are included. Central values of the program are honoring the community, respect for the experience and expertise of community members, and commitment to social justice as well as to improving organizations serving the diverse community.

### 27 Native Agriculture Food Systems Initiative

**Contact:** First Nations Development Institute, Michael Roberts, Vice-President of Grantmaking, 720/300-0039, mroberts@firstnations.org, www.firstnations.org

**Purpose:** The Native Agriculture Food Systems Initiative addresses issues confronting tribes and Native communities as they seek to strengthen the food system in their communities, improve health and nutrition and build food security.

**Activities:** The program began providing financial and technical support in 2002 to projects that seek to address the agriculture and food sectors in Native communities. Research projects are building the knowledge and understanding of Native agriculture and food systems issues, and informing Native communities about innovative ideas and best practices. Training materials and other resources are being developed to assist communities in identifying the resources and strategies necessary to develop sustainable Native agriculture and food systems. A regional and national network of Native food sector groups and related organizations is being developed, and public policy and public education efforts are also being initiated.

**Funding:** Grants from private foundations support this program.

**Evaluation:** Evaluation is under way using the Kellogg Foundation process.

### 28 Native Nonprofit Capacity-Building Initiative

**Contact:** First Nations Development Institute, Michael Roberts, Vice-President of Grantmaking, 720/300-0039, mroberts@firstnations.org, www.firstnations.org

**Purpose:** The Native Nonprofit Capacity-Building Initiative helps organizations develop a higher rate of success in improving the well-being of the community as a whole, reflecting the traditional values and culture of the community, and being sustainable.

**Activities:** This program began in October of 2002 and is providing 4-6 grants of \$30,000 per year coupled with technical assistance. It is targeted to existing projects in need of improved organizational capacity, and candidates are invited to apply for the assistance. Groups take a pre-test using an assessment tool on the characteristics of strong organizations, determine the areas they want to strengthen, secure assistance in those areas, and continue to use the assessment tool to monitor progress.

**Funding:** Support is provided by the EAGLES Staff Fund of First Nations Development Institute.

**Evaluation:** Evaluation started in 2003 and will be ongoing.

## 29 Prevention for Positive People of Color Initiative

**Contact:** Northern California Grantmakers, AIDS Partnership California, John Mortimer, 415/777-5761, [jmortimer@ncg.org](mailto:jmortimer@ncg.org), [www.ncg.org](http://www.ncg.org)

**Purpose:** This Prevention for Positive People of Color Initiative provided grants for projects that were funded by local health jurisdictions or other funding sources, and had potential for replication as well as for sharing key findings.

**Activities:** Grants were awarded with four purposes: (1) to augment basic grant funding; (2) to support technical assistance with a \$15,000 award for acquisition of technical assistance on client retention strategies, evaluation design, sustainability planning, etc.; (3) to provide capacity building with a \$25,000 grant for strategic planning, financial management, staff retention and board development; and, (4) to support indirect costs for the augmented services component (\$5,000). While the partnership is not planning another round of grantmaking for the Prevention for Positive People of Color Initiative, it provides capacity-building grants of up to \$20,000 and free training on how to survive budget cuts in California. For organizations to be eligible, they must be California based, and provide HIV prevention services, with a client caseload that is more than 50% people of color.

## 30 Seventh Generation Fund

**Contact:** Tia Oros Peters, Special Projects and Program Director, 707/825-7640, [tia7gen@pacbell.net](mailto:tia7gen@pacbell.net), [www.7genfund.org](http://www.7genfund.org)

**Purpose:** The Seventh Generation Fund (SGF) provides nonprofit advocacy, intermediary grantmaking and technical assistance for indigenous peoples throughout the Americas.

**Activities:** SGF has an integrated program of small grants, training, technical assistance, issue advocacy and other community organizing support services that are directed to nurturing and building upon the natural leadership that lives in Native grassroots America. The work is premised on the understanding that Native peoples know what is best for their own communities and can be empowered through access to resources and skill building to achieve those ends. Through its Affiliate program, SGF houses and provides administrative and financial oversight for emerg-

ing Native community-based projects, and provides on-site or regional training and technical assistance to improve core management and program implementation. All convenings and networking strategies operate on a peer-centered collaboration model, looking for skills and knowledge that can be shared from within the grassroots organizations as well as from SGF staff or a limited number of outside experts.

## 31 Small Tribes Grant Program

**Contact:** Amerind Risk Management Corporation, Nancy Harjo, Director of Member Communications, 505/837-2290, [nharjo@amerind-corp.org](mailto:nharjo@amerind-corp.org), [www.amerind-corp.org](http://www.amerind-corp.org)

**Purpose:** The Small Tribes Grant Program aims to increase production and rehabilitation of affordable housing on tribal lands and to improve available housing on tribal lands.

**Activities:** Grants of up to \$30,000 are provided to encourage small tribes and tribally designated housing entities representing small tribes to access new resources or subsidy financing toward developing a housing project or program. These grants can be used to cover the costs of staff, consultants, financing fees, training, travel, software, or other resources needed to learn about, apply for or access new forms of financing.

**Funding:** Support is provided by the Amerind Risk Management Corporation, the National American Indian Housing Council and the Enterprise Foundation.

## 32 Stone Soup Support Networks

**Contact:** Stone Soup, Betty Buckley, Executive Director, 360/705-2961, [betty@nwstonesoup.org](mailto:betty@nwstonesoup.org), [www.nwstonesoup.org](http://www.nwstonesoup.org)

**Purpose:** Stone Soup works with nonprofits to identify and add the necessary administrative ingredients to make them healthier, more robust organizations.

**Activities:** Started in 1999, Stone Soup offers intensive networks, grants of up to \$5,000, and technical assistance for nonprofits in Washington, Oregon, Idaho and Alaska that provide support to victims of domestic violence, job skills and literacy training for low-income women and career guidance for girls. Services and grants improve administration or build on the existing infrastructure to enhance capacity. Intensive support networks feature training and/or coaching/mentoring activities for executive directors.

Some groups create collaborative projects, e.g. joint advertising or advocacy campaigns, development of a community calendar and resource list. In rural areas, meetings may be less frequent, with e-mail exchanges in between. Identified needs of those in rural areas include technology assistance such as high-speed internet access, and help starting new initiatives to fill gaps. Stone Soup is also developing a coalition of foundations, government funders, technology resources and education institutes to determine how to strengthen community capacity-building resources.

**Funding:** The Buckley family and other private funders support this program.

### 33 **Stonewall Community Foundation**

**Contact:** Xavier Reyes, Administrative Director, [xavier@stonewallfoundation.org](mailto:xavier@stonewallfoundation.org), [www.stonewallfoundation.org](http://www.stonewallfoundation.org)

**Purpose:** The Stonewall Community Foundation is New York's lesbian and gay community foundation. Since its inception, over \$7 million has been granted to over 450 organizations.

**Activities:** As a permanent resource for the community, the foundation strengthens programs and projects dealing with health and human services, civil liberties, HIV/AIDS, youth and senior advocacy and the arts. Stonewall is dedicated to increasing charitable giving within the community today while building a strong endowment for tomorrow. Founded in 1990, Stonewall manages approximately \$1 million in assets, of which \$290,000 are endowed. The grant cycle is comprised of two distinct parts, each with its own application process and funding source. One-year organizational capacity-building grants are offered, as well as a limited number of two-year grants for new or expanding programs.

### 34 **Strengthening Native American Philanthropy Initiative**

**Contact:** First Nations Development Institute, Michael Roberts, Vice-President of Grantmaking, 720/300-0039, [mroberts@firstnations.org](mailto:mroberts@firstnations.org), [www.firstnations.org](http://www.firstnations.org)

**Purpose:** The Strengthening Native American Philanthropy (SNAP) Initiative helps Native communities control their assets and build capacity to direct their economic future.

**Activities:** First Nations provides grants and technical assistance to Native asset-based development projects

through several funds, as well as loans for Native economic development. SNAP helps Native communities participate in creating philanthropic institutions that provide financial capital for economic development, using both workshops and publications. Particularly because of the growth of Indian gaming programs, Native philanthropic assets have grown over the past few years, increasing the importance of this activity. First Nations also operates the Native Assets Research Center, which studies and promotes indigenous knowledge for capacity-building and community-building purposes. All educational activities begin with an understanding of underlying values and cultural assets of Native communities, which are the fundamental aspects of each project or program that is developed.

### 35 **Washington Area Partnership for Immigrants**

**Contact:** Community Foundation for the National Capital Region, Tom Kam, Senior Program Officer, 202/263-4766, [tkam@cfncr.org](mailto:tkam@cfncr.org), [www.cfncr.org](http://www.cfncr.org)

**Purpose:** The Washington Area Partnership for Immigrants helps nonprofits increase the number of naturalized citizens and strengthen their capacity to serve immigrants.

**Activities:** Active since 1998 and housed by the Community Foundation for the National Capital Region, this collaborative makes grants to organizations in Metropolitan Washington, D.C. In turn, those nonprofits help immigrants and refugees complete the application for naturalization, prepare for a citizenship exam and complete interviews at INS district offices. Work has also expanded to address civic participation among immigrants, access to legal services and capacity building among nonprofits working with immigrant groups. A Technology Circuit Rider Program helped strengthen nonprofits for two years. Civic Participation for Newcomers has created learning circles to engage newcomers in various decision-making aspects of civic life. Legal Services for Immigrants increases the availability of immigrant-related legal services in Northern Virginia. Collaborative linkages have developed among immigrant-serving nonprofit organizations, and awareness has increased among policy makers, stakeholders and funders of the impact immigrants have on the region and the issues they face. The collaborative is now focusing on capacity development as leadership

development with an emphasis on advocacy, capacity-building and awareness building.

**Funding:** Both public and private funders support this program.

**Evaluation:** An external consultant has conducted an evaluation using focus groups, interviews and surveys. Significant impacts have been shown, and information is available on request.

## Organizations providing capacity-building services in rural areas

### 36 Community Connection

**Contact:** Hawaii Alliance for Community Based Economic Development, Bob Agres, Executive Director, 808/550-2661, hacbed@yahoo.com, www.hacbed.org

**Purpose:** Community Connection strengthens emerging, grassroots, community-based economic development organizations (CBEDs) that work primarily in low-income rural communities.

**Activities:** Started in 1993, Community Connection offers 10 months of training and technical assistance that includes individual consulting and organizational assessment to teams from CBEDs across the state. Teams gather over six weekends for learning circles, workshops and a mentoring program involving grassroots leaders and public and private leaders so that access to people with influence is strengthened. The curriculum includes field and movement building, feasibility planning, board development and financial management. In 2002, with a contract from the Department of Hawaiian Homeland, the Hawaii Alliance also began using an approach similar to Community Connection to build the capacity of homestead organizations so they can take over management of land that belongs to the native Hawai'i population. In addition, the Hawaii Alliance assists CBEDs in crisis, and advocates with public and private funders.

**Funding:** Federal, state, county and city funding is used, as well as grants from banks and foundations. Income from contracts, fees for services and consulting work provides 50% of the funds.

**Evaluation:** Participant satisfaction, impacts on organizations, durability of learning, and community perceptions of trainees' organizations are examined. The organizational structure and community organizing elements, along with the peer support among participants, are proving to be especially valuable.

### 37 Foraker Group

**Contact:** Laurie Wolf, Director of Programs, 907/263-2004, lwolf@forakergroup.org, www.forakergroup.org

**Purpose:** The Foraker Group strengthens Alaska's nonprofit organizations through training, technical assistance and other capacity-building services. Its major goals are to: (1) promote organizational stability among these primarily rural organizations, (2) mentor board and staff to act strategically, (3) provide high-quality and cost-effective training, (4) increase the skills of staff and boards, (5) assist organizations with collaborations and (6) promote a culture of philanthropy in the state.

**Activities:** Nonprofits in the state can become Foraker "Partners," with access to a range of information and online resources as well as training services.

### 38 Ink People Center for the Arts

**Contact:** Libby Maynard, Executive Director, 707/422-8413, inkers@inkpeople.org, www.inkpeople.org

**Purpose:** The Ink People Center for the Arts has a long-time presence in Humboldt County and Northern California as a community-based, grassroots, artist-run arts and culture organization. Sharing and community building are the two underlying values of all activities.

**Activities:** The center provides training and technical assistance programs for arts organizations in rural Northern California. It also serves as an incubator for community-enriching arts and cultural programs and projects, offering them peer support, advice, technical assistance, a ready-made administrative structure and "lots of compassionate hand-holding." Over the years, Ink People has assisted more than 40 groups, including some that are now established arts nonprofits.

### 39 North Dakota Resource Center

**Contact:** Cher Hersrud, Executive Director, 866/889-8265, hersrud@fargocity.com

**Purpose:** The North Dakota Resource Center provides capacity-building assistance to nonprofit organ-

izations throughout North Dakota, and also provides some community-building services to under-resourced rural communities in the state.

**Activities:** Staffed by a single individual who provides TA workshops and individual consultations, NDRC serves 378 communities in the state, two-thirds of which have a population of 500 or less. It provides a range of services, including help with setting up and incorporating nonprofits. NDRC collaborates with other organizations on its workshops and annual conferences, although resources in North Dakota for capacity building are scarce.

**Evaluation:** In 2002, an independent evaluation was undertaken by consultants Thomas Backer and Elizabeth Howard; results indicated a high level of satisfaction and perceived impact of NDRC by its nonprofit clients.

**Funding:** NDRC is funded by a grant from the Bremer Foundation, supplemented by some fees-for-service. The center is hosted fiscally by the North Dakota Community Foundation.

#### 40 Southeastern Organizational Development Initiative

**Contact:** Strategic Interventions, Jennifer Henderson, 202/331-1200, [jhenderson@strategicinterventionsbydesign.com](mailto:jhenderson@strategicinterventionsbydesign.com) or Southern Rural Development Initiative, Deborah Warren, Executive Director, 919/829-5900 ext. 203, [dwarren@srdi.org](mailto:dwarren@srdi.org), [www.srdi.org](http://www.srdi.org)

**Purpose:** The Southeastern Organizational Development Initiative (SODI) is being designed to increase the amount and quality of infrastructure supporting rural, and primarily minority, populations and organizations across the southeastern United States.

**Activities:** Funders, nonprofits, representatives from MSOs and others have been meeting to discuss the existing capacity-building infrastructure in 12 southeastern states, identify currently unmet needs and determine how best to address them. More rurally located assistance, culturally appropriate material, help that is affordable and ongoing assistance rather than one-time events are among the identified needs. SODI is using a model created by Strategic Interventions that offers a fusion of capacity-building assistance addressed to back office functions, core business operations and contextual factors. This effort

is an outgrowth of Mary Reynolds Babcock Foundation organizational development work. Graduates of a Babcock Foundation program wanted to maintain a network of those involved in capacity building; many separate conversations were taking place around the Southeast, and they were combined into one coordinated effort. The Southern Rural Development Initiative secured funding for a SODI steering committee, convened others to discuss needs and ways to meet them, and issued a report on findings and recommendations. Development of a proposal for implementation work is anticipated.

**Funding:** Private funders support this program.

### Peer networks

#### 41 Association of Non-profit Executives

**Contact:** Jacque Tomlin, Coordinator, 615/837-0472, [anetenn@aol.com](mailto:anetenn@aol.com), [www.anetn.org](http://www.anetn.org)

**Purpose:** The Association of Non-profit Executives (ANE) brings together nonprofit executive directors in the Nashville/Davidson County region for organized peer networking, so they can tap into colleagues' thinking when they have issues to discuss or are dealing with emerging situations. The group also serves related nonprofit leadership and professional development functions.

**Activities:** Initial main activities were networking and meetings with a content focus. More recently, the 8-year-old group with about 125 members also interacts regularly with local policymakers, and holds educational retreats for its members on specific topics such as managing diversity. A part-time staff coordinator manages these activities, and handles the group's website and e-newsletter. ANE maintains a collaborative relationship with the region's principal MSO, the Tennessee Center for Nonprofit Management, with which it recently co-hosted a "nonprofit day" that drew more than 200 participants.

**Funding:** Member dues and support from local foundations fund this program.

## Nonprofit incubators

### 42 Community Partners

**Contact:** Paul Vandeventer, President and CEO, 213/439-9640 ext. 12, paulv@communitypartners.org, www.communitypartners.org

**Purpose:** Community Partners (CP) is one of the longest-established nonprofit incubators in the country, but continues to experiment with new approaches to nonprofit capacity building in the Los Angeles area.

**Activities:** Community Partners' main program supports the growth and stability of dozens of small, emerging nonprofit organizations in the L.A. area, providing fiscal and administrative consultation, training and development for board members and staff and individual consultation. Recently CP moved into a new area of capacity building, becoming the coordinator of community-based initiatives and small grants awarded through the First Five Commission, which distributes funds from a tobacco tax initiative in California. Many of the organizations receiving these grants have needed help on the mechanics of grant applications, as well as more generalized capacity building. All the organizations receiving First Five support provide services for children ages 0-5 in Los Angeles County.

### 43 San Jose Arts Incubator

**Contact:** Joe Rodriguez, 408/277-2790, joe.rodriguez@ci.sj.ca.us, www.sanjoseculture.org/art\_inc

**Purpose:** The San Jose Arts Incubator, launched in 1991, has four interconnected programs aimed at building the capacity of smaller, newer nonprofit arts organizations in San Jose, California.

**Activities:** The Multicultural Arts Incubation Program helps arts groups with administrative, organizational and leadership development; the program works with six groups at a time, offering a combination of workshops, TA grants and one-on-one attention to help each group grow. The Arts Development Program offers below-market-rate office space and equipment at the Arts Development Center, a building the incubator maintains in downtown San Jose for groups that graduate from the incubation program. The Downtown Arts Series gives these emerging multicultural arts groups a performing space at the San Jose

STAGE Company. An annual Performing Arts Series at Montgomery Theatre gives groups in the incubator program an opportunity for public performance.

**Funding:** Support is provided by the City of San Jose.

### 44 Sarkeys Incubator

**Contact:** Sarkeys Foundation, Ann M. Way, Program Officer, 405/364-3703, annway@sarkeys.org, www.sarkeys.org

**Purpose:** The Sarkeys Incubator helps strengthen new or transitioning nonprofits by offering affordable offices and technical assistance.

**Activities:** Organizations that are new or in transition can submit letters of inquiry concerning leasing space in the Sarkeys Incubator. Space has been available for up to four nonprofits since 2001, and the foundation attempts to have a cluster of different types of organizations together so that they learn from each other. Groups can remain in the incubator for up to two years. Initially their rent is about 25% of the market rate. This increases to 50% after six months, then 75% for the second year. In addition, those in the incubator can receive individual coaching, participate in peer networking and learning with each other, and receive information and referral assistance from the foundation. A new annex opened in 2002, providing space on an ongoing basis without a time limit for up to two organizations. Rent is somewhat below market rate in the annex.

**Funding:** Support is provided by the Sarkeys Foundation.

## Intermediaries

### 45 Capacity Building Initiative for Peace and Social Justice

**Contact:** Management Assistance Group, 202/659-1963, 805/569-0364, mag@magmail.org

**Purpose:** The Capacity Building Initiative for Peace and Social Justice offers services designed to fit the special character, needs and values of Ford Foundation Peace and Social Justice Program grantees.

**Activities:** The Management Assistance Group, an independent nonprofit organization, receives funding

from the Ford Foundation to offer 112 of its grantees workshops, guided change processes, electronic coaching, organizational assessments, grants of up to \$25,000 for in-depth organizational development work suggested by the assessment, stipends for coursework elsewhere and referrals to consultants.

**Funding:** Support is provided by the Ford Foundation.

#### 46 Center for the Advancement of Effectiveness of State-wide Associations

**Contact:** National Council of Nonprofit Associations, Audrey Alvarado, Executive Director, 202/962-0322, aalvarado@ncna.org, www.ncna.org

**Purpose:** The Center for the Advancement of Effectiveness of State-wide Associations (CAESA) works to strengthen state associations. CAESA was developed to respond to National Council of Nonprofit Associations (NCNA) members' requests for greater efficiencies in sharing lessons learned as well as technical assistance to enhance their organizational effectiveness and service delivery. CAESA strives to ensure that every nonprofit has a state association it can turn to for advocacy, information, group-buying programs and training.

**Activities:** The center is creating a knowledge management system online that will support the sharing of written materials between state associations. Additional CAESA activities include surveying members, ensuring quality in state associations, providing technical assistance, consulting with emerging state associations, coordinating the annual conference and maintaining the NCNA website and Online Exchange.

**Funding:** Support comes from grants and member dues.

**Evaluation:** Also under development is an evaluation model that will enable each association to tell the story of its own value, including comparisons with benchmarks and overall effectiveness of the sector.

#### 47 Community Building Investment Program

**Contact:** Development Training Institute, Joe McNeely, President, 410/338-2512, jmcneely@dtinternational.org, www.dtininternational.org

**Purpose:** The Community Building Investment Program (CBI) assists community housing development organizations, as certified by HUD, in building the capacity of their organizations.

**Activities:** CBI provides funding from \$2,500 to \$15,000 per organization for purchase of equipment and supplies, skill-enhancement training for staff and board, staff salaries and professional services (audits, market studies, feasibility studies, etc.). Development Training Institute also provides information resources to practitioners in the field of community development, primarily through a website with a large number of downloadable publications.

**Funding:** Funding is provided by pass-through monies from the U.S. Department of Housing and Urban Development and other sources.

#### 48 Community Economic Development (CED) Leadership Initiative

**Contact:** National Congress for Community Economic Development, Jeffrey Richardson, Director, Leadership Development Services, 202/289-9020, jrichardson@ncced.org, www.ncced.org

**Purpose:** Human capital development is one of the National Congress for Community Economic Development's (NCCED) five goals. The CED Leadership Initiative: (1) increases future policy makers' knowledge of the community economic development (CED) field; (2) enhances their collaboration, leadership, facilitation and problem-solving skills; and, (3) attracts future professionals to a career in community development.

**Activities:** The initiative has several components. The Community Development Internship Program places graduate students in NCCED member organizations for 10 weeks over the summer. The Emerging Leaders Program (ELP) is a week-long leadership development program for college undergraduates, graduate students and recent graduates. The discussion-oriented peer exchange format provides participants with a highly intensive and reflective learning experience. Participants also visit legislators and staffers on Capitol Hill to brief them on CED issues, and discuss legislation that affects their communities. The Community Development Leadership Association (CDLA) is the alumni association for graduates of the Emerging Leaders and Internship Programs. It keeps student alumni engaged in the field of community development and connected to each other through an e-mail discussion group, networking meetings and training at conferences.

**Funding:** Ford Foundation, Living Cities, Washington Mutual and other funders provide support for this program.

**Evaluation:** The ELP, established by Rutgers University, was evaluated, with an evaluation report published in January 2003 by NCCED.

#### **49 Community Employment Alliance**

**Contact:** Enterprise Foundation, Bart Harvey, Chairman and CEO, 800/624-4298, mail@enterprisefoundation.org, www.enterprisefoundation.org

**Purpose:** Community Employment Alliance (CEA) builds the capacity of job training and placement organizations, promotes employment initiatives that focus on select business sectors, and generates systems change.

**Activities:** In Atlanta, Baltimore, Dallas, Denver, New York City, San Antonio, San Jose, St. Louis and Washington, D.C., CEA develops training events that improve the quality of outreach, intake, training, job placement, retention and career advancement services. One-on-one technical assistance is also available. An annual national workforce conference helps bolster employment services to address the needs of low-income people and former welfare recipients. The Enterprise Resource Database is an online resource with how-to guides, sample documents, program descriptions, and spreadsheet templates that cover all areas of community development and help organizations boost their workforce programs. J.P.Morgan Chase Foundation Awards for Excellence in Workforce Development identify and recognize best practices in workforce development.

**Funding:** Diverse public and private funders support this program.

#### **50 Organizational Capacity-Building Services**

**Contact:** National Congress for Community Economic Development, Jeffrey Richardson, Director, Leadership Development Services, 202/289-9020, jrichardson@ncced.org, www.ncced.org

**Purpose:** Human capital development is one of the National Congress for Community Economic Development's (NCCED) five strategic goals. Its Organizational Capacity-Building Services program is designed to strengthen the capacity of CED organizations.

**Activities:** The Faith Based Academy is a major organizational capacity-building initiative within NCCED's Leadership Development Department, and is designed to equip faith-based organizations with the information and resources they need to carry out CED projects, and be effective change agents in the communities they serve. The academy serves as an information and education clearinghouse. It also offers regional trainings, publications, a website and other tools to enhance organizational capacity in the CED field. A second major organizational capacity-building initiative is the Family Strengthening Awards Program. In partnership with the Annie E. Casey Foundation, this initiative identifies and shares the best practices of NCCED's community development corporation members for effective community revitalization and the improvement of economic success for families. It also moderates a national discussion on CDC mergers, produces and distributes publications on effective recruiting and on how to do a human resource assessment, is developing standards and competencies for the CDC field, and provides training opportunities for organizations. From 1997-2001 NCCED coordinated the Human Capital Development Initiative, which worked with Local Initiatives Support Corporation (LISC) and the Enterprise Foundation to help 13 organizations and collaboratives around the country develop community-wide efforts addressing human capital issues. Each location created a work plan addressing issues like recruitment and retention, compensation and benefits and training and education. The sites used individual and collaborative learning strategies, with grantees coming together several times each year for cross-site meetings.

**Funding:** Annie E. Casey Foundation, Fannie Mae, Lilly Endowment, Inc. and other foundations and financial institutions support this program.

**Evaluation:** The Human Capital Development Initiative, a precursor to this program, was evaluated during an extensive two-year assessment process conducted by Rutgers University's Center for Urban Policy Research. The report was published by NCCED in January 2003.

**51 Impact Capital**

**Contact:** Tom Lattimore, Executive Director, 206/587-3200 or 800/336-0679, tom@impactcapital.org, www.impactcapital.org

**Purpose:** Impact Capital works to improve the quality of life in low- and moderate-income communities by helping to build highly skilled and financially sustainable nonprofit housing and community development organizations that are able to be catalysts for positive change in the communities they serve.

**Activities:** As a Community Development Financial Institution, it provides below-market-rate loans, grants to purchase capacity-building assistance, training for staff and volunteers and other forms of help to nonprofit organizations in Washington State. Since 1982, it has invested in the revitalization of economically distressed communities by supporting organizations that develop affordable housing, community facilities and commercial real estate to anchor the community revitalization process. It enhances the capacity of nonprofits to develop and manage quality housing, while creating a coordinated system of nonprofit development by strengthening links between programs, funders, recipients and agencies. Sustained improvements in communities result from producing more affordable housing or other products that meet community needs, and from the development of strong internal systems within community development groups.

**Funding:** Support is provided by the Human Capital Development Initiative and LISC.

**52 Living Cities—Milano Collaboration**

**Contact:** Milano Graduate School of Management and Public Policy at New School University, Aida Rodriguez, Chair of the Nonprofit Management Program, 212/229-5311 ext. 1216, ARodrigu@newschool.edu, www.newschool.edu/milano/

**Purpose:** The Living Cities—Milano Collaboration's mission is to provide training tools, management information, resources and direct funding to community development corporations (CDCs) to help them build the human capital skills and systems to sustain themselves and thrive.

**Activities:** Begun in 2003, this two-year effort is a neutral facilitator/broker of partnerships, knowledge and learning exchanges. It is working to recognize and codify the best management and training prac-

tices in the field; increase the accessibility of affordable, competitive benefit packages and human resources information to CDCs; design and deliver industry-specific management tools, resources and training for CDCs; support the growth of existing talent; and, identify new ways of recruiting talent. Services include: (1) creating a Living Cities Management E-Net to provide links between CDC organizations and the knowledge they need; (2) funding human resource audits and other efforts aimed at adapting and transforming CDCs and disseminating lessons learned to the field; (3) serving as a liaison to services such as retirement and health benefits; (4) grooming a new generation of leaders via the Pathways to Leadership Executive Program/Pathfinders Awards; and, (5) offering a bridge between skilled candidates and those recruiting individuals for positions in CDCs. Target cities will be selected to pilot some services.

**Funding:** Support is provided by Living Cities, Inc.

**53 Nonprofit Quality Reporting Initiative**

**Contact:** California Association of Nonprofits, Florence Green, Executive Director, 213/347-2070 ext. 204, fgreen@canonprofits.org, www.canonprofits.org

**Purpose:** The Nonprofit Quality Reporting Initiative seeks to improve nonprofit public accountability, save nonprofits time and money in meeting their reporting requirements, and increase consistency in reports.

**Activities:** The California Association of Nonprofits (CAN) has developed a Unified Chart of Accounts (UCOA) that can be adopted by nonprofits and funders for use in record-keeping and reporting. It is being rolled out in California during 2003, and will begin roll-out in other states during 2004. This unique effort is working to simplify and unify the multiple, highly complex reporting requirements nonprofits currently must meet from various funders, and educates nonprofits about strengthening their accountability to the public. CAN is working with statewide and national organizations to encourage and support the adoption of the UCOA by private and public funders and accountants, and to encourage nonprofits to begin using it.

**Funding:** CAN and private funders support this program.

**Evaluation:** Evaluation will focus on whether nonprofits save time and money, whether greater consistency in reports occurs, and whether nonprofit accountability improves.

#### **54 Paving Pathways to Sustainability**

**Contact:** Ford Foundation, Cyrus Driver, 212/573-5000, c.driver@fordfound.org, www.pavingpathways.org

**Purpose:** Paving Pathways to Sustainability, a group consulting model, aims to help entrepreneurial nonprofits achieve sustainability through organizational capacity building and new revenue generation.

**Activities:** This initiative provides consulting to executive directors of Washington, D.C.-based nonprofits. In a pilot effort from 2000 through 2001, eight groups received assistance via monthly group sessions and customized sessions. Half of each session focused on finding solutions to capacity-building needs faced in developing business ventures. Issues could include human resources, leadership development, financial management and marketing/business development. The other half of each session focused on wealth-building strategies. Community Wealth Ventures consultants taught participants how to evaluate their assets, turn them into opportunities, conduct feasibility research and develop a business and implementation plan for all promising opportunities. The pilot project concluded in October 2001, and a second cohort started in April 2002.

**Funding:** Private foundations fund this program.

**Evaluation:** A report on lessons learned is available at [www.pavingpathways.org/Cohort\\_1\\_Lessons\\_Learned.pdf](http://www.pavingpathways.org/Cohort_1_Lessons_Learned.pdf).

#### **55 Performing Arts Research Coalition**

**Contact:** Opera America, Donald DeLauter, Operations Manager, 202/293-4466 ext. 214, donald@operaamerica.org, www.operaamerica.org

**Purpose:** The Performing Arts Research Coalition improves the way national performing arts organizations gather information on the arts sector, develop a more unified and factually based voice on issues of common concern and aid performing arts in developing a national model for arts research collaboration.

**Activities:** The coalition is helping performing arts organizations improve their management capacity,

increase community responsiveness and strengthen advocacy efforts at all levels. The national partners are the Association of Performing Arts Presenters, Dance/USA, Opera America (project coordinator) and Theatre Communications Group. Ten sites across the country are the focus for research data-gathering, concentrating on administrative surveys, audience surveys, subscriber surveys and community/household surveys.

**Funding:** Support is provided by a \$2.7 million grant from The Pew Charitable Trusts.

#### **56 Rochester Community Development Collaborative**

**Contact:** The Enterprise Foundation, Alma Balanon-Rosen, Director of the Upstate New York Program, 585/454-2750, EFnewyorkcity@enterprisefoundation.org

**Purpose:** The Rochester Community Development Collaborative (RCDC) creates neighborhood-based, nonprofit economic and housing development corporations that conceive, plan and implement their own communities' redevelopment.

**Activities:** RCDC began in 2000 and serves as an urban redevelopment catalyst by delivering capital and guidance to organizations made up of dedicated residents who are revitalizing their own communities' housing markets and neighborhood commercial centers from within. RCDC is providing four years of technical assistance, operating support and project funding, helping four community development organizations implement housing and economic development projects throughout Rochester. The Enterprise Foundation is program administrator and manager, leveraging financial investments through its national network of technical assistance providers. The City of Rochester, New York, provides project support and planning assistance, and The United Way Services Corporation is the fiscal agent.

**Funding:** Diverse private and public funders support this program.

#### **57 SPIN Project**

**Contact:** Independent Media Institute, Don Hazen, Executive Director, 415/284-1420, info@altnet.org, www.spinproject.org

**Purpose:** The SPIN Project (Strategic Press Information Network) helps grow the capacity of

grassroots groups to shape public opinion and garner positive media attention.

**Activities:** SPIN, a project of the Independent Media Institute, provides comprehensive media training, intensive media strategizing and resources to community organizations across the country. Technical assistance includes trainings such as the SPIN Academy, tools like SPIN Works! (a media guidebook for communicating values and shaping opinion), free online media tutorials and other services and resources. Tutorials that help groups secure media coverage include Speaking for Ourselves: Media Training & Communication Strategies for Communities of Color. This resource is designed to provide organizations of color and indigenous communities with the combination of analysis, tailored resources, specialized training and strategic support they need to identify and confront racism in the media and get their messages across.

**Funding:** Support is provided by earned income, grants and contributions.

### 58 State Fiscal Analysis Initiative

**Contact:** Center on Budget and Policy Priorities, Iris J. Lav, Deputy Director, 202/408-1080, Lav@cbpp.org, www.cbpp.org/sfai.htm

**Purpose:** The State Fiscal Analysis Initiative (SFAI) strengthens the contributions of state-level nonprofit organizations to policy debates by enhancing their ability to provide reliable budget and tax analysis.

**Activities:** The initiative was developed in 1993 by several foundations due in part to continuing reductions in government services for low-income and vulnerable populations. It consists of 23 state organizations and the Center on Budget and Policy Priorities, which is responsible for fiscal policy analysis at the national level. The center serves as research partner and technical assistance provider. In some instances, the center co-authors a grantee's first report on state budget or tax structure, lending credibility and expertise. The center also hosts an annual conference attended by SFAI grantees and other state-level organizations engaged in fiscal policy analysis to disseminate the ideas and analysis generated by the center and grantees, as well as build relations among them. All grantees have produced reports on state fiscal problems and the impact

of federal proposals on them. In addition, grantees analyze pending fiscal developments and disseminate results to opinion leaders and policymakers. All have either organized or participated in coalitions, have engaged in public education and have become resources for the media as well.

**Funding:** Private funders support this initiative.

### 59 State Strategies Fund

**Contact:** The Proteus Fund, Meg Gage, President and Executive Director, 413/256-0349, info@proteusfund.org, www.funder.org/grantmaking/ssf/index.html

**Purpose:** The State Strategies Fund supports innovative state-level strategies to increase civic participation in political life, empower underrepresented constituencies and promote political reform.

**Activities:** SSF, a collaborative grantmaking program founded in 1999, operates under the Proteus Fund. It capitalizes on problems and opportunities associated with devolution. Built on the premise that progressive change at the state level is more likely to succeed if individual, single-issue groups can be unified into influential statewide coalitions, SSF funds permanent, statewide entities that define themselves chiefly by their progressive points of view rather than by single issue advocacy or support from any one constituency. SSF has awarded \$2,170,000 to 26 coalitions promoting citizen participation in campaign finance reform, fair tax policy, affordable health care and the environment. By acting in concert, groups have secured legislative, regulatory, electoral and public policy victories that would not have been possible had members acted alone. Multi-issue state-based coalitions are an efficient and flexible way to leverage limited resources, build ongoing collaborations among groups with consonant interests and respond quickly to crucial issues and events.

**Funding:** Private funders support this program.

### 60 Training Resources for the Environmental Community

**Contact:** Dyan Oldenburg, Executive Director, 206/463-7800, dro@trencw.org, www.trencw.org

**Purpose:** Training Resources for the Environmental Community (TREC) is a social change organization committed to sustainable environmental integrity and diversity. It aims to catalyze the habitat conservation

community through leadership development, capacity building and leveraging resources.

**Activities:** TREC's coaching, consulting and training services are focused on organizations dedicated to habitat conservation and wilderness protection in Western North America. In 2002 Wilburforce Foundation became its sole funder so that TREC could focus its work only on Wilburforce grantees. TREC now provides for Wilburforce grantees fundraising and membership development course work, does strategic planning and evaluation consultations, conducts organizational capacity assessments and offers an individual leadership program to help nonprofit leaders become more effective. Nonprofits apply directly to TREC for assistance. They can also apply to Wilburforce through its general grantmaking program for support to use other capacity-building groups if they prefer this, or if TREC is unable to provide the needed assistance due to its own capacity limits. An information "firewall" is maintained between TREC and Wilburforce so that issues of confidentiality do not interfere with the ability of nonprofits to address their concerns.

**Funding:** Support is provided by the Wilburforce Foundation.

**Evaluation:** TREC's director of evaluation services conducts ongoing evaluation of services provided, and those seeking information about the evaluation reports can contact TREC directly.

## Foundations offering services directly to grantees or communities

### 61 Building Effective Substance Abuse Treatment

**Contact:** BTW Consultants, Beth Brown, 510/665-6100, [bbrown@informingchange.com](mailto:bbrown@informingchange.com), [www.informingchange.com](http://www.informingchange.com)

**Purpose:** The Building Effective Substance Abuse Treatment (BEST) program is designed to increase the organizational capacity of substance abuse treatment agencies in San Mateo County.

**Activities:** BTW, a private consulting firm, serves as a management support organization (MSO) for the

"BEST Learning Community," which is comprised of 12 of the 13 treatment facilities currently operating in the county. Recently the program was expanded to other parts of the San Francisco Bay area as well. Each agency initially received a small grant for a six-month planning and assessment process, including an organizational effectiveness audit. Then each agency proposed a longer-term project focused on its particular developmental needs, with budgets averaging \$50,000. The initiative is now in the implementation stage, and two members of each agency (the executive director and one other person) come together in a learning community meeting quarterly. A BEST newsletter also helps keep the agencies in touch.

**Funding:** Support is provided by the Schwab Foundation.

### 62 Capacity Building for Capacity Builders and Foundation Staff

**Contact:** Hawai'i Community Foundation, Christine van Bergeijk, Vice President for Programs, 808/537-6333, [cvanbergeijk@hcf-hawaii.org](mailto:cvanbergeijk@hcf-hawaii.org), [www.hcf-hawaii.org](http://www.hcf-hawaii.org)

**Purpose:** Capacity Building for Capacity Builders and Foundation Staff increases the capacity of nonprofit consultants and foundation staff in Hawaii.

**Activities:** The Hawai'i Community Foundation contracted with CompassPoint, a management support organization in Northern California, to provide CompassPoint's Institute for Nonprofit Consultants in order to strengthen local resources. Following the institute, a learning network formed for graduates. The community foundation covers the cost of bringing consultants together from throughout the state, and CompassPoint provides continuing support for the group, as well as helping the community foundation look at its research questions related to its capacity-building efforts. In addition, in order to build the community foundation staff's knowledge of capacity building, local consultants working with the nonprofits are also brought in to work with the foundation staff, helping them understand what to look for in proposals and what questions to ask grantees and applicants.

**Funding:** Support is provided by the Hawai'i Community Foundation.

### 63 Culture and Arts Organizational Capacity-Building Project

**Contact:** Hawai'i Community Foundation, Christine van Bergeijk, Vice President for Programs, 808/537-6333, [cvanbergeijk@hcf-hawaii.org](mailto:cvanbergeijk@hcf-hawaii.org), [www.hcf-hawaii.org](http://www.hcf-hawaii.org)

**Purpose:** The Culture and Arts Organizational Capacity-Building Project was a three-year program to identify effective capacity-building approaches within arts and cultural organizations.

**Activities:** Seven arts and cultural groups in Hawaii received three-year capacity-building grants averaging \$50,000 per year each, beginning in 2000. The community foundation convened the groups 2-3 times annually for networking, and they also received two trainings by National Arts Strategies. Seven mirror image groups participated in evaluation activities but didn't receive funding for capacity building. A large difference was seen in audience development, innovativeness, more robust programming, financial stability and other factors. Some partnerships between organizations developed as well, and original grantees will assist the community foundation with future grantees.

**Funding:** Support is provided by the Hawai'i Community Foundation.

**Evaluation:** Evaluation involved extensive organizational assessments, completion of an annual evaluation form, annual site visits by the evaluators and submission of financial reports and other information. A report on evaluation will be released through Grantmakers for Effective Organizations.

### 64 Echoing Green Public Service Fellowships

**Contact:** Echoing Green Foundation, Cheryl L. Dorsey, President, 212/689-1165 ext. 60, [cheryl@echoinggreen.org](mailto:cheryl@echoinggreen.org), [www.echoinggreen.org](http://www.echoinggreen.org)

**Purpose:** Echoing Green Foundation's mission is to find, attract and invest in emerging social entrepreneurs who plan to start up and lead innovative, sustainable and potentially replicable projects and organizations that affect positive social change.

**Activities:** This venture philanthropy foundation provides two-year fellowships to assist leaders in turning their innovative ideas into action through developing new and autonomous organizations. Fellows also receive technical assistance through strategic planning consulting along with conferences and connec-

tions to a worldwide network of Echoing Green Fellows. This builds a community of social entrepreneurs committed to sharing their experience, knowledge and energy with each other.

**Funding:** Private foundations support this program.

**Evaluation:** Throughout their fellowship, participants refine and use evaluation tools based on program logic models. Focus groups and surveys are among the methods used to conduct evaluation of the program overall. Approximately 80% of the foundation's investments in more than 350 fellows have succeeded (as defined by near-term sustainability).

### 65 Ms. Foundation for Women

**Contact:** Margaret Hempel, Director of Programs/Health and Safety, 212/742-2300, [mhempel@ms.foundation.org](mailto:mhempel@ms.foundation.org), [www.ms.foundation.org](http://www.ms.foundation.org)

**Purpose:** The Ms. Foundation for Women is an intermediary, public charity; in addition to providing grants it offers training and technical assistance to all grantees, both in issue-specific areas, and related to organizational capacity building.

**Activities:** Some of the foundation's own staff is hired for particular expertise so they can offer training and other assistance for grantees. The foundation also uses audio conferences focused on how to approach an issue, featuring speakers with strong expertise. Many grantees can participate via a conference call, so this has proven to be a very inexpensive and effective way to share information. Additionally, the foundation has created several collaborative funds, and it works with donor partners in the funds to help strengthen their knowledge of relevant issues and their grantmaking skills. The collaborative funds also provide/facilitate various forms of technical assistance for grantees including intensive peer-to-peer work.

**Funding:** Ms. Foundation for Women and its partner funders provide support for this program.

**Evaluation:** Foundation programs are evaluated, and reports are available on the foundation's website.

### 66 New Partners Project

**Contact:** Margaret Hempel, Director of Programs, 212/742-2300, mhempel@ms.foundation.org, www.ms.foundation.org

**Purpose:** The New Partners Project works to strengthen the ability of organizations not usually involved in sexuality education to advocate on behalf of accurate and effective sexuality education and to develop teen activists.

**Activities:** This three-year program began in 2001 and assists organizations in Washington state and Arizona that don't usually do reproductive rights work or advocacy, but are experienced at working within their communities. The groups include a stand-alone family planning clinic, a gay/lesbian/bisexual/transgendered youth project that was focusing on HIV work, a farm-worker organizing project, a Latino/a social service agency, an HIV/AIDS prevention organization and a youth organizing group. Local consultants work with these groups individually on sexuality education and teen organizing, as well as organizational capacity-building issues. Each group receives \$45,000 per year, and groups have used some of the funding to hire new staff. They also receive support for technology upgrades. An e-mail discussion group links them to facilitate learning.

**Funding:** Grants from private foundations support this program.

**Evaluation:** A project evaluator from the Applied Research Center is conducting the project evaluation, using site visits and other methods.

### 67 Nonprofit Venture Forum

**Contact:** Craigslist Foundation, Nancy Shaw, Director, 415/566-9844 ext. 119, foundation@craigslist.org, www.craigslistfoundation.org

**Purpose:** The Nonprofit Venture Forum connects diverse, local nonprofits with philanthropists who want to learn more and get involved with these nonprofits.

**Activities:** Each forum involves five nonprofits that benefit from capacity-building sessions with advisors on presentation techniques, content and fundraising strategy. A review team of funders in the issue area, other nonprofit leaders and people from the for-profit sector evaluate presentations made by nonprofits

about the work they are doing. A catered reception after the presentations helps people connect one on one. The forum also serves as a donor education effort in that philanthropists of all kinds can check out organizations in person, gather more in-depth information and network with other donors.

### 68 Oklahoma Institute for Nonprofit Leadership

**Contact:** Sarkeys Foundation, Ann M. Way, Program Officer, 405/364-3703, annway@sarkeys.org, www.sarkeys.org

**Purpose:** The Oklahoma Institute for Nonprofit Leadership enables nonprofit leadership staff and volunteers to strengthen their management skills.

**Activities:** The annual institute involves three days of programming for nonprofit leaders on roles and responsibilities, board development, strategic planning, fundraising and marketing. Each nonprofit sends a team including the executive director and a significant board member. Participation is by invitation only, with Sarkeys staff or other foundations identifying 16 to 18 teams per institute. A 30-minute consultation with a consultant is provided for each organization as well as the group training. Started in 1996, this effort led to development of other Sarkeys educational efforts. It is being replicated in Texas. Over the years participants have created their own networks, and in some cases have started successful collaborations with other Institute participants. A new e-mentoring program is beginning in conjunction with the 2003 institute. Four e-mentors who are institute graduates will assist four organizations each via an e-mail relationship. Some of the mentorships may also involve phone calls and personal visits.

**Funding:** Support is provided by the Sarkeys Foundation.

**Evaluation:** Some evaluation is done after each institute, including informal evaluation through surveys, evaluation forms and conversation.

### 69 Promoting Outstanding Nonprofit Organizations Leader's Academy

**Contact:** Hawai'i Community Foundation, Christine van Bergeijk, Vice President for Programs, 808/537-6333, cvanbergeijk@hcf-hawaii.org, www.hcf-hawaii.org

**Purpose:** The Promoting Outstanding Nonprofit Organizations Leader's Academy enhances executive

directors through reflection and exploration in order to create a network of empowered, self-aware and reflective leaders.

**Activities:** In June of 2003 the community foundation selected two groups of nonprofits executives to participate in a new Leader's Academy for 18 months. Both groups consist of 10 leaders, one for culture and arts executives, and one for leaders of health groups. They meet monthly for one or two days in a structured, peer-centered, professional learning experience led by experienced consultants to work on issues related to their own leadership development as well as organizational development issues. Each organization will also receive a grant to undertake a capacity-building program that academy participants design. These projects will serve as a learning platform, enabling participants to apply their academy learning to real experiences. Program graduates will continue to interact after the year is completed.

**Funding:** Hawai'i Community Foundation, and income from participant fees, help support this program.

#### 70 Sound Partners for Community Health

**Contact:** Benton Foundation, Karen Menichelli, Executive Vice President, 202/638-5770, kmenichelli@benton.org, www.benton.org

**Purpose:** Sound Partners works to increase public awareness of specific health issues and facilitate citizens' involvement in making decisions affecting health care.

**Activities:** Partnerships are fostered between public broadcasters, community organizations and additional media entities. A variety of programming and community engagement techniques help equip individuals to participate in community problem-solving around local health issues. The partnerships bring health programming to new and traditionally underserved audiences. The Benton Foundation regrants dollars to public radio and television stations and their community partners in 35 locations, and grantees also receive toolkits that help them build a strong partnership and develop solid outreach based on good media relations. A great deal of technical assistance is provided, including conference call workshops offering training on targeted subjects, and help from consultants with programming, production, outreach, governance and media

linkages. Grantee conferences take place, and site visits feature partnership management assistance or media assistance.

**Funding:** Support is provided by the Robert Wood Johnson Foundation.

**Evaluation:** Partners submit quarterly reports responding to specific questions that enable them to describe their progress, successes, challenges and more.

#### 71 Support Services

**Contact:** McKay Foundation, Robert McKay, Executive Director, 415/288-1313, info@mckayfund.org, www.mckayfund.org

**Purpose:** Support Services invests in the long-term success of social change organizations by providing what they need to build effective organizations.

**Activities:** Grantees of the McKay Foundation have access to expert technical assistance if and when they need it. The services cover a broad range—research on issues, organizational development, financial management, training in media relations, legal assistance and development and review of fundraising—and are strictly confidential between grantees and assistance providers. Each area of assistance is provided by expert outside consultants; the foundation identifies a person or organization with the needed skills for each area of need. Grantees target their requests to address their own unique issues. The consultants can refer grantees to others who work with McKay grantees for help with different topics, so that a holistic approach is provided. The foundation is tailoring the support to suit the needs of grantees, and anticipates adding technology assistance in the future.

**Funding:** Support is provided by the McKay Foundation.

#### 72 Technical Assistance Grant Program

**Contact:** A Territory Resource, Soya Harris, Grants Manager, 206/624-4081, grants@atrfoundation.org, www.atrfoundation.org

**Purpose:** The Technical Assistance Grant Program assists social change organizations.

**Activities:** Grants ranging from \$250 to \$3,000 help new or experienced groups in the Northwest increase skills in fundraising, organizational development and leadership, organizational diversity and inclusion,

administrative and fiscal management, networking and collaboration and development of long range and strategic plans. Grants may also be used for cross training and skill exchanges among two or more organizations, attending training programs or conferences and other similar work. Foundation representatives also provide some individual information and assistance to organizations in the context of this program. Grant committees are primarily donors to this public foundation, and they do site visits. A small endowment supports overhead, and grant dollars are raised each year.

**Funding:** A Territory Resource's donors, primarily individuals, support this program.

**73 Three-Year Capacity-Building Grant Program**  
**Contact:** A Territory Resource, Soya Harris, Grants Manager, 206/624-4081, grants@atrfoundation.org, www.atrfoundation.org

**Purpose:** The Three-Year Capacity-Building Grant Program provides additional assistance to recent grantees for projects that develop stronger, larger and more effectively managed organizations with greater impact.

**Activities:** Social change organizations doing policy/advocacy/community organizing can receive \$25,000 in the first and second years and \$15,000 in the third. This support can be used for a variety of capacity-building activities. In addition, approximately midway through the grant period foundation representatives conduct site visits to provide coaching and feedback. Foundation staff members also spend a significant amount of time giving feedback to those whose requests for Three Year Grants are turned down.

**Funding:** A Territory Resource's donors, primarily individuals, provide support for this program.

## Government agencies providing capacity-building support

**74 City of Santa Monica Cultural Affairs Division—Cultural/Arts Organizational Support Grant Program**

**Contact:** City of Santa Monica Cultural Affairs Division—Cultural/Arts Organizational Support Grant Program, 310/458-8350, smarts@santa-monica.org, www.arts.santa-monica.org

**Purpose:** The Cultural Affairs Division is the largest provider of arts services for the City of Santa Monica, California.

**Activities:** One of this division's four grant programs, the Cultural/Arts Organizational Support Grant Program, provides one-year grants (with renewal possible for an additional two years) for ongoing administrative support and technical assistance for nonprofit cultural and arts organizations based in the city. Funding guidelines make it clear that this program is not for any specific program or project of an organization, and that funding decisions will be made in part through application of the Santa Monica Cultural Arts Master Plan, as well as input from the Santa Monica Arts Commission. The division also provides low-cost or free technical assistance workshops for artists, many of whom also operate nonprofit organizations in the city, and it offers resource services to organizations wishing to produce cultural events.

**75 Los Angeles County Arts Commission—Organizational Grants Program**

**Contact:** Andrew Campbell, Organizational Development Manager, 213/974-1343, acampbell@bos.co.la.ca.us, www.lacountyarts.co.la.ca.us

**Purpose:** The Los Angeles County Arts Commission provides grants for capacity building to small and mid-sized arts organizations in Los Angeles County through two grants programs.

**Activities:** In addition to these grants, the county also offers an Organizational Development Program to its grantees, with workshop opportunities in a wide variety of advancement and organizational capacity-building topics. Recent workshops focused on topics such as marketing, board development, capacity building, partnerships, technology management and facilities planning. Some grantees

also receive scholarships to conferences and local management support programs.

### 76 Office of Minority Health—Technical Assistance and Capacity-Building Projects

**Contact:** Crowell & Associates, Gloria Cox Crowell, 510/913-5694, [croglo@pacbell.net](mailto:croglo@pacbell.net)

**Purpose:** The Office of Minority Health Technical Assistance and Capacity-Building Projects program offers capacity-building technical assistance to AIDS service organizations in Northern California that provide services to communities of color, with seven agencies participating in the project.

**Activities:** A lead consultant was assigned to each agency, with a number of other content consultants providing services as well. The program is coordinated by CompassPoint Nonprofit Services in San Francisco.

**Funding:** Funding comes from the Federal Office of Minority Health, which awarded funds to the San Francisco Department of Public Health, and the department in turn subcontracted out the capacity-building service provision to CompassPoint.

### 77 Strengthening Partners Initiative

**Contact:** Executive Office of the Mayor, District of Columbia Government Office of Partnerships and Grants Development, Strengthening Partners Initiative (SPI), Pat Henry, 202/727-8900, [pat.henry@dc.gov](mailto:pat.henry@dc.gov), [www.opgd.dc.gov](http://www.opgd.dc.gov)

**Purpose:** The Strengthening Partners Initiative (SPI) aims to improve effectiveness and long-term sustainability of nonprofit and faith-based organizations located and providing services in the District of Columbia.

**Activities:** SPI's activities help: (a) build skills of participants to assess and improve organizational operations; (b) increase the knowledge of participants about financial and partnership resources and their utilization; (c) encourage long-lasting networks among established and emerging nonprofit and faith-based organizations in program areas and by neighborhood clusters; and (d) expand the capacity of the nonprofit and community sector to address the City-Wide Strategic Plan, Strategic Neighborhood Action Plans and citizen priorities. SPI involves executive directors from up to 25 organizations in a one-year program

with three phases. Phase one offers 12 workshops over six months, covering topics like budgeting, financial management, marketing and evaluation. Phase two is a one-on-one mentoring program, which matches participants with experts to work with them on specific needs. In phase three the participants prepare demonstration projects to present to other participants based on what they have learned.

**Funding:** Support is provided by the District of Columbia.

## Organizations providing nontraditional financial support to nonprofits

### 78 Community Clinics Initiative

**Contact:** Kathy Lim Ko, Program Director, 415/561-7855, [kko@tides.org](mailto:kko@tides.org), [www.tidesfoundation.org/cci](http://www.tidesfoundation.org/cci)

**Purpose:** The Community Clinics Initiative (CCI) has funded 90% of community clinics throughout the state of California, and also has provided a range of technical assistance consultation to these public health clinics.

**Activities:** Supported through funds from The California Endowment, CCI has provided \$10 million in funds regranted through the Tides Foundation. The first wave of grantmaking focused on information technology. As a result of this \$2 million program, at present 95% of clinics statewide have basic hardware and connectivity. A second program provides support and technical assistance for policy and advocacy work (The California Endowment administers this program directly to clinics statewide). In the final phase of CCI, long-term capital development will be addressed. It is expected that a total of \$45 million will be made available between 2002 and 2008 to strengthen the organizations. CCI's total funding will approach \$98 million over its 10-year cycle of activities. Because of its scope and statewide presence, CCI has been able to partner with the federal government agencies responsible for community clinics. It also has set up task forces and conducted studies to help shape standards and develop programs that encourage field development as well as individual clinic capacity development.

### 79 **Community Loan Technologies**

**Contact:** The Minneapolis Foundation, Joanne Walz, Community Philanthropy Officer, 612/672-3839, JWalz@mplsfoundation.org, www.communityloantech.org

**Purpose:** Community Loan Technologies (CLT) fosters community development and vitality by building financially healthy nonprofits. It helps nonprofits, small businesses and micro-enterprises develop staff financial know-how, sound financial management systems and stable finances to ensure their sustainability.

**Activities:** Through the Minnesota Nonprofits Assistance Fund (MNAF) and other specialized loan funds, CLT provides loans, technical assistance and training to stabilize and strengthen the financial capacity of nonprofits in Minnesota and elsewhere in the United States. MNAF has provided 1,250 loans totaling \$35 million to Minnesota nonprofits in every field of service. MNAF makes loans of \$1,000 to \$300,000 for working capital, short-term cash flow needs and smaller capital projects. In addition to providing financing, MNAF staff works with the organizations to plan for long-term financial stability. MNAF offers financial management training workshops, one-to-one technical assistance and a variety of online publications and resources, such as relevant studies and articles, useful links and templates and models for financial reporting.

**Funding:** Private funders and public sources support this program.

**Evaluation:** Internal and external evaluation has been done, using surveys, focus groups, cluster analysis and other approaches.

### 80 **Rudolf Steiner Foundation**

**Contact:** Mark A. Finser, President, 415/561-3900, mail@rsfoundation.org, www.rsfoundation.org

**Purpose:** The Rudolf Steiner Foundation provides ways for donors, investors, borrowers and grant recipients to use money to integrate their values with practical objectives.

**Activities:** The foundation provides a broad range of services globally, including lending, borrowing, managing, giving and receiving financial resources. The Community Investment Fund provides investors who underwrite loans with the opportunity to support

projects involved in education, the arts, healthcare, spiritual development, agriculture and the environment. Donor Advised Funds provide gifts and grants for a wide variety of progressive nonprofit activities around the world. Advisory Services provide intensive technical and organizational support to help groups identify and meet their financial needs. Advisory Services staff works closely with the staff and leadership of the organizations it supports to help them develop their vision and an organization-wide approach that will attract financial and volunteer resources to accomplish their goals.

**Funding:** A range of donors supports the work of the Foundation.

## Organizations providing nontraditional technology support to nonprofits

### 81 **ActionStudio**

**Contact:** Groundspring, Michael Stein, 415/561-7807, support@groundspring.org, www.groundspring.org

**Purpose:** ActionStudio helps nonprofits and community groups develop a presence on the web quickly and inexpensively to promote activism and build community support through the Internet.

**Activities:** ActionStudio is a hosted application that allows organizations to use services without needing anything other than Internet access. Organizations can use ActionStudio's website creation and management tools to design and host their site or a site for specific campaign issues. Organizations that already have a site can add specific activism features for e-mail and fax letter-writing petitions, signature-gathering petitions, photo galleries and slide shows, online donations, street team points incentive programs and many other features.

### 82 **B2P**

**Contact:** Jason Saul, CEO and co-founder, 312/492-3900, Info@b2p.com

**Purpose:** B2P, a technology consulting and software development organization, helps nonprofits improve their impact and accountability with affordable, easy-to-use software applications.

**Activities:** B2P's Impact Manager is the first web-based, nonprofit business intelligence software. Impact Manager is used by intermediary organizations (governments, foundations, United Ways, national nonprofits and donors) to track the performance of an underlying portfolio of grantees, contractors, affiliates or chapters. It supports setting outcomes and measures, tracking performance and reporting results.

### 83 GetActive

**Contact:** GetActive, 510/540-4772, contact@getactive.com, www.GetActive.com

**Purpose:** GetActive provides web-based services for coordinating online member communications, advocacy, fundraising and website initiatives.

**Activities:** Large organizations can extend a common communications infrastructure to their chapters, affiliates or partners. Each local organization maintains its own center online, so there is independent operational control coupled with a common platform for sharing certain types of information and expertise.

### 84 Groundspring

**Contact:** Dan Geiger, Executive Director, 415/561-7807, dan@groundspring.org, www.groundspring.org

**Purpose:** Groundspring provides simple, affordable and integrated services to help small to medium-sized nonprofits become effective users of Internet technology in their fundraising and management of donors and supporters.

**Activities:** This organization serves 900 nonprofit organizations and was founded by the Tides Foundation in 1999. The DonateNow online donation tool allows nonprofits to accept credit card gifts by putting a DonateNow button on their websites. A new e-mail messaging service, E-Mail Now, allows nonprofits to send e-newsletters, raise money online and communicate with supporters.

### 85 Info Line, Inc.

**Contact:** Info Line, Inc., 330/762-5627, connect@infoineinc.org, www.infoineinc.org

**Purpose:** Info Line, Inc., Summit County, Ohio's 24-hour community information and referral service, provides an online service for connecting local non-

profits to technical assistance, training and consulting that will help them build capacity.

**Activities:** Project Connect is specifically aimed at enhancing connectivity and otherwise meeting the technology needs of nonprofit organizations in the area, including upgrading technology capabilities. A membership group, it offers technology training programs and individualized consultation to its nonprofit organizational members.

### 86 Isoph Institute

**Contact:** Isoph Institute, 866/969-9260, info@isoph.com, www.isophinstitute.com

**Purpose:** Using the Isoph Institute's "Isoph Blue" website technology, the Isoph Institute is an online learning community for nonprofit organizations.

**Activities:** Staff of participating organizations can enroll in online courses and access relevant resources to better fulfill their nonprofit's mission.

### 87 Knowledgeplex.org

**Contact:** Fannie Mae Foundation, 877/363-PLEX, info@knowledgeplex.org, www.knowledgeplex.org

**Purpose:** Knowledgeplex.org provides news, information and interactive forums for the affordable housing and community development fields.

**Activities:** This website is the product of a partnership among leaders in the affordable housing and community development field. Launched in October 2001, the site provides a comprehensive information exchange for the field. It enables practitioners, scholars and policy makers to share knowledge and build relationships. The site offers or supports practical solutions and innovative ideas, news, information, collaboration between housing leaders, an e-newsletter, a knowledge library and hot topics. It offers access to policy studies and analysis, case studies and how-tos and academic or government reports on current and emerging housing issues.

**Funding:** Support is provided by the Fannie Mae Foundation.

### 88 NetCorps

**Contact:** Matthew Latterell, 541/465-1127,  
info@netcorps.org, www.netcorps.org

**Purpose:** NetCorps offers technology planning, technical assistance and support services to nonprofits, aimed at building their capacity to make use of appropriate technology.

**Activities:** While NetCorps provides website services to nonprofits throughout the United States, its direct services are limited to nonprofits in the Pacific Northwest and Southeast regions, with a focus on Oregon and North Carolina. Areas of service include organizational needs assessment, local area network setup, hardware and software installation, Internet connectivity, database development and maintenance, website development and assistance in fundraising and purchasing/donation.

### 89 Nonprofit Technology Enterprise Network

**Contact:** Ed Batista, Executive Director, 415/397-9000,  
ed@nten.org, www.nten.org

**Purpose:** Nonprofit Technology Enterprise Network (N-TEN) helps those concerned with nonprofit technology connect with their peers and establish ongoing partnerships and information sharing.

**Activities:** Regional conferences bring nonprofit leaders together with developers of innovative technology. N-TEN also is creating an online capacity map that will bring together individuals and organizations providing technology capacity-building support to nonprofits across the country.

### 90 Ohio Nonprofit Resources

**Contact:** Ohio Association of Nonprofit Organizations,  
Jennifer Campbell, Interim Executive Director,  
614/280-0233, jennifercampbell@oano.org,  
www.ohio.nonprofitresources.net

**Purpose:** The Ohio Nonprofit Resources website helps nonprofit organizations identify and make the best use of the resources available to them.

**Activities:** The website debuted in 2003 and features a searchable listing of technical assistance providers. It includes general articles of interest, a calendar of trainings and events for nonprofit leaders, information about hiring and using nonprofit resources, discussion forums, sample documents, self-assessment tools and other information related to capacity build-

ing. The site is a free service of the Ohio Association of Nonprofit Organizations, in partnership with the Ohio Grantmakers Forum. An advisory committee that includes funders, nonprofit organizations, consultants and service providers helped create and now guides this program.

**Funding:** Support is provided by the Ohio Grantmakers Forum funder collaboration.

### 91 Online Data Manager

**Contact:** Community TechKnowledge, Kathryn Engelhardt-Cronk, President/CEO, 877/441-2111,  
info@communitytech.net, www.communitytech.net

**Purpose:** The Online Data Manager (ODM) provides web-based, client/agency tracking and output/outcome reporting for social service and funding organizations. Nearly 100 nonprofit organizations across the country rely on ODM for their data management, including United Ways and United Way-funded agencies. The system permits rapid re-configuring of data elements to stay current with demands of funders and the needs of service recipients—done with regular agency personnel rather than consultants. The same database can be used by funders for analytic purposes, and can help create inter-agency communication among those nonprofits that use the system.

### 92 Social Solutions

**Contact:** Steve Butz, President,  
steve@socialsolutionsonline.com,  
www.socialsolutionsonline.com

**Purpose:** Social Solutions aims to build the capacity of nonprofits through installation of its ETO Software system for relating staff activities to program outcomes. The system is web-based and server-driven, so no hardware investment is needed.

**Activities:** Social Solutions provides an easy-to-use, customizable tool that seamlessly relates an organization's staff efforts to the accomplishment of user-defined outcomes. Its software system helps nonprofits demonstrate incremental success and capture evidence around the intangible benefits gained through client relationships. It provides a flexible template for outcome assessments, measurement and management, and can be modified to meet changing funder requirements or research initiatives.

**93 Summit Consulting Collaborative**

**Contact:** Summit Consulting Collaborative, 413/549-0014, info@summitcollaborative.com, www.summitcollaborative.com, www.dotorgmedia.org, www.strategictechnology.net

**Purpose:** Summit Consulting Collaborative works to energize and strengthen nonprofit networks, foundations and others working to build nonprofit organizations and the sector itself. The collaborative nurtures organizations striving to improve their effectiveness and increase their impact through strategic use of the Internet and other technologies.

**Activities:** Summit Collaborative has four activities: (1) Research Incubation Unit, which aims to better understand current nonprofit practice and ways to improve effectiveness; develop and test new approaches to social change; (2) Direct Support Consulting Services, which provide one-on-one support for specific needs ranging from strategic planning to program development, board development and Internet and technology strategy; it also provides half-day to year-long educational and capacity-building programs on Internet strategy and other topics related to strategic use of technology; (3) Collaboration/Network Building which aims to identify and actively support efforts to bridge different organizations and networks to increase synergy between them, and to provide management and strategic support for those networks and serve in leadership positions to support and influence policy; and, (4) Publishing Information Sharing, which maintains two websites dedicated to sharing information about nonprofit Internet and technology strategy, and publishes tools, case studies and other materials for worldwide use.

**94 TechGrants and TechConnect**

**Contact:** Andrew Hastings, 617/359-0922, ahastings@techfoundation.org, www.techfoundation.org

**Purpose:** TechGrants and TechConnect provide grants and educational programs to nonprofit technology assistance providers to implement technology projects within their local communities.

**Activities:** Twelve organizations received grants in 2002. In addition, TechConnect offers a series of educational events that help nonprofit decision-makers (executive directors, board members and financial, operating and information officers) effec-

tively utilize information technology. The events also stimulate peer networking and peer learning communities. TechFoundation is committed to bringing financial resources, technology solutions and management expertise to nonprofits to strengthen the social sector. Its overall aim is to promote a world where resources that businesses use to build wealth—capital, technology and expertise—are accessible for nonprofit organizations to better serve humanity.

**Evaluation:** An evaluation is under way but not yet completed.

**95 Technology Affinity Group**

**Contact:** Lisa Pool, 610/688-6832, lisa.pool@verizon.net, www.tagtech.org

**Purpose:** The Technology Affinity Group (TAG) includes foundations, nonprofits and others seeking to advance the capacities of philanthropic organizations through the use of technology.

**Activities:** TAG sponsors an extranet and an e-mail discussion list that enable members to share information about internal technology systems and assist peers with similar technologies, post nonprofit technology publications for member review, announce meetings and conferences, post links to other websites that are good resources, research relevant nonprofit technology, and post questions and answers. TAG also offers a discount purchase program, a technology donation program, an annual conference, bimonthly conference calls and virtual meetings about technology trends and systems.

**Funding:** Foundation grants and corporate sponsorships support this program.

## Comprehensive capacity- building centers

### 96 Al Sigl Center

**Contact:** Daniel Meyers, President and CEO, 585/442-4100, d\_meyers@alsiglcenter.org, www.alsiglcenter.org

**Purpose:** The Al Sigl Center provides facilities, facilities management, administrative services assistance and other assistance for nonprofit organizations.

**Activities:** The center has six locations in Greater Rochester, New York, and nine distinct partner agencies that serve people with disabilities, such as the Epilepsy Association and Mary Cariola Children's Center. The partners use facilities provided and managed by Al Sigl Center, including shared resources such as an indoor therapeutic swimming pool. The partner agencies, and others in the community, can purchase assistance from the center for human resources, training, staff benefits, insurance and other "back-office" functions. Additionally, partner agencies collaborate on some joint fundraising efforts, though all do their own distinct fundraising as well.

**Funding:** Grants, contracts, fees for service and the Al Sigl Foundation endowment are combined to support this program.

### 97 Public Health Foundation Enterprises Management Solutions

**Contact:** Gerald Solomon, President/CEO, 562/699-7320 ext. 1242, gsolomon@phfe.org, www.phfe.org

**Purpose:** Public Health Foundation Enterprises Management Solutions provides financial and administrative services to a number of Southern California nonprofit organizations, ranging from routine financial management to coordinating payroll and health benefits.

**Activities:** The organization provides quarterly Program Development Workshops to its member organizations, bringing in experts to provide capacity-building training on a topic of interest, such as nonprofit marketing and public relations.

### 98 Rooney Resource Center

**Contact:** Humboldt Area Foundation, Peter Pennekamp, 707/442-2993, peter@hafoundation.org, www.hafoundation.org

**Purpose:** The Rooney Resource Center is housed in its own building, and is a free-standing, comprehensive, capacity-building facility for rural Northern California, providing both capacity-building services and a space in which they can occur.

**Activities:** The Center's Management Assistance Program offers workshops on nonprofit issues, publishes a newsletter, and provides information, referral and individualized consultation. The Humboldt Area Foundation may also act as a fiscal receiver for collaboratives in the community. The Technical Assistance Program offers mini-grants totaling \$30,000 per year; participating nonprofits access individual consultation and workshops.

**Evaluation:** As part of its internal evaluation processes, the foundation compares what this program does to other similarly sized organizations doing similar work. It also has used focus groups to learn more about how to improve the program.

### 99 Care Management Coalition of Western New York

**Contact:** Susan Hoyt, Executive Director, 716/882-0555 ext. 304, susanh@childfamilybny.org, caremanagement@buffnet.net

**Purpose:** The Care Management Coalition's mission is to create and provide a collaborative response to the treatment needs of children, families, adults and communities.

**Activities:** Incorporated in 1998, the Care Management Coalition is comprised of five large, well-respected, competing agencies with a collective budget of \$80 million, serving 8,000 children and their families in the Western New York area extending from the Canadian to the Pennsylvania borders. They have developed a central intake process for their residential programs, common youth and family satisfaction surveys with comparative analyses, centralized training, and have garnered in excess of \$1 million in grants for coordinated and integrated programming.

**Funding:** Agency dues and an initial three-year grant for \$300,000 from the John R. Oishei Foundation

helped create the coalition. Operations are now sustained by dues and the incorporation of costs in the residential per diem rate of the agencies.

**Evaluation:** Outcome measurements have been established by the coalition and the funders of various grants. They include increased collaborative staff training opportunities resulting in a standard for training outcomes for the staffs of the five agencies; increased client satisfaction, feedback processes and cross training; and increased presence within policy and advocacy arenas representing the collective needs of constituents.

### 100 Greater Worcester Community Foundation— Nonprofit Support Center

**Contact:** Greater Worcester Community Foundation, Gail Randall, Special Projects Officer, 508/755-0980, grandall@greaterworcester.org, www.greaterworcester.org

**Purpose:** The Nonprofit Support Center stimulates the development of a capable, forward-thinking and collaborative nonprofit sector in Worcester County. Its services help organizations think strategically, govern effectively and work cooperatively with community partners.

**Activities:** A variety of services are available to senior managers and governing board members of Central Massachusetts nonprofit organizations, especially for projects that help to manage change and growth. They include seminars, workshops and peer-learning opportunities on a wide range of strategic management and governance issues; organizational assessment tools and guidance to help nonprofit groups assess their operations; short-term consultation on management and governance concerns; technical assistance grants for projects that address organizational challenges; and, resources and referral on nonprofit trends and effective practices, including consultants, manuals, books and computer disks on a wide range of topics.

**Funding:** The center is operated by and supported by the community foundation, with assistance from other funders on specific programs.

**Evaluation:** Evaluation has included external evaluators, focus groups, surveys, interviews and reviews of files and brochures.

### 101 Hartford Foundation for Public Giving— Nonprofit Support Program

**Contact:** Hartford Foundation for Public Giving, Annemarie Riemer, Manager, Nonprofit Support Program, 860/548-1888, ariemer@hfpfg.org, www.hfpfg.org

**Purpose:** The Nonprofit Support Program provides technical assistance and/or grants for capacity building.

**Activities:** More than 300 agencies use the program's services regularly, and many use multiple services. A model of assistance for many of its initiatives involves participation in group training, then individual consultations for assessment and planning, and finally application for grant support to implement specific strategies. The Organizational Assessment Initiative provides governance-level organizational assessment help. A consultant works with an agency team to identify capacity-building needs and suggest strategies for meeting them. The Automation Program enables agencies to develop a technology plan, and then secure dollars for equipment purchase and training. Other efforts include an Executive Management Institute whose graduates then participate in learning circles, a financial management effort, a web-based Nonprofit Starter Kit, executive luncheons, a consultant directory and learning activities for consultants.

**Funding:** The community foundation underwrites operating costs and grants; no fee is charged to customers, though with some initiatives they must agree to certain learning responsibilities.

**Evaluation:** An overall evaluation will be undertaken in 2004; customer satisfaction surveys are used with every event and service.

## Volunteer management organizations

### 102 Advertising Council of Rochester

**Contact:** Dawn Borgeest, President, 585/383-5454, dborgeest@adcouncilroch.org, www.adcouncilroch.org

**Purpose:** The nonprofit Advertising Council of Rochester creates strategic marketing and communications programs that aim to improve the vitality of the community, and produces educational programs for marketing and communications practitioners working in the nonprofit sector.

**Activities:** Ad Council programs provide nonprofits with feedback, advice, planning assistance and implementation assistance. Its Community Impact Project Support involves planning and implementation services in such areas as creative services, media planning and placement and account management services. Consultative Project Support features planning, coaching and mentoring with a focus on developing a plan. Strategic Roundtables are interactive forums focusing on a specific problem or program with a group of marketing communications professionals. The Academy is a training and development program focusing on marketing and communications topics.

**Funding:** Grants from private funders and corporations, and individual contributions, support this program.

**Evaluation:** Each service is monitored for its effectiveness.

**103 MPA Program Capstone Course Internship**  
**Contact:** Maxwell School of Citizenship and Public Affairs, Syracuse University, Christine Omolino, 315/443-4000, comolino@maxwell.syr.edu, www.maxwell.syr.edu

**Purpose:** The purpose of the MPA Program Capstone Course Internship program is to enable Maxwell School Masters of Public Administration students to apply their skills in genuine nonprofit settings (as well as governmental settings) with internship projects that strengthen the organizations they assist.

**Activities:** Students in their final month of the MPA program at the Maxwell School in Syracuse, New York, spend that month as consultants working on capacity-building and research projects submitted by nonprofit and governmental organizations. Interns select the project that interests them, and work in groups under the supervision of a Maxwell School faculty member and one or more staff members of the organization they are assisting. Each group works with a different organization on a clearly defined project. As one example, the Samaritan Center, an interfaith agency that provides free hot meals to the hungry in downtown Syracuse, used interns to analyze data from the center and other agencies to identify trends in local emergency food demand. Interns formulated analyses and recommendations that address the common challenges faced by organizations working with hunger: increasing demand for assistance, shrinking public and governmental support and the constant pressure to do

more with fewer resources. The results of the project will assist the entire community by helping agencies plan for their own futures, and fostering higher levels of cooperation and collaboration between agencies.

**Funding:** No external funding is required.

**104 Network for Good**  
**Contact:** Kate Grant,  
kate.grant@networkforgood.org, www.networkforgood.org

**Purpose:** Network for Good is a leading Internet charitable resource—a site where individuals can donate, volunteer and speak out on issues they care about. The organization's goal is to connect people to nonprofit organizations via the Internet. Network for Good also works to advance nonprofit adoption of the Internet as a tool for fundraising, volunteer recruitment and community engagement. It represents a partnership linking leading technology and media companies with more than 20 foundations and nonprofit associations that share the desire to foster informed use of the Internet to advance civic participation and philanthropy.

**105 Rapid Cycle Improvement Initiative**  
**Contact:** United Way of Greater Rochester, New York, Tom Toole, Senior Vice President, 585/242-6542, thomas.toole@uwrochester.org, www.uwrochester.org

**Purpose:** The Rapid Cycle Improvement Initiative helps nonprofit organizations to identify, plan and implement projects that improve program performance, increase capacity and/or reduce costs.

**Activities:** Begun in March of 2003 as a pilot, this program worked for four months with 10 diverse nonprofits in the Greater Rochester region of Upstate New York. Each nonprofit identified business operations it wanted to improve, created a team of three to six employees, identified metrics it used to track progress and worked with two coaches to determine, make and evaluate needed improvements. A version of "Lean" or "Six Sigma" continuous improvement techniques were used by the 20 Six Sigma-trained coaches deployed among the agencies. Peer networking and group training strategies were also used. Among the areas for capacity building were communications, billing and collections and client transportation. Based on the pilot's success, ways to expand the program to towns and villages as well as other nonprofits are being explored, and the next training round is anticipated will begin in 2004.

**Funding:** Almost all of the needed resources for the pilot were donated by diverse organizations in the community. Grants to help support future work will be sought.

**Evaluation:** An evaluation of the project is being completed, and effective practices information will be distributed throughout the community.

### 106 Student-Community Assistance Program

**Contact:** Seton Hall University's Center for Public Service, Naomi Wish, Director, 201/761-9501, wishnaom@shu.edu, www.shu.edu

**Purpose:** The program enables students to strengthen their organizational development skills while assisting nonprofits with real projects.

**Activities:** Some of the university's colleges enable students to work together as a team of consultants and receive educational credit for carrying out a management assistance program such as a needs assessment or strategic planning on behalf of a nonprofit. In some cases nonprofits submit project ideas; in others the students (who may be nonprofit employees) propose projects within their agencies. At times the university has involved retired executives to work with the faculty and students and make sure that the assistance provided is high in quality. Nonprofits express enthusiasm for the project. One challenge is the amount of faculty time required to provide adequate supervision. New ways are needed to operate such a program so that it is more cost-effective to the university.

**Funding:** This program was started with a grant, but now the university supports it internally.

### 107 Taproot Foundation

**Contact:** Aaron Hurst, President & Founder, 415/359-0226, info@taprootfoundation.org, www.taprootfoundation.org

**Purpose:** Launched in 2001, the Taproot Foundation combines volunteer matching with the quality management practices of leading business consulting firms, resulting in the ability to assign volunteers to the most appropriate projects based on their skills and to ensure timely delivery of quality professional services.

**Activities:** Taproot serves nonprofits in the San Francisco Bay area, using a "service grant" approach in which a catalog of service grants are available to

nonprofits wishing to apply for this support on a competitive basis. Grants are offered in: Branding/Identity, Brochure/Pamphlet, Web Site Design and Program Database. Each service grant is assigned a Grant Manager with professional project management experience, who works closely with a team of four to five skilled volunteers to implement the grant. Nonprofits in community development, education, environment and health are eligible to apply. They must show that their participation will be strongly supported by the staff and board.

**Funding:** Grants and contributions support this program.

**Evaluation:** Every service grant includes an assessment component.

### 108 Volunteer Match

**Contact:** Andrew Smiles, Development Director, andrew@volunteermatch.org, www.volunteermatch.org

**Purpose:** Volunteer Match provides a technology platform to deliver volunteers to smaller nonprofit organizations. This eliminates the necessity of these smaller organizations maintaining an infrastructure to access volunteers themselves. The online system allows volunteer management electronically. These services are offered free for nonprofits.

## Corporations offering capacity-building services

### 109 Cisco Systems Fellowship Program

**Contact:** Cisco Systems Foundation, Peter Tavernise, Executive Director, 408/853-4483, ptaverni@cisco.com, www.cisco.com/go/philanthropy

**Purpose:** The Cisco Systems Fellowship Program enabled selected Cisco employees to apply their professional skills, work experience and Internet expertise to help nonprofits use available resources more efficiently.

**Activities:** In 2001-2002 Cisco identified nonprofits among its previous grantees doing outstanding work, and helped expand their long-term capacity by encouraging the innovative integration of technology into

their operational strategies. Eighty-one Cisco employees worked at 21 nonprofits across the nation in this Fellowship Program. These fellows, who worked without cost to the organizations for 12 to 18 months, helped advance the missions of the nonprofits with appropriate technological tools, training, infrastructure and process, and enabled them to serve their clients more efficiently and effectively. For example, a management support organization accelerated the development and deployment of its new Technology Services Program, and is using technology more efficiently internally, as well as helping organizations it serves develop increased capacity for sustained future growth. The Fellowship Program is no longer operating, while Cisco considers how it wants to incorporate some of the lessons learned into its future volunteer work.

**Funding:** Support was provided by Cisco Systems, Inc.

**Evaluation:** Careful monitoring of each project resulted in data on improved services, cost savings and reduced administrative burdens.

**110 Sempra Energy—Nonprofit Capacity Building**  
**Contact:** Cathy Lavin, International Public Affairs Manager, 619/696-2069, CLavin@SempraGlobal.com, www.sempra.com

**Purpose:** Sempra Energy provides support for nonprofit capacity building in the San Diego area, and in nearby areas of Mexico as well.

**Activities:** Sempra provides funding for nonprofit leaders to participate in training conferences, such as those of the American Marketing Association (10 leaders were sent, such as the director of the San Diego Natural History Museum) and the Association of Fundraising Professionals. In 2001, Sempra partnered with the community foundation in Tijuana to hold a “philanthropy day” there, which was followed by similar events in four counties in Mexico. Awards were given to local philanthropists, and later Sempra ran a full-page ad in newspapers across the state announcing the winners and saluting the work of local philanthropy. They have also worked to promote awareness of the role U.S. and Mexico community foundations can play in promoting philanthropic activities. A needs assessment related to philanthropy in Baja, California will now result in a two-volume resource document that will include a database of nonprofits in the area.

## Evaluators of capacity-building programs

**111 Eureka Communities Evaluation Dashboard**  
**Contact:** Peter J. York, Director of Evaluation, TCC Group, 215/568-0399, pyork@tccgrp.com, www.tccgrp.com

**Purpose:** Eureka, a national leadership development program for nonprofit executive directors, is implementing an Evaluation Dashboard to gather survey data through its website from all fellows in the program. The goal of the system is to enable Eureka to gather national evaluation data on an ongoing basis, and have “real time” reports (i.e., the dashboard) on what is working, what is not, and fellow outcomes.

**Activities:** The survey gathers background data as well as data on the quality of the fellowship experience (including all components of the program—e.g., study trips to best practice agencies, monthly convenings with other fellows, etc.). It also collects data on fellow (individual), organizational and community-level outcomes. Fellows are reminded about submitting data by e-mail to increase timely delivery. On an ongoing basis, the system analyzes the data and creates a “real time” (i.e., current to the minute) report that is accessible to Eureka national and other key stakeholders. The reports are dynamic in that Eureka can pull up just the key data/indicators that they want. TCC Group, the evaluation consultant to this system, also does quarterly analysis of the dataset. Through this effort Eureka will have an ongoing evaluation system that helps staff make decisions and share their successes with others without having to wait, and without having to manage a database and data analysis in house. Once the system is in place, the cost to Eureka is low—just the cost of maintaining the database/system, the website, and conducting quarterly analyses.

## Community-wide capacity-building initiatives

### 112 Building Stronger Nonprofits: Capacity Building for Nonprofit Organizations in the San Fernando Valley

**Contact:** Human Interaction Research Institute, Thomas E. Backer, Ph.D., 818/386-9137, hirila@aol.com, www.humaninteract.org

**Purpose:** Beginning with a planning conference in November 2001, Building Stronger Nonprofits: Capacity Building for Nonprofit Organizations in the San Fernando Valley is coordinated by California State University Northridge's Center on Management and Organization Development, the nonprofit Human Interaction Research Institute and the Volunteer Center of Los Angeles, in collaboration with Southern California Association for Philanthropy and other partners.

**Activities:** The initiative has included convening in April 2003, the first major conference on nonprofit capacity building in the San Fernando Valley region of Los Angeles, and creating the first directory (print and online) of capacity-building resources for Los Angeles County, including the Valley region. Plans now are underway for creation of the Valley Center for Community Change on the Northridge campus, to serve both nonprofits and foundations in the Valley region.

**Funding:** Local foundations support this program.

### 113 Capacity-Building Network of Upstate New York

**Contact:** Jane Ellen Bleeg, Project Director, 585/482-4579, jellen@rochester.rr.com

**Purpose:** The Capacity-Building Network seeks to increase the effectiveness and impact of those who work and volunteer in, and on behalf of, the nonprofit sector in Upstate New York.

**Activities:** More than 60 funders, nonprofits and capacity builders throughout Western and Central New York, operating within Cornell Cooperative Extension of Monroe County, began work in 2002 to identify regional capacity-building needs and assets. Based on findings from this and a study of 18

capacity-building organizations around the country, a network has been designed to link and serve existing nonprofits, funders and capacity builders across the region. It will complement and build upon existing assistance already available in specific communities. Regional services will include standards of excellence and an assessment tool to help nonprofits identify and prioritize needs for capacity building; e-mail discussion groups linking those with similar interests; a web-based consultant directory, calendar of trainings, jobs listing and other resources; and, brokering/linking across the region. In addition, action plans developed in five communities are guiding enhancements to local capacity building, with the exchange of resources and knowledge between communities. Special projects such as developing assistance targeted to rural or grassroots groups may also be undertaken.

**Funding:** Foundation and corporate grants, earned income and contributions from individuals and organizations support this program.

**Evaluation:** Evaluation is built into every aspect of the network; a report on the feasibility and transition work is available.

### 114 Community Capacity Fund

**Contact:** Washington Regional Association of Grantmakers, Kae Dakin, 202/939-3441, dakin@washingtongrantmakers.org, www.washingtongrantmakers.org/WG/Connected

**Purpose:** The Community Capacity Fund strengthened the ability of organizations to respond to the aftermath of the 9/11/01 terrorist attacks in the Washington region and built the region's capability to respond to possible future disasters.

**Activities:** This pooled fund for the Greater Washington Area was established in October 2001 to: (1) build the capacity of nonprofits in the region who work with the 9/11 dislocated workers; (2) fund emergency preparedness efforts; (3) fund groups advocating for strengthening the safety net in the region; and, (4) document, coordinate and communicate about the philanthropic response to 9/11. Grants were distributed to a variety of organizations for research, reports, worker retraining, advocacy and other actions related to the fund's focus. The fund is now working on community-wide emergency planning for the future.

**Funding:** Grants from foundations support this program.

**Evaluation:** Started in December 2001, evaluation continued through October 2003. First-year reports to all funders looked at lessons learned.

**115 CONNECT: Partnership for Nonprofit Solutions**

**Contact:** Lane Macy, CONNECT Director, 714/480-6422, Lmacy@connectoc.net, www.connectoc.net

**Purpose:** CONNECT: Partnership for Nonprofit Solutions supports leadership development and provides capacity building and technical assistance to more than 2,000 nonprofit organizations in Orange County.

**Activities:** CONNECT offers a variety of information resources on capacity-building assistance, including a consultant database that is currently under construction and will be available on the program's website, and a clearinghouse of resources and best practices. It coordinates the Nonprofit Assistance Roundtable, a network of TA providers and consultants that coordinates capacity-building services in the area. It also offers a Circuit Rider Program to help local nonprofits with their technology needs. Finally, CONNECT has a range of human resource development programs—training for nonprofit staff and boards, the Leaders Connect learning group, a coaching program through Executive Services Corps, a Young Nonprofit Professionals Network and an AmeriCorps Program for volunteer services.

**Funding:** CONNECT is supported through a partnership of Orangewood Children's Foundation, Children and Families Commission of Orange County, and Families & Children Together Orange County.

**116 Fund for Community Organizing**

**Contact:** Ford Foundation, Cyrus Driver, 212/573-5000, c.driver@fordfound.org, www.fordfound.org

**Purpose:** The Fund for Community Organizing is a pool of resources created from various program areas within the foundation such as education reform, human rights and economic development in order to strengthen community organizing in ways that benefit each of the programs.

**Activities:** In 2000 nine Ford program staff members pooled resources from their base budgets in different program areas to provide capacity-building assistance for community organizing efforts. Intermediaries in three sites, Chicago, Los Angeles and seven states in the South, each received \$1.5 million to regrant over three years to community organizing groups in their region. The grants are being used by the individual groups to strengthen themselves, and to support collective capacity-building activities such as meetings of all grantees on topics of joint interest.

**Funding:** Support is provided by the Ford Foundation.

**Evaluation:** Each site is conducting local evaluation, and an external evaluator is carrying out cross-site evaluation. Full results will be available in 2004.

**117 Nonprofit Support Network**

**Contact:** Innovation Network, Allison Fine, Founder and President, 202/728-0727 ext. 102, afine@innonet.org, www.innonet.org

**Purpose:** The Nonprofit Support Network is being designed to provide one point of entry for nonprofits into capacity-building assistance, and to offer an assessment tool and process that will help them pinpoint their capacity-building needs.

**Activities:** Innonet conducted a one-year planning process in 2002–2003 for development of a Nonprofit Support Network serving Metropolitan Washington D.C. Participants in the process included nonprofits, funders and local groups providing capacity-building assistance. A report with recommendations will soon be available to begin implementing this Network. Key features of the network will be (1) an assessment tool and process that enable nonprofits to identify and prioritize their needs for capacity-building assistance, (2) linkage to sources of assistance including volunteers as appropriate, and (3) peer-learning opportunities.

**Funding:** Support is provided by the Fannie Mae Foundation.

**118 South Florida Regional Capacity-Building Initiative**

**Contact:** Donors Forum of South Florida, JoAnne Bander, 305/371-7944, Joanne@donorsforumsf.org, www.donorsforumsf.org

**Purpose:** The South Florida Regional Capacity-Building Initiative works to increase the region's responsiveness to the capacity-building needs of nonprofits.

**Activities:** In 2003, the Donors Forum of South Florida convened a meeting of local foundations (with outside experts providing input) to explore ways of increasing the region's responsiveness to the capacity-building needs of nonprofits. At that point a nonprofit resource center already existed in Palm Beach and in Broward Counties, but not in Dade County. As a result of this initial exploration, local foundations made a commitment to support development of a resource center for the Miami/Dade area, and it was launched in 2002. Now the three nonprofit centers work in collaboration with funders in all three areas of the South Florida region to address ongoing capacity-building needs of local nonprofits, under the leadership of the Donors Forum of South Florida.

**Funding:** Grants from area funders support this program.

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## Tell Us About Your Innovative Capacity-Building Program!

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**Do you have an innovative or nontraditional capacity-building program to share?  
Please let us know!**

### Program Information

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Purpose: \_\_\_\_\_

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Activities: \_\_\_\_\_

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Evaluation: \_\_\_\_\_

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### Program Contact Information

Contact: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

Website: \_\_\_\_\_

**Complete this form and send to:  
Alliance for Nonprofit Management**

1899 L St NW 6th Floor  
Washington DC 20036

fax: 202 721 0086

or email information to:  
education@allianceonline.org

Additional sheets may be used if necessary.

## About the Human Interaction Research Institute

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Founded in 1961, the nonprofit Human Interaction Research Institute (HIRI) conducts research and provides technical assistance about innovation and change in the nonprofit sector, using behavioral science approaches. The Institute has been a national leader in work on nonprofit capacity building over the past 10 years, and conducted the first national empirical study of foundation programs in this area. This study in turn led to the establishment of the Philanthropic Capacity Building Resources Database, which contains more than 300 profiles of foundation grantmaking and direct service programs in this area ([www.humaninteract.org](http://www.humaninteract.org)).

HIRI is currently conducting research studies about views on capacity building of individual donors and their trusted advisors, and about needs of small foundations for increased access to the nonprofit sector's general resources about nonprofit capacity building (and to philanthropic resources as well). HIRI has launched a regional initiative for capacity building in the San Fernando Valley area of Los Angeles (described in the body of this report), and also is conducting an asset-mapping study for capacity building in five California regions. Other major areas of the Institute's work include community collaborations, philanthropy and community change, and dissemination of innovations.

The authors of this study are all HIRI staff:

- Thomas E. Backer, Ph.D. is President of the Institute, Associate Clinical Professor of Medical Psychology at UCLA Medical School and 2003-4 Senior Fellow of the UCLA School of Public Policy and Social Research.
- Jane Ellen Bleeg is Project Manager at the Institute, and principal of Strategic Results, a consulting firm specializing in research, reporting and capacity-building initiatives for foundations, nonprofits and others.
- Kathryn Groves is Project Coordinator at the Institute.

## About the Alliance for Nonprofit Management

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The Alliance for Nonprofit Management is the professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits - to assist nonprofits in fulfilling their mission. The *Alliance* is a learning community that promotes quality in nonprofit capacity building. The *Alliance* convenes a major annual conference as well as regional meetings and nonprofit days, provides online collaborative resources, and commissions research on capacity-building topics.

The *Alliance* member community comprises hundreds of organizations from across the nonprofit capacity building Universe described in this report, including management support organizations, funders, consultants, associations, publishers and other vital players working to strengthen the nonprofit sector.

This broad-based group of individuals and organizations all share the common goal of strengthening nonprofit organizations to be better managed, more inclusive and more effective. Hundreds of *Alliance* members work with more than 44,000 nonprofits each year. By bringing our diverse group of members together into a dynamic learning community, the *Alliance* helps develop and transfer knowledge, identify issues facing the field, and assists capacity builders in improving the quality of their work with nonprofits.

Benefits of membership include a listing in the *Alliance* "Find a Consultant or Service Provider" online directory, conference discounts, *Enhance* e-newsletter, copies of the latest *Alliance* research, access to the *Alliance* member-area of the website including a document library, web forums, Gold Book case studies in capacity building, and more!

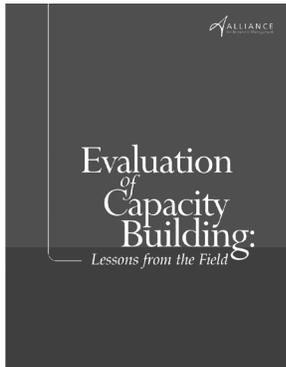
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# Nonprofit Management Research

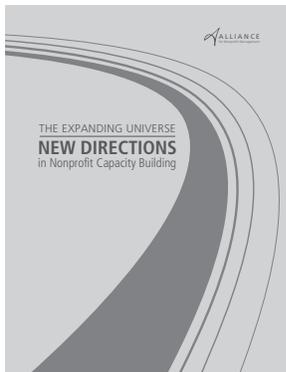


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