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# BEYOND THE GRANT: CAPACITY BUILDING FOR NONPROFITS

## GOALS FOR TODAY

- **What is Capacity Building?**
- **How Do We Do Capacity Building? How Do You Address Capacity Building?**
- **Discuss Real Capacity Needs of Nonprofits**
- **Advancing Partnerships with the Nonprofit Sector to Build Capacity**





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## WHAT IS CAPACITY BUILDING?

- **The focus is on effectiveness.**
- **It is an investment and a process.**
- **The three c's: Contextual, Continuous, Collaborative.**
- **Creates a foundation to innovatively address the most important issues and challenges we face.**
- **Other?**

## THE NONPROFIT PARTNERSHIP

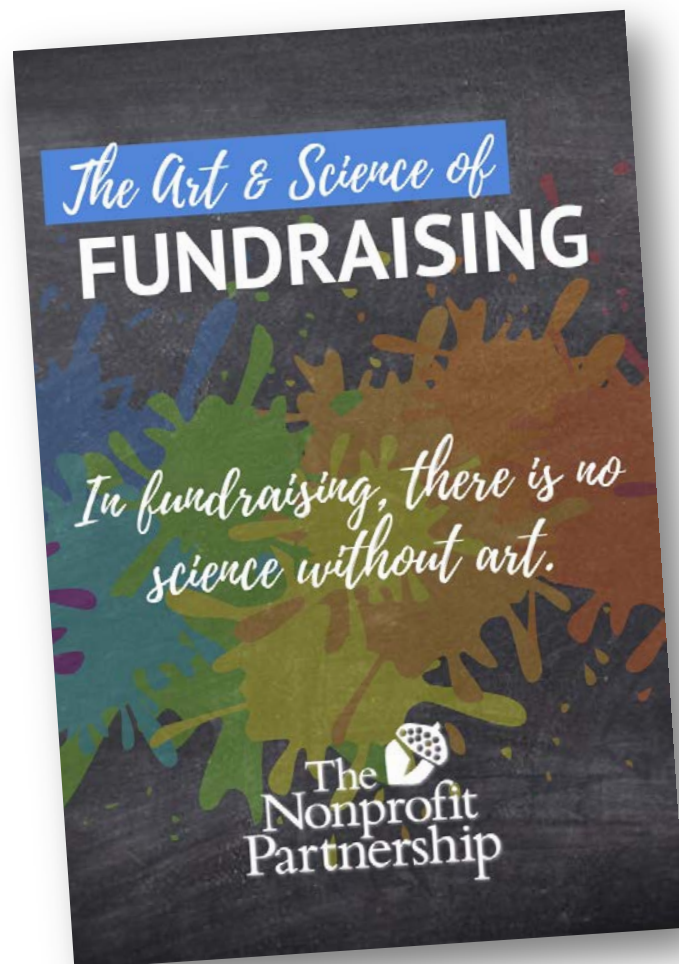
- **Our mission is to enhance the management and governance of regional nonprofit organizations through capacity-building programs and services.**
- **Begun in 2001 as a program of the Erie Community Foundation.**
- **Established as a separate 501c(3) in 2006**
- **360 member organizations**

# HOW WE DO IT

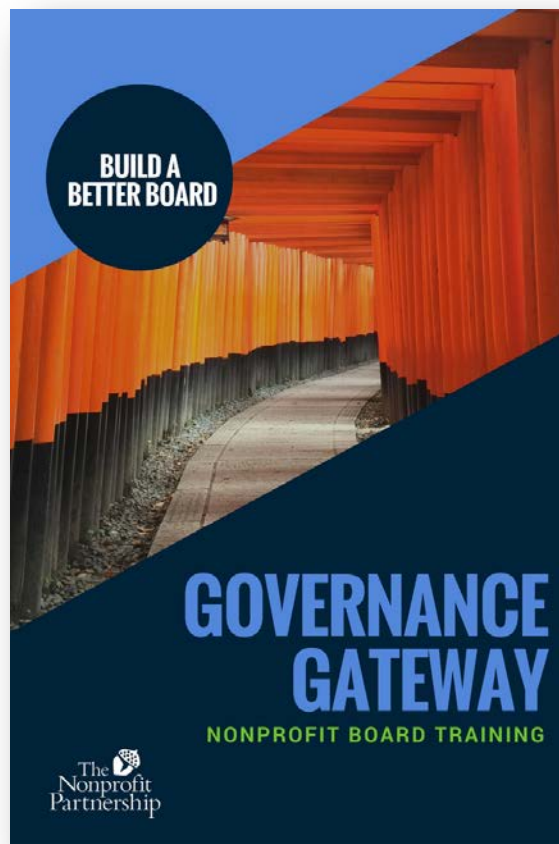
- Host educational workshops and seminars.



# HOW WE DO IT

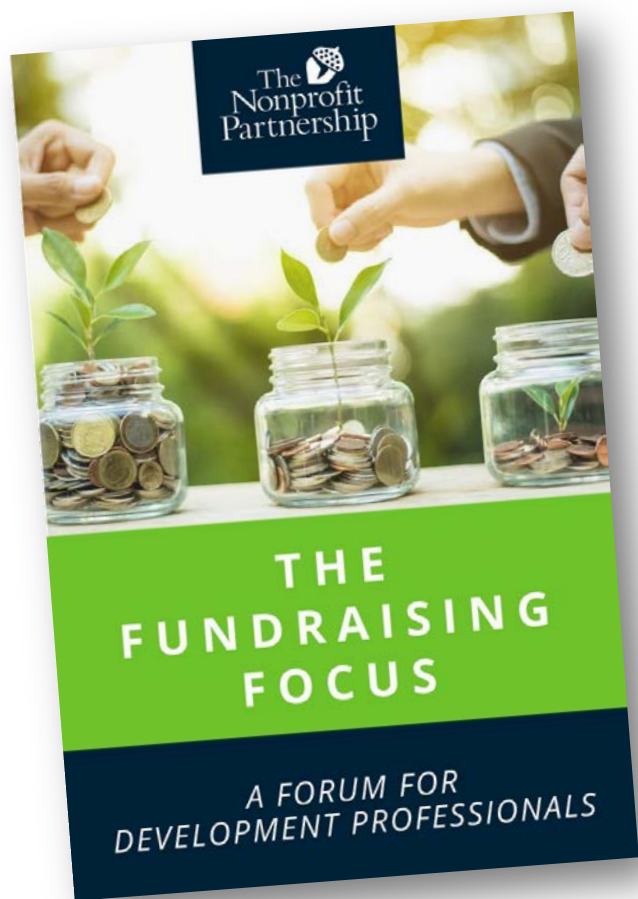


## Intensive Trainings





# HOW WE DO IT



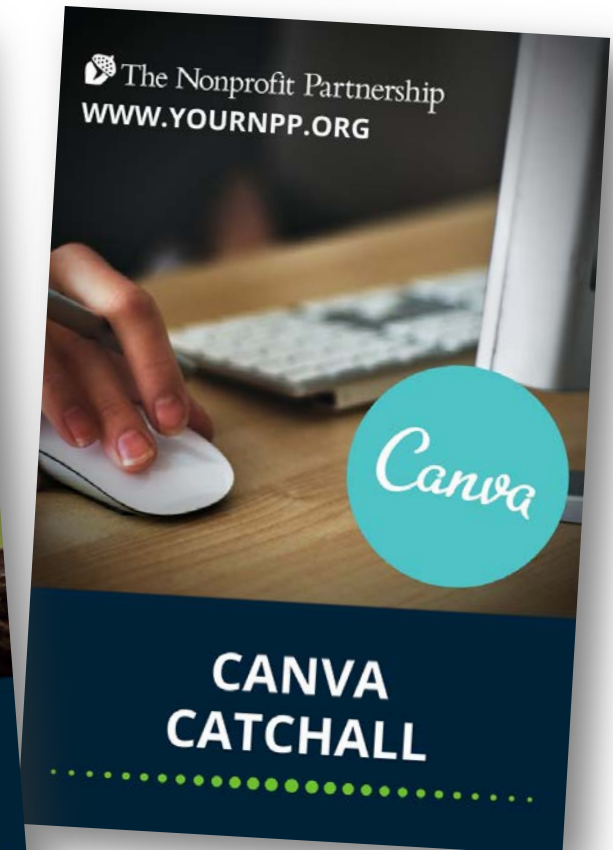
## Professional Forums



# HOW WE DO IT

## Other Programming

- Foundation Center Fridays
- Canva Catchall
- Bring Your Own By-Laws (BYOB)



# HOW WE DO IT

## Outreach

- Nonprofit Help Desk

### Nonprofit Help Desk Highlight

Here at The Nonprofit Partnership, we are consistently fielding nonprofit-related questions of all types. We felt it would be helpful to share an occasional question and answer with you! Don't forget, our [Nonprofit Help Desk](#) and [Resource Library](#) are always available to members!

**Question:** We've lost our determination letter. What do we do?!

**Answer:** Don't fret - there's a resource for that! [Click here](#) to learn how to request an affirmation letter from the IRS.

[SUBMIT A HELP DESK INQUIRY](#)



NONPROFIT  
HELP DESK

 The Nonprofit Partnership

# HOW WE DO IT

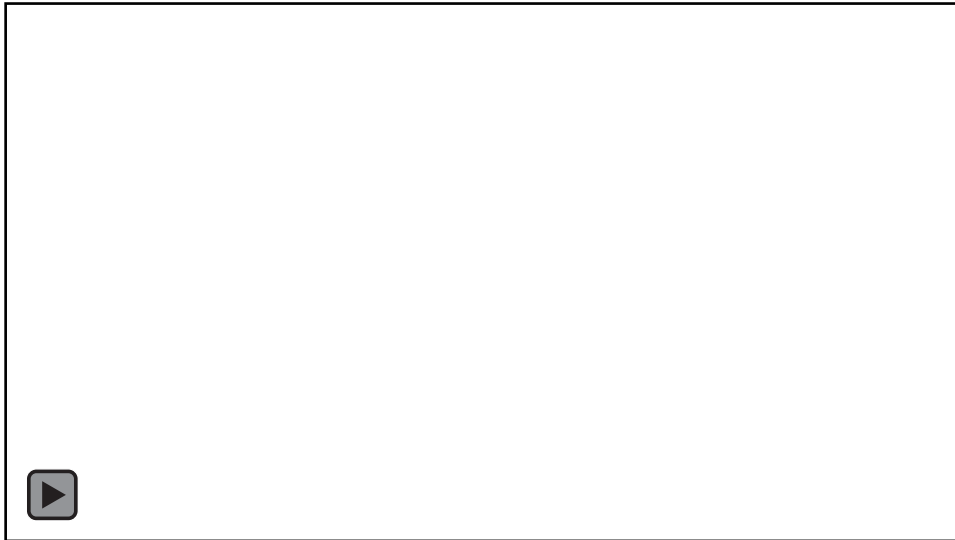
## Communications:

- Nonprofit Insider (2,704 Subscribers)
- Website/Blog/Job Board (1,593 monthly visitors)
- Original Content (eBooks, blog articles, educational videos)



# HOW WE DO IT

## Consultations:



- Executive Transition
- Succession Planning
- Board Governance
- Board and Fundraising
- Fundraising
- Planning
- CEO Evaluation
- Strategy
- Emergency Planning
- Policy/Procedure Development
- Board Retreats
- CEO Coaching

# HOW WE DO IT

## Annual Conference

- **Nonprofit Day 2019**
- October 29, 2019
- Keynoters: [Lynne Wester](#) and [Jay Wilkinson](#)
- Advanced Tracks: Fundraising and Leadership



# HOW WE DO IT

## Location:

- Susan Hirt Hagen Center for Transformational Philanthropy
- Erie Community Foundation campus



# HOW WE DO IT

## Annual Day of Giving: Erie Gives





# HOW WE DO IT

## **Where We Are Going:**

- **Being a champion for the sector.**
- **Building and supporting collaboration.**
- **Intensive learning and support.**

# HOW WE DO IT

## **Erie Community Foundation and NPP relationship**

- ECF funds about 40% of NPP budget.
- Located on campus in newly renovated office, meeting and training Center.
- Formal coordination on programs such as Erie Gives (annual day of giving program).
- Informal coordination in support of the nonprofit sector.
- Helping Today grant program—capacity.

# THE ROLE OF A COMMUNITY FOUNDATION

- Dedicated to improving whole communities.
- Resources come from a variety of sources in the community.
- Leaders in addressing community issues.
- Access to the entire nonprofit sector.
- Trusted in the sector.
- **What else?**



**How do you do capacity  
building?**



# **What are the challenges to building capacity?**

# CHALLENGES TO BUILDING NONPROFIT CAPACITY

**The Overhead Myth**

**Starvation Cycle**

**Whatever it's called it is a lack of investment in effectiveness.**

## THE CONSEQUENCES OF LIMITS ON CAPACITY

**“Our social problems are massive in scale, our organizations are tiny up against them, and we have a belief system that keeps them tiny.”**

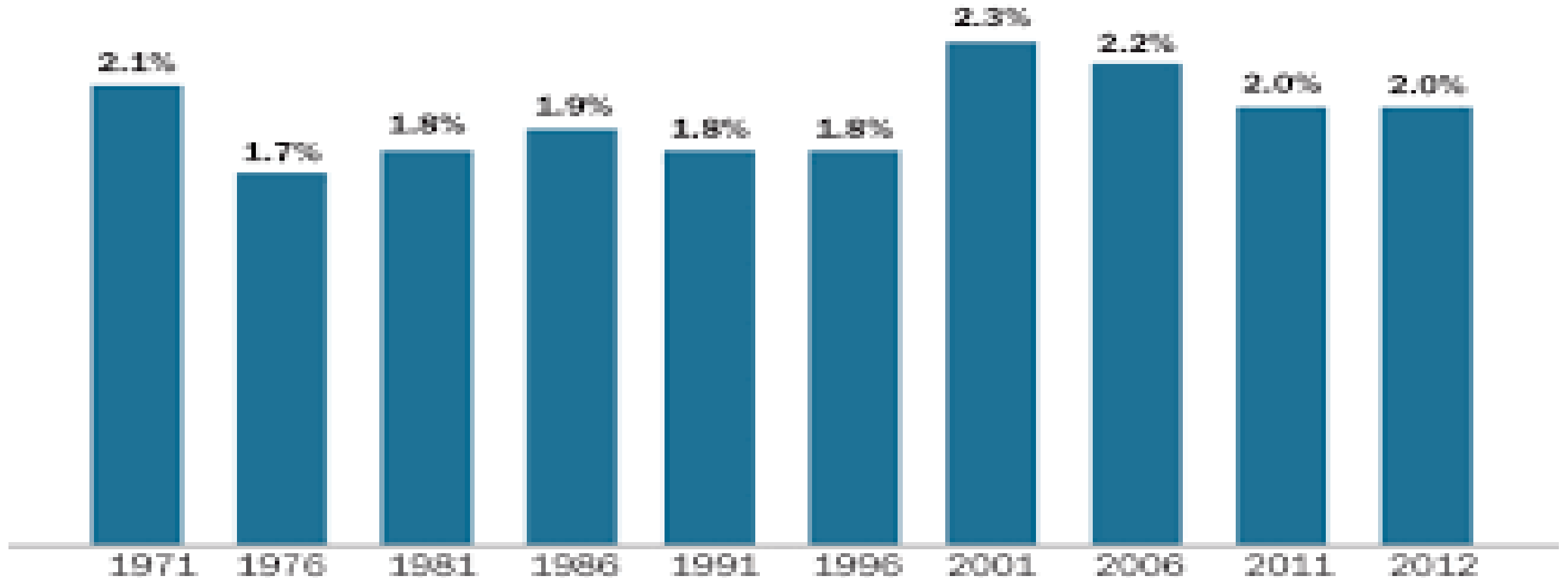
**--Dan Pallotta**

## THE CONSEQUENCES OF LIMITS ON CAPACITY

**Since 1970, the number of nonprofits that have grown beyond \$50 million is 144. The number of for-profits to do the same is 46,136.**




# THE CONSEQUENCES OF LIMITS ON CAPACITY




# THE CONSEQUENCES OF LIMITS ON CAPACITY

- Lack of growth
- Lack of capital
- Lack of staffing
- Lack of innovation
- Lack of risk-taking

**An inability to solve the most pressing issues in our communities.**



**So how do we deal with  
capacity building—beyond  
the grant?**



**What are examples of successful partnerships? What are the barriers to effective partnerships?**

## ELEMENTS OF EFFECTIVE PARTNERSHIPS

# Identifying and Addressing Real Needs

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- **Substance over symbolism**



# IDENTIFYING AND ADDRESSING REAL NEEDS

**The Real Cost to Do  
Business**



**THE  
REAL  
COST**

# IDENTIFYING AND ADDRESSING REAL NEEDS

**Communicate,  
Communicate,  
Communicate**





# ELEMENTS OF EFFECTIVE PARTNERSHIPS

## **The Scary Words...**

### **Power Dynamics**

# Power Dynamics

**Power Dynamics Will  
Always Exist**



# POWER DYNAMICS

**You Will Always Be “The Funder”**



# POWER DYNAMICS

**Share Power  
Where/When  
Appropriate**



# POWER DYNAMICS

## Lead From The Back



# POWER DYNAMICS

**No One Has To Have All  
The Answers**



## ELEMENTS OF EFFECTIVE PARTNERSHIPS

# Building Trust

# BUILDING TRUST

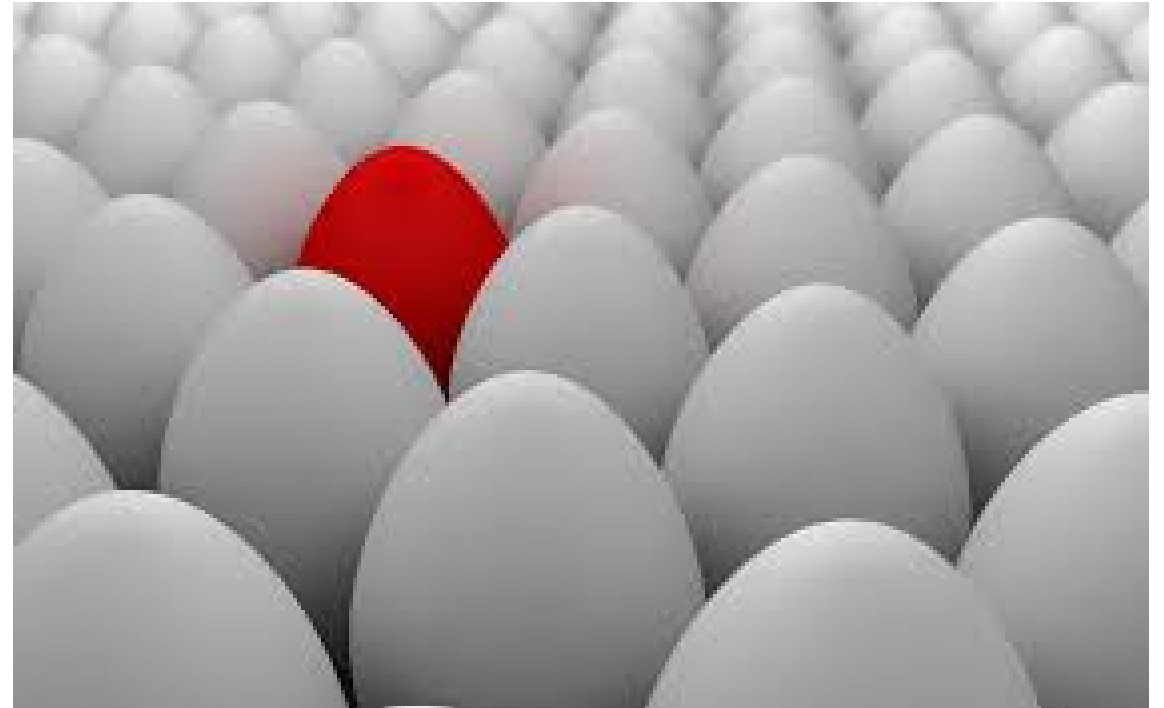
**Use Intermediaries**





# BUILDING TRUST

**Everyone Is Different**



## ELEMENTS OF EFFECTIVE PARTNERSHIPS

**Create Environment for  
Shared Success**

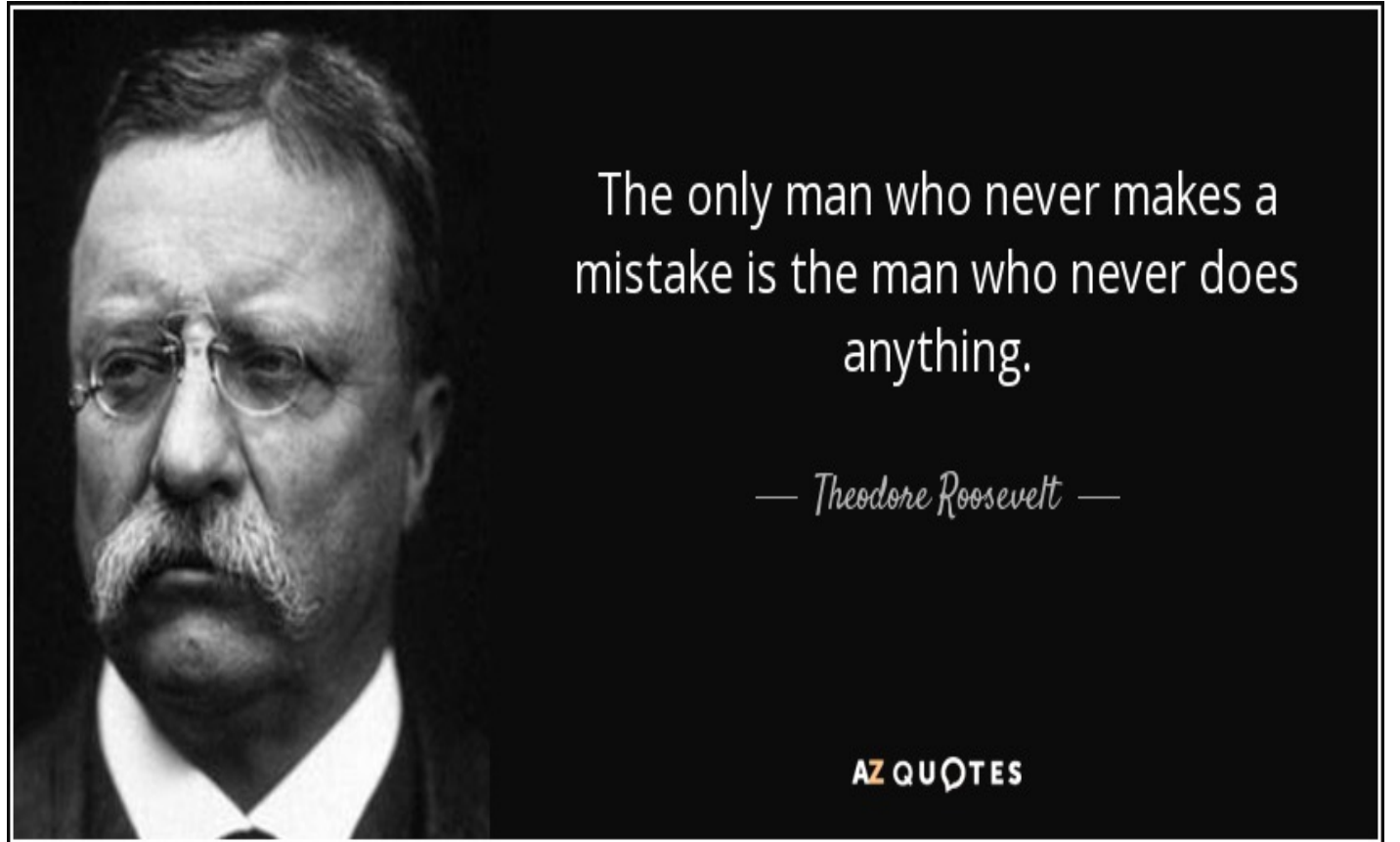
# SHARED SUCCESS

## Encourage Risk-Taking



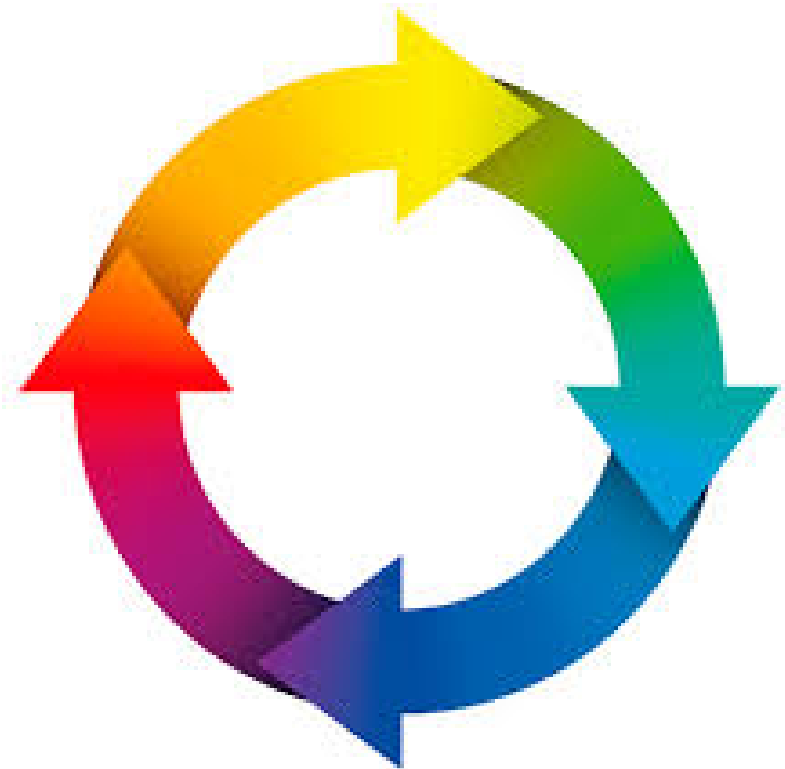
# SHARED SUCCESS

**Don't Punish  
Failure But  
Failure to Learn**



# SHARED SUCCESS

**It Is A Long-Term,  
Continuous  
Process**



# ELEMENTS OF EFFECTIVE PARTNERSHIPS

**Everyone Must  
Be Accountable**

**ACCOUNTABILITY**  
is the glue that ties  
**COMMITMENT**  
to **RESULTS**



**What's missing?**



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