NONPROFITS
Scope and Community Dimensions

Indiana Nonprofit Capacity Survey Series
Report #1

INDIANA CAPACITY ASSESSMENT:
INDIANA CHARITIES, 2007

SUBMITTED TO THE INDIANA GRANTMAKERS ALLIANCE
AND LUMINA FOUNDATION FOR EDUCATION

FINAL REPORT, MAY 15, 2007

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I. INTRODUCTION

Like their counterparts elsewhere, many Indiana nonprofits find themselves in need of CAPACITY BUILDING and TECHNICAL ASSISTANCE to respond to the challenges and opportunities facing them. However, the meanings of these concepts vary widely (see **Appendix A** for a brief review of the literature), and grantmakers therefore find it difficult to develop grant opportunities that effectively meet the needs of nonprofits.

A. Project Purpose

To develop a common understanding of CAPACITY BUILDING and TECHNICAL ASSISTANCE, the *Indiana Grantmakers Alliance* (a membership association of grantmaking executives, staff and board members that seeks to promote legal, ethical, efficient and effective grantmaking) commissioned the Indiana University School of Public and Environmental Affairs (in collaboration with the Indiana University Center on Philanthropy and <u>Lumina Foundation for Education</u>) to conduct a survey of Indiana nonprofits.

The purpose of the survey is to aid Indiana grantmakers in developing a framework for appropriate grantmaking strategies. This will also benefit Indiana nonprofits by insuring that grantmakers have solid information about the capacity building challenges Indiana nonprofits face and about the utility of key strategies for addressing these challenges.

B. Survey Focus

The survey aims to develop a firm grasp of the underlying dimensions and nuances of CAPACITY BUILDING and TECHNICAL ASSISTANCE by asking responding organizations to identify their most significant needs in each area and the best ways to address them. The survey also examines in some detail several broad categories of capacity building identified in the literature in order to establish which specific dimensions in each category present the most severe and/or widespread challenges. For each of the broad categories, respondents were also asked to indicate how helpful various types of funding, technical assistance, or peer learning would be in addressing the challenges. For the complete set of questions, please see **Appendix B**.

C. Sample and Survey Procedures

A total of 212 organizations, representing a combined list of associate members of the Indiana Grantmakers Alliance (IGA) and Indiana grantees of Lumina Foundation for Education (LFE),

were invited to participate in this first round of the survey.[1] The survey was administered in a web-based format, using WebSurveyor (now Vovici), and all respondents were contacted at least twice (some as many as five times) to encourage their participation. This report is based on the 91 respondents who completed the survey, representing a response rate of 43 percent.

All respondents have been promised complete confidentiality and assured that the IU School of Public and Environmental Affairs has sole responsibility for the survey, that no one at either IGA or LFE will have access to the responses or raw data, and that no survey respondent will ever be identified by name. As a special incentive to complete the survey, two respondents, selected at random, will receive a free associate membership with Indiana Grantmakers Alliance ($80 value each), and a summary of our findings will be sent to all respondents who request it.

D. Acknowledgments

We express our deep-felt gratitude to the many Indiana nonprofits that completed our survey. Without their cooperation, we would have nothing to report. We are especially grateful to Mary Grcich Williams, Caroline Altman Smith, Jill Kramer, and Gloria Ackerson from Lumina Foundation for Education, and J. Wesley Simms III of the Indiana Grantmakers Alliance for commissioning and funding the project and for their assistance with the survey. We thank them and Andrea Lewis for valuable feedback and suggestions on the analysis.

The support and efforts of all of these strengthened this work enormously and we are grateful to them all. Of course, any remaining problems remain our responsibilities entirely.

Additional support has been provided through the ongoing project on the Indiana Nonprofit Sector: Scope and Community Dimensions. This project, directed by Kirsten Grønbjerg, Efroymson Chair in Philanthropy at the Center on Philanthropy, is funded by the Efroymson Fund at the Indianapolis Foundation (an affiliate of the Central Indiana Community Foundation), the Indiana University Center on Philanthropy's Indiana Research Fund (supported by Lilly Endowment, Inc.), and the School of Public and Environmental Affairs at Indiana University.

E. Suggested Citation

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Copies of this report are available on the Indiana Nonprofit Sector Project Web site, see
http://www.indiana.edu/~nonprof/results/npcapacity/charitycapacityassessment.pdf.

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[1] During Phase II, the survey will be administered to Indiana nonprofits that responded to a major baseline survey of Indiana nonprofits completed in 2002 (see www.indiana.edu/~nonprof), which included many of the same questions analyzed here. By re-surveying the nonprofits that responded to the 2002 survey, we will be able to determine whether there have been significant changes in the extent and nature of management challenges and tools among Indiana nonprofits over the 2002-2007 period and whether those changes differ by field of services, size, age, or funding profile of the nonprofits involved. Subsequent phases of the project will extend the capacity assessment survey to nonprofits of special interest to philanthropic funders.

II. EXECUTIVE SUMMARY

A. Capacity Building Challenges

We selected seven dimensions of capacity building that were most prominent in the literature and asked the 91 respondents to the survey[2] whether indicators within each posed a major, minor, or not a challenge. We find that financial resources and marketing pose the most challenges, followed by networking & advocacy, information technology, human resources, planning & programs, and operations & governance.

Resource Capacity. All aspects of securing financial resources pose at least a minor challenge to Indiana nonprofits. Expanding the donor base, obtaining funding or other financial resources in general, securing foundation or corporate grant support, and building an endowment are viewed as at least a minor challenge by more than 85 percent and as a major challenge by more than half.

Marketing Capacity. All indicators pose at least a minor challenge for more than 60 percent of respondents. Enhancing the visibility and reputation of the organization as well as developing targeted communication to the community are at least minor challenges for more than 85 percent and major challenges for close to half.

Networking & Advocacy Capacity. Enhancing public understanding of key policy issues, strengthening relationships with key policy makers, and responding effectively to community expectations pose at least minor challenges for 80 percent or more of Indiana nonprofits.

Information Technology Capacity. All indicators are considered to be at least a minor challenge by more than 60 percent of respondents. Creating a comprehensive and interactive website, upgrading computers to support new software, and training staff and volunteers in software applications are seen as at least a minor challenge by more than 70 percent, with the former two selected as a major challenge for more than one-third. Creating, updating, and effectively using databases are at least a minor challenge for 69 percent.

Human Resources Capacity. All indicators of human resources capacity are identified as at least a minor challenge by more than 60 percent. Board training is at least a minor challenge for 78 percent, with almost one-third saying it is a major challenge. About a quarter say that recruiting and keeping qualified board members, staff, or volunteers are major challenges.

Programs and Planning Capacity. With regard to programs and planning capacity, evaluating or assessing program outcomes or impact is the most pervasive challenge, with over 70 percent considering it at least a minor challenge. Although only 38 percent said that focusing on the mission or vision of the organization is at least a minor challenge, this is potentially a serious problem related to broader issues of governance.

Operations and Governance Capacity. Training and/or developing the board is viewed as a minor challenge by 79 percent and as a major challenge by 39 percent. Four other elements in

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[2] We surveyed Indiana grant recipients of Lumina Foundation for Education and associate members of the Indiana Grantmakers Alliance. The 91 respondents represent a response rate of 43 percent.

this category are at least minor challenges for three-fifths or more of the responding nonprofits: improving management skills, strategic planning, establishing an organizational culture and managing or improving board/staff relations.

Helpful Assistance in Addressing Challenges

For each of the seven broad categories of capacity building, we asked respondents some structured questions on how they would rank the helpfulness of various types of funding, technical assistance, and peer learning in addressing these challenges. Overall, multi-year and general overhead funding are seen as *most helpful*, followed closely by small grants, learning from peers, and workshops. Challenge grants, consultants, student interns and loaned executives are seen as somewhat less helpful, with low cost loans as the least helpful type of assistance.

B. Nonprofit Views

To assess how nonprofits define and differentiate *Capacity Building* and *Technical Assistance*, we asked our respondents to describe (1) their three most significant capacity building challenges and the best ways to address each of these, and (2) their three most significant technical assistance needs and the best ways to address each.

Extent and Nature of Capacity Building and Technical Assistance Needs. We analyzed the extent to which respondents provide descriptions of capacity building or technical assistance needs as well as whether those descriptions include references to specific organizational changes or resources needed.

- Not all respondents identify major capacity building or technical assistance needs, but more describe needs with regard to capacity building (82 percent have at least one need) than technical assistance (63 percent have with at least one need).

- Overall, we find that respondents appear to have less well-developed understandings of the extent to which capacity building involves organizational change compared to their understanding of the role of organizational change in technical assistance, but they have greater awareness of the specific resources they might need for the former.

- Our results also suggest that *capacity building* and *technical assistance* have different meanings for nonprofits. Technical assistance appears to be defined mainly as having to do with technology, while capacity building appears to be applied to broader functional areas, such as fundraising, programs & planning, and general operations & governance

Three Most Significant Capacity Building Needs

- Almost half of the 188 descriptions of capacity buildings include details on the nature and/or direction of organizational changes needed; another 30 percent provide only general reference to organizational activities. More than half of the descriptions reference specific resources needed; another 18 percent identify only general types of resource.

- None of the specific capacity building needs described in the open-ended questions were mentioned by more than 8 percent. The most prominent needs consist of managing facilities/space (8 percent) and staff training, board training, and enhancing reputation and visibility (each 7 percent). Others items include expanding donor base, funding for operations, expanding fundraising, increasing staff, or recruiting/keeping qualified staff (each 6 percent), with obtaining funding or expanding programs/services closely behind (each 5 percent).

- While needs related to financial resources are clearly the most prominent, those related to human resources, programs and planning, or operations and governance take on greater prominence when respondents focus on their own three most significant needs as opposed to assessing how challenging specific types of capacity building are.

Most Helpful Ways to Address Capacity Building Needs

- Our respondents listed the most helpful ways to address each of their three most significant capacity building needs. Two of these account for more than 10 percent of the 171 help descriptions: funding for operations (16 percent) and outside consultant (12 percent). Other prominent items include funding for programs (10 percent), board training (9 percent), staff training, forming or maintaining relations with other entities, multi-year funding (all 8 percent), and grants not otherwise specified (5 percent).

- While financial resources are included most often (similar to the findings from the structured questions), our respondents were much more likely to included references to consultants and other forms of external technical assistance than peer assistance in this section.

Three Most Significant Technical Assistance Needs

- Of the 123 major technical assistance needs described, 62 percent include at least some details on the nature and/or direction of organizational changes needed, with another 12 percent including only references to some organizational component. Thirty-nine percent of the descriptions link technical assistance needs to specific resources, with another third identifying a general type of resource.

- Only five technical assistance needs described in the open-ended questions are included in 5 percent or more of the answers: identifying technology tools and resources for service delivery (19 percent), creating a comprehensive and interactive website (15 percent), creating, updating, effectively using databases (13 percent), staff training (11 percent), and training staff and volunteers in software and applications (8 percent).

- Sixty percent of the descriptions include some reference to information technology, with items related to human resources trailing far behind at 19 percent and the remaining five broad categories even less prevalent.

Most Helpful Ways to Address Technical Assistance Needs

- Our respondents also described the most helpful ways to address each of their three most

significant technical assistance needs. Four of these are included in more than 10 percent of the 115 help descriptions: outside consultant (14 percent), funding for operations (13 percent), training staff/volunteers in software/computer applications (11 percent), and staff training (10 percent). Other prominent items include getting IT assistance and funding for programs (each 8 percent), grants (not otherwise specified, 7 percent), joint activities (6 percent), and identifying technology tools/resources for service delivery or recruiting/keeping qualified staff (5 percent each).

- Our respondents are more likely to included references to consultants and other external assistance when describing effective ways to address technical assistance needs than when describing capacity building needs.

C. Summary and Recommendations

Based on our analysis of what respondents view as the most helpful types of assistance to meet various types of capacity building and technical assistance needs, we identify four priorities for Indiana grantmakers:

- Top Priority: Funding Assistance. More than 60 percent see multi-year funding and general overhead as very helpful. We recommend that Indiana funders give serious consideration to providing this type of support to nonprofits seeking assistance with capacity building needs. Small grants and challenge grants targeted at particular areas of capacity building are also likely to be useful in some more delimited areas of capacity development, such as financial resources and information technology.

- Second Priority: Peer Learning. The opportunity to interact with and learn from peer organizations is seen as very helpful by at least 30 percent of respondents. Thus, we recommend that funders give serious consideration to creating opportunities for peer interactions and information sharing among nonprofit executives and others in key nonprofit management positions, such as volunteer managers, special event coordinators, grant writers, and the like.

- Third Priority: Workshops and Off-Site Training. More than 29 percent indicate that workshops are very helpful, with 75 percent finding it at least somewhat helpful. We therefore recommend that funders support high quality workshops and other off-site training for nonprofits seeking to build capacity of all types.

- Fourth Priority: Selective Support for Technical Assistance. Outside consultants, student interns, and loaned executives are viewed as very helpful by 30 percent or more of respondents and at least somewhat helpful by half or more, particularly in the areas of marketing and information technology. Thus, we recommend that funders give particular attention to identifying high quality consultants and loaned executives to help nonprofits build their marketing and information technology capacity.

III. KEY FINDINGS

A number of key findings stand out from our analysis of capacity building and technical assistance needs among respondents to our Indiana capacity assessment survey.

- ***Indiana nonprofits face many capacity building challenges.*** When asked to assess a broad array of capacity building challenges, our respondents indicate that securing financial resources presents the most severe and widespread challenge, followed by marketing and networking & advocacy, with information technology, human resources, planning & programs, and governance & operations following in close succession.

    We find that financial resources remains the most prominent type of capacity building need when respondents are asked about their own three most important needs in open-ended questions. However, needs related to human resources, program and planning, or operations and governance take on greater prominence when respondents focus on their own significant needs compared to when they assess all areas of capacity building. By extension, marketing, networking and advocacy, or information technology appear to have notably lower priority.

- ***Six of the nine most prevalent major challenges are related to funding.*** Almost all of the specific capacity building dimensions across the seven broad categories pose at least a minor difficulty for most nonprofits. However, half or more of all respondents note that expanding the donor base, building an endowment, obtaining funding in general, securing foundation or corporate funding, and enhancing the visibility or reputation of their organization present a major challenge. At least 40 percent also say that developing targeted communications with the community and clients/members, developing public understanding of issues, securing government grants, and developing capital campaigns present major challenges.

- ***Various types of funding and peer learning are considered very helpful in addressing capacity building challenges.*** Overall, various types of funding support is seen as the most helpful way to address the challenges, followed by peer learning support and then technical assistance support. The specific type of support deemed most helpful varies somewhat depending on which area of capacity building need is considered. However, multi-year funding and general overhead are seen as very helpful by at least half of all respondents, regardless of type of capacity building. Small grants are considered very helpful by at least 40 percent for building capacity in operations & governance, programs & planning, marketing, financial resources, and information technology. A similar percent say opportunities to interact with and learn from peers would be very helpful for building capacity in operations & governance.

- ***Indiana nonprofits do not view capacity building and technical assistance as synonymous terms.*** It appears that technical assistance is defined mainly as having to do with information technology and other fairly circumscribed or systematic processes. Capacity building, in contrast, appears to be applied to broader functional areas, such as fundraising, human resources, and general operation, suggesting that the two concepts appear to capture distinctive underlying dimensions.

IV. NONPROFIT CAPACITY BUILDING: CHALLENGES AND ASSISTANCE

Our review of the literature (see Appendix A) reveals both the complexity of capacity building as a concept and the diverse approaches that researchers and practitioners have taken in seeking to identify the key components involved. On the basis of that review, we identified a number of specific dimensions to capacity building and grouped indicators of these dimensions into seven broad categories: operations & governance, human resources, programs & planning, marketing, networking & advocacy, (financial) resources, and information technology.

## A. Capacity Building Challenges and Helpful Assistance

Focusing on each of the seven broad categories in turn, we asked survey respondents to indicate the extent to which specific indicators within that category present **major, minor or no challenges** to the respondent's organization. We recoded those responses to a three-point scale, with 3 indicating that a particular dimension presented a "major challenge," 2 indicating "a minor challenge," and 1 indicating "not a challenge," so that we could compute an average challenge score for each of the seven categories.

Overall, Indiana nonprofits report that various aspects of securing **financial resources** present the most severe and widespread capacity building challenge (see Figure 1). This is not surprising since lack of financial resources will limit the ability of nonprofits to address other types of capacity building needs. Next follow indicators related to capacity building in **marketing** and in **networking & advocacy**, with those related to i**nformation technology**, **human resources**, **planning & programs**, and **governance & operations** following in close succession. Although operations and governance had the lowest overall challenge score among the seven major categories, we consider it a fundamental building block (along with financial resources) for addressing capacity building needs in other areas.

For each of these broad categories, we also asked respondents who had reported at least a minor challenge in the capacity building area to indicate how helpful various types of funding, technical assistance or peer learning would be in addressing these challenges: **very, somewhat, or not helpful**. We recoded those responses to a three-point scale, with 3 indicating that a particular type of assistance would be "very helpful," 2 indicating "somewhat helpful," and 1 indicating "not helpful," so that we could compute an average helpfulness score for each of the types of assistance.

Overall, funding assistance appears to be the most helpful way to address the challenges, followed by peer learning support and technical assistance. Among the specific types of funding assistance we examined, **multi-year funding** and **general overhead** funding are ranked as most helpful overall (with average helpfulness scores of 2.4, see Figure 2). This is not surprising since the former allows the organization to plan and implement capacity building efforts in stages, and the latter provides nonprofits with flexible funding that can be used as capacity building needs are recognized or change. **Small targeted grants** for the specific capacity building issue is also rated as at least somewhat helpful on average (score of 2.1), while **challenge grants** for the specific capacity building needs with an average score of 1.7 falls below the "somewhat helpful" level. **Low-cost loans** are rated as "not helpful" overall (average score of 1.0).

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Fig. 1 – Nonprofit Capacity Building Categories: Average Level of Challenge (n=91)
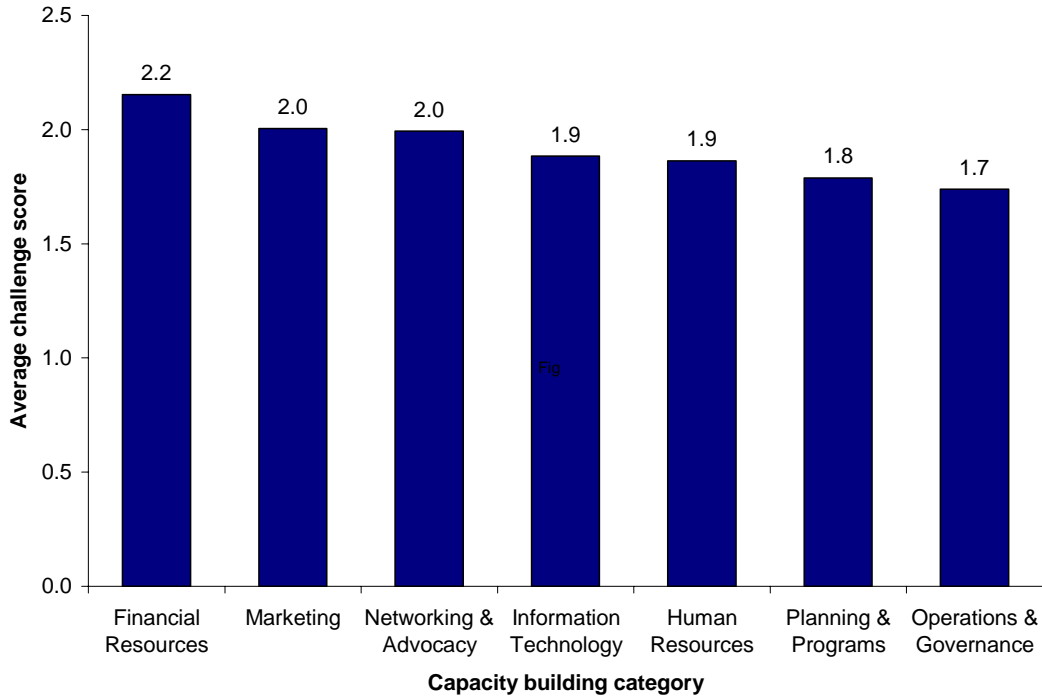
Note: The values reported in the figure are the mean scores obtained for each of the challenges category. T-test results indicate that differences greater than 0.10 are statistically significant (p< .05).

Fig. 2 – Types of Assistance for Nonprofit Capacity Building: Average Level of Helpfulness (n=91)
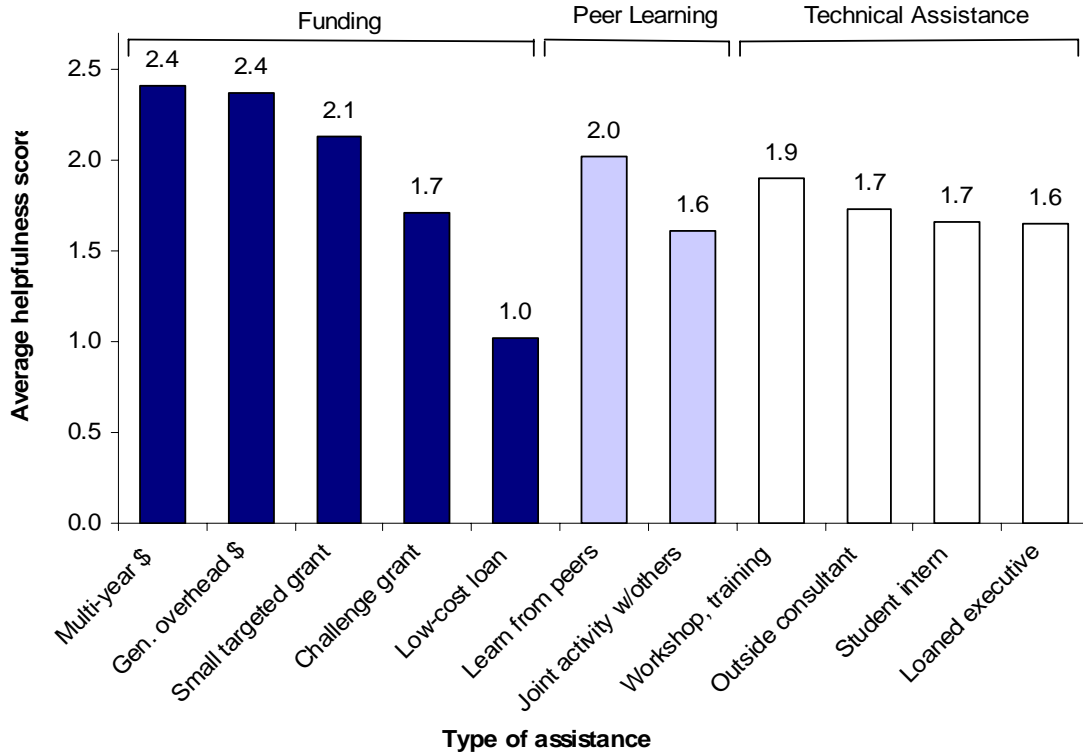
Note: The values reported in the figure are the mean scores obtained for each of the helpfulness categories. T-test results indicate that differences greater than 0.10 are statistically significant (p< .05).

Of the two indicators of peer learning, opportunities to **interact with and learn from peer**s scored the highest (average score of 2.0) – on par with small targeted grants in terms of helpfulness. **Joint activities** in the particular capacity building area with other organizations scored somewhat lower overall (1.6), at about the same level of helpfulness as challenge grants.

Finally, among the four types of technical assistance, **workshops** and other off-site training programs scored the highest overall (average of 1.9), followed next by **outside consultants** or **student interns** to assist with the particular capacity area (average scores of 1.7 each), with **loaned executives** to assist with the specific capacity need slightly lower (average helpfulness score of 1.6).

We turn now to a more detailed review of each of the major categories of capacity building needs. We first examine which specific components in each category appear to present the most severe and/or widespread challenges, although we recognize that several components could be classified into more than one of the broad types of capacity building. We follow that with a review of how helpful respondents consider each of the specific types of assistance for addressing the given category of capacity building.

1. Resource Capacity

Overall, financial resources rank as the most challenging of the seven broad categories of capacity building needs. Indeed, as Figure 3 shows, all aspects of securing financial resources present at least a minor capacity building challenge to the majority of responding nonprofits. Moreover, four of these dimensions – **expanding the donor base**, **obtaining funding** or other financial resources in general, securing **foundation or corporate grant support**, and **building an endowment** – are viewed as a major challenge by more than half and as at least a minor challenge by more than 85 percent.

More detailed analysis shows that close to half of all respondents do not have a written fundraising plan. This holds true for those that report minor or major challenges in these four areas of fund development, suggesting that having a plan is not enough to reduce challenges faced in this area. It is likely that the quality of the plan or the implementation of it present their own challenges.

Slightly less pervasive, but still significant challenges include securing **government grants or contracts** (identified as a major challenge by 46 percent and as a minor challenge by another quarter, or 69 percent overall) and **developing a capital campaign** for needed expansion (identified as a major challenge by 42 percent and as at least a minor challenge by 60 percent). However, notable percentages also indicate that neither of these activities is relevant to them (22 and 14 percent respectively), presumably because they operate in fields where government grants or contracts are not available or because they do not need or wish to expand.

Other types of financial resources present less severe and pervasive challenges. About a third consider undertaking **effective special events** and **writing grant proposals** to be major

challenges (35 and 32 percent respectively), although more than 70 percent still consider them at least a minor challenge.

Fig 3 – Resource Capacity: Extent and Severity of Challenges (n=90-91)
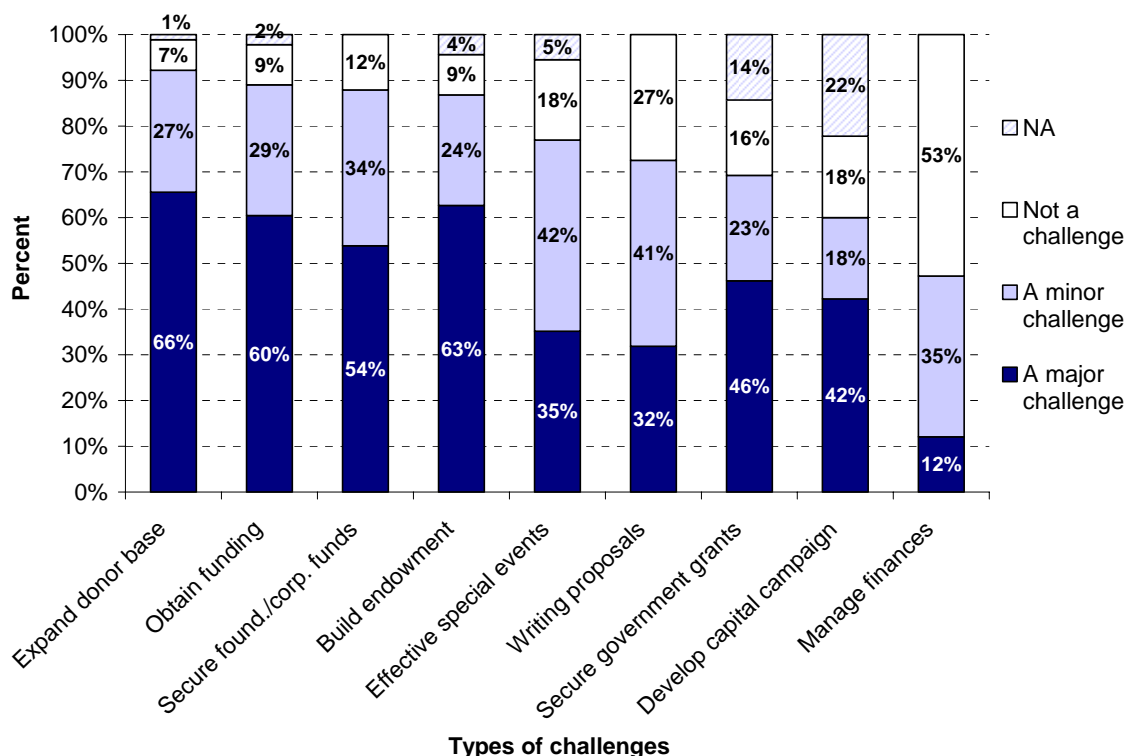

Only **managing finances or financial accounting** appears to be relatively unproblematic in that only 12 percent consider it a major challenge, although close to half consider it at least a minor one. We don't know whether the latter activity is actually relatively unproblematic for most of our respondents or whether some simply are not aware of more effective ways to perform these tasks.

As Figure 4 shows, except for low-cost loans and joint resource activities, all other types of assistance are seen by 70 percent of respondents or more as at least somewhat helpful in addressing resource capacity. Not surprisingly, **multi-year** funding and **general overhead** support are overwhelmingly viewed as very helpful (by 83 and 82 percent respectively) and more than 90 percent consider these types of assistance at least somewhat helpful – these two types of assistance clearly stand out from the rest.

Small grants targeted at assisting nonprofits with developing their financial capacity are viewed as very helpful by 63 percent and at least somewhat helpful by another one-quarter, for 88 percent overall. **Challenge grants** for resource needs are seen as at least somewhat helpful by 70 percent and very helpful by 44 percent. As we noted earlier, the great majority (80 percent) say that **low-cost loans** would not be helpful in building resource capacity.

Fig 4 – Resource Capacity: Helpfulness of Assistance to Address Challenges (n=85-87)
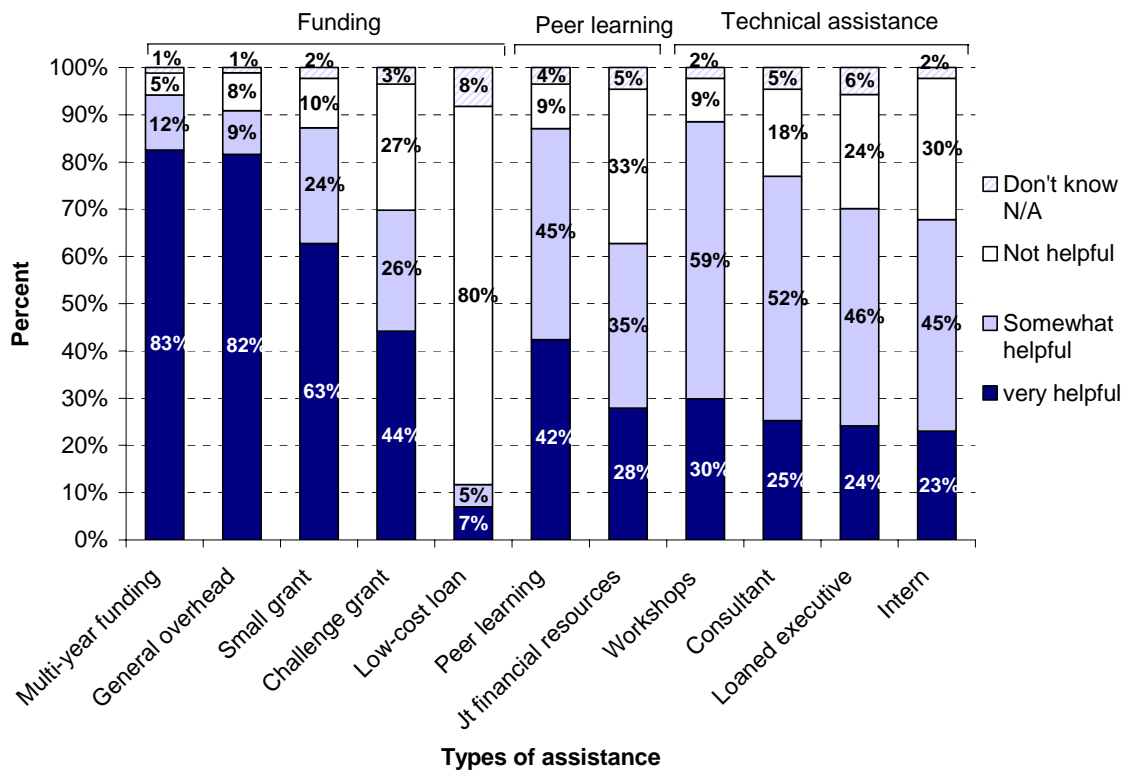
Among the two types of peer learning, the opportunity to **interact with and learn from peers** is seen as at least somewhat helpful by the great majority (87 percent), including 42 percent who think it would be very helpful. **Joint resource activities** with other organizations is seen as very helpful by only about a quarter (28 percent), although almost two-thirds (63 percent) think it would be at least somewhat helpful.

The great majority (90 percent) also think that **workshops** or other off-site training would be at least somewhat helpful, although less than a third (30 percent) think these would be very helpful. No more than a quarter think an **outside consultant**, **loaned executive**, or **student intern** would be very helpful with resource activities, although 45 percent or more think these types of assistance would be at least somewhat helpful.

2. Marketing Capacity

As Figure 5 shows, all seven indicators of capacity building in nonprofit marketing are seen as at least a minor challenge by more than 60 percent of the responding organizations, with **enhancing the visibility and reputation** of the organization being identified as such by 92 percent of respondents and **developing targeted communication to the community** by 85 percent. These two are also noted as a major challenge by close to half of all organizations.

Communicating with members or clients is noted as a major challenge by almost a third (30 percent), with other areas of marketing such as **defining the organization's own constituency groups** and **adjusting programs or services** to meet changing needs seen as a major challenge by about a quarter. The remaining two areas of marketing – **meeting the needs or interests** of

current members or clients and **accessing research or information** on programs or services – are seen as major challenges by about one fifth to one quarter.

Fig 5 – Marketing Capacity: Extent and Severity of Challenges (n=89-90)

Types of challenges
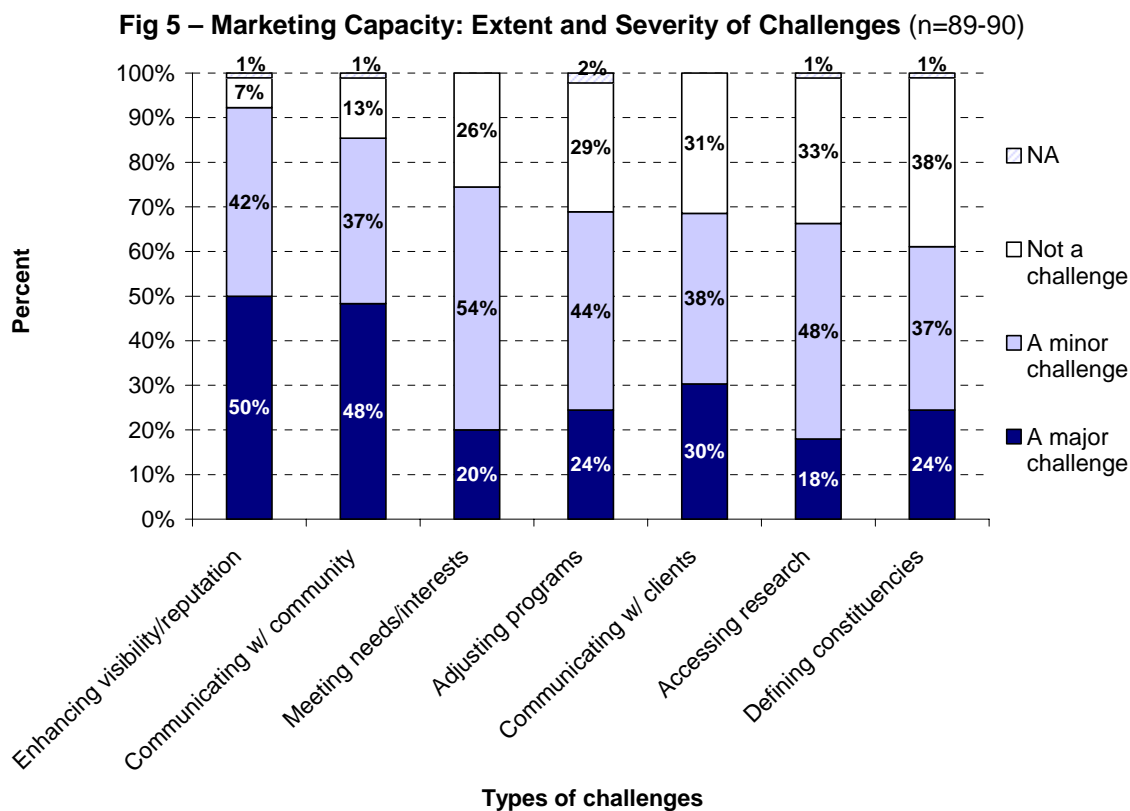
As Figure 6 shows, almost all types of assistance are seen by the vast majority of respondents as at least somewhat helpful in building marketing capacity. As before, **general overhead support** and **multi-year funding** are seen as very helpful by more than three-fourths of all respondents and as at least somewhat helpful by about 90 percent.

Small grants for marketing purposes are also seen as at least somewhat helpful by 92 percent and as very helpful by 59 percent. **Challenge grants** to build marketing capacity are seen as at least somewhat helpful by more than half (53 percent) and as very helpful by almost a third (31 percent). Very few (12 percent) consider **low-cost loans** as helpful at all.

As in the case of resource capacity, the opportunity to **interact with or learn from peers** about marketing is seen as at least somewhat helpful by the vast majority (87 percent) and as very helpful by more than two-fifths (42 percent). **Joint marketing** efforts with other organizations is seen as at least somewhat helpful by more than two-thirds (69 percent), including one quarter who think it would be very helpful.

Roughly one-third say that various types of technical assistance would be very helpful – with more than 80 percent saying that **loaned marketing executives** and **marketing workshops** or other off-site training would be at least somewhat helpful. More than 70 percent say that a **student intern** or **loan executiv**e would be at least somewhat helpful to help with marketing

capacity.

Fig 6 – Marketing Capacity: Helpfulness of Assistance to Address Challenges (n=82-85)
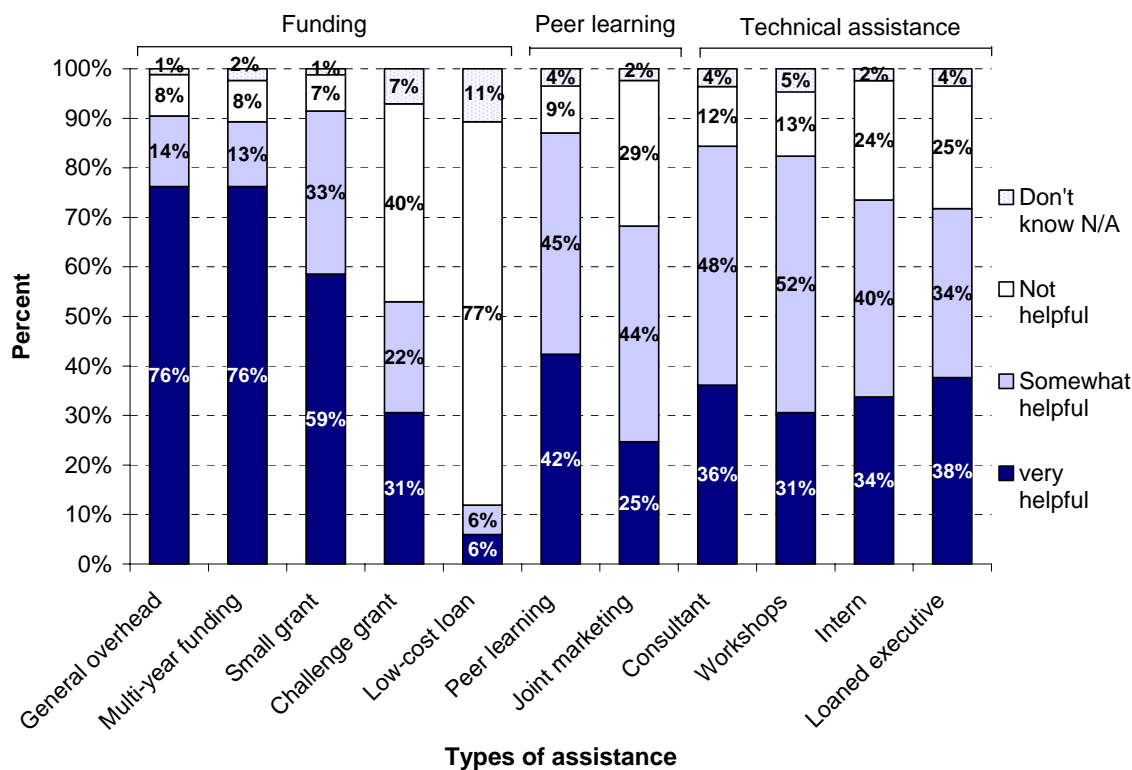
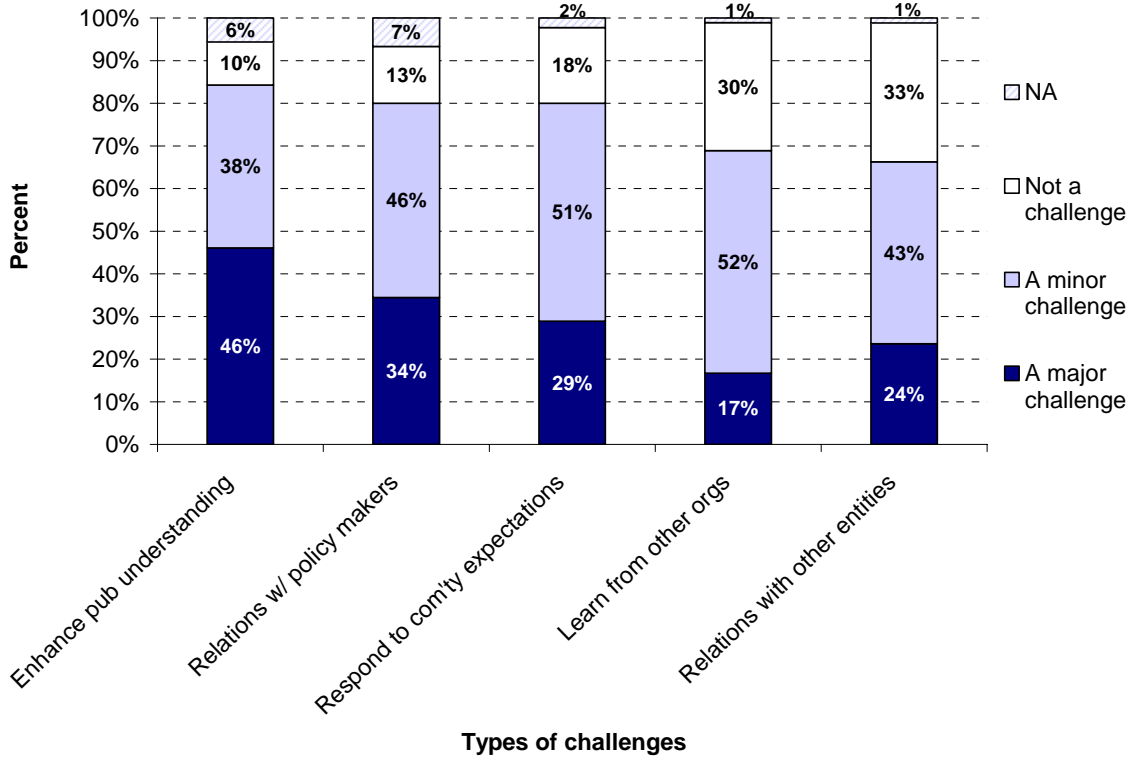## 3. Networking & Advocacy Capacity

As Figure 7 shows, three aspects of networking & advocacy capacity present at least a minor challenge to 80 percent or more of the surveyed nonprofits: enhancing **public understanding of key policy issues**, strengthening **relationships with key policy makers**, and responding effectively to **community expectations**. The first of these items – enhancing public understanding of key policy issues – is considered a major challenge by almost half (46 percent), while the two others are considered a major challenge by about 35 and 29 percent respectively.

The remaining two items, **interacting with other organizations** to learn better practices and **forming & maintaining relationships** with other entities, present at least minor challenges to more than two-thirds of the nonprofits, but a major challenge to only 17 and 24 percent respectively.
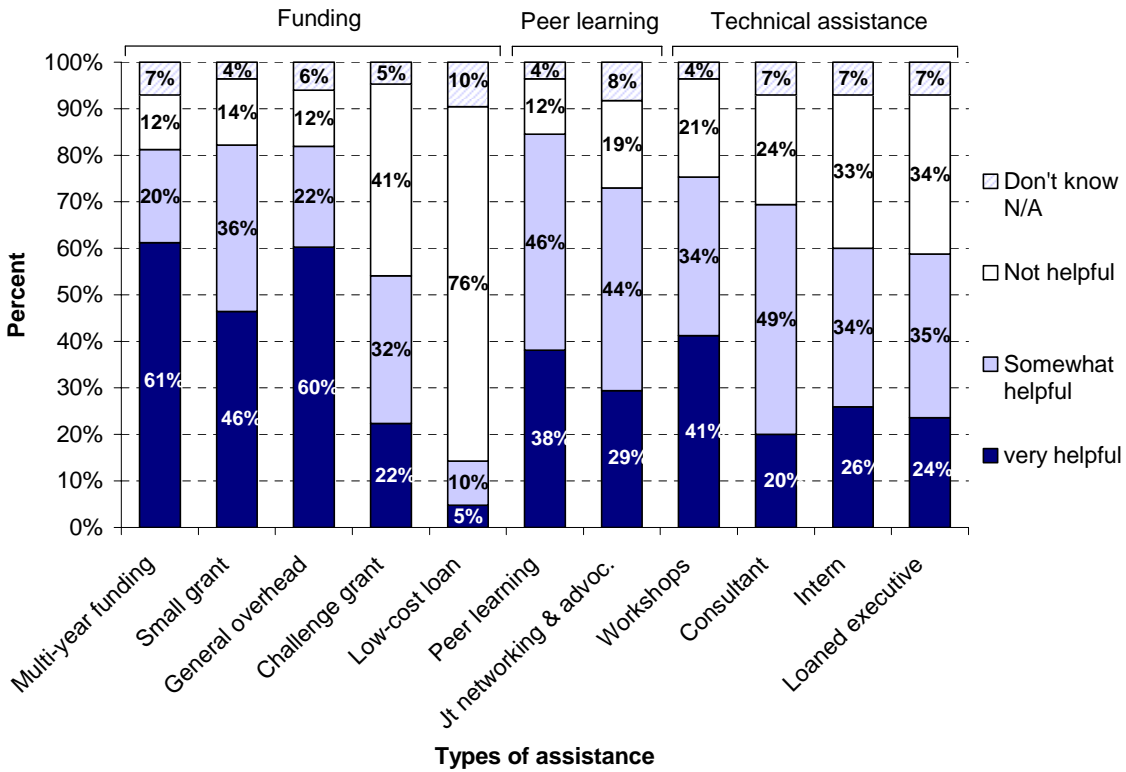
As Figure 8 shows, with only two exceptions (challenge grants and low-cost loans), more than 60 percent say that the various types of assistance would be at least somewhat helpful. Indeed, more than four-fifths indicate that **multi-year funding**, **general overhead**, and **small grants** for networking and advocacy would be at least somewhat helpful for this area, including more than 60 percent who say that the first two types of assistance would be very helpful. **Challenge grants** for this purpose are seen as at least somewhat helpful by more than half (55 percent), although only about a fifth (22 percent) consider such funding to be very helpful.

Fig 7 – Networking & Advocacy Capacity: Extent and Severity of Challenges (n=89-90)

Percent

| | NA | Not a challenge | A minor challenge | A major challenge |

Enhance pub understanding: 6%, 10%, 38%, 46%
Relations w/ policy makers: 7%, 13%, 46%, 34%
Respond to com'ty expectations: 2%, 18%, 51%, 29%
Learn from other orgs: 1%, 30%, 52%, 17%
Relations with other entities: 1%, 33%, 43%, 24%

Types of challenges

Fig 8 – Networking & Advocacy Capacity: Helpfulness of Assistance to Address Challenges (n=84-85)

Funding   Peer learning   Technical assistance

Percent

| | Don't know N/A | Not helpful | Somewhat helpful | very helpful |

Multi-year funding: 7%, 12%, 20%, 61%
Small grant: 4%, 14%, 36%, 46%
General overhead: 6%, 12%, 22%, 60%
Challenge grant: 5%, 41%, 32%, 22%
Low-cost loan: 10%, 76%, 10%, 5%
Peer learning: 4%, 12%, 46%, 38%
Jt networking & advoc.: 8%, 19%, 44%, 29%
Workshops: 4%, 21%, 34%, 41%
Consultant: 7%, 24%, 49%, 20%
Intern: 7%, 33%, 34%, 26%
Loaned executive: 7%, 34%, 35%, 24%

Types of assistance

15

Opportunities to **interact with and learn from peers** is seen as at least somewhat helpful by more than four-fifths (84 percent) and **joint networking and advocacy** activity by almost three-fourths (73 percent), with 38 and 29 percent respectively considering such assistance very helpful. Among the specific types of technical assistance, **workshops or off-site training** are seen as at least somewhat helpful by three-fourths (and very helpful by more than two-fifths), followed by **consultants** (70 percent), and **interns** or **loaned executives** (60 percent and 59 percent respectively). However, the latter three types of assistance are considered very helpful by only a fifth to a quarter.

4. Information Technology Capacity

As Figure 9 shows, three aspects of information technology (IT) capacity – creating a **comprehensive and interactive website**, **upgrading computers to support new software**, and **training staff and volunteers in software** applications – are seen as at least a minor challenge by about three-fifths of the responding organizations (more than a third consider the former two to be major challenges). Almost as many (69 percent) think **creating, updating and effectively using databases** is at least a minor challenge, and 38 percent consider it a major challenge.

Fig 9 – Information Technology Capacity: Extent and Severity of Challenges (n=88-90)
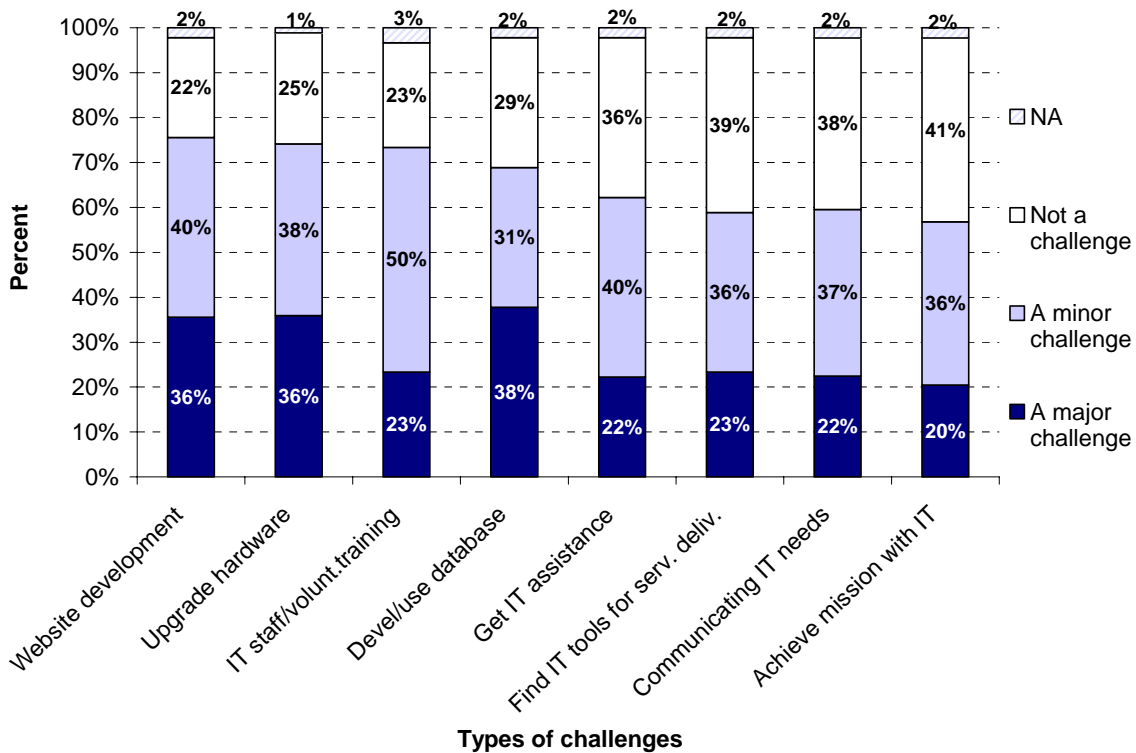
The remaining four types of IT capacity – **getting IT assistance**, **identifying IT tools or resources for service delivery**, c**ommunicating IT needs** to decision-makers or funders, and knowing **how technology helps achieve the mission** – are considered at least a minor challenge by about 60 percent and a major challenge by at least one-fifth.

As Figure 10 shows, all types of assistance (except for low-cost loans) are seen as at least somewhat helpful by more than half of all respondents. Indeed, **multi-year funding**, **general overhead**, and **small IT grants** are considered at least somewhat helpful by about 90 percent of all respondents, including between two-thirds and four-fifths who say these types of assistance would be very helpful. Special **challenge grants** to build IT capacity are considered at least somewhat helpful by about two-thirds and very helpful by more than a third. As before, only about one-tenth think **low-cost loans** are at all helpful.

Fig 10 – Information Technology Capacity: Helpfulness of Assistance to Address Challenges
(n=73-76)
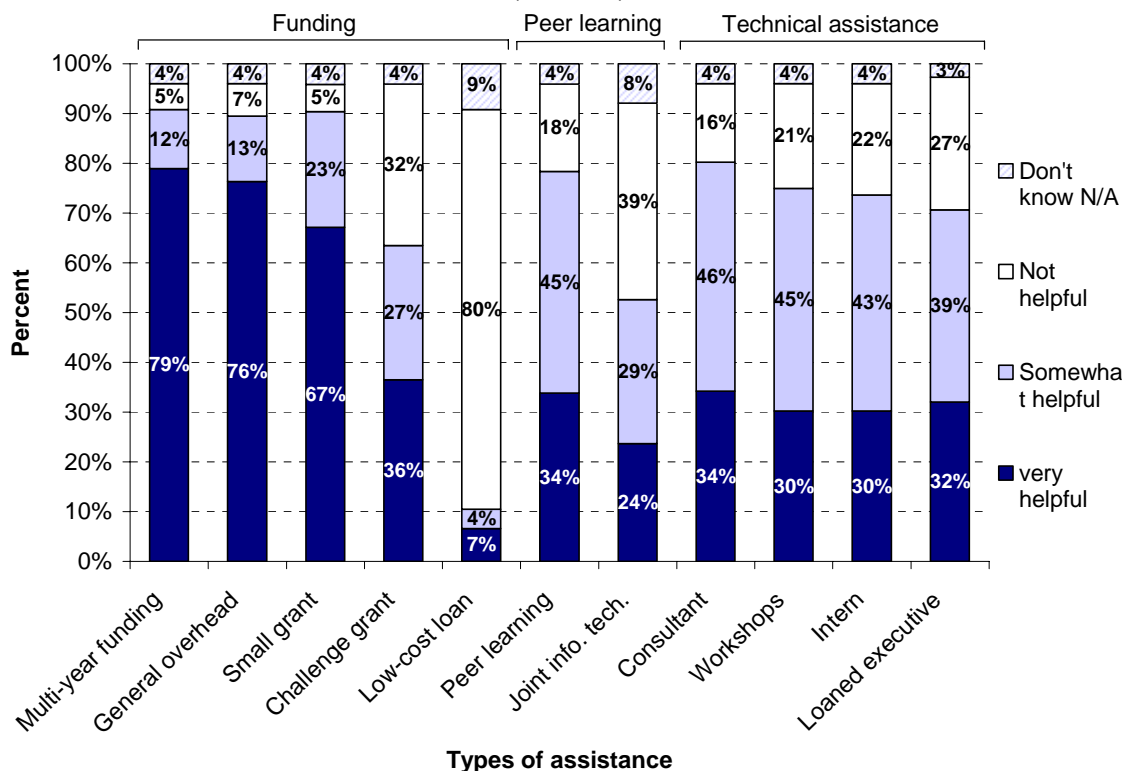
The opportunity to **interact with and learn from peers** is seen as at least somewhat helpful by almost four-fifths and as very helpful by more than a third. **Joint IT activities** trail, with a little over half saying it would be somewhat helpful and a quarter very helpful. On average, the four types of technical assistance are seen as somewhat more helpful than the two types of peer learning: 30 percent or more note that technical assistance would be very helpful in building their IT capacity, with 80 percent saying a **consultant** would be at least somewhat helpful, about three-fourths noting the same for **workshop**s or other off-site training or **interns**, and 70 percent for a **loaned executive**.

5. Human Resources Capacity

All six dimensions of human resources capacity are identified as at least a minor challenge by about two-thirds or more (see Figure 11). **Board training** is at least a minor challenge for 78 percent of respondents, including almost a third who say it is a major challenge. About a quarter

also say that **recruiting and keeping qualified board members**, **staff,** or **volunteers** are major challenges. Other aspects of human resource capacity, including **staff training**, **managing human resources** in general (staff and volunteers), and **volunteer training,** are seen as major challenges by less than one-fifth. However, more than 60 percent overall do not have a formal volunteer recruitment or volunteer training program.

Fig 11 – Human Resource Capacity: Extent and Severity of Challenges (n=87-91)
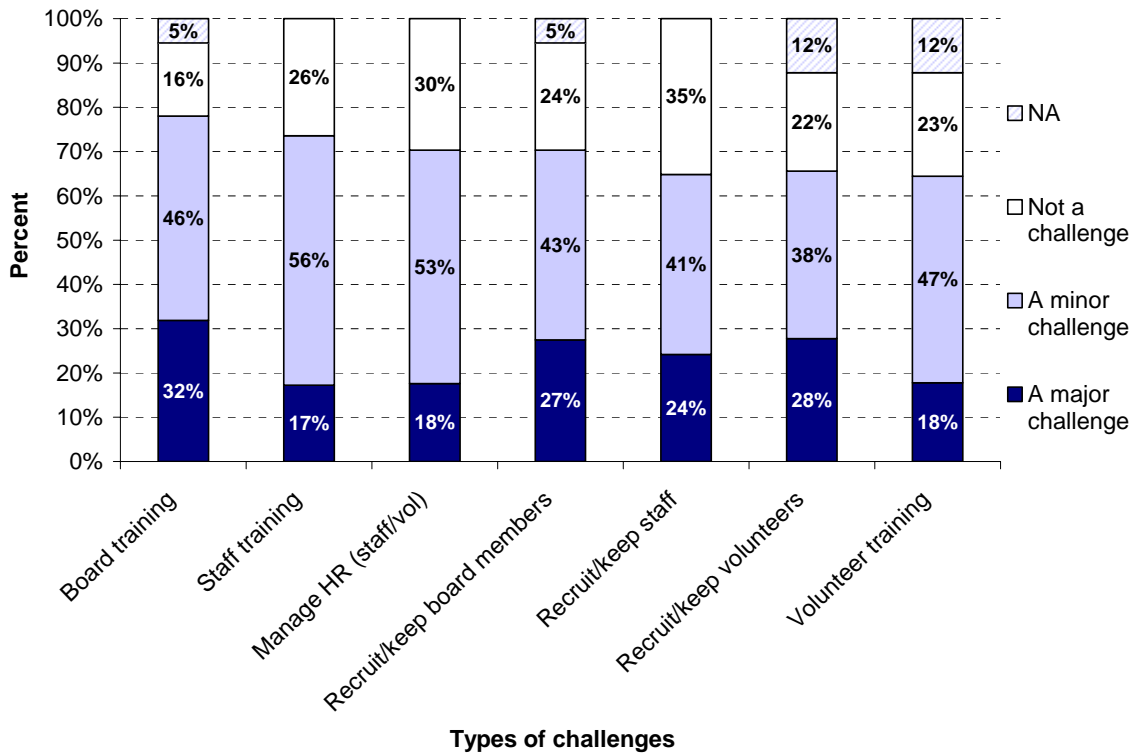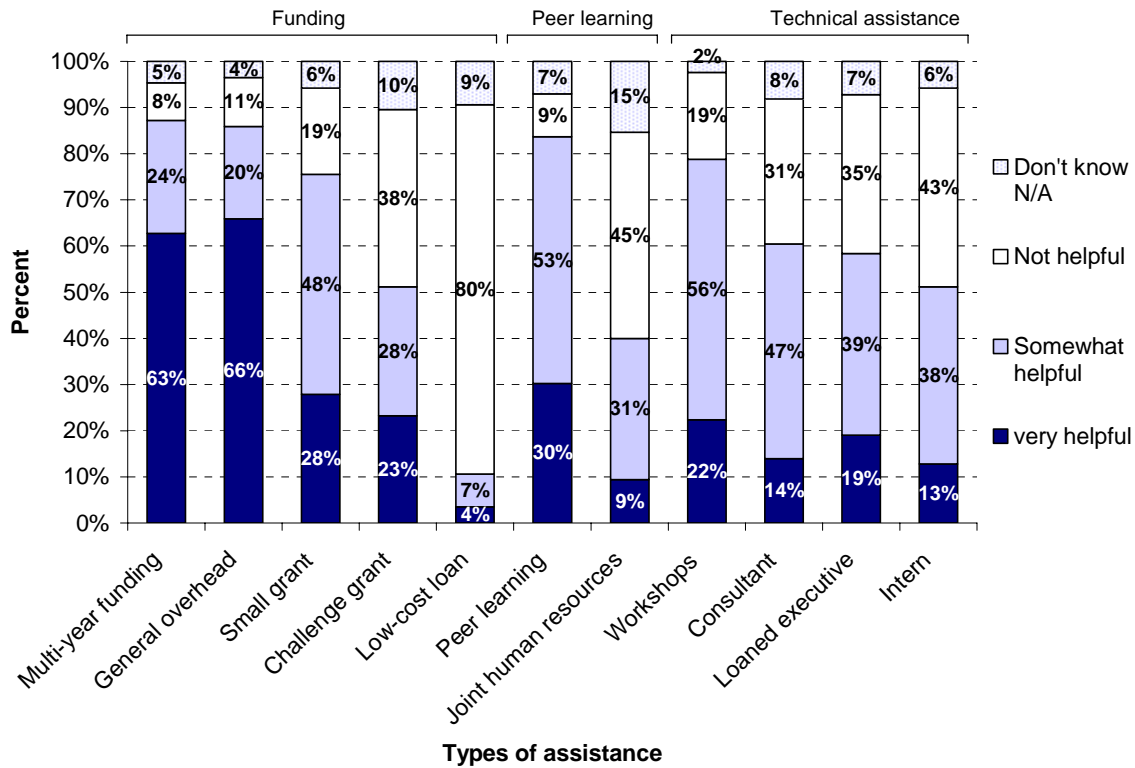

Figure 12 shows that, as with all previous types of capacity building, respondents consider **multi-year funding** and **general overhead** support to be particularly helpful, with more than three-fifths saying each type of assistance would be very helpful and more than 85 percent saying they would be at least somewhat helpful. **Small grants** are seen as at least somewhat helpful by more than three-fourths but as very helpful by only 28 percent. **Challenge grants** to build human resource capacity are seen as at least somewhat helpful by about half, with less than a quarter considering this type of assistance to be very helpful. As before, only about one-tenth think **low-cost loans** would be at all helpful.

The opportunity to **interact with and learn from peers** again appears to be a promising strategy, with more than four-fifths rating it as at least somewhat helpful and 30 percent as very helpful. However, **joint human resource operations** are seen as very helpful by less than one-tenth and as at least somewhat helpful by only 40 percent, suggesting that our respondents are not especially interested in this type of "back office" collaboration. **Workshops or other off-site training** programs are viewed to be about equally helpful as small grants, with less than one-fifth considering **consultants**, **loaned executives** or **interns** to be very helpful, although 50 to 60 percent think these types of assistance are at least somewhat helpful.

Fig 12 – Human Resource Capacity: Helpfulness of Assistance to Address Challenges (n=84-86)

Legend:
- Don't know N/A
- Not helpful
- Somewhat helpful
- very helpful

Y-axis: Percent

X-axis: Types of assistance

Funding | Peer learning | Technical assistance

Categories: Multi-year funding, General overhead, Small grant, Challenge grant, Low-cost loan, Peer learning, Joint human resources, Workshops, Consultant, Loaned executive, Intern
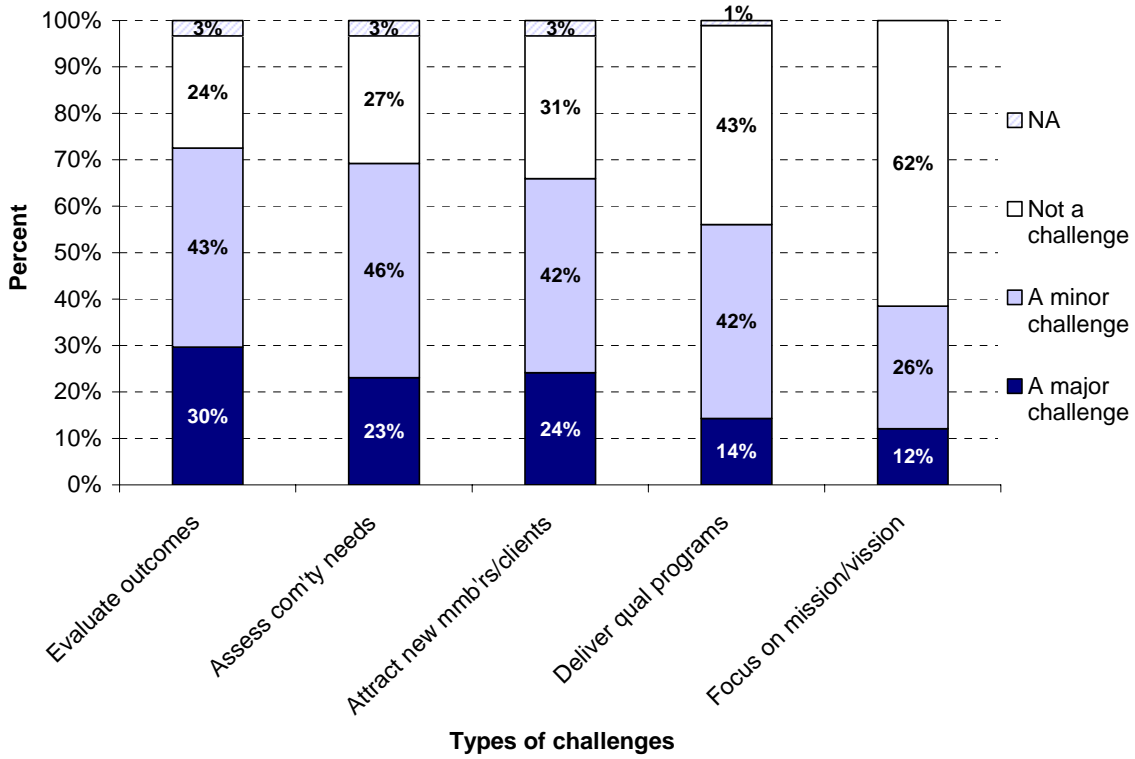
6. Programs and Planning Capacity

As Figure 13 shows, **evaluating or assessing program outcomes or impact** is the most pervasive challenge under programs and planning capacity, with almost three-fourths considering it at least a minor challenge, including 30 percent for whom it poses a major challenge. **Assessing community needs** and **attracting new members or clients** is a major challenge for about a quarter and at least a minor challenge for two-thirds. Only 14 percent find it a major challenge to **deliver high quality programs** or services, although more than half (55 percent) find it to be at least a minor challenge.

Although only two-fifths say that **focusing on the mission or vision** of the organization is at least somewhat of a challenge, this is potentially a serious problem and most likely is related to broader issues of governance and management. Indeed, we find that those for whom focusing on the mission or vision is a major challenge are also much more likely to consider strategic planning and improving management skills (examined below) to be major challenges. Surprisingly, however, there was no relationship to challenges in board development.

As Figure 14 shows, all but low-cost loans are considered at least somewhat helpful in building programs and planning capacity by more than half of all respondents. In fact, more than 80 percent say that **multi-year funding** and **general operating support** is very helpful and more than 90 percent say that these types of assistance would be at least somewhat helpful. The latter is also the case for **small grants** targeted at building programs and planning capacity, including 53 percent that say this type of funding would be very helpful.

Fig 13 – Programs & Planning Capacity: Extent and Severity of Challenges (n=91)

Types of challenges

Fig 14 – Programs & Planning Capacity: Helpfulness of Assistance to Address Challenges
(n=78-81)

Types of assistance
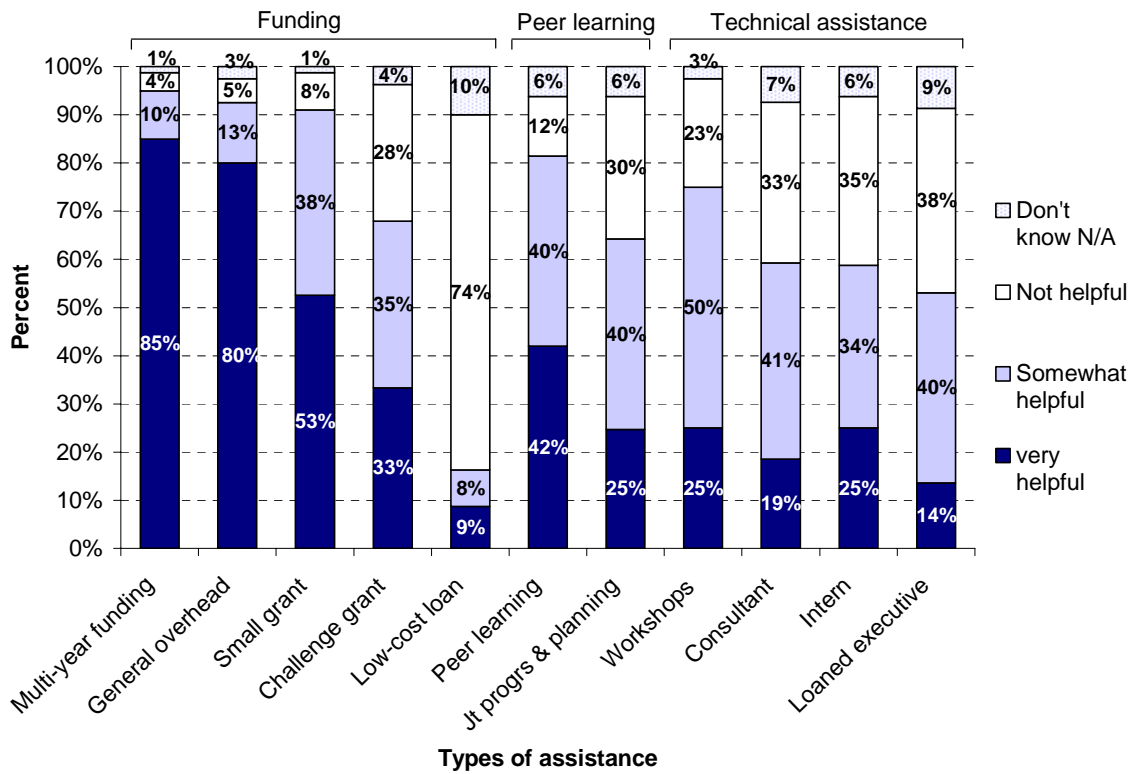
Challenge grants for this purpose are seen as helpful by about two-thirds, split about half and half between those that consider such grants very helpful and only somewhat helpful. As before, only a very small percentage (17) percent think **low-cost loans** would be at all helpful.

Opportunities to **interact with or learn from peers** is seen as at least somewhat helpful by 82 percent, including 42 percent who think it would be a very helpful way to build program and planning capacity. **Joint programming and planning activities** is seen as very helpful by about only a quarter but as at least somewhat helpful by almost two-thirds.

Among the four types of technical assistance, only **workshops or other off-site training** programs stand out, with more than three-fourths viewing it as at least somewhat helpful. About a quarter also find it to be very helpful, as was the case with having a **student intern** help with programs and planning. Less than one-fifth think that a **consultant** or **loaned executive** would be very helpful, although more than half say that this type of assistance would be at least somewhat helpful.

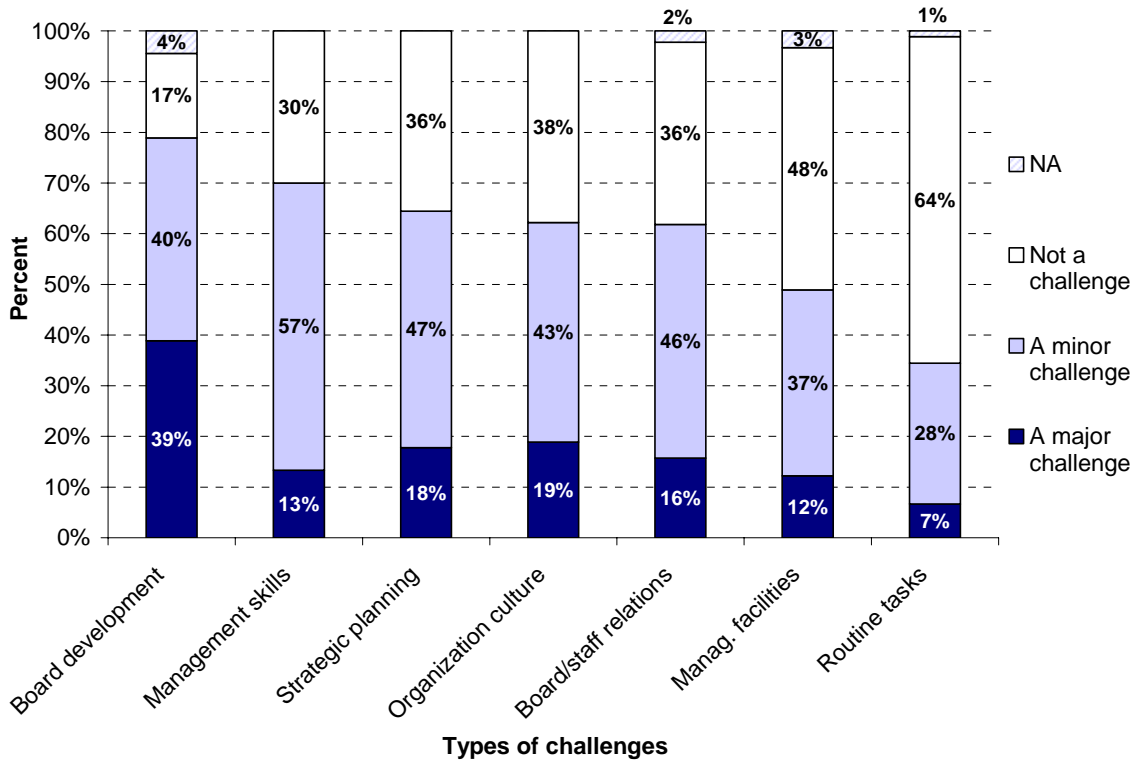### 7. Operations and Governance Capacity

As Figure 15 shows, **training and/or developing the board** stands out as the most significant one among the seven indicators considered – it is viewed as at least a minor challenge by almost four-fifths (79 percent) and as a major challenge by about half that many (39 percent). More detailed analysis shows that among nonprofits reporting board development and board training as major challenges, more than half do not have a board manual.

Four other elements are at least minor challenges for at least three-fifths of the responding nonprofits: **improving management skills** (70 percent), **strategic planning** (65 percent), **establishing an organizational culture** and **managing or improving board/staff relations** (both 62 percent). However, these are major challenges for less than one-fifth. These activities are all vital to an organization's capacity to meet its mission since managers and board members provide the leadership and direction for the organization as a whole.

Managing facilities or space is at least a minor challenge for half of the organizations, but only a third say the same about **performing routine tasks** indirectly related to the mission. Very small percentages (12 and 7 percent respectively) say these two types of activities present major challenges.

As Figure 16 shows, five types of assistance are seen as at least somewhat helpful by close to 90 percent of all respondents: **multi-year funding**, **general operating support**, **small grants** targeted for this purpose, the **opportunity to interact with and learn from peers**, and **workshops or other off-site training** programs. Multi-year funding and general operating support are also seen as very helpful by about four-fifths and small grants and peer learning by about half, with workshops significantly lower at 29 percent.

Fig 15 – Operations & Governance Capacity: Extent and Severity of Challenges (n=89-90)

Types of challenges

Legend:
- NA
- Not a challenge
- A minor challenge
- A major challenge

Fig 16 – Operations & Governance Capacity: Helpfulness of Assistance to Address Challenges (n=87-88)

Types of assistance

Legend:
- Don't know N/A
- Not helpful
- Somewhat helpful
- very helpful
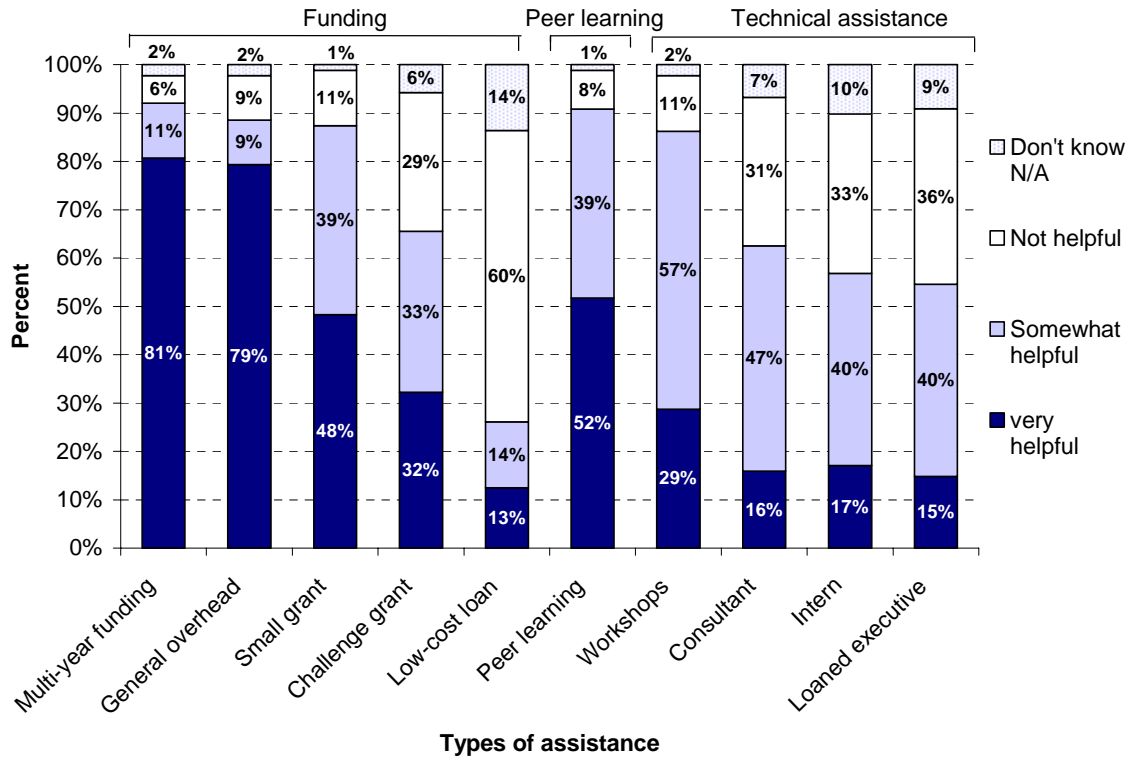
Challenge grants for this purpose are seen as at least somewhat helpful by two-thirds, split about evenly between those that think they would be very helpful or only somewhat helpful. Operations and governance capacity is the only type of capacity where **low-cost loans** are seen as at least somewhat useful by more than one-quarter (27 percent), also split about evenly between those that think it would be very helpful or only somewhat helpful.

Among the four types of technical assistance, the use of consultants, interns or loaned executives trail workshops by a notable margin, with only 15 to 17 percent considering these types of assistance very helpful compared to 29 percent for workshops, although more than half consider workshops to be at least somewhat helpful.[3]

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[3] We accidentally omitted one item – joint operations and/or governance with other organizations – from this particular set of questions about the helpfulness of different types of assistance.
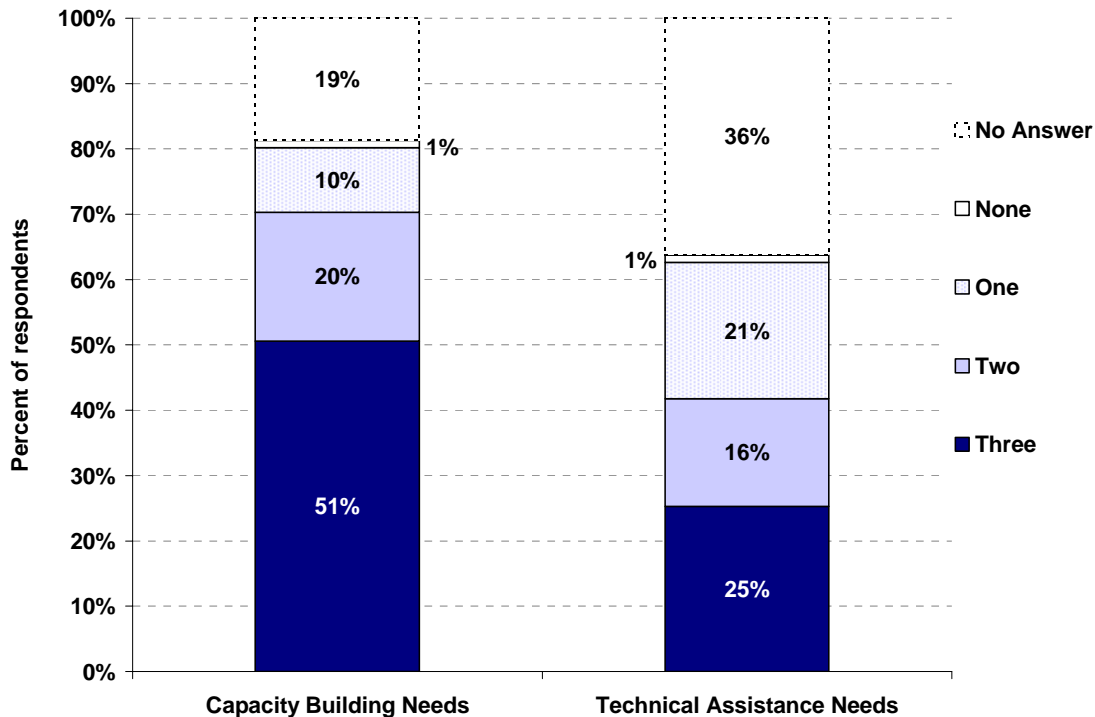
IV. CAPACITY BUILDING & TECHNICAL ASSISTANCE: NONPROFIT VIEWS

We asked our respondents to describe (1) their three most significant **capacity building** challenges and the best ways to address each of these, and (2) their three most significant **technical assistance** needs and the best ways to address each.[4] We use the responses to these two open-ended questions to assess how nonprofits themselves define these two key concepts.

1. Extent of Capacity Building and Technical Assistance Needs

Not all respondents identify major capacity building or technical assistance needs when given to opportunity to do so, although more describe needs with regard to capacity building than technical assistance. As Figure 17 shows, overall more than four-fifths (82 percent, or 73 out of the 91 respondents who completed the survey) describe at least one significant capacity building need (the rest either left the questions blank or say there were no needs). More than half (51 percent) describe three needs; another 20 percent describe two needs; and the rest (10 percent) just one need. By contrast, less than two-thirds (63 percent) describe at least one significant technical assistance need and only a quarter report three such needs. Overall, 16 percent report two significant technical assistance needs and 21 percent only one such need.

Fig 17 – Percent of Respondents Reporting Significant Capacity Building or Technical Assistance Needs, By Number of Needs Identified (n=91)

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[4] For the first 41 respondents, two coders independently coded responses to all opened-end questions about capacity building and technical assistance needs and helpful way to address those needs in order to confirm that we have well-established criteria for coding these questions. Agreement between the coders meet accepted standards of inter-coder reliability (Cohen's Kappa = 0.61 or higher using SPSS 14.0 statistical software).

2. Three Most Significant Capacity Building Needs

We also examined in some detail the descriptions our respondents provided about their most significant capacity building needs and the best ways to address them. To do so, we consider first the degree of detail provided in these descriptions before examining the specific types of needs involved and, finally, how respondents think these needs can be addressed most effectively.

Comprehensiveness of Views. According to our review of the literature (see Appendix A), capacity building generally involves specific efforts to strengthen various organizational components. We therefore examined the extent to which our respondents include any references to **organizational changes** and needs for **resources** when describing their three most significant capacity building needs and the best ways to address them. We coded every set of descriptions (a specific need and the best ways to address it) in terms of how much details were included with regard to these two dimensions.

Altogether, our respondents describe 188 major capacity building needs (recall that we asked each respondent to describe up to three needs). As the first bar in Figure 18 shows, we find that almost half (49 percent) of these descriptions include at least some details on the nature and/or direction of organizational changes needed (e.g., train board to make personal solicitations, obtain technical assistance to create interactive website). We view this group of respondents as having a reasonably well articulated understanding of capacity building as involving organizational changes.

Fig 18 – Percent of Three Most Significant Capacity Building Descriptions With Details on Changes in Organizational Components and Resource Needs (n=188)

25
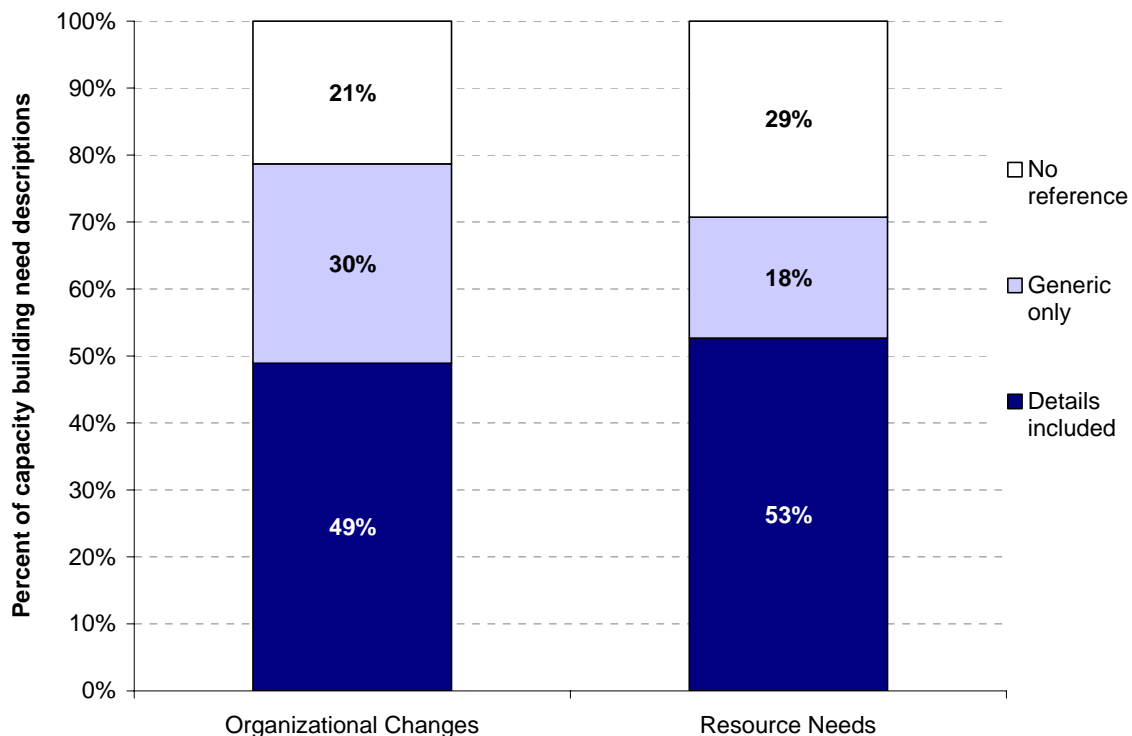
Another 30 percent have only a reference to some general organizational component or activity (e.g., marketing or website), but give no indication of how that component needs to change. The rest of the descriptions (21 percent) include no reference to any organizational component or activity.[5]

We also considered whether descriptions of the three most significant capacity building needs involve some type of need for **resources**. As the second bar in Figure 18 shows, more than half (53 percent) of the descriptions link capacity building needs to new or expanded specific resources (e.g., development staff, particular type of equipment). Almost a fifth (18 percent) identify only some general type of resource (e.g., staff, funding, equipment, or consultant) without indicating what type was involved, while the rest (29 percent) include no mention of resources.[6]

Overall, as the figure shows, descriptions of significant capacity building needs are more likely to include at least some reference to organizational changes than to resources. However, that is because significantly more of our respondents include some reference to generic organizational changes (30 percent) than to generic resources (18 percent) ($p<0.05$). We also find that respondents who provide details about the type of organizational changes needed are less likely to include details on the types of resources needed, and vice versa ($p<.05$).

Specific High Priority Needs. To examine the specific needs identified by our respondents as their three most significant capacity building needs, we used an expanded list of the items included in the closed-ended questions used for our analysis in Chapter III, where we asked whether specific organizational activities presented major, minor or no challenge. For this process, however, we simply indicated whether a particular need or activity was included in the three most important capacity building needs as described by the respondent and then computed the percent of all descriptions that contained a reference to a given need. It is important to note, however, that a given description might include references to several needs, so these percentages do not add to 100 percent.

Overall, the 74 respondents identified some 49 distinctive important capacity building needs, although none accounts for more than 8 percent of the 188 descriptions of significant capacity building needs. The most prominent items are needs related to **managing facilities or space** (8 percent), enhancing the **reputation and visibility** of the organization (7 percent), and **staff training** or **board training** (7 percent each). About 6 percent of the descriptions include references to **expanding the donor base**, funding for **general operations**, **expanding fundraising**, **recruiting and keeping qualified staff**, **obtaining funding** in general, or **securing**

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[5] More detailed analysis shows that descriptions of the "third" most important need differs somewhat (but not significantly) from those of the first or second most important need: it is slightly more likely to include only a reference to organizational components than the first or second need (43 percent vs. 29 and 22 percent), less likely to omit references to organizational components or activities (13 percent vs. 22 and 26 percent), and less likely to include details on organizational changes (45 percent vs. 49 and 52 percent).

[6] More detailed analysis shows that descriptions of the "second" most important need differs somewhat (but not significantly) from those of the first or third most important need: it is slightly more likely to include details on the types of resources needed than the first or third need (58 percent vs. 51 and 47 percent), less likely include only references to generic resources (11 percent vs. 22 and 21 percent), but about as likely to include no references to resources (31 percent vs. 26 and 32 percent).

more staff. The top ten items thus include four human resource items, four financial resource items, and one item each related to operations and governance (facilities) and marketing (reputation and visibility). For details on all the specific items, please see column 1 in **Table C.1, Appendix C**.

Next we grouped the full set of need indicators into the same seven broad categories of capacity building we examined earlier (see Figure 19). As might be expected, based on the list of most prominent specific items identified above, more than one-third (35 percent) of the descriptions include some reference to building **financial resources** and more than a quarter (27 percent) include references to building **human resources.** Less prominent are references to **programs and planning** (20 percent), **operations and governance** (15 percent) and **marketing** (14 percent), with **information technology** (6 percent) and **networking and advocacy** (3 percent) trailing behind.

Fig 19 – Percent of Significant Capacity Building Descriptions by Category of Capacity Building
(n=188)
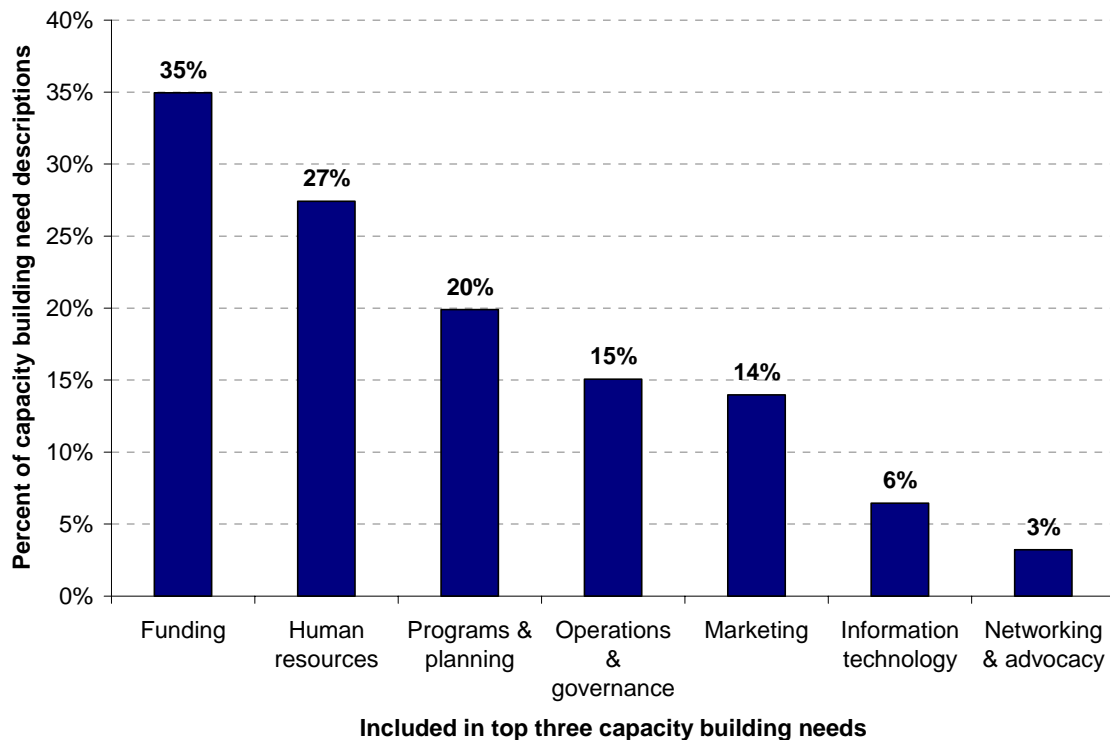
The prominence of the financial resource category is not surprising – it was also the category that scored highest on our "challenge" dimension discussed earlier (see Figure 1 above). However, the rank-order of the remaining categories differs notably from what we observed earlier. Needs related to human resources, programs and planning, or operations and governance take on greater prominence when respondents focus on just their three most significant needs. By extension, some of the elements of capacity building that our respondents report as major challenges when given the opportunity to asses all types of capacity issues (e.g., marketing, networking and advocacy, or information technology) take on notably lower priority when it comes to identifying their own most significant needs.

Helpful ways to address needs. We also asked our respondents to describe the most helpful ways to address each of their three most significant capacity building needs. We planned to use the various types of assistance we examined in Chapter III (e.g., five types of funding, two types of peer assistance, and four types of technical assistance). However, we found that many of the descriptions of help included references to items included in our detailed list of capacity building dimensions, so we combined the two inventories in order to code all types of help that respondents think useful in addressing their capacity building needs. We again simply indicate whether a particular item is included in the most helpful ways to address the three most important needs and compute the percent of all descriptions that contained a reference to that type of help. Because a given description might include references to several types of help, these percentages do not add to 100 percent.

Overall, we identified some 55 distinctive types of help to address important capacity building needs as described by 70 respondents.[7] Two of these account for more than 10 percent of the 171 help descriptions: **funding for operations** (16 percent) and **outside consultant** (12 percent). Other prominent items include **funding for programs** (10 percent), **board training** (9 percent), **staff training**, **forming or maintaining relations with other entities, multi-year funding** (8 percent each), and **grants not otherwise specified** (5 percent). The top eight items thus include four financial resource items, two human resource items, and one item each related to networking and external technical assistance (consulting). For details on all specific items, see column 1 in **Table C.2** of **Appendix C.**

Next we grouped the help indicators into eight broad categories. We used a modified version of the seven categories derived from our capacity building inventory (we included the five types of funding assistance with other financial resources) and combined references to consultants, student interns, workshops, or loan executives, into a category of "external assistance." This last category also includes references to joint activities, although this is not really external assistance.

As might be expected, based on the list of most prominent items identified above, the most prevalent type of help included in the descriptions involves some references to **financial resources**, mentioned by more than 51 percent (see Figure 20). Almost a third (31 percent) include descriptions of help that related to **human resources** (e.g., board or staff training) and almost a fifth mention help related to various types of **external assistance** (18 percent). Other types of help trail behind: **programs and planning** (e.g., strategic planning, 13 percent), **networking and advocacy** (11 percent), **operations and governance** (9 percent) and **marketing** (7 percent). Only 5 percent of the descriptions of help include references to **information technology**.

The prominence of various types of financial resources as the most effective ways to address major capacity building challenges is not surprising – these were also the types of assistance that our respondents found most helpful when we asked about how best to address each of the seven major types of capacity building needs in our closed-ended questions discussed earlier (see Figure 2 above).

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[7] Another four respondents described capacity building needs, but did not provide any details on helpful ways to address those needs.

Fig 20 – Most Effective Help for Three Most Significant Capacity Building Needs, Percent of Descriptions That Include Reference to Type of Help (n=171)

Included in descriptions of help for top three capacity building needs
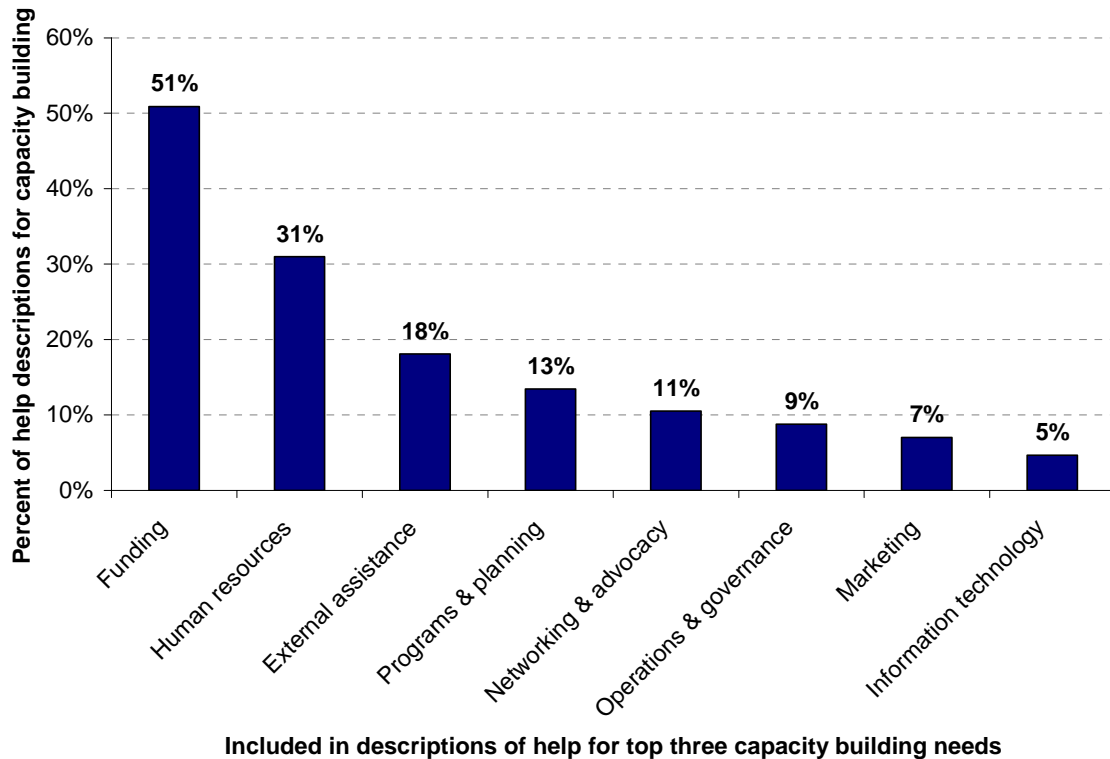
However, when asked how best to address their own major capacity building needs our respondents were much more likely to included references to consultants and other forms of external technical assistance than peer assistance. Recall that peer assistance (interacting with or learning from peers and joint activities) is generally seen as more helpful than external technical assistance when we gave respondents the opportunity to assess the helpfulness of specific types of assistance. We don't know whether our respondents' apparent preference for consultants reflects their own positive experience with consultants or that they are just more accustomed to consider consultants when seeking to address their own capacity building needs.

3. Three Most Significant Technical Assistance Needs

We turn next to the descriptions our respondents provided about their most significant technical assistance needs and the best ways to address them. We again consider first the type and degree of details provided in these descriptions before examining the specific types of needs involved. Finally, we look at how respondents think these needs can be addressed most effectively.

Comprehensiveness of Views. In order to facilitate comparisons between how our respondents define capacity building and technical assistance, we again examine the extent to which respondents include any references to **organizational changes** and need for **resources** when describing their three most significant technical assistance needs and the best ways to address the need. We coded every set of descriptions (a specific need and the best ways to address it) in terms of the level of detail that was included with regard to these two dimensions.

Altogether, our respondents described 123 major technical assistance needs. As the first bar in Figure 21 shows, 62 percent of these descriptions include at least some details on the nature and/or direction of organizational changes needed (e.g., more efficient use for interoffice communications), another 12 percent include only references to some organizational component, and the rest (26 percent) include no such reference.[8]

Fig 21 – Percent of Three Most Significant Technical Assistance Descriptions With Details on Changes in Organizational Components and Resource Needs (n=123)
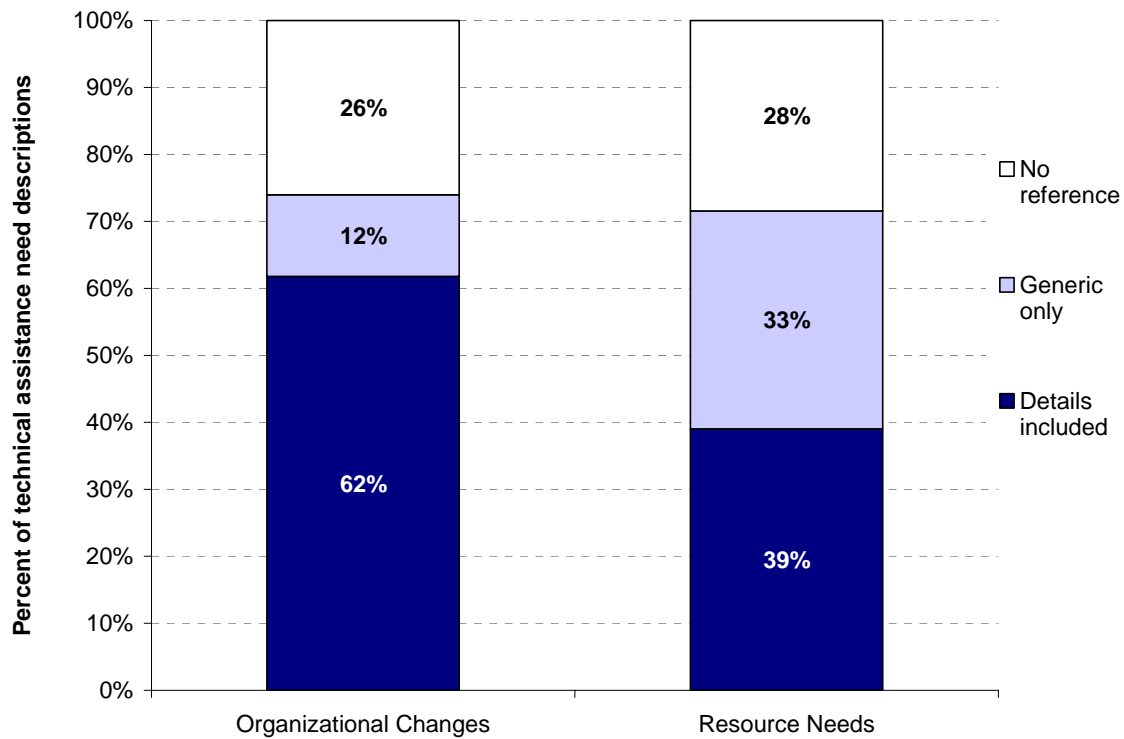
Column 2 in Figure 21 shows that less than two-fifths (39 percent) of the descriptions link technical assistance needs to specific new or expanded resources (e.g., IT staff), although another third identify some general type of resource without indicating what type was involved, while the rest (28 percent) include no mention of resources.[9] Overall, as the figure shows, descriptions of significant technical assistance needs are notably more likely to include detailed references to organizational changes than to specific resources.

A comparison of Figures 18 and 21 suggests that descriptions of capacity building needs are *less likely* to include references to specific organizational changes than are descriptions of technical

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[8] More detailed analysis shows that there are no major differences in the level of detail provided for the first, second, and third most important technical assistance need.

[9] More detailed analysis shows that descriptions of the "second" most important need differs some (but not significantly) from those of the first or third most important need. The second need is more likely to include no references to resources needed than the first or third need (35 percent vs.26 and 24 percent), less likely include only references to generic resources (25 percent vs. 36percent), but about as likely to include details on the types of resources needed (40 percent vs. 38 and 40 percent).

assistance needs (49 vs. 63 percent), but *more likely* to include references to specific resources (53 vs. 39 percent). This suggests that our respondents have less well developed understandings of the extent to which capacity building involves organizational change compared to their understanding of the role of organizational change technical assistance, but they have greater awareness of the specific resources they might need to address the challenges.

We are not certain how to interpret these contrasting findings regarding capacity building and technical assistance, but speculate that at least some of our respondents may view capacity building as something the organization can not easily change on its own or may believe that funding or other assistance will solve the problem. If this is a valid interpretation, it suggests a need to highlight more explicitly that successful efforts to build capacity will almost always involve dedicated efforts by the organization to change its culture and/or operational priorities.

Specific High Priority Needs. To examine the specific needs identified by our respondents as their three most significant technical needs, we again used the expanded list of closed-ended questions used in our analysis in Chapter III. As in the case of our analysis of capacity building, we simply indicated whether a particular need or activity was included in descriptions of the three most important technical assistance needs and then computed the percent of all descriptions that contained a reference to a given need. As before, a given description might include references to several needs, so the percentages do not add to 100 percent.

Overall, the 58 respondents identified some 30 distinctive important technical assistance needs, four of which are included in at least 10 percent of the 123 descriptions of significant technical assistance needs. Indeed, four – all related to information technology – are included in 5 percent or more of the descriptions: identifying **technology tools and resources for service delivery** (19 percent), creating a **comprehensive and interactive websit**e (15 percent), **creating, updating, effectively using databases** (13 percent), and **training staff and volunteers in software and applications** (8 percent). S**taff training** (not otherwise specified) is mentioned by 11 percent; everything else is less than 5 percent of the descriptions. For details on specific items included among high priority technical assistance needs, please see column 2 in **Table C.1, Appendix C**.

As in the case of capacity building, we grouped the full set of need indicators into the same seven broad categories we examined earlier. The results are shown in Figure 22. As might be expected, based on the list of most prominent specific items identified above, fully 60 percent of the descriptions include some reference to **information technology**, with items related to human resources trailing far behind at 19 percent and the remaining five categories even less prevalent.

Overall, it appears that technical assistance is defined mainly as having to do with technology and is concerned with other fairly circumscribed or systematic processes to a lesser extent. Capacity building, in contrast, appears to be applied to broader functional areas, such as fundraising, programs and planning, and general operations and governance. The major differences between Figure 19 (which shows the prevalence of significant capacity building needs) and Figure 22 (which shows prevalence of most significant technical capacity needs) suggest that the two terms are far from synonymous. Indeed, they appear to capture distinctive underlying dimensions.

Fig 22 – Percent of Significant Technical Assistance Need Descriptions by Category (n=123)
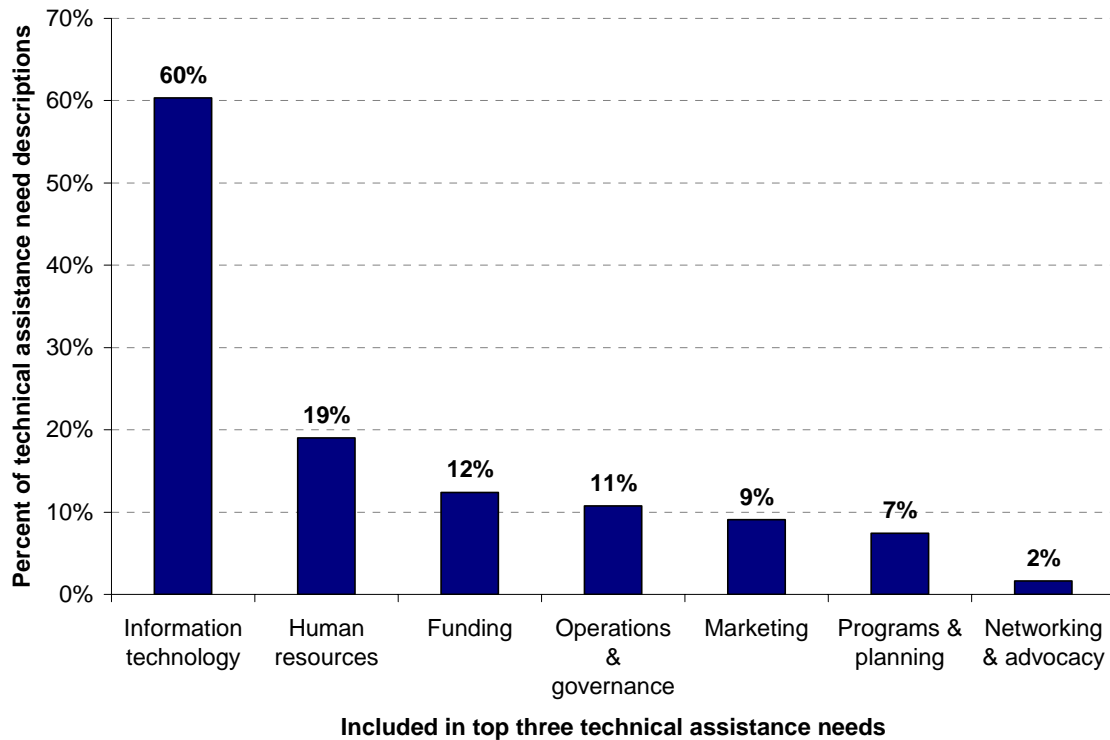

Helpful ways to address needs. We also asked our respondents to describe the most helpful ways to address each of their three most significant technical assistance needs. As described above with regard to the open-ended question about helpful ways to address important capacity building needs, we combined our inventories for types of assistance and types of capacity since the help descriptions included both types of information. We again simply indicate whether a given item is included in the most helpful ways to address the needs and compute the percent of all descriptions that contained a reference to that type of help. Because any one description might include references to several types of help, these percentages do not add to 100 percent.

Overall, we identified some 34 distinctive types of help to address important capacity building needs as described by the 55 respondents.[10] Four of these account for more than 10 percent of the 115 help descriptions: **outside consultant** (14 percent), **funding for operations** (13 percent), **training staff/volunteers in software/computer applications** (11 percent), and **staff training** (10 percent). Other prominent items include **getting IT assistance** and **funding for programs** (each 8 percent), **grants** (not otherwise specified, 7 percent), **joint activities** (6 percent), and **identifying tech tools/resources for service delivery** and **recruiting/keeping qualified staff** (5 percent each). The top eleven items thus include four financial resource items, three information technology items, two human resource items (three if we include IT training of staff and volunteers), one item related to external technical assistance (consulting), and one to peer assistance (joint activities). For details on all specific items, see column 2 in **Table C.2** in **Appendix C**.

---

[10] Another three respondents described technical assistance needs, but did not provide any details on helpful ways to address those needs.

Next we again grouped the help indicators into eight broad categories, using a modified version of our capacity building inventory and one which captured "external assistance." As might be expected, based on the list of prominent items identified above, the most prevalent types of help included in the descriptions contain references to **financial resources** (34 percent, see Figure 23), various types of **external assistance** (27 percent) and **information technology** (26 percent), followed by **human resources** (primarily staff training, 19 percent), with the remaining categories trailing far behind: **operations and governance, programs and planning, networking and advocacy** (3 percent each) and **marketing** (1 percent).

Fig 23 – Most Effective Help for Three Most Significant Technical Assistance Needs, Percent of Descriptions That Include Reference to Type of Help (n=115)
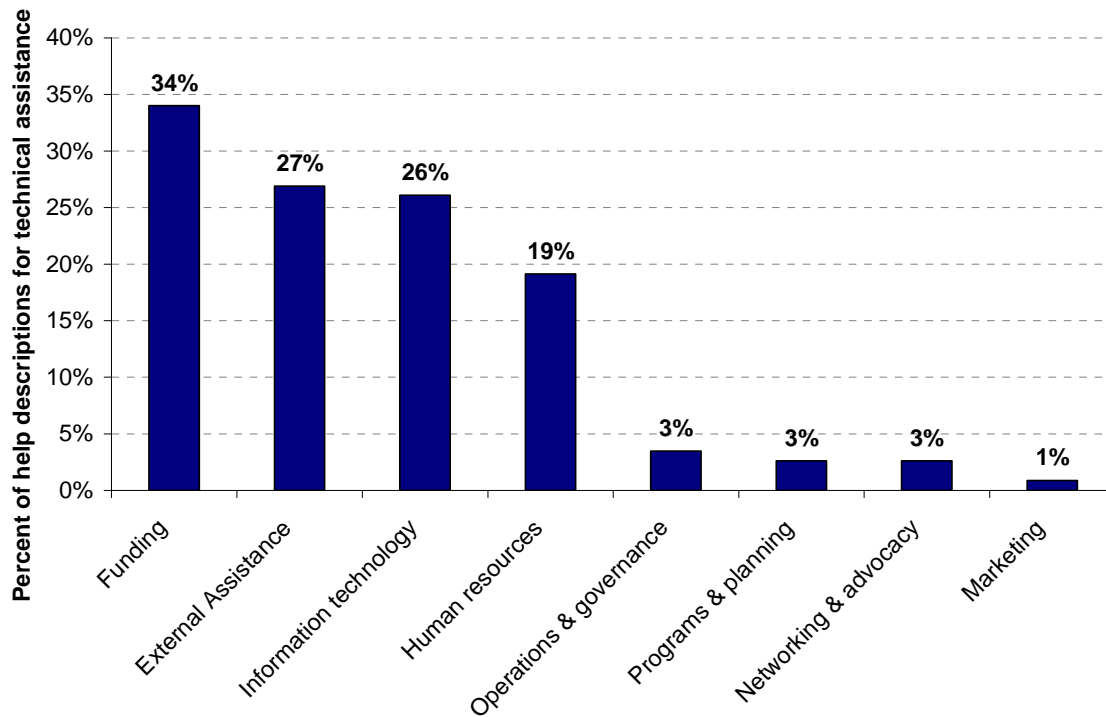
Included in descriptions of help for top three technical assistance needs

The prominence of various types of financial resources as the most effective ways to address major technical assistance needs is not surprising. As noted above, our respondents consistently report that funding is one of the most helpful ways to address challenges, regardless of type. The importance of help involving information technology is also not surprising since that was also the most prevalent type of need included in descriptions of the three most important technical assistance needs (see Figure 22 above).

Our respondents are more likely to include references to consultants and other external assistance when describing ways to address technical assistance compared to capacity building needs. This probably reflects the more technical and circumscribed types of needs included in descriptions of technical assistance needs. However, we note that six percent did say that joint activities would be helpful in addressing their technical assistance needs.

V. SUMMARY AND RECOMMENDATIONS

In this section, we first briefly summarize our key findings about the extent to which responding organizations report challenges in various categories of capacity building. We then turn to a more explicit consideration of what nonprofits say would be most helpful to them and highlight those we believe are of particular relevance to funders.

1. Major Areas of Capacity Building Needs

Almost all aspects of capacity building examined in this study pose at least a minor challenge for the majority of nonprofits surveyed here. **Resource capacities** are particularly problematic. Indeed, as Figure 24 shows, more than half of all respondents note that expanding the donor base (66 percent), building an endowment (63 percent), obtaining funding in general (60 percent), or securing foundation and corporate support (54 percent) present major challenges. Close to half (46 percent) say that obtaining government grants or contracts is a major challenge and more than two-fifths (42 percent) say the same about developing a capital campaign for needed expansion.

Fig 24 – Capacity Building: Most Pervasive Major Challenges (n=89-91)
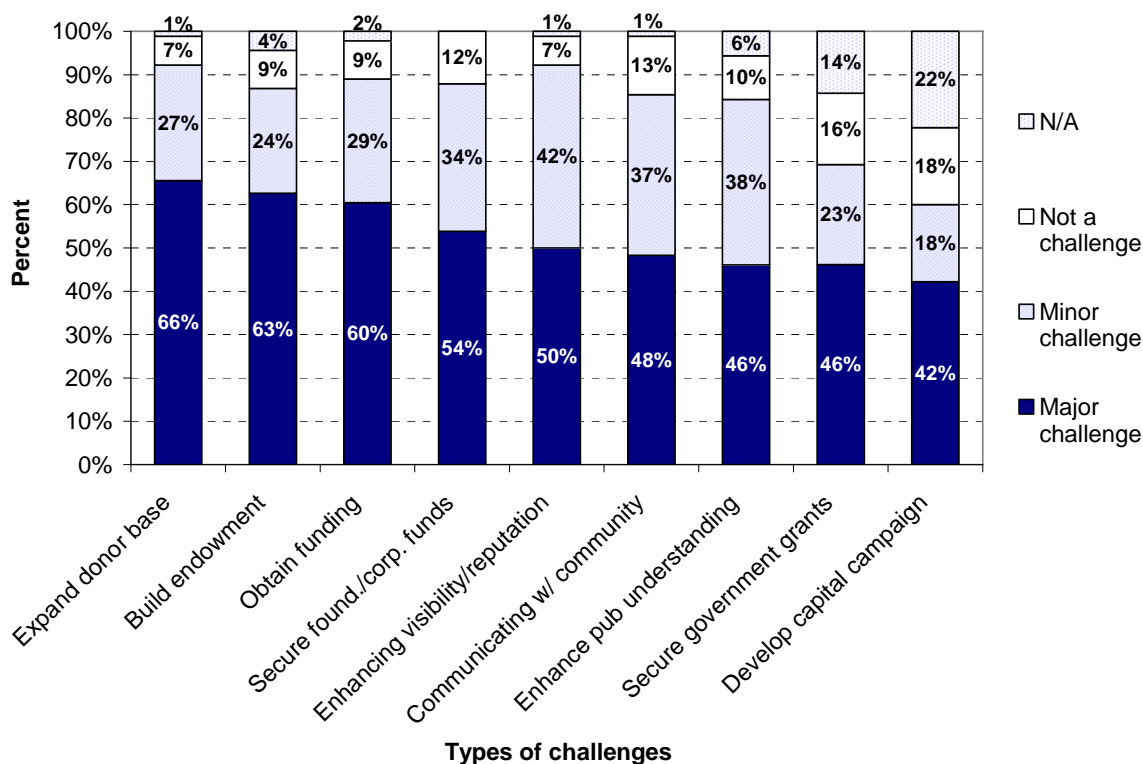
There are also some significant challenges related to **marketing** capacities and **networking & advocacy** capacities. In particular, substantial proportions say that enhancing their visibility and reputation (50 percent), developing targeted communications to the community (48 percent), and developing public understanding of key issues (46 percent), securing government grants or contracts (46 percent), or developing capital campaigns present major challenges.

Capacities related to **information technology**, **human resources**, **programs & planning**, and **governance & operations** appear to present somewhat less severe or prevalent challenges overall. However, as Figure 25 shows, items noted as major challenges by one-third or more include board development and training (39 percent), development and use of database (38 percent), website development (36 percent), upgrading hardware (36 percent), effective special events (35 percent), and developing relationships with key policy makers (34 percent). Slightly fewer, but still more than three in ten, consider major challenge to include writing grant proposals (32 percent), board training (32 percent), evaluation of program outcomes (30 percent), or communicating with clients (30 percent. .

Fig 25 – Capacity Building: Other Pervasive Major Challenges (n=89-91)
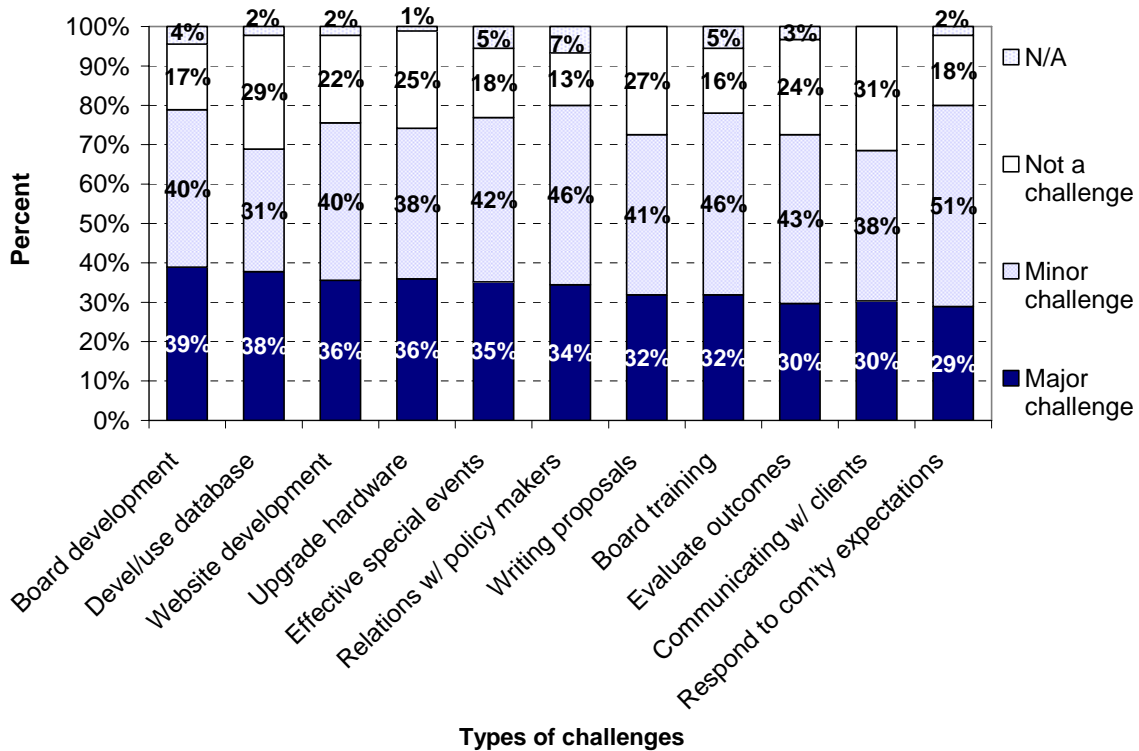
We consider capacities related to operations and governance, programs and planning, and financial resources to be foundational for the ability of nonprofits to address other capacity building needs. Our findings clearly document the prevalence of major challenges in securing resources. This is not surprising since lack of financial resources will limit the ability of nonprofits to address other types of capacity building needs.

However, most analysts would argue that strong governance is a precondition for effectively addressing other challenges. We do not believe, therefore, that challenges related to operations and governance are unimportant, even though our survey respondents rank this category lowest among the seven broad areas when indicating whether specific types of capacity building present major, minor or no challenge. The low rankings may reflect reluctance by respondents, mainly executive directors, to blame their boards or themselves for failures in this area. In fact, when we asked respondents to describe their three most important capacity building challenges, operations and governance moved up to fourth out of the seven categories.

2. Major Types of Assistance in Meeting Capacity Building Needs

Overall, various types of funding support are seen as the most helpful way to address the challenges, followed by peer learning support and then technical assistance support. The specific type of support deemed most helpful varies somewhat depending on which type of capacity building is considered.

Top Priority: Funding Assistance. Among the specific types of funding assistance we examined, **multi-year funding** and **general overhead** funding are seen as very helpful by at least 60 percent of all respondents, regardless of type of capacity building (see Figures D.1 and D.2 in **Appendix D**). **Small grants** targeted at the specific capacity building need are also seen as very helpful by very high percentages for building capacity in information technology (67 percent) and resource development (63 percent). Close to half or more also say that small grants are very helpful for building capacity in marketing (59 percent), programs and planning, operations & governance, and networking & advocacy (See Figure D.3). **Challenge grants** are seen as very helpful primarily for developing financial resources (44 percent) and perhaps information technology (36 percent, see Figure D.4). It is not surprising that challenge grants rank relatively low, since such funding requires nonprofits to solicit and secure matching funding from other sources. Finally, the great majority find **low-cost loans** to be not helpful (see Figure D.5).

We therefore recommend that Indiana funders give serious consideration to providing **multi-year funding** and **general overhead** support to nonprofits seeking assistance with capacity building needs. The former will allow the organization to plan and implement capacity building efforts in stages, and the latter provides nonprofits with flexible funding that can be used as capacity building needs become recognized or change. **Small grants** and **challenge grants** targeted at particular areas of capacity building are also likely to be useful in some more delimited areas of capacity development, such as financial resources and information technology.

Second Priority: Peer Learning. Perhaps somewhat surprisingly, the opportunity to **interact with and learn from peer organizations** is seen as very helpful by at least 30 percent of responding organizations, regardless of the area of capacity building involved (see Figure D.6). Overall, this type of assistance appears to be viewed as particularly useful for building capacity in operations and governance (52 percent), but also marketing, programs & planning, financial resources (all 42 percent), and networking & advocacy (38 percent). The opportunity to **participate in joint activities with other entities** is seen as very helpful by less than 30 percent across the board (see Figure D.7) and exceeded one-quarter only for networking & advocacy (29 percent) and financial resource capacity (28 percent). Only 13 percent think this type of assistance would be helpful for building capacity in human resources.

We therefore recommend that funders give serious consideration to creating opportunities for peer interactions and information sharing among nonprofit executives and others in key nonprofit management positions, such as volunteer managers, special event coordinators, grant writers, and the like. This might include efforts to support informal networking (e.g., topic-focused roundtables at workshops or conferences) or executive-level breakfasts or brown-bags on addressing capacity building challenges. More focused efforts might involve identifying best practices among nonprofits in specific areas of capacity building and fostering well-structured

interaction between these nonprofits and other nonprofits facing capacity building needs in those same areas. However, the latter types of efforts are likely to present major challenges since best practices are not necessarily easy to identify, nor is it clear what format is most appropriate for developing well-structured, effective opportunities for peer learning.

Finally, while encouraging joint undertakings in specific areas and similar types of formal collaborations may be useful, this assistance seems most appropriate for building capacity in advocacy and related activities rather than back-office operations such as human resources.

Third Priority: Workshops and Off-Site Training. More than three-fourths of nonprofits report that **workshops and other off-site training** would be at least somewhat helpful, regardless of the area of capacity building involved. Workshops are rated particularly useful for building networking & advocacy capacity, with 41 percent saying this would be very helpful (see Figure D.8). About three in ten also say such assistance would be helpful to build marketing capacity (31 percent), capacity in resources or information technology (30 percent each), or operations and governance (29 percent).

We therefore recommend that funders support high quality workshops and other off-site training for nonprofits seeking to build capacity of all types. There is a large and growing network of technical assistance providers that have developed workshops and training modules for a wide variety of capacity areas.

Fourth Priority: Selective Support for In-House Technical Assistance. As Figures D.9, D.10, and D.11 show, **outside consultants, student interns, and loaned executives** are viewed as at least somewhat helpful by half or more of the responding nonprofits across all areas of capacity building. However, each of these types of assistance is viewed as very helpful by more than three in ten only in building capacity in marketing and information technology, though in no case did more than 38 percent think this type of assistance was very helpful.

We therefore recommend that funders give particular attention to identifying high quality consultants and loaned executives to help nonprofits build their marketing and information technology capacity. Funders should also consider support for universities and colleges to encourage service learning opportunities and internship options available to students with these types of skills.

APPENDIX A

NONPROFIT CAPACITY BUILDING AND TECHNICAL ASSISTANCE:
A BRIEF REVIEW OF THE LITERATURE

1. Introduction

Nonprofits face high expectations for accountability, competition from other organizations, and an increase in demand for services, all of which contribute to the need for these organizations to be more effective and efficient in fulfilling their missions (Salamon, 2002; Gronbjerg & Salamon, 2002). This amplified need for efficiency and effectiveness has brought organizational capacity issues to the forefront of the concerns currently facing the nonprofit sector. It is known, both empirically and intuitively, that strong organizations are able to be more innovative in their efforts to improve the communities they serve (Backer, 2000). But, what makes a strong organization? And which aspects of an organization increase its capacity to effectively contribute to the community?

While efforts have been made to more specifically delineate the components of capacity, researchers have been unable to reach an overarching consensus on these elements. Thus, *capacity building* remains a vague term; used interchangeably with terms like *technical assistance* and *organizational effectiveness* (McKinsey & Company, 2001). Yet nonprofit organizations understand that certain features are associated with a greater ability to fulfill their missions effectively and therefore strive to develop these characteristics within the organization.

2. Dimensions of Capacity

Research and literature broadly defines *capacity* as "the ability of nonprofit organizations to fulfill their missions in an effective manner" (McPhee & Bare, 2000). More specifically, it is "a *set of attributes* that help or enable an organization to fulfill its mission" (Eisinger 2002, italics added). However, organizations and their missions vary greatly across the sector, making the set of attributes different for each organization (Wing, 2004). This increases the difficulty in defining capacity building. Still, there are some lines of continuity. Several researchers have each set forth areas where organizations need capacity to be most effective. Nonprofits need to have components from each dimension in place to effectively fulfill their missions.

Operations and Governance is the leadership and management of the organization. The various components of this dimension of capacity include human resource management (Backer, 2000; Glickman & Servon, 1998; McKinsey & Company, 2001), governance of the board (Baker, 2000; Conservation Company; McKinsey & Company, 2001), and general management and leadership of the programs (Backer 2000; Glickman & Servon, 1998). It also includes board development (Glickman & Servon, 1998; McKinsey & Company, 2001) and strategic planning (Conservation Company; Glickman & Servon, 1998; McKinsey & Company, 2001).

Programs and Planning, while related to operations and governance, is focused on delivering programs that meet the needs of the organization's constituents. Planning takes place at the basic level of developing the mission and vision of the organization (DeVita, Flemming, & Twombly,

2000; McKinsey & Company, 2001) as well as the specific aspects of the programs the organization offers (Backer, 2000; Walker & Weinheimer, 1998; McKinsey & Company, 2001). An organization is more effective at developing programs when it can accurately assess the needs of the community it serves (Conservation Company; Walker & Weinheimer, 1998). The final component of this dimension is the evaluation of programs (Conservation Company; McKinsey & Company, 2001), which provides a way to check the effectiveness of the plans and alter them as needed.

Resources can be financial, human, or physical (DeVita, Flemming, Twombly, 2000). For the purposes of this study, the management of **Human Resources** became its own dimension of capacity and "physical resources" was included as a component of Operations and Governance. Thus, the components of the **Resources** dimension focus on financial resource development (Backer, 2000; Walker & Weinheimer, 1998; Glickman & Servon, 1998; McKinsey & Company, 2001; Conservation Company). **Information Technology**, including the skills of the staff to use it effectively, is also an important dimension of capacity (Backer, 2000; Conservation Company; Glickman & Servon, 1998; McKinsey & Company, 2001).

Kotler (1982) defines **Marketing** in the nonprofit sector as the "analysis, planning, implementation, and control of a charitable nonprofit's programs." This includes defining constituents, assessing their needs, and designing and readjusting programs to meet those needs (Hoffman, 2002). **Networking and Advocacy** includes political engagement through building relationships with officials as well as educating constituents about applicable concerns (Glickman & Servon, 1998). Networking is involvement with all entities in the community including government, foundations, the private sector, and other nonprofit organizations (Walker & Weinheimer, 1998). Glickman & Servon (1998) categorize the relationships, interactions, and collaborations with these entities as "non-financial resources."

3. Types of Assistance

Organizations often use *capacity building* and *technical assistance* interchangeably. However, researchers define technical assistance as only one of the means of building capacity, rather than as synonymous with capacity building (Backer, 2000; Boris 2000; Conservation Company; Walker & Weinheimer, 1998; Glickman & Servon, 1998; Nye & Glickman, 2000). **Technical Assistance** may include training, consultation, and workshops in any of the aforementioned organizational aspects such as strategic planning, fundraising, board development, information technology, and networking.

Technical assistance is only one way of building capacity. Other strategies that may assist organizations in building capacity in any of the dimensions can be broadly categorized into **Funding** and **Peer Learning**. Funding may include small grants or challenge grants to secure a specific component or the receipt of multi-year or overhead funding (Backer, 2000; Conservation Company; Walker & Weinheimer, 1998). Peer learning happens when organizations collaborate in program delivery or have opportunities to interact with other organizations (Backer, 2000; Boris, 2000).

APPENDIX B

NONPROFIT CAPACITY BUILDING SURVEY
(Separate Document)

APPENDIX C

TABLE C.1
SPECIFIC ITEMS INCLUDED IN DESCRIPTIONS OF MOST SIGNIFICANT CAPACITY BUILDING NEEDS OR MOST SIGNIFICANT TECHNICAL ASSISTANCE NEEDS

Included in Descriptions of Three Most Important Needs	% of Capacity Building Descriptions (n=188)	% of Technical Assistance Descriptions (n=123)
Financial Resources		
Expanding donor base	_6.3%_	1.6%
Funding for operations	_5.9%_	4.9%
Expanding fundraising	_5.9%_	2.4%
Obtaining funding or other financial resources	_5.3%_	0.8%
Funding for programs	4.8%	---
Funding for an endowment	2.1%	---
Increasing funding sources	2.1%	---
Undertaking effective special events	2.1%	---
Developing a capital campaign	2.1%	---
Writing grant proposals	1.1%	2.4%
Securing corporate or foundation grants	1.1%	---
Managing finances or financial accounting	1.1%	---
Any financial resources needs	**35.0%**	**12.4%**
Human Resources		
Staff training	_6.9%_	_11.4%_
Board training	_6.9%_	1.6%
Recruiting/keeping qualified staff	_5.9%_	4.1%
Adding/increasing staff	_5.9%_	---
Recruiting/keeping effective board members	3.7%	---
Recruiting/keeping qualified and reliable volunteers	1.1%	0.8%
Managing human resources (staff and volunteers)	0.5%	1.6%
Volunteer training	0.5%	---
Any human resources capacity needs	**27.4%**	**19.0%**
Planning & Programs		
Expanding programs/services	_5.3%_	1.6%
Undertaking strategic planning	4.3%	1.6%
Delivering high quality programs/services	3.7%	2.4%
Implementing strategic plan	2.1%	---
Focusing on mission and vision	1.1%	---
Developing a mission and vision	1.1%	---
Attracting new members or clients	1.1%	---
Evaluating or assessing program outcomes or impact	1.1%	1.6%
Any planning & programs capacity needs	**19.9%**	**7.4%**

Included in Descriptions of Three Most Important Needs	% of Capacity Building Descriptions (n=188)	% of Technical Assistance Descriptions (n=123)
Operations & Governance		
Managing facilities or space organization uses	_8.0%_	---
Performing routine tasks indirectly related to the mission	3.2%	3.3%
Improving management skills	2.7%	1.6%
Establishing Organizational Culture	1.1%	---
Securing/repairing equipment	1.1%	4.9%
Managing or improving board/staff relations	---	1.6%
Any operations & governance capacity needs	**15.1%**	**10.7%**
Marketing		
Enhancing the reputation and visibility of your organization	_7.4%_	4.1%
Defining constituency groups	2.1%	---
Accessing research or information on programs and services	2.1%	3.3%
Targeted communications with the community	2.1%	---
Meeting the needs/interests of current members/clients	0.5%	---
Adjusting programs or services to meet changing needs	0.5%	---
Communicating with members or clients	---	1.6%
Any marketing capacity needs	**14.0%**	**9.1%**
Information Technology		
Identifying tech tools/resources for service delivery	2.7%	_18.7%_
Knowing how technology helps achieve your mission effectively	1.6%	4.1%
Creating, updating, and effectively using databases	1.1%	_13.0%_
Getting IT assistance	1.1%	4.1%
Training staff/volunteers in software/applications	0.5%	_15.4%_
Communicating IT needs to decision-makers or funders	0.5%	_8.1%_
Creating a comprehensive and interactive website	0.5%	---
Upgrading computers to support new software	---	4.9%
Any information technology capacity needs	**6.4%**	**60.3%**
Networking & Advocacy		
Forming or maintaining relations with other entities	2.1%	0.8%
Learning best practices from other organizations	0.5%	0.8%
Strengthening relationships with key policy makers	0.5%	---
Any networking & advocacy capacity needs	**3.2%**	**1.7%**

NOTE: Items _underlined in italics_ account for 5 percent or more of all descriptions

TABLE C.2

SPECIFIC ITEMS INCLUDED IN DESCRIPTIONS OF MOST HELPFUL WAYS TO ADDRESS CAPACITY BUILDING NEEDS OR TECHNICAL ASSISTANCE NEEDS

| Included in Descriptions of Most Effective Ways to Address Needs	% of Capacity Building Help Descriptions (n=171)	% of Technical Assistance Help Descriptions (n=115)
Financial Resources Assistance		
Funding for operations	_15.8%_	_13.0%_
Funding for programs	_9.9%_	_7.8%_
Multi-year funding	_7.6%_	0.9%
Grant (not specified)	_5.3%_	_7.1%_
Obtaining funding or other financial resources	4.1%	_6.1%_
Increasing funding sources	4.1%	---
Securing corporate or foundation grants	2.9%	0.9%
Expanding donor base	2.3%	0.9%
Developing a capital campaign	2.3%	---
Writing grant proposals	1.8%	0.9%
Funding for an endowment	1.8%	---
Expanding fundraising	1.2%	---
Managing finances or financial accounting	1.2%	---
Challenge grant	1.2%	---
Small grant	0.6%	3.5%
Low-cost loans	0.6%	---
Undertaking effective special events	0.6%	---
Any financial resources assistance	**50.9%**	**33.9%**
Human Resources Assistance		
Board training	_8.8%_	---
Staff training	_8.2%_	_10.4%_
Recruiting/keeping qualified staff	_6.4%_	_5.2%_
Adding/increasing staff	_5.3%_	0.9%
Recruiting/keeping effective board members	2.9%	---
Managing human resources (staff and volunteers)	2.3%	1.7%
Recruiting/keeping qualified and reliable volunteers	1.2%	2.6%
Volunteer training	---	0.9%
Any human resources assistance	**31.0%**	**19.1%**
External Assistance		
Outside consultant	_11.7%_	_13.9%_
Loaned executive	2.9%	4.3%
Joint activities	1.8%	_6.1%_
Student intern	1.8%	2.6%
Workshops	1.8%	1.7%
Any other external assistance	**18.1%**	**26.9%**

43

Included in Descriptions of Most Effective Ways to Address Needs	% of Capacity Building Help Descriptions (n=171)	% of Technical Assistance Help Descriptions (n=115)
Planning & Programs Assistance		
Undertaking strategic planning	_5.3%_	0.9%
Expanding programs/services	2.9%	1.7%
Evaluating or assessing program outcomes or impact	1.8%	---
Delivering high quality programs/services	1.8%	---
Assessing community needs	1.2%	---
Focusing on mission and vision	1.2%	---
Developing a mission and vision	0.6%	---
Any planning & programs assistance	**13.5%**	**2.6%**
Networking & Advocacy		
Forming or maintaining relations with other entities	_7.6%_	0.9%
Learning best practices from other organizations	1.8%	1.7%
Strengthening relationships with key policy makers	1.2%	---
Enhancing public understanding of key policy issues	---	---
Responding effectively to community expectations	---	---
Any networking & advocacy assistance	**10.5%**	**2.6%**
Operations & Governance Assistance		
Managing facilities or space organization uses	3.5%	---
Establishing Organizational Culture	2.9%	0.9%
Managing or improving board/staff relations	1.2%	---
Performing routine tasks indirectly related to the mission	0.6%	1.7%
Securing/repairing equipment	0.6%	0.9%
Any operations & governance assistance	**8.8%**	**3.5%**
Marketing Assistance		
Accessing research or information on programs & services	3.5%	---
Enhancing the reputation and visibility of your organization	1.8%	0.9%
Targeted communications with the community	0.6%	---
Communicating with members or clients	0.6%	---
Adjusting programs or services to meet changing needs	0.6%	---
Any marketing assistance	**7.0%**	**0.9%**
Information Technology Assistance		
Creating, updating, and effectively using databases	1.8%	0.9%
Training staff/volunteers in software/applications	0.6%	_11.3%_
Getting IT assistance	0.6%	_8.7%_
Upgrading computers to support new software	0.6%	2.6%
Knowing how technology helps achieve mission effectively	0.6%	0.9%
Creating a comprehensive and interactive website	0.6%	---
Identifying tech tools/resources for service delivery	---	_5.2%_
Any information technology assistance	**4.7%**	**26.1%**

**NOTE:** Items _underlined in italics_ account for 5 percent or more of all descriptions

APPENDIX D

HELPFULNESS OF EACH TYPE OF ASSISTANCE BY CAPACITY BUILDING
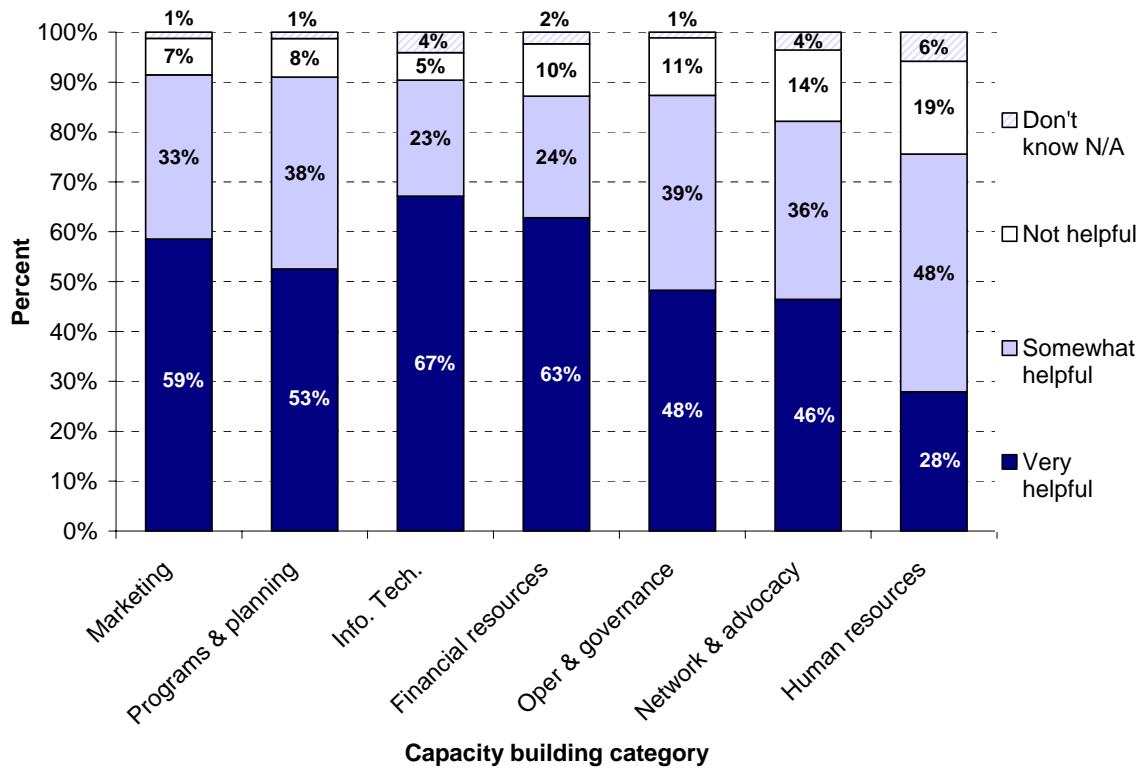
Fig D.1 – Helpfulness of Multi-Year Funding by Type of Capacity Building (n=76-88)

Capacity building category
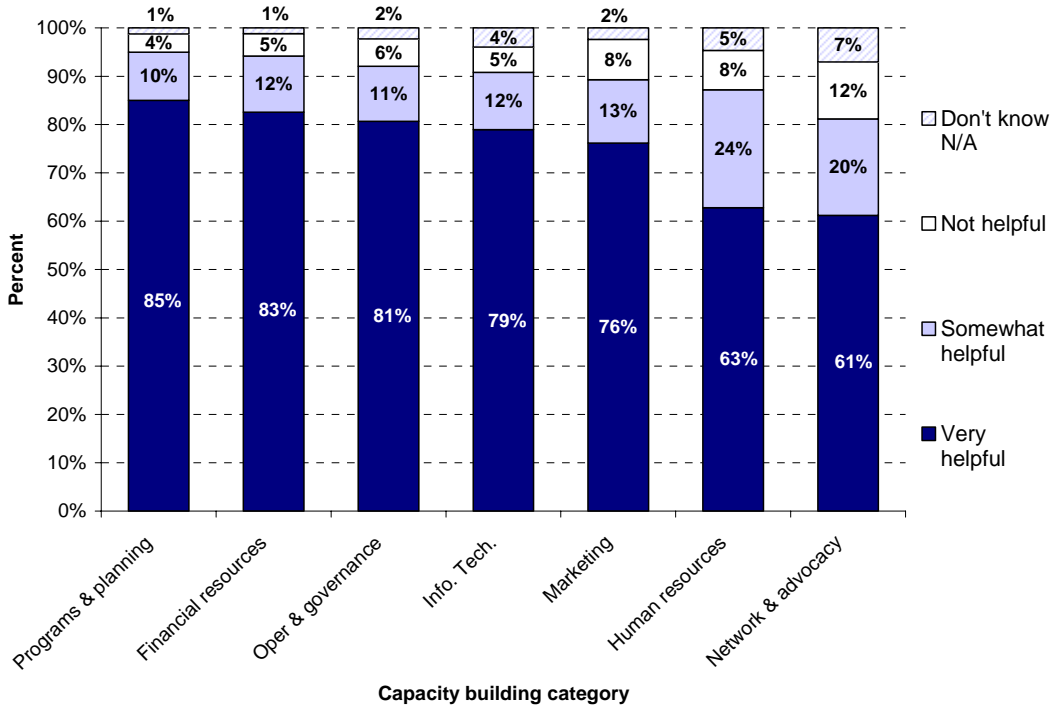
Fig D.2 – Helpfulness of Overhead Funding by Type of Capacity Building (n=76-87)

Capacity building category
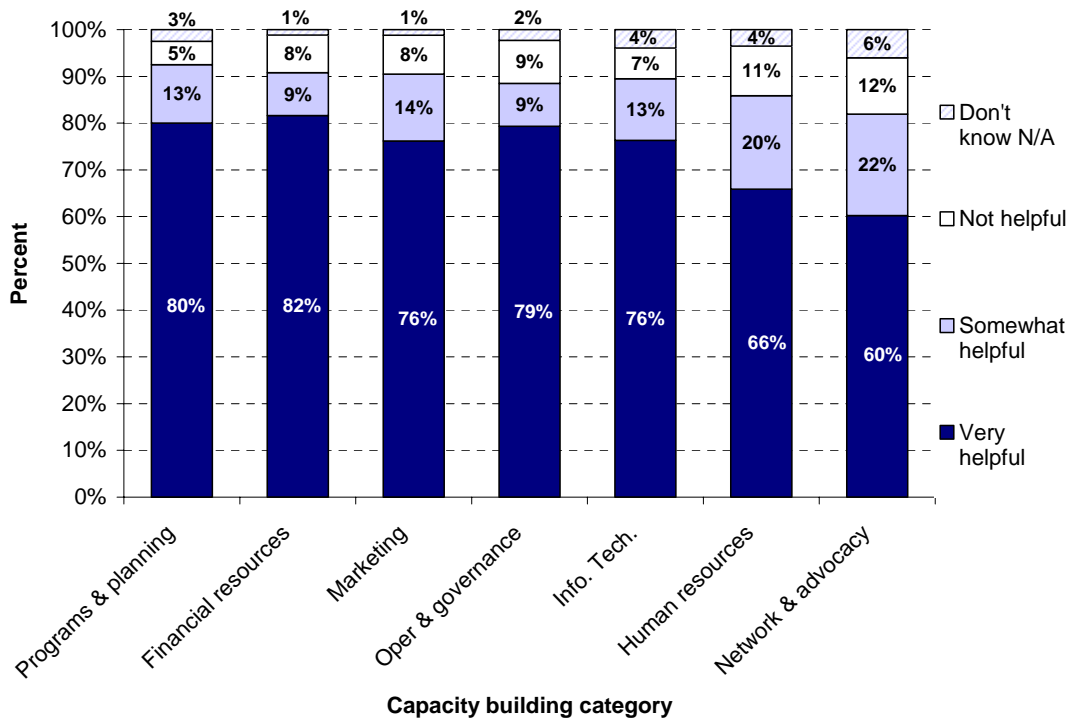
Fig D.3 – Helpfulness of Targeted Small Grants by Type of Capacity Building (n=73-87)
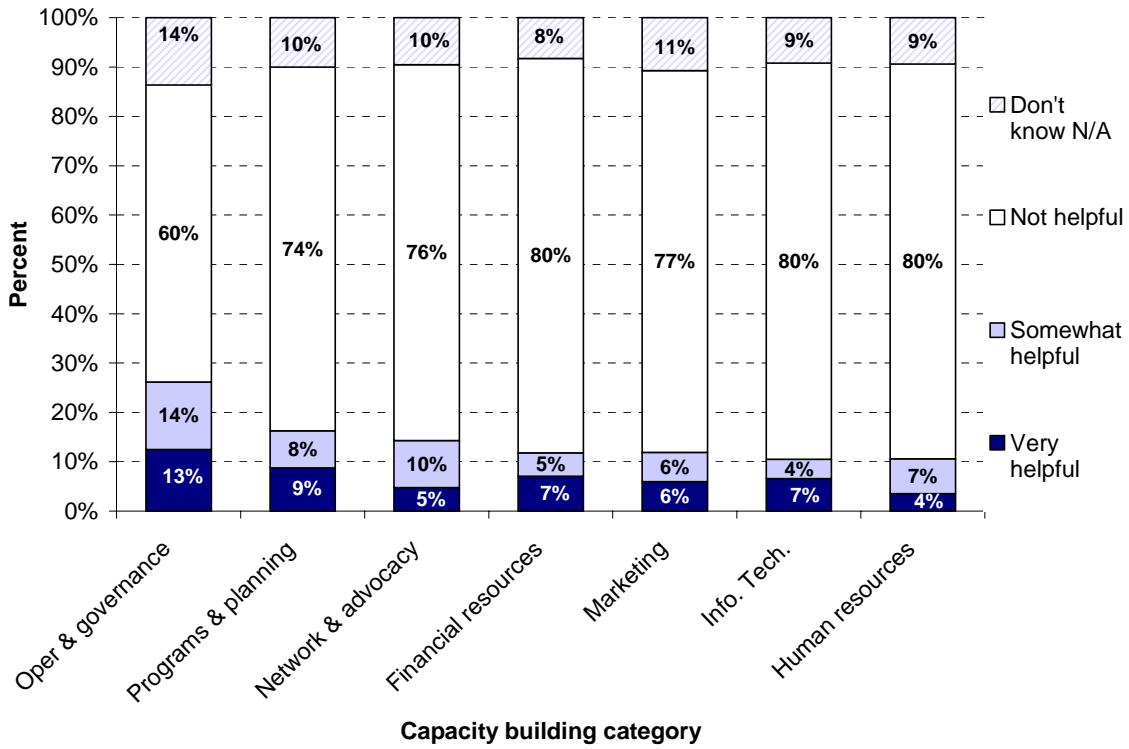

Fig D.4 – Helpfulness of Challenge Grants by Type of Capacity Building (n=74-87)
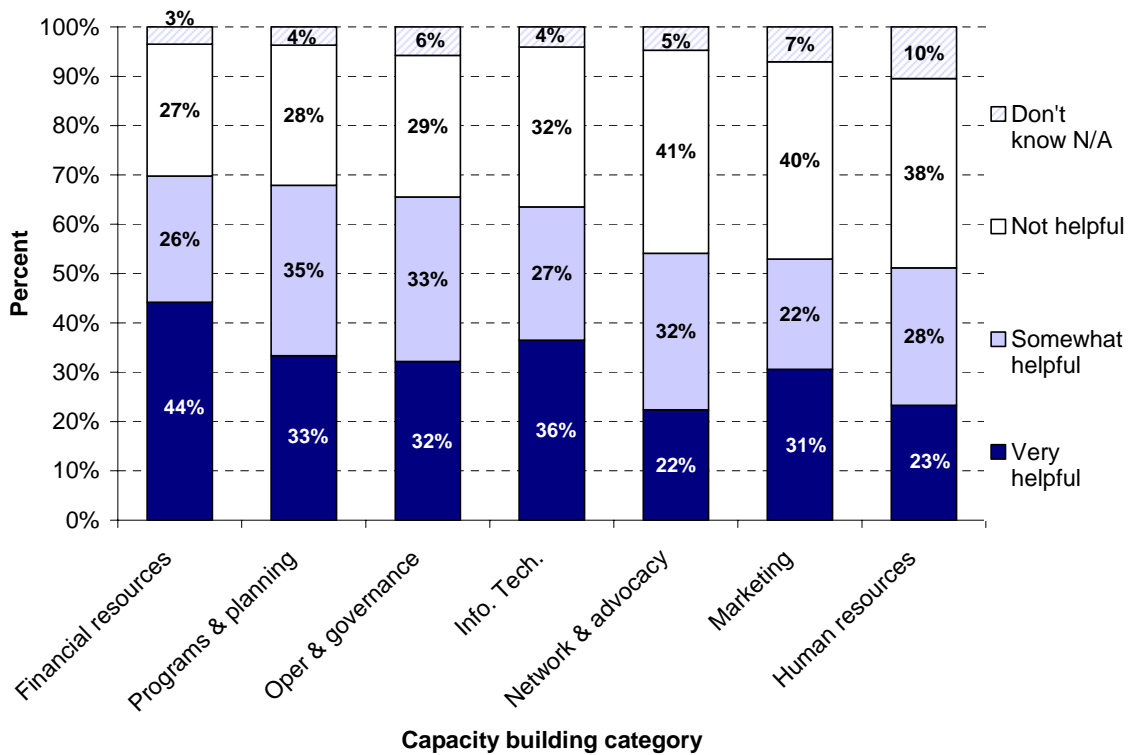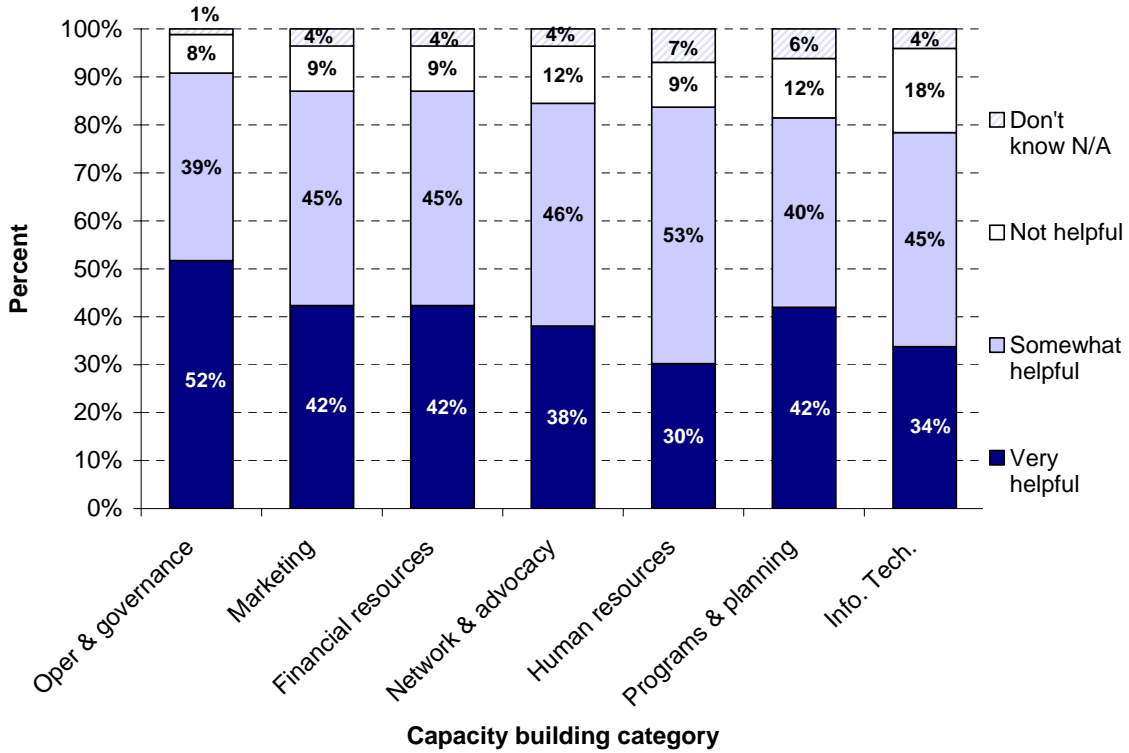
Fig D.5 – Helpfulness of Low-Cost Loans by Type of Capacity Building (n=76-88)


Percent

Legend:
- Don't know N/A
- Not helpful
- Somewhat helpful
- Very helpful

Category	Very helpful	Somewhat helpful	Not helpful	Don't know N/A
Oper & governance	13%	14%	60%	14%
Programs & planning	9%	8%	74%	10%
Network & advocacy	5%	10%	76%	10%
Financial resources	7%	5%	80%	8%
Marketing	6%	6%	77%	11%
Info. Tech.	7%	4%	80%	9%
Human resources	4%	7%	80%	9%

Capacity building category

Fig D.6 – Helpfulness of Peer Learning by Type of Capacity Building (n=74-87)

Percent

Legend:
- Don't know N/A
- Not helpful
- Somewhat helpful
- Very helpful

Category	Very helpful	Somewhat helpful	Not helpful	Don't know N/A
Oper & governance	52%	39%	8%	1%
Marketing	42%	45%	9%	4%
Financial resources	42%	45%	9%	4%
Network & advocacy	38%	46%	12%	4%
Human resources	30%	53%	9%	7%
Programs & planning	42%	40%	12%	6%
Info. Tech.	34%	45%	18%	4%

Capacity building category

47

Fig D.7 – Helpfulness of Joint Activity with Others by Type of Capacity Building (n=76-86)

Capacity building category
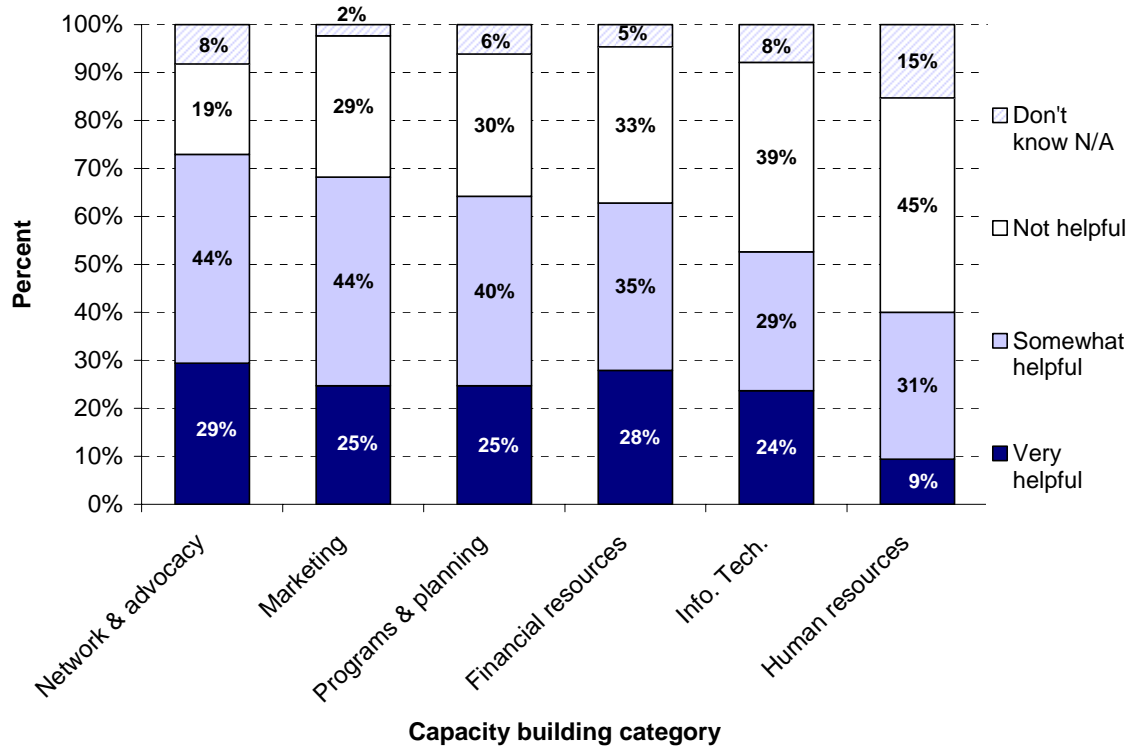
Fig D.8 – Helpfulness of Workshops by Type of Capacity Building (n=76-87)

Capacity building category

48
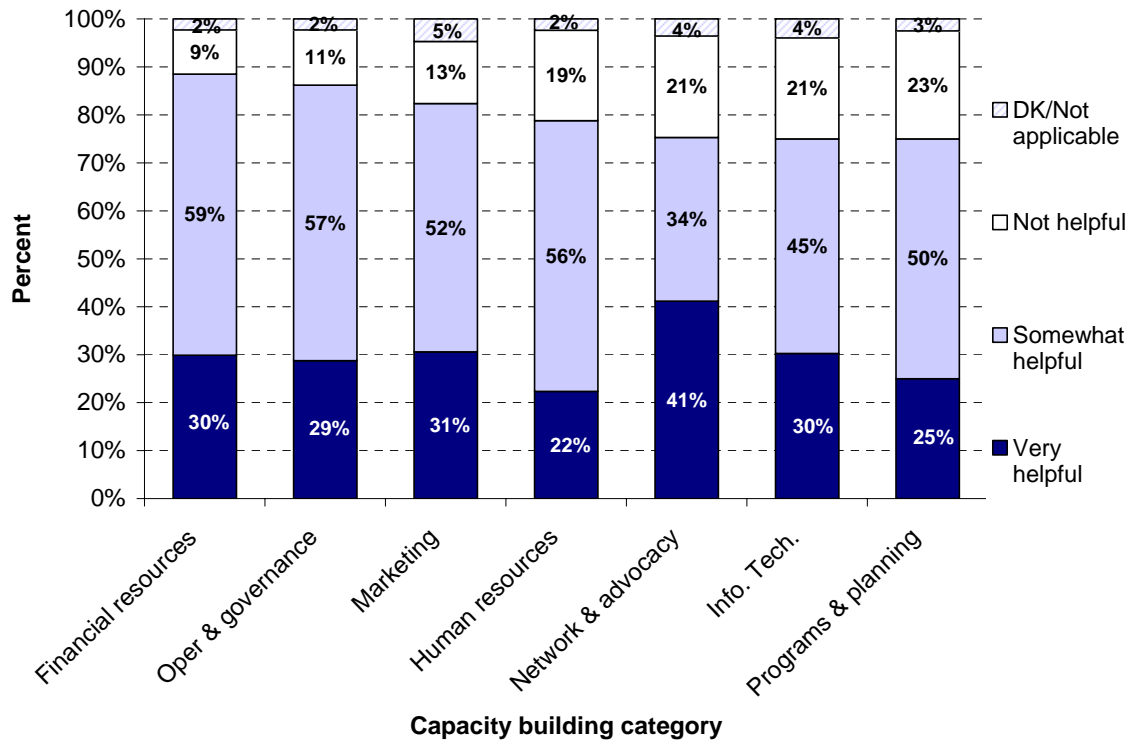
Fig D.9 – Helpfulness of Outside Consultant by Type of Capacity Building (n=76-88)
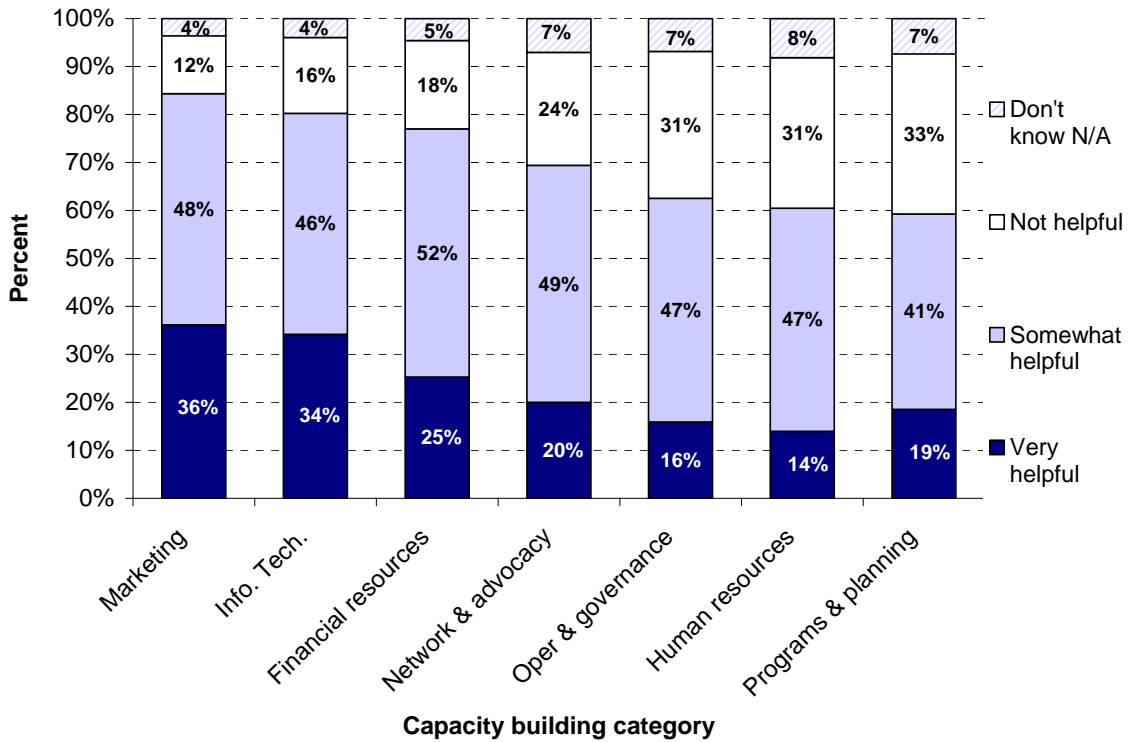
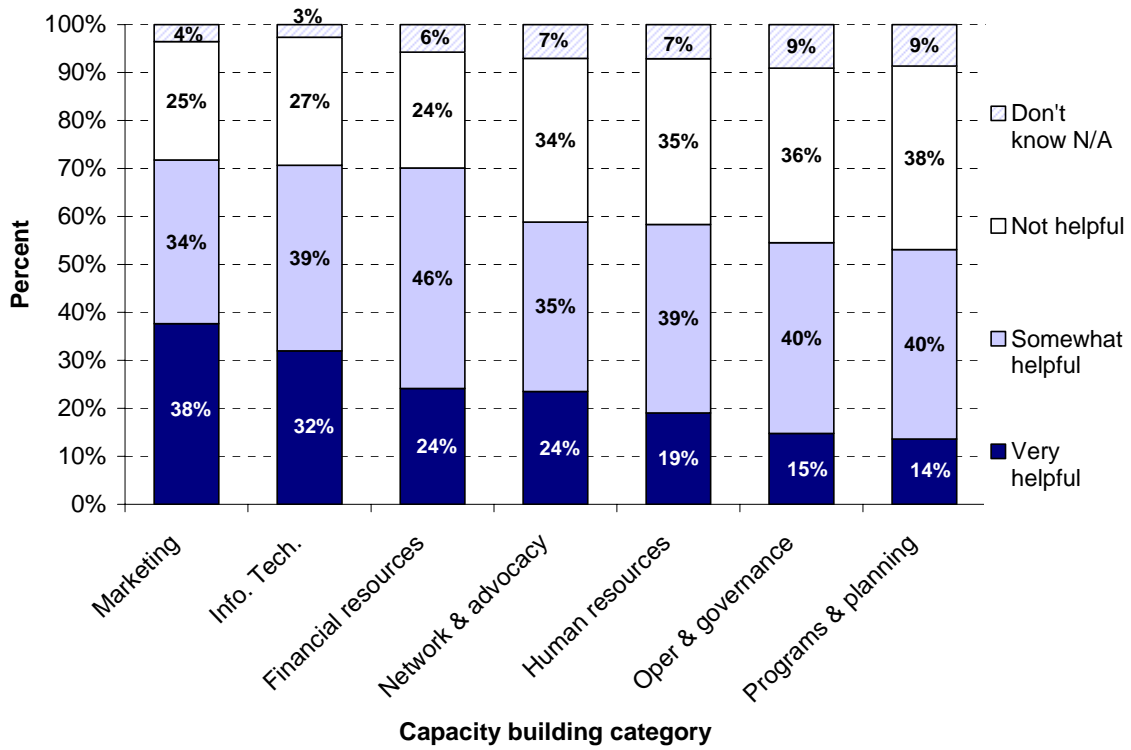**Fig D.10 – Helpfulness of Student Intern by Type of Capacity Building** (n=80-88)
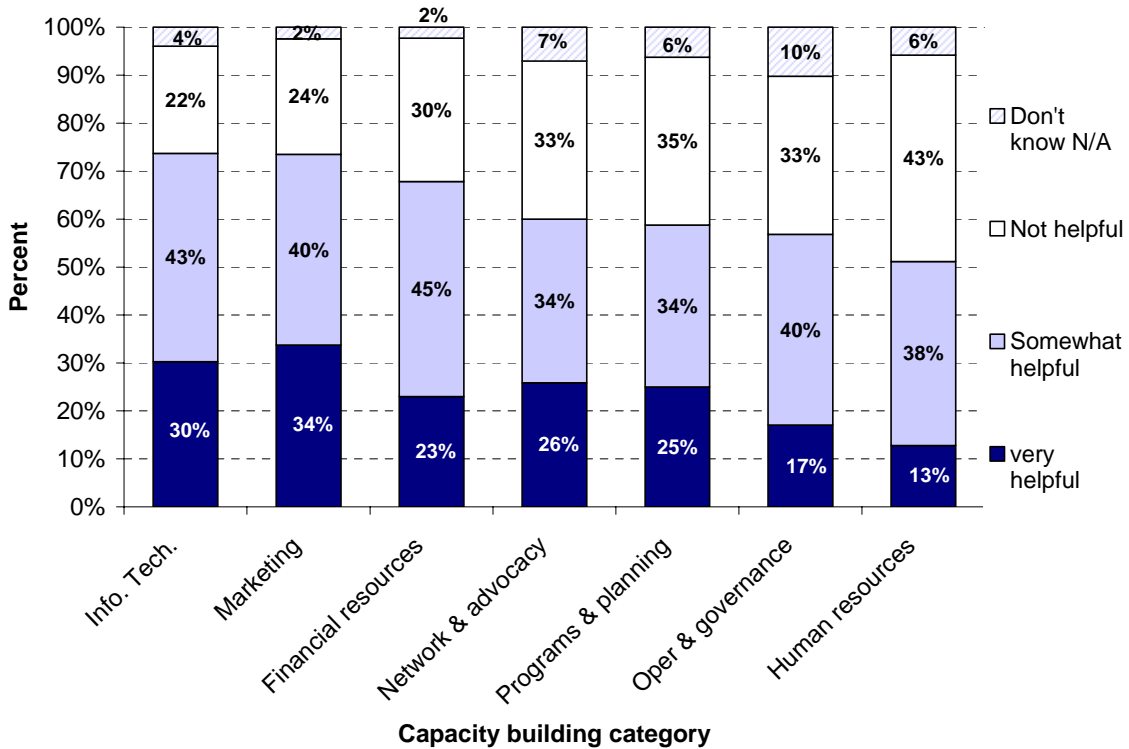
Fig D.11 – Helpfulness of Loaned Executive by Type of Capacity Building (n=81-88)

Legend:
- Don't know N/A
- Not helpful
- Somewhat helpful
- Very helpful

Y-axis: Percent

X-axis: Capacity building category

Category	Very helpful	Somewhat helpful	Not helpful	Don't know N/A
Marketing	38%	34%	25%	4%
Info. Tech.	32%	39%	27%	3%
Financial resources	24%	46%	24%	6%
Network & advocacy	24%	35%	34%	7%
Human resources	19%	39%	35%	7%
Oper & governance	15%	40%	36%	9%
Programs & planning	14%	40%	38%	9%

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