

Grantee Centered Capacity Building Is What You Think It Is – And More



December 1, 2016
9:00 – 11:30 AM



Philanthropy New York



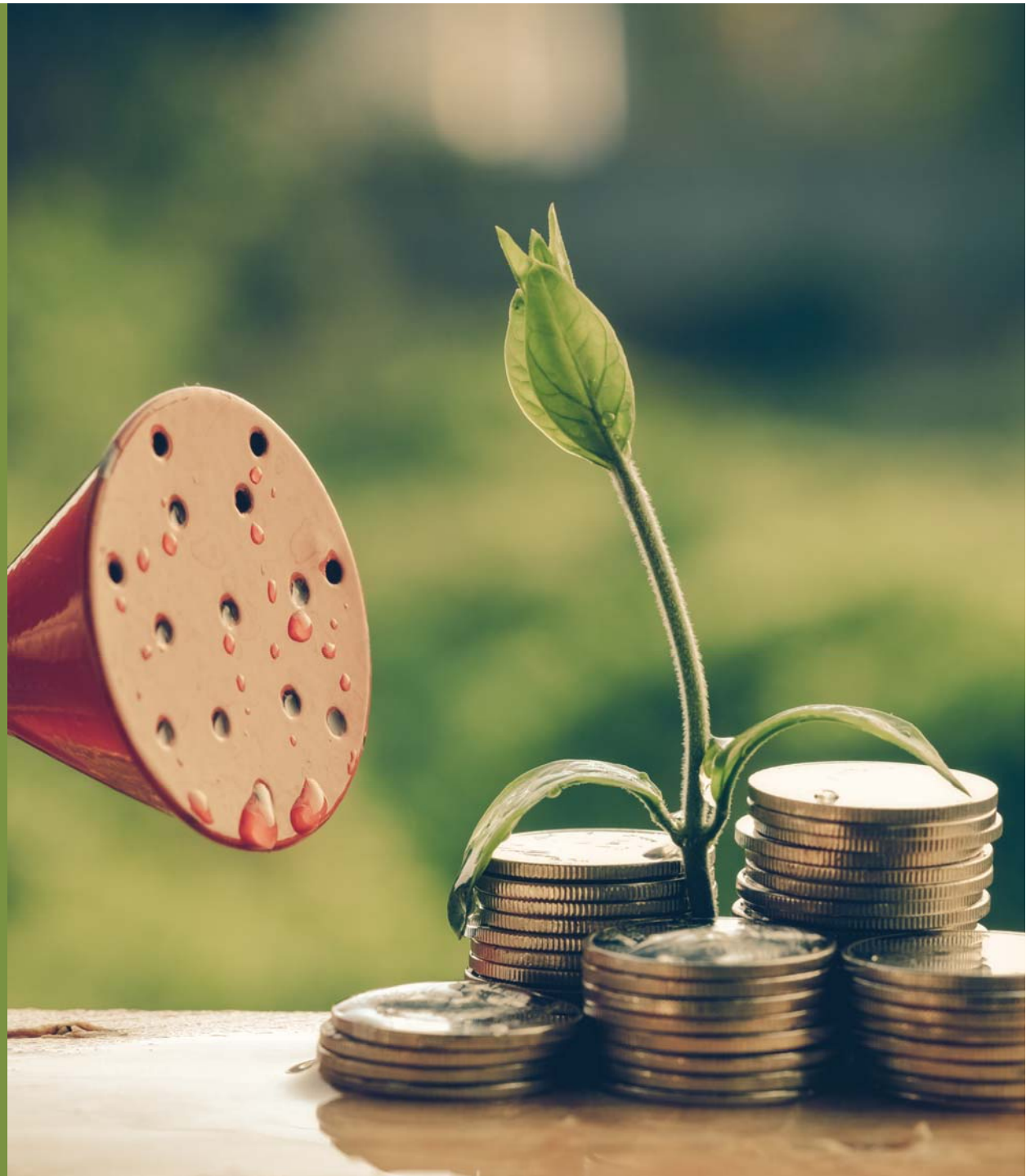
Smarter grantmaking. Stronger nonprofits. Better results.



**SMARTER
GRANTMAKING**

**STRONGER
NONPROFITS**

**BETTER
RESULTS**



“CAPACITY BUILDING is the funding and technical assistance to help nonprofits increase specific capacities to deliver stronger programs, take risks, build connections, innovate and iterate.”

— *Strengthening Nonprofit Capacity, GEO*

Today We Will Explore:

- Ways to align capacity building with your mission and goals AND grantee needs
- Grantee experiences: What works and what doesn't!
- How to use capacity building to strengthen grantee/grantor relationships

Session Agenda

1. Welcome & Introductions
2. Beyond the Basics:
 - Before you begin
 - Models from the Field
 - Assessing the Impact
3. Grantee Experiences
4. Activity: Capacity Building Action Plan

I invest in leadership development!

Peer learning is core to our work!

We're just getting started!

Our region takes a collective approach!



THE STATE OF PHILANTHROPIC PRACTICE

Support for Nonprofit Capacity Building Remains Strong



77%

of grantmakers support
capacity-building activities
among grantees

Grantmaker support for grantee capacity-building
activities includes:



91%

support governance
or leadership capacity



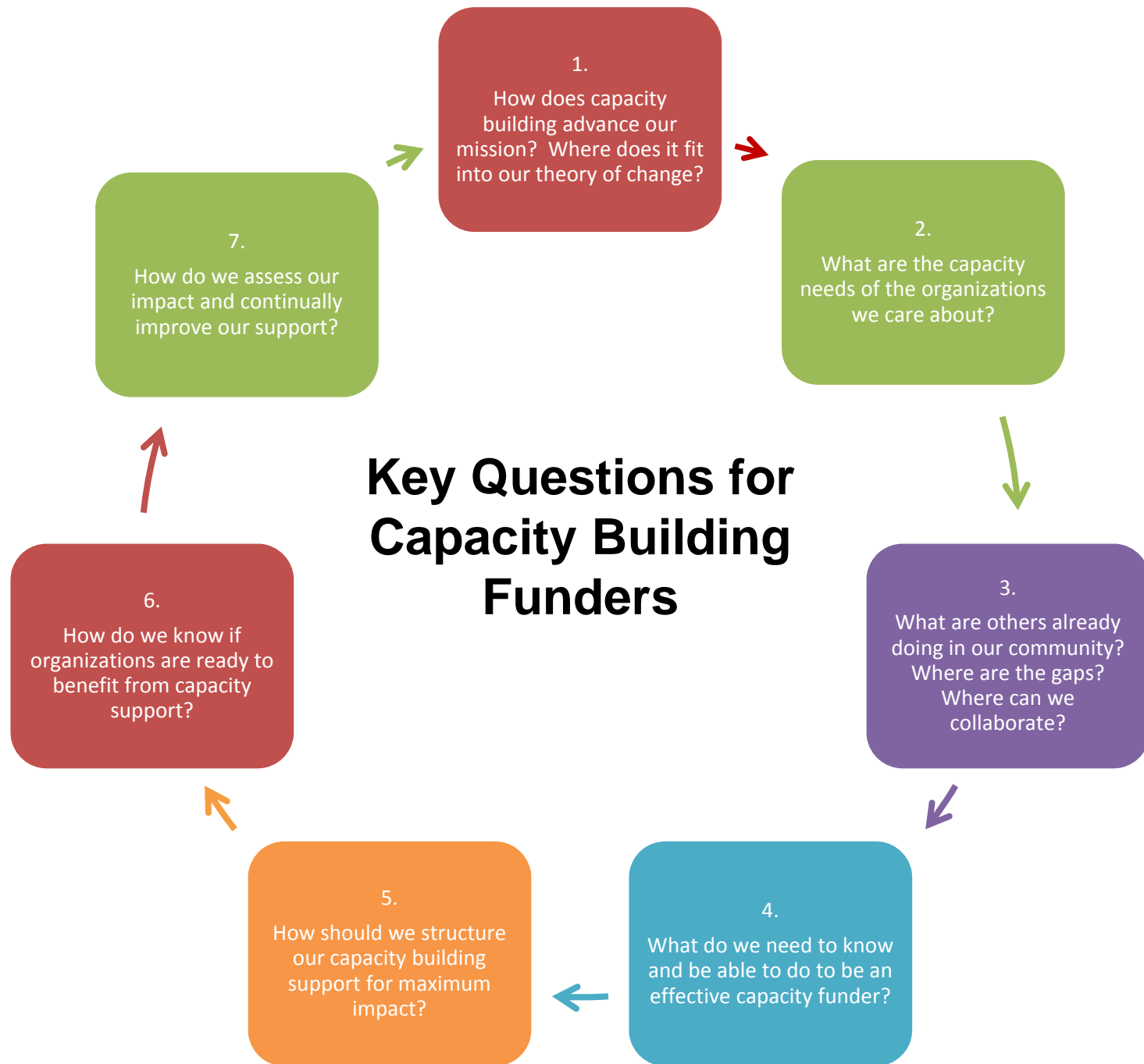
81%

support financial capacity



77%

support capacity to use
evaluation for learning
and improvement





**Link capacity
building to your
theory of change**

***Why will capacity
building enable
you to achieve
your desired
results?***

Wilburforce Foundation Theory of Change

WILBURFORCE FOUNDATION OUTCOME MAP

RELATIONSHIPS

Build and maintain strong relationships with grantees, funders, scientists, decision-makers and other allies.

→ *So we can make smart, well-informed investments in capacity.*

CAPACITY

Improve the effectiveness of grantee organizations, their leaders, conservation scientists and other allies.

Increase communication, cooperation and collaboration between grantees, funders, scientists and decision-makers.

Increase access to and use of scientific, legal, political and economic resources to advance conservation plans, policies, and practices.

→ *So we can support better conservation outcomes.*

CONSERVATION OUTCOMES

Increase the social and political relevance of conservation in the communities and priority regions in which we work.

Decrease or mitigate threats to lands, waters and wildlife.

→ *So we can achieve sustained change.*

SUSTAINED CHANGE

Native wildlife thrive throughout networks of connected lands and waters in western North America.



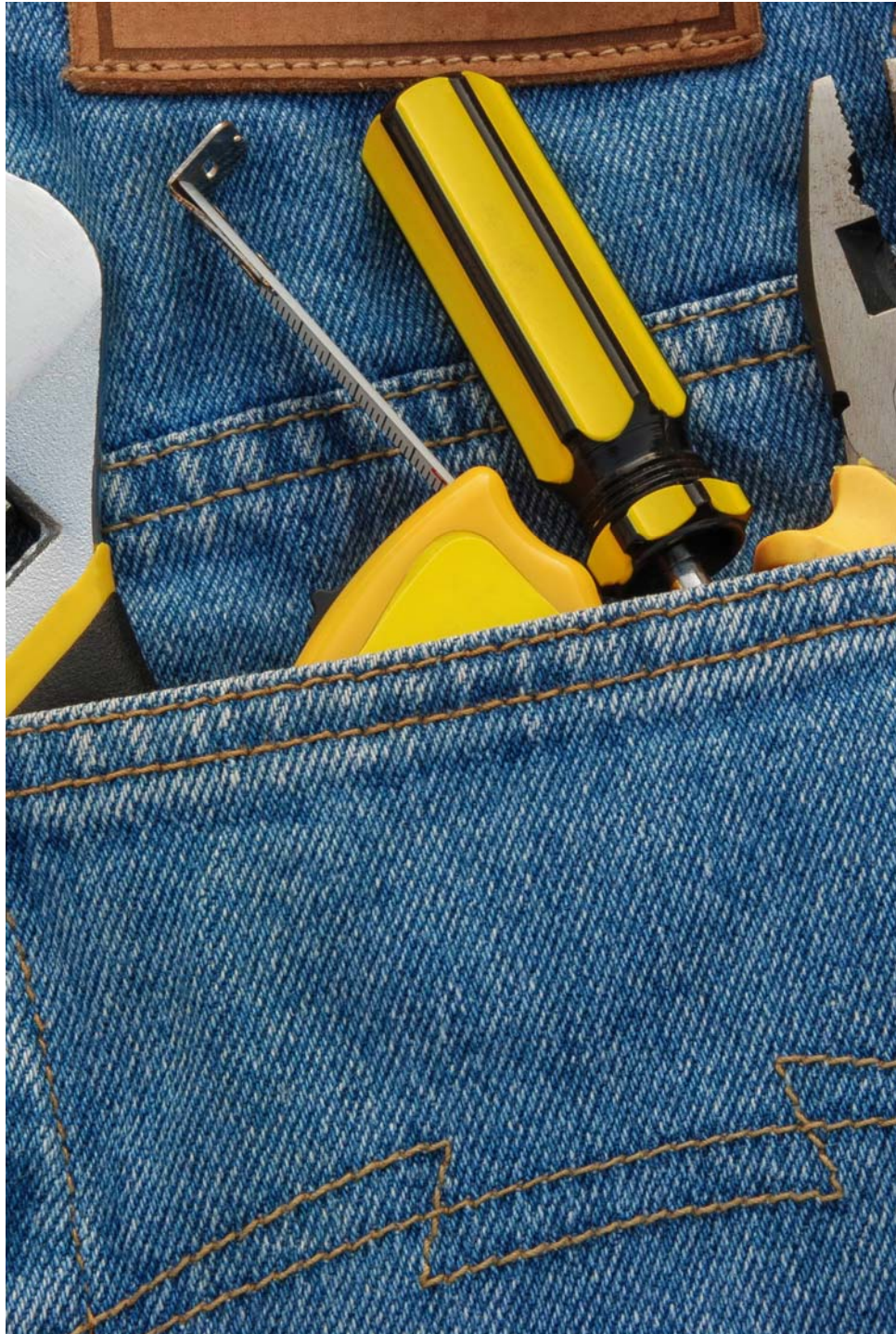
Before You Begin

- Build trust
- Understand needs
- Assess readiness



Think, Pair, Share: Understanding needs & assessing readiness

1. Reflect on your own work
2. Find a partner; discuss what works or what to avoid
3. Report out: what did you learn?



Models & Approaches

1. Grants
2. Grants + TA
3. Field building
4. Grants to TA providers, intermediaries, researchers, etc.

THE THREE Cs

1

**Make it
Contextual**

2

**Make it
Continuous**

3

**Make it
Collective**



Think, Pair, Share: Capacity building models

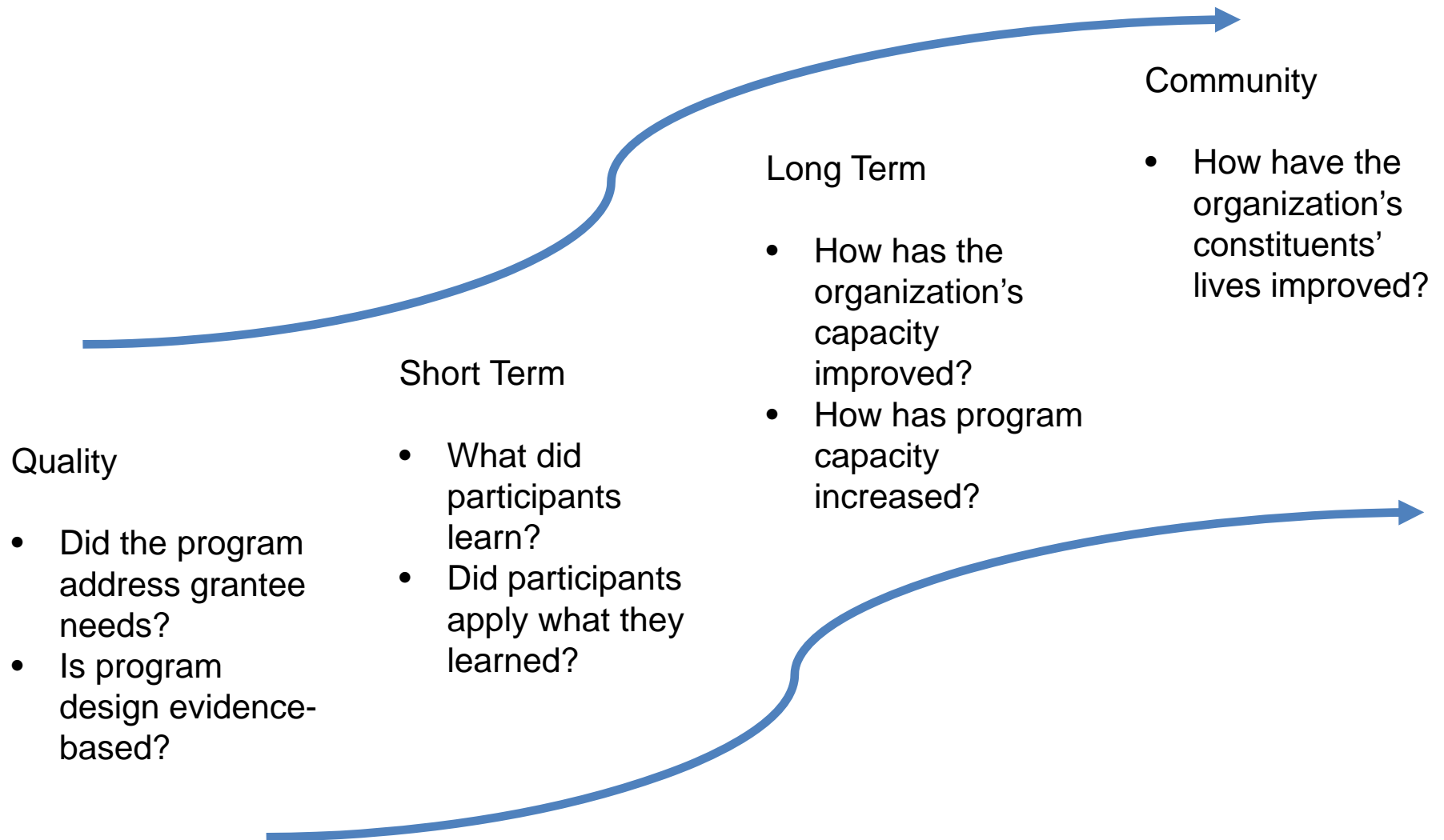
1. Reflect on your own work
2. Find a partner; discuss your capacity building model, the pros and cons
3. Report out: what did you learn?



Assessing the Impact

1. Be real about expectations
2. Make sure everyone's clear on goals
3. Make evaluation a two-way street
4. Make it about learning

Capacity Building Chain of Outcomes





Think, Pair, Share: Assessing the impact

1. Reflect on your own work
2. Find a partner; discuss the outcomes you measure and how you assess impact
3. Report out: what did you learn?

Grantee Experiences:



GROW DAT
YOUTH FARM

Capacity Building Action Plan

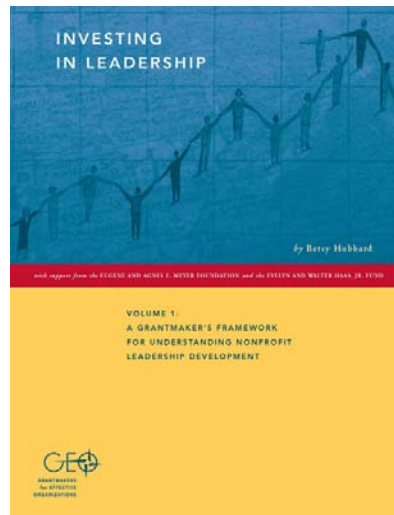
Step 1:

**Take 10 minutes
to complete the
action plan**

Step 2:

**Find a partner.
Discuss your
plans. Provide
feedback.**

GEO's Work on Capacity Building



The size of many grants, and the strings attached to them, often don't align with the results grantmakers seek. With GEO's support, grantmakers are embracing approaches that fuel nonprofit success — such as providing general operating support, multiyear grants, larger average grants and support for leadership development and other forms of capacity building, as well as releasing restrictions on grants and caps on overhead.

To help grantmakers support nonprofit resilience, GEO has compiled answers to some of the most common questions about financial sustainability, capacity building and leadership development. If you would like to propose a new question related to this topic, please contact Leonor Alfonso.

Smarter grantmaking that is accomplished by supporting nonprofit resilience may fall into the following three subcategories. Click one to view its respective questions and answers.

Leadership Development

Capacity Building

Financial Sustainability

“We recognize that the only way we can achieve our mission and vision is if we have strong grantee partners”

— Paul Beaudet, Wilburforce Foundation



THANK

YOU