

Report on

**Capacity Building in
Community
Organisations**

Di Paton

**Commissioned by the
ASB Community Trust**

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1.0

Introduction

This report was commissioned by the ASB Community Trust to assist the Trust to understand what was happening in the area of capacity building internationally and locally. The Trust wished to consider whether there was a role for them in capacity building and, if so, what that role would be.

After nearly twenty years of working in senior management in the non-profit sector I had formed the impression that there was a serious lack of resources for organisations to assist them toward having sound and stable infrastructure.

Therefore, in undertaking research for this report, I was most impressed and surprised to discover the huge amount of capacity building activity which is available in New Zealand.

It is now clear to me that there is huge resource available and that the reason I did not have an overall view of the area is the same as many other people – a lack of promotion. An effective conduit is needed between the service providers and the organisations that want or need the service to make sure people know what is around.

This report is really a story of capacity building in New Zealand. However, there are some constraints on the information. Some of these are:

- Only Auckland non-profits were interviewed and, percentage wise, although a reasonable number were contacted, these were only a few of the non-profits working in the Auckland area.
- Most of the non-profits spoken with were in the area of social services. There are also a large number of more specific umbrella groups who offer capacity building service in their areas e.g. arts, sport
- Almost everyone spoken with suggested other resources either to speak with, to contact or to read. To locate all of this additional information would have taken many months more work. Therefore it is acknowledged that there will be some gaps.

I am very grateful to the people from all sorts of organisations, funders, trusts, local authorities, government departments and companies who gave their time and knowledge so willingly. I hope you find the report interesting and useful.

I also acknowledge the commitment of the ASB Community Trust who are keen to really think through ways that the Trust could contribute to the area of capacity building in the non-profit community in a meaningful and effective way.

Di Paton

2.0

Methodology

A range of methods was used to undertake this research.

- A review of international literature to both clarify the terminology and to ascertain the theory, practice, funding strategies and evaluation.
- A review of the capacity building practice of international trusts and local trusts to gain an understanding of the values behind their decision making, the operational aspects and what has been successful and not so successful.
- A series of face to face , and some telephone interviews, with organisations who are working with non-profit agencies in New Zealand to ascertain what type of capacity building activity they are involved in and what they believe the needs of the sector to be.
- Interviews with a cross-section of non-profits in the greater Auckland area to consider what capacity building assistance they are currently receiving and what they believe their needs to be. These non-profits ranged across the social service sector in size and scope of activity.

No formal discussion guide was used for these interviews as people were encouraged to provide information on what they believed were the most important issues for capacity building in their specific area. This was to gain insight into their current experience with capacity building and their beliefs on what was required for the sector. However, all interviewees were asked for their definition of capacity building which provided a wide and varied overview of how people view this in New Zealand.

- A review of associated literature from non-profit organisations to clarify their programmes and responsibilities.

3.0

Summary

There is any number of ways that capacity building can be defined but a useful definition is that it *is a method of enhancing the effectiveness and sustainability of an organisation so it can best fulfill its mission.*

There are four main ways that funders provide capacity building assistance – develop the skills and knowledge of the CEO; identify the area of greatest need for capacity building within the organisation and provide hands-on help; identify the areas of greatest social service need in a community and significantly fund agencies who work in that area; and providing general funding for organisations who provide services in a geographical area.

Main Points:

Overview

- Non-profits in New Zealand are being forced to consider infrastructural requirements through the demands of funders, government and other agencies. They believe they may not obtain programme funding otherwise.
- Very few trusts in New Zealand are involved in capacity building through their grants process. Notable exceptions to this are Tindall, JR McKenzie and Trust Waikato who all fund extensive capacity building activity.
- The majority of funders limit their funding to programmes and short-term projects which creates disincentives to good management as it does not support either the growth or sustainability of the organisation.
- Capacity building is a long-term investment which requires strong leadership, an organisation which is “ready” for sustained change and where both the governance and programme delivery are stable and solid

Overseas

- Trusts and Foundations in the United States and Great Britain have made a large commitment to funding capacity building in a number of ways over the past few years. Some have devoted up to 30 per cent of their available funding.
- Australian trusts work much like New Zealand trusts in that they give money to organisations to provide services in the community.

New Zealand

- Capacity building initiatives are widespread in New Zealand operating through Government departments and agencies, local bodies, trusts, other non-profits established primarily for that purpose, umbrella groups and voluntary agencies.
- Capacity building is a “whole of Government” initiative in New Zealand and most departments can demonstrate some work in this area. The Department of Internal Affairs is especially active as is the Community Sector Taskforce.
- A wide range of affordable, relevant and practical resources are available to organisations on many topics from many smaller groups and several, especially local councils, provide hands-on workshops and individual assistance.

Organisational Needs

- Most organisations view capacity building positively and do not see it as a barrier to receiving funding when it is provided by a funder.
- Most organisations give priority to finding programme funding and infrastructural needs come second although these are often critical to the successful functioning of the agency.
- Organisations would like assistance on a broad range of capacity building areas including governance, management, fundraising, finances, IT and planning.

Major Issues

- There are some major issues to be resolved. These include ensuring high quality capacity building is being provided; ensuring little overlap of service delivery, recognising that one size does not fit all, ensuring that the capacity building services are well promoted so organisations know about them and ensuring that the organisation is an equal partner in a capacity building relationship.

“The missing ingredient in the prevalent, programme-centered concept of social impact is organisational capacity. Programmes need solid organisations behind them – organisations focused on fulfilling a mission in a changing environment. Organisations not only develop programmes but also operate, sustain, improve and grow them – eventually replacing them with new approaches. It is the capacity for strong performance in organisations – the ability to develop, sustain and improve the delivery of a mission – that provides the foundation for lasting social benefits”

High Performance Non-Profit Organisations – Letts, Ryan and Grossman.

4.0 Capacity Building and the Non-Profit Community

Voluntary and community sector organisations are being asked to respond to an ever-changing environment with a growing emphasis on service quality, professionalism and accountability.

More and more, non-profits are being encouraged to think of themselves as businesses and to take on the ‘world view’ of business which is different from their traditional social service perspective. Partnering with Government in the social service contracting field has meant that many non-profits have been required to meet standards which would normally only been seen in government departments.

Even more difficult is the pressure that not-for-profits experience to adjust their programme delivery to meet the standards or contract requirements of Government, the interests of the Trusts or corporate requirements of this business based model to obtain funding.

Not-for-profits operate in a highly uncertain funding environment. Priorities in Government spending, the changing interests of Trusts, highly targeted corporate support and changes in the economy have had the effect of reducing the pool of funding available. Planning then becomes more difficult and organisations move into a “poverty mentality” where making ends meet becomes a familiar struggle.

There is insufficient information sharing and smaller organisations in particular find funding streams difficult to identify and access. Even when they identify a fund for which their activities may be eligible, they find a complex application process which requires mastery of a specific vocabulary to press the right buttons.

Organisations failing to access adequate funds for their primary activities frequently attempt to diversify into areas which are funding-driven rather than needs-based – they are, in effect, chasing funding. (Feloy and Payne 2003 – BVSC.

Into this challenging environment has come increased pressure on non-profits from all sides, including from funders, to ensure that their organisation has “strong organisational capacity” to ensure that time, money and other resources are not only being used effectively but are having the desired impact in the community.

4.1 Capacity Building

Definitions of capacity building are as wide and varied as the activities which fall under the heading – almost anything can be classified as capacity building if it suits a purpose.

Capacity building can be seen as an opportunity to build on the strengths of the organisation, or community, ensuring that the capability of the group to provide service delivery is at the highest possible level. Elsewhere, capacity building is seen from a deficit perspective - that organisations are somehow lacking and need to be built up to achieve. A whole community could be seen as lacking in some areas and needing assistance –presumably from people or other organisations who have the ‘capacity’ to provide this assistance.

The term capacity building is fraught with ambiguity. For some it represents an effort to increase the skills level of individuals and organisations. To others it is a patronising term for changing non-profit organisations to meet the standards of others who supposedly know best how things should be done.

An interesting point in my research on capacity building is the absence of any sense of reciprocity. I found no examples of building up the capacity of the powerful to listen, and respect, the weak. The term has been applied to the less powerful side of any partnership.

For not-for-profits, there is always the worry that exposing their weaknesses will jeopardise funding from grant makers. Non-profits have to “package” their weaknesses by explaining that they know where to strengthen their organisations and can deploy resources efficiently and strategically to get the work done. (High Performance Non Profit Organisations).

Wherever, you stand in the capacity building debate, the overall guiding fact is that capacity building is not just a term in our vocabulary, it is now a part of community process which is acknowledged and inter-woven into the way we work and the way we account for our work.

4.2 Some Main Points

- To be effective, capacity building must be driven by the mission of the organisation. It must build on existing strengths and capacities and must allow for ongoing learning. It also requires long-term investment.
- Capacity building is also more effective when is not seen as a short term, one off delivery of an external solution but assists organisations to address their own development and challenges.
- Capacity building can shake the foundations of an organisation when the commonly held beliefs, values and attitudes which shape that organisation are challenged. However, if the culture is resilient, they will meet the challenges head-on, have open discussion and make the tough decisions.
- Strong leadership is critical. Organisational capacity building takes time and commitment from senior leadership. If the leader of the organisation is unprepared for the challenges, and cannot think strategically, creatively and positively, the capacity building efforts will be unsuccessful. Successful leaders will adapt their style as the organisation grows.
- Although there is a view that organisations have to be “ready” to successfully implement capacity building strategies and they know best what they require to build capacity, the organisation will only be truly ready when it is resilient enough to create real – and significant – changes.
- A major advantage of capacity building within organisations is when strong management, solid Board governance and well-planned services and programmes are in place, funders become more confident and are therefore willing to provide funding.

4.3 Capacity building and organisational effectiveness

Although there is no single definition of capacity building or any single way to build organisational capacity, in a review of targeted programmes undertaken in 2005, Child Youth and Family identified eight characteristics which influence an organisation:

- A clear and shared vision and mission
- Good leadership
- Strong governance
- Services aligned with mission and vision and which address identified needs
- Adequate personnel, financial and technological resources
- An outreach capacity or the ability to network and collaborate at all levels
- The ability to be reflective and engage in self assessment
- Preparedness to engage with external evaluation

And most successful non-profits share the following characteristics:

- a vital mission
- high quality, well regarded, relevant programmes
- capable and motivated leadership, management and staff
- clear communications and accountability
- a well organised Board with able and involved members
- efficient operations and strong management support systems
- solid finances with reliable and diverse revenue streams

So, organisational capacity is about how well the functional areas of an organisation are operating: is our vision right? Do we have enough money? Have we enough space to work in? Do we have enough people? Do we have the right mix of skills?

How well all these organisational functional areas work together: Have we got the right plan to reach our vision? How well do we manage our resources? How well does our Board function? How good is our planning process? Do we measure service impact? Sheehan N. (2006)

4.4 Recent New Zealand Research

There is valuable information on the nature of capacity building in the Trust Waikato *Investing in Capacity Review of 2006* (Garth Nowland-Foreman, Community Solutions) and also in a report presented to this year's NZCOSS conference by Margy-Jean Malcom of Unitec entitled *More than the Warp and the Weft – Growing the strength of the Whole Cloth*.

4.5 Short or Long Term Funding?

One of the problems for non-profits is the tendency for funders to give to programme delivery in one-year grants.

The majority of funders continue to limit funding to special programmes and short-term projects which creates disincentives to good management as it does not support the organisation's growth.

Many funders believe that funding core organisational infrastructure diverts money from those who directly benefit from programme services. The other side of this argument is that funders who provide support for programmes without funding general operations "insist on feeding us cake when we are starving for bread and water".

However, there are funders who are starting to fund in multi-year lots and they are leading the way toward a more strategic approach to sustainability. The funding may stop at the end of five years but it gives organisations breathing space to get on with providing services instead of searching for funding.

Where funders do commit to longer term funding, there needs to be an exit strategy. The funders need to work with the non-profit on this but non-profits have to identify new funding sources and need to encourage the funder to stay with them until they can sustain their work in other ways.

4.6 Future Trends

As reliance on capacity builders increases, funders have begun asking ‘how can we increase the capacity of the capacity builders?’ One Foundation in the States is currently supporting efforts to enhance the consulting and training skills of management assistance providers in New York.

It is clear from an overall assessment of some of material available, that capacity building techniques and programmes seem to have operated on good intentions and ‘trial and error’ and evaluation more than a systematic and proven methodology . Connelly and Lukas in *A Funders Guide to Capacity Building*, note that there is little conclusive research on which strategies are more effective than others.

Capacity building is alive and well and thriving in New Zealand. It is now such a well accepted (and possibly over-used) term that users have started to turn against the terminology and move toward other ways of defining the need – the words organisational development are used a lot for instance.

However it is phrased, there is a growing demand for capacity building services in New Zealand community groups and a well resourced group of organisations to lead the provision of this information and skills. The biggest challenge is bringing the two groups together – providing some promotion on the side of the service providers and assisting the non-profits to make use of this assistance.

5.0 What is Happening Overseas?

Foundations and trusts in the United States appear to believe strongly in organisational development or capacity building and there are many examples of investment and evaluation. There is also extensive discussion about the role and benefits of capacity building in many reports from funding agencies.

To gain an overall view of this type of activity, only a few of the major trusts have been reviewed. There is undoubtedly a great more information that could be gained with a more thorough review of the information available

5.1 Why do Trusts support Capacity Building

Support for capacity building can target a wide range of areas such as fundraising, planning, technology, media, research, policy development, financial planning and management and general skill improvement. A report funded by the Woods Charitable Trust says that the foundation role in supporting capacity building in these areas appears a growing one but is not without controversy. Several study respondents noted the importance of long-term – not one-shot – skill-building, of peer learning and of mentoring relationship with ongoing, on-site support. They also noted the difficulties locating the appropriate role for foundations to play in supporting ‘organising’ – the seeming paradox of increasing grant support for this purpose without undermining local support.

In the forward to the extensive Winton Pitcoff report (which is entitled “Investing in People: building the capacity of community development, training and social enterprise practitioners”), Joyce Lewinger Moock, the associate vice president for the Rockefeller Foundation notes that “funding agencies have taken a newfound interest in this fundamental area”. She believes that the timing is right and that there is now an opportunity for funding agencies and others to play a more active role in stimulating strategic thinking and bold innovation in the field of capacity building.

Moock says that between 1995 and 2003, the Rockefeller Foundation devoted 32 per cent of its grant portfolio to capacity building activities.

5.2 What Overseas Trusts are contributing

The Meyer Foundation has been funding capacity building since 1994 and their non-profit sector fund has become a model for regional capacity building in the States. They have three programmes – management assistance, non-profit sector strengthening and cash flow loans. They fund strategic planning and organisational assessments, improve financial systems, strengthen Boards, plan for leadership transitions and work in other ways to build effectiveness and sustainability.

Meyer believe that the success of an organisation will be linked to the vision, talent and skill of the executive leaders so the fund has focused on strengthening executive leadership.

Ellen Gurzinsky, Executive Director of The Funding Exchange says that “more and more funders are realising what groups need is general support, not project money”.

The Urban Institute from the Centre on Non Profits and Philanthropy commissioned a paper on Building Capacity in Non Profits which discusses comprehensively an effective model. They define capacity building as the ability of nonprofit organisations to fulfill their missions in an effective manner. They recognise that many organisations are small and possess limited resources particularly when measured against their challenges and the critical issues they address. “The push to link indicators of capacity to overall performance is critical to strengthening the sector”.

However, this paper also emphasises the belief that although capacity building has traditionally occurred at organisational level, there is a new vision of nonprofit development based on nurturing and growing the sector’s capacity as whole. The study notes that although enhancing the capacity of nonprofit groups is not synonymous with building healthy communities, there are important linkages that need to be explored.

The David and Lucille Packard Foundation makes organisational effectiveness grants to organisations to undertake projects which transform their organisation in a sustained and meaningful way. They support a range of projects from strategic planning and board development to development assessments and executive transitions. The grant funds are primarily used to cover the cost of outside experts who assist with assessment and planning.

The foundation notes that organisational development projects often require more time and staff effort than originally envisaged and complex projects can easily become unwieldy. They encourage projects comprised of one or two closely related components focusing on highest priority needs. They do not support programme, capital or general operating expenses.

The Woods Charitable Fund takes a leading role in the area through what is referred to as “community organizing”. They believe that this strategy makes a significant difference to organisations, “gets the best mileage” for grant investments and can affect change by building the capacity of people and groups working at grassroots level.

The Woods Fund has increased its support of “organising” to about one third of its annual grants.

5.3 Issues with Capacity Building by Trusts in the States

The whole area of organisations relying on foundations for support is one of the dilemmas raised by the Woods report “Promising Practices in Revenue”.

Research in the US has shown how dependent groups there are on foundation funding and it is recognized that it is much easier to get funding from foundations than from other sources. Therefore, several reports have emphasised the importance of assisting organisations to develop alternative sources of funding during the capacity building process. A spokesperson for the Hyams Foundation made the remark that: “Big foundation grants delay the need to diversify funding”.

The Annie E. Casey Foundation also believe that effective leadership is critical to the success of community initiatives. The fund targets their funding to ensure that the non-profit field is well-resourced with capable leaders. One of the fund's three main strategies is strengthening leadership, organisational capacity and financial sustainability.

However, this foundation has also had issues with capacity building. On one project the foundation funded, efforts to expose groups to best practices and to encourage peer to peer learning ended up not being as useful as had been hoped. In a report by Winton Pitcoff, he notes that a Casey officer observed that broad capacity building initiatives necessarily assume that all grantees want to improve but not all groups can be turned into high-performing workforce developers partly due to lack of interest on the part of the grantees.

Similarly, in the same report, Pitcoff notes that the Ford Foundation had found that a great deal of time is spent on capacity building efforts for the groups that will simply not rise to the level expected of them despite the available resources. Ford Foundation thought that a deterrent for launching initiatives was identifying practitioners who would make effective use of the resources.

Interestingly, in a research paper prepared by McKinsey and Co on effective capacity building, the report writers assert that “the record is littered with non-profit chief executives best-laid plans to build capacity which have foundered on the shoals of an unimpressed and tradition-bound culture....The trick lies in making changes to the culture in such a way that builds positively on shared commitment of staff and volunteers to the mission”. They also note that there is a tendency for executive directors – especially if they are the founders of the organisation – to resist comprehensive capacity building exercises.

5.4 Defining capacity building in Australian Trusts

Australian trusts and foundations define capacity building differently than their American counterparts. They are more inclined to regard capacity building as “community building”, that is giving money to organisations to provide services in the community.

Most of the big trusts or foundations surveyed do not mention capacity building as a direct funding option. The ANZ staff Foundation provides capacity building money to “assist organisations to build their capacity especially in rural areas”. The AMP Foundation has a twin goal of capacity building which it defines as “programmes that encourage and support people to help themselves. Our focus here is on young people and the non-profit sector.” In 2005, the AMP Foundation funded programmes to stimulate youth employment.

5.5 Capacity building through British Trusts

In the United Kingdom, some of the larger trusts do recognise capacity building but most also seem to regard it as providing money for programmes which ‘build’ the community. The Esmee Fairburn Foundation actively state that they do not do fund capacity building but Lloyds TSB say they will support organisational development of charities.

The large lottery fund in the UK, Community Fund, does appear to some of this work but it is situated within the projects presented for funding.

The Compass Partnership in the UK notes that capacity building is more prevalent in the US but that the work that is being done is very similar on both sides of the Atlantic. They state that capacity building is not about bureaucracy but it is about creating the organisation to achieve demanding objectives.

The keys to successful capacity building, according to the Compass Partnership are making explicit choices about which elements of organisational capacity most need development, building a coalition of managers and board members who support those priorities, developing a strategy for building the element of capacity, marshalling sufficient resources to ensure the changes are significant and sustainable and appointing a champion with sufficient power and authority to oversee the changes.

5.6 The Canadian Experience

Philanthropy New Zealand brought Bob Wyatt to this country as guest speaker for the Funders Forum recently. Mr. Wyatt is the Chief Executive of the Muttart Foundation which is the largest private foundation in Canada.

In his speech to the forum, Mr. Wyatt said that funders had a responsibility to ensure that voluntary organisations were as strong as they could be including supporting infrastructure.

He feared that funders tended to do things which weakened organisations rather than strengthening them such as having a determination to fund projects rather than organisation which forces voluntary groups to operate “in silos within silos”.

Mr. Wyatt said that the Muttart Foundation had decided that they should ask organisation to come to the foundation and tell them what was holding them back from being as effective as they could be so that there could be a conversation around how best to provide funding to overcome those issues.

He also said that to build a strong sector required greater investment in the leaders of individual organisations so those leaders could act as leaders of the whole organisation and have time to think about bigger picture issues.

5.7 New Directions

In 2003 the Stanford Social Innovation Review published an article on High Engagement Philanthropy by Christine Letts and William Ryan. High engagement funding is a performance based strategy where alignment, reliable money and strategic coaching are used together to convert a grant-making relationship into an accountability relationship that uses power to improve performance. High engagement funders believe that improving the performance of nonprofit organisations is the best means of achieving their social goals.

Letts and Ryan found that the majority of grantees found the high engagement relationship both effective and satisfying. Grantees found the formal, capacity building programmes of their funders to be of modest value compared to the high engagement strategy where funders were closely aligned and involved with the work of the organisation.

The major aspect of this type of relationship for a nonprofit appears to be the reliable, flexible, long-term money which is available. This builds a more trusting relationship between grantee and grantor ensuring a focus on implementation of strategies.

Michael Porter and Mark Kramer reported in the Harvard Business Review that foundations can create still more value if they move beyond the role of capital provider to the role of fully engaged partner thereby improving the grantees effectiveness as an organisation.

6.0 What's Happening in New Zealand.

6.1 Government Initiatives

Capacity building has been a priority for the New Zealand government in recent years as a “whole of Government initiative” involving almost all agencies working together to respond effectively to the needs of whanau, hapu, iwi, and Maori organisations and communities. The concept of capacity building is being incorporated into existing programmes and processes.

As a result, agencies such as Work and Income provide advice, information, feedback and some resources to improve management practices and quality of services in particular supporting capacity building initiatives for Maori providers, establishing partnerships with iwi to support employment and training strategies and seconding staff to iwi and Maori organisations.

Pacific Island Affairs has a process called Pacific Capacity Building which aims to support and build Pacific communities to achieve a shared vision.

Skill New Zealand works alongside Te Puni Kokiri to undertake capacity building with Maori providers and even the Ministry of Agriculture and Fisheries has a joint working relationship with Te Puni Kokiri on “several capacity building initiatives with Maori landowners”.

The Ministry of Social Policy runs a project called Whanau Development which involves the Ministry working in partnership with a small number of Maori communities to develop an analysis of their social service needs and how Government can address those needs. This is designed to assist capacity building with Maori groups.

Te Puni Kokiri states that capacity building is a way to solve local issues and achieve goals. They believe it is about skills, strategies, structures and systems. The department will pay for specialist advice and skilled workers to support projects but mainly provides information and advice, facilitates access to programmes and services and coordinates the involvement of government agencies in a project.

The Department of Internal Affairs runs two capacity building initiatives in conjunction with other funders such as Lottery Grants Board, Child Youth and Family Services and Housing New Zealand.

Using a tool developed by CYFs to work with Maori organisations to build capacity, DIA refined the system to assist Pasifika groups. This work has been done through the Pacific Provider Development Fund. The Lottery Grants Board pay for four advisors to work with Pacific groups to assist with needs assessment. They write a report for the PPDF to enable the Pasifika group to gain more assistance including funding and work with the groups to ensure the outcomes are being met.

As well, DIA run the community internship programme which brings together groups who need assistance with interns who can provide the help. The group must fund its own intern who can work with the organisation for six weeks.

Two Maori community development workers are employed by DIA to directly strengthen the capacity of Maori communities to develop strategies, plan, organise, set up efficient systems and develop the range of skills needed to control their own development. The department also has a network of community development advisors throughout New Zealand. The advisors' role is to build and support community capacity especially supporting on-going development for Maori.

The Department of Internal Affairs has also been a major force in providing information to the non-profit sector. *Community Net*, developed by Stephen Blyth in 1998, was designed to be a "community on line" advisory service. The typical user is a local community development worker who is looking at it to gain information for groups to use.

Although it is focused on Government agencies, the Office for the Community and Voluntary Sector is also involved in capacity building mainly through the Community Sector Taskforce. As well, the office works on building knowledge, promoting good practice and providing second tier policy advice. A recent research project has been working with Johns Hopkins University in the States to define the non-profit sector in New Zealand.

The Community Sector Taskforce was set up in 2004 to develop projects to ensure the community and voluntary sector is informed, connected and able to do its work. The group has a wide range of work outlined for the next year including building a comprehensive sector-wide communications programme, supporting mentoring within the sector and between the sector and Government, establishing a research centre of excellence for tangata whenua, community and the voluntary sector and building a strong relationship with local government.

There will also be a series of forums on alternatives to the contracting model.

After the recent reform of the Local Government Act, a decree from Cabinet required collaboration and interface between central government and local government. A small team of Relationship Managers was established around the country with the role of working to bring together community outcomes.

In 2004 information was gathered from Local Authorities and central government to identify what needed to be done and some clear community development issues were identified.

- ▶ Suzanne Sinclair is the northern Relationship Manager. Suzanne is employed within DIA's Local Government and Community branch. She says that her role is one of "street-level bureaucrat" working as the interface between local authorities and central government to ensure that both parties are moving forward together. Although her capacity building work is not directly with community groups, Suzanne says that community is a key part of the new Act and developing community knowledge about the Act through advice and education is important.

6.2 Non-Profit Umbrella Organisations

Outside Government there is a wide range of capacity building activity taking place but it is very ad hoc and not necessarily easily accessible or user-friendly.

Umbrella organisations such as ANGOA work to support the non-profit sector. ANGOA is the "umbrella of umbrella" groups and works with these groups of disseminate information to their networks. The 65 members of the organisation also have access to forums.

The New Zealand Federation of Voluntary Welfare Organisations is an association of community and voluntary welfare organisations. The Federation, lobbies and advocates on behalf of members and works to promote the role of the welfare sector. This group does not do training but are a support to organisations working in the community.

The New Zealand Council of Social Services is the link for the local COSS groups who operate in various areas around the country. They "use their collective voice to influence decision makers in a way that leads to policy action, social change and community empowerment.

Local COSS agencies working in their respective communities have a large selection of affordable, relevant and practical resources on a wide variety of topics which are designed to assist organisations become more effective. These agencies have a dual role of providing resources but also needing to find funding to enable them to do their work.

WADCOSS (West Auckland) operates out of an old building leased by the Waitakere City Council from a private owner. The group is squeezed in with several other groups but planning is underway to find another funding to build a new resource centre and office complex on acquired land in Henderson.

On the North Shore, the North Shore Council of Social Services fulfills a similar role but is less dependent on City Council funding than Wadcross. A significant proportion of NSCSS income is self-generated through seminar projects and written information along with contracts with the Tindall Foundation and the Department of Labour.

NSCSS has 15 staff mainly involved in community development with groups providing help with governance, employment, policy development and conflict resolution. The agency concentrates on the “getting started” phase of an organisation and they are mostly working with the smaller, locally based groups.

6.3 Philanthropic Trust Activity

Capacity building has been to the forefront of the work of some New Zealand trusts for some years but there are a large number of Trusts who do not give priority to funding this type of infrastructural work due mainly to the demands on funding for programmes.

Some larger trusts in New Zealand appear to recognise capacity building as a useful concept but none appear to have actively taken a role in providing funds for this purpose.

JR McKenzie

For the past seven years, the JR McKenzie Trust has given money to Pacific groups to enable them to “to strengthen the governance, management and administration and structures of Pacific organisations”. The fund will not pay for salaries, operating costs or payment for time spent at training or planning sessions.

However, this funding programme is about to come to an end as the Trust wishes to focus staff energy in other areas. The capacity building work was evaluated after 2.5 years and has been evaluated again this year.

- ▶ Trust Manager Ian Hines said that, since JR McKenzie started funding in this way, other people have come into the field with much larger resources. As well, most of the funding was going toward fairly new groups who were working at a grass roots level. Hines felt that some of the successes of the capacity building work were bringing other funders together (Tindall Foundation provided half the funds), paying for a part-time worker to go out into the community, organisations being able to engage with people they could trust and providing short courses that Pacific people were able to access.

SCOPE Project

The Tindall Foundation has made a major commitment to capacity building by setting up SCOPE which stands for Strengthening Community Organisations Project. Experienced non-profit consultants work alongside organisations to build organisational capacity in specific areas. SCOPE also seeks to identify the best way for funders to assist the strengthening of non-profit organisations.

To be eligible for some SCOPE assistance, an organisation has to be small to medium sized, in the Auckland area, have between one and five staff members, have a total income of less than \$400,000 in the last financial year, have existed as a legal entity for at least 18 months and not receive more than 35 per cent of its funding from the national organisation to which it is affiliated.

Services from a SCOPE grant are an organisational scan and review followed by, if necessary, specialist consultant advice of up to ten paid consultant days. There is a wide range of assistance offered by the consultants working on the scheme.

The North Shore Council of Social Services has been contracted by the Tindall Foundation to manage the SCOPE project. The impact of the programme seems to be significant but “it is too early to tell” as the evaluation has not been completed. However, it seems to be giving groups confidence to face the future, it helps them to understand that what they are doing is correct or that they need to work on some issues.

- ▶ Frank Claridge is one of the reviewers working on the SCOPE scheme. Using his extensive experience in the non-profit sector, Frank spends two days reviewing an organisation following a self-assessment which highlights strengths and weaknesses.

The organisation does then have access to up to the additional ten days of specialist help but Frank says that many of the organisations receive more benefit from the review than expected and are often able to make necessary changes themselves.

Organisations do not see the review as negative or threatening to future funding from Tindall, he believes. In fact, the organisational review report has been used as a back-up material for future grant applications.

Tindall set out to undertake 50 organisational reviews in the first two years. In fact, eight months down the track, more than 35 projects have been accepted.

Trust Waikato

In 2001, Trust Waikato set up a separate trust called Social Services Waikato which is primarily funded by the Trust. Social Services Waikato employs community advisors who provide support for organisations in the areas of governance, management, facilitating strategic and business planning, establishing legal structures, appropriate policies and financial systems, planning new services and other issues which may arise.

As well, the trust provides training, education through forums and seminars, and scholarships for tertiary study. The Trust facilitates a number of networks and has collaborated with other sector organisations to establish a Community Sector Taskforce regional pilot.

Social Services Waikato was reviewed last year and it was recommended that Trust Waikato continue to provide funding to Social Services Waikato. As well, it was considered that Trust Waikato should continue to actively promote its model of support for capacity building and should advocate with government and other philanthropic trusts the benefits obtained from this way of working.

Springboard Trust

The Springboard Trust arose from the Knowledge Wave conference via the Social Venture Accelerator initiative. This group has defined capacity building as an organisations ability to develop, run, adapt, improve and grow its offering in order to effectively and efficiently deliver against its aspirations.

The organisations receiving help had to apply to Springboard for the assistance which is very “engine room” and intensive. The trustees work on a different model to SCOPE in that they assist the organisation to develop partnerships with companies who can provide the necessary expertise and these companies continue working with the organisation for anything from six months to two years. The major goal is to develop institutional capability.

Springboard have been working with the First Foundation for more than two years to provide intensive strategic advice, financial services assistance, legal advice and assist with a broader understanding of the youth education environment in New Zealand.

As a result, the number of students on scholarship has almost doubled, a third location has opened and a principal sponsor has been found.

Springboard has also been working with Youthlaw on a wide range of infrastructural issues including the professional development of the six lawyers working on the scheme.

This is top level capacity building designed to be long term and intensive

Other Trusts

Other Trusts recognise the need for capacity building but few have started work in this area. Most trusts concentrate on funding programme delivery as the need is so great .

A large regional trust, Scottwood Trust said that capacity building was an idea which had been talked about but no work had been done on it as yet. The Trust is looking into the possibility but, as Scottwood concentrate on having relationships with as small number of groups, the trustees want to stay focused on supporting existing arrangements.

A concern is that trusts may be less likely to fund organisations with sustainability problems rather than funding them to increase their capacity.

6.4 Local Authority involvement with capacity building

Many local authorities have been involved in capacity building within the community for some years. Due to the type of low-level funding that they provide, the councils have recognised the need to provide additional support and training to the organisations within their boundaries to whom they offer assistance.

The community resourcing section of Auckland City provides direct assistance for community groups to ensure that each group has the capability and capacity to do the work they have set for themselves. The scheme is about equity, resilience and sustainability and ensuring that groups have workers who are skilled, knowledgeable and well resourced.

Community Group Assistance Funding is available to local groups and, when appropriate, community advisors will work with the group to make sure they have the ability to meet the community need.

Auckland City community resourcing is in four main sectors – relationship management at a grassroots level, training and development, funding and organisation of initiatives. A lot of this assistance can be basic administration, financial management, business planning and governance. As well, the division offers basic fundraising workshops and a training partnerships scheme which includes a wide range of training opportunities.

Information is sent out to groups in many ways including a community group magazine called Catalyst, advertising, ethnic media, local newspapers, community websites and on the Auckland City website.

The majority of the groups who receive assistance through community resourcing are small and that their needs are very basic.

Evaluation of the scheme has focused on customer satisfaction up until now but there are plans to evaluate whether the groups have made good use of the assistance and whether it made a difference in the community.

The Waitakere City Council believes that capacity building is looking at what exists in the community and aiding organisations to more successfully work in their communities.

The work is also very grassroots and although many organisations do a lot of work, structurally they require assistance. Well managed groups are more likely to receive funding overall so work is put into making sure their governance and management is in order.

Waitakere City Council collaborates with WADCOSS, Unitec, WEA and Sport Waitakere to run seminars for community groups. Research was conducted on the needs of these groups and up to 1000 groups can be invited to workshops on volunteer recruiting, fundraising, strategic planning and event management.

The North Shore City Council has three community advisors who work both in geographic areas, with organisations which have contracts with Council to deliver on the mandated area of “community wellbeing” and with sector development. This is also very grassroots assisting organisation such as community houses, CABs and other groups with support and development.

- ▶ Pam Bailey, who works as a community advisor with the Council, and who is also responsible for administering the community support grants which total around \$1.8 million per year, believes that the role is one of strengthening the sector for be able to better service community need.

Pam says that the councilors used to take a level playing field approach to funding organisations but they have more recently moved to focusing on ensuring the groups meet the funding criteria which reflects the desired community outcomes. There is now more emphasis on specifying that groups should have items such as an annual plan, staff performance measures and appraisals and monthly meetings.

However, Pam says that tying funding allocations to organisations which have strong structures and processes is not as yet well developed but that there is an initiative to try and direct the Council contract to the governance group of an organisation rather than staff.

6.5 Helping themselves

Many organisations rely on their own resources and networks when it comes to building capacity. This is often due to the agency managing to build a Board with some useful skills and experience or bringing on board a senior manager with wide experience and knowledge.

People from the business world can bring a wide range of expertise into an organisation which can move it forward very quickly. The downside of this type of capacity building is that it can change a culture very quickly, can build resentment in staff who are used to working in a “non-profit way” and will not necessarily take cognisance of the nuances attached to working in the non-profit sector e.g. the importance of fundraising as a network and friend builder as well as an income source; limited resources for some activities.

Diabetes New Zealand

An example of how the capacity of an organisation can be strengthened through leadership is Diabetes Auckland. Andy Archer is a director of Ernst & Young and the President of the organisation. When Andy took on the role he recognised that Diabetes Auckland needed to expand the competencies of the Board and engage in some succession planning. Gaps in the capability of the Board were identified and efforts were made to cover off the skills needed in the areas of medical expertise, representatives of the diabetes community, marketing, financial, ethnic and community experience.

Board members who had been on the Board for many years were mainly replaced through natural attrition. However, Andy said he was also very open and clear about the requirements for the Board which assisted the process.

This change at Board level meant there was much more robust debate with strong and forthright contributions. It also gave an opportunity to change the structure of meetings whereby one monthly meeting would be for regular agenda items and the second month would be scheduled to enable the Board to focus on a particular issue which needed discussion.

As well, the senior management in the organisation was changed with a general manager appointed with the right mix of skills.

6.6 Capacity Building through Education

A wide range of university and other courses could be deemed to be capacity building in one way or another as all could assist management or trustees to gain knowledge which would help grown the organisation.

However, there is one specific course which is dedicated to non-profit management through Unitec in Auckland which offers a graduate diploma in Not for Profit Management along with many short courses.

The graduate diploma is a part-time programme for managers, coordinators, team leaders, volunteers and Board members of non-profit organisations. It is designed to assist managers and their organisations to become more effective. The course is available in six New Zealand centres and courses are in blocks of two or three days.

Scholarships are available to assist with fees and organisations such as Social Service Waikato offer scholarships as well.

One of the recent Unitec initiatives is to design a website which brings together all existing research. The Clearing House would disseminate research already done and, in the future, would commission new research. This will enable learning from the work of other organisations and individuals.

6.7 Voluntary Groups Helping Themselves and Each Other

There are many groups in the community who offer specific training opportunities for members of other non-profit organisations often in training seminars and workshops.

An example of this is Volunteering Auckland who run half, one day and two day courses on areas for working with volunteers such as supervision, motivation, recruitment, risk management and occupational safety and health.

LifeLine Auckland provide governance training as do other organisations.

As well, there is a large number of specific umbrella organisations that provide assistance to groups within their area of working – this can be as varied as sport, arts, education. A lot of this of this work is with programme support and lobbying and advocacy on behalf of that sector but some do offer some capacity building assistance.

6.8 Towards an Integrating Model

Comment from People Working in the Area

There are funders in this country who are stretching their funding into the provision of many of these capacity building areas.

One of the most influential initiatives in recent times has been the SCOPE project funded by Tindall Foundation and JR McKenzie Trust. Nearing the end of the pilot scheme period, SCOPE has been inundated with organisations wishing to use the services.

Although the evaluation is yet to be completed, Catherine McLintock from NSCOSS, who administers the scheme, speaks very highly of the results and says the value of an independent person reviewing an organisation cannot be underestimated.

If there were any improvements to be made to the SCOPE project, Catherine would argue for a larger reservoir of mentors who are available for an organisation to call in when needed at no cost to the organisation. She adds that this would have criteria attached.

Frank Claridge believes that SCOPE could be improved by having a larger group of consultants and expanding on some of the skills needed.

He commented that an organisation can gain great benefit from the self assessment and consultant review process without having to make use of the ten further days of consultant time available. This assessment enables an organisation to identify areas where they need to make improvements and to identify the best process for the agency to gain the necessary changes.

As Margy-Jean Malcom, the programme director at UNITEC for the diploma in non-profit management, related in her address to the NZCOSS conference this year, organisations need to be the “primary driver” in capacity building and not always bowing to the funders brief. She feels that “outside experts may be useful but only if they are helping build organisational ability to analyse challenges and develop effective processes to monitor, assess, respond and adapt...”

Tina Reid from the New Zealand Council of Social Services also believes that the non-profit sector needs to be doing its own thinking to stimulate information sharing and joint development. She says that there is a role for funders in capacity building “as grant funding is part of capacity building” and believes that non-profits should regard funders as allies and not just an add-on to their work. She thinks it is about sharing the vision and educating about outcomes.

Trust Waikato has made a significant contribution to capacity building in the Waikato region through funding. Chief Executive, Bev Gatenby, has developed a strong knowledge of capacity building within the sector and believes strongly in the model that they have adopted.

Bev Gatenby considers that the sector needs a long-term commitment to capacity building services and infrastructure by both philanthropic funders and government. She also believes that there is a need for one national over-arching body – a gathering space – which can speak with one voice when it is necessary to represent the views of the sector.

Margy-Jean Malcom made the point that it was tempting to suggest that adequately funding the currently contracted service outputs would enable more appropriate investment in organisational capacity. Margy-Jean commented that while this would go some way toward providing the necessary financial resources, its limitations could be that the focus is on building capacity to deliver the funded service, not the whole organisation.

Stephen Blyth, who is now Community Relations Principal Advisor with the Families Commission, identified several areas where he believes there is a need for greater investment in the social service sector – dynamic leadership which is challenging to others, an annual conference and various communication tools to assist such as on-line mentoring, seminars, email newsletters and fellowships. He believes that there is a lot of “unsorted” information available and that key information providers need to be identified to review content and disseminate the information.

As an adjunct to capacity building, Margy-Jean Malcom is concerned that there is little happening in the way of knowledge building in the non-profit community. She believes that it is important for practitioners to understand the context in which they are working and thinks there needs to be stronger links between academics and organisations.

In the Grant Thornton 2005 survey on non-profits in New Zealand, Jennie Taylor makes the point that the three most challenging issues for the non profit sector are financing, fundraising and governance. More than half the survey respondents were worried about the sustainability of their key sources of income. As well, although the survey showed that, although they were in the minority, there was a significant number of Boards who were failing to comply with their own policies.

7.0 What do organisations want and need?

Most organisations view the idea of capacity building very positively. They see an opportunity to have some of their most urgent organisational needs met which will assist with growth and development.

Many groups seemed to be quite uncertain of where to go for help with issues which affected their ability to operate effectively although some had good networks and some had heard of agencies available to help. However, although they were quick to catalogue their issues, very few had made use of the resources available to assist.

It is clear that, as a group struggles to provide services when the community demand just grows and grows, all funding which comes in goes to service that need and very little is available for operating expenses. As a result, non-profit managers talk of making “sacrifices” in staffing and equipment and having to deal with staff resentment and low morale.

“We need more staff on the ground, our building needs maintenance, we need more rooms, a new telephone system and a sophisticated IT system to deal with confidential information.....” Auckland Sexual Abuse Help is only one organisation which can easily summarise their organisational needs.

Monte Cecilia talk about the need to protect what is already being done and still finding more money to offer more services to the increasing number of families who need help. However, the need to build long-term sustainability over and above programme cost is considered paramount. Sourcing long-term funding so core funding needs are met and establishing a capital programme to meet ongoing organisational needs are goals for the future.

Time seems to be another factor in meeting organisational needs. Staff are committed to the service delivery and there is little time – and no money for support staff – to even provide some of the more basic functions. As well, organisation may often “not know what they don’t know” due to the management inexperience of staff.

Comments were made that only groups who were well established and had a good reputation should be given long-term funding and that there needed to be flexibility within grants to meet changing circumstances or organisations. It was also noted that most organisations are trying to run a professional service and need high quality staff which is difficult to fund adequately.

7.1 Recent Research

In 2005, Family and Community Services and the Office for the Community and Voluntary Sector commissioned research on capacity building in the community sector. The project was focused on finding out what organisational resources and information are available in the non-profit sector and identifying gaps in materials and services currently available. The focus was on small and medium sized organisations.

The researchers spoke with more than 50 community, voluntary, Maori and Pacific organisations, government agencies, educational institutions and philanthropic trusts.

The two clear messages which emerged from this research were that one size does not fit all – organisations need choices of where and how to access information and support; and that it is important to building existing services and initiatives.

The areas where organisations required help were fairly predictable – planning, human resources, financial, governance and IT.

The ways that people preferred to receive their information were wide but a “clearing house” – a central point for collecting and disseminating information was one of the suggestions. As well, shared services, advisory services, peer to peer support and mentoring and written resources and toolkits were recommended.

In the report, a message which was emphasised was that guidance and support was preferred from a “real person” or face to face. People in these types of roles need to respond to the core issue of how people find and retrieve information and resources.

The report recommended further investigation of areas such as strategies to implement the suggestions, explore opportunities to build on existing services or organisation and investigate the costs and processes for expanding or developing initiatives.

8.0 The Way Forward

Tackling the challenges of capacity building within the non-profit community can be as varied as the definitions of the subject tend to be.

However, it could be agreed that capacity building in some way enhances the effectiveness and sustainability of an organisation.

There appear to be four main approaches to capacity building for a non-profit.

- 1 Effort goes into developing the skills and knowledge of the leader so that there is a trickle-down effect for the organisation and other people involved with it.
- 2 Resources are used to identify, and develop or rectify, the areas of greatest need within the organisation – a method that is used by agencies such as Social Services Waikato who provide hands-on help to organisations.
- 3 The areas of greatest need within a community are identified and significant funding provided to meet that need. Usually an agency which already provides the specific service in that area will be contracted, and assisted to increase their level of activity or a new agency may be established to provide the service delivery.
- 4 A funder may call on applications from organisation who are working on community needs in a geographical or social service area and provide funding for services which they believe can do the greatest community good. This is the most common method of capacity building in New Zealand.

8.1 The Challenges

Capacity building knowledge and skill are widely available in New Zealand. There are many groups at all levels providing all kinds of assistance and training from seminars and workshops, through written material to web-based information sharing. On the other side, there is a large range of non-profit organisations, many of whom would benefit from some of the available skills and resources.

However, there are some issues.

There appears to be very little collaboration between the groups providing the capacity building services which leads to over-lap and duplication of scarce resources. Many non-profits appear to have limited knowledge of the services available to them. Some use their own networks and some do have some information about provider groups but not that many seem to use them actively and effectively.

Service providers indicate they are working with large numbers of groups but these are probably still a fraction of the organisations that could be making use of the knowledge available in their communities. It is possible that the groups do not value the services offered by these providers as many seem to develop their own support networks. But, much more likely, is that the promotion of the services is so lacking that groups simply do not know they exist.

The major issues to be resolved are:

- Ensuring service providers are developing high quality capacity building activity
- Ensuring there is as little overlap of service delivery as possible when scarce resources are involved
- Recognising that “one size does not fit all” in capacity building for organisations
- Ensuring that the services are well promoted to the non-profit organisations
- Ensuring that the organisation is an equal partner in the capacity building relationship

9.0 Organisations and individuals interviewed:

Trust Waikato – Bev Gatenby
ASB Community Trust Funding Advisors and other staff
Springboard Trust – Lorraine Mentz
McKinsey & Company and Springboard Trust – Ian Narev
Scottwood Trust – Jennifer Palmer
Robin Hood Foundation – Jude Mannion
JR McKenzie Trust – Ian Hines

Office for the Community and Voluntary Sector – Hugh Lawrence
Families Commission – Stephen Blyth
Department of Internal Affairs Community Net – Bill Dashfield
Dept. of Internal Affairs Local Government and Community - Suzanne Sinclair
Department of Internal Affairs Community Affairs – Gaylene Tupaea

WADCOSS – Lisa Howard-Smith
NSCOSS and SCOPE– Catherine McLintock

Age Concern Manukau – Sandra Burford
Preventing Violence in the Home – Jane Drum
Monte Cecilia Housing Trust – David Zussman
Glen Innes Family Centre – Nathan Nirmalanathan
Auckland Somali Community Association – Mahan Warsame
Auckland Sexual Abuse Health Foundation – Paulette Benton-Greig
ObjectSpace – Philip Clarke
Volunteering Auckland – Cheryl Martin
Grey Lynn Neighbourhood Law Office Trust – Manogi Tavelia

Auckland City – Heather Owen
Waitakere City Community Development – Jan Brown
North Shore City Council – Pam Bailey

Unitec New Zealand – Margy-Jean Malcom

Ernst and Young and Diabetes Auckland- Andrew Young

Charities Commission and SCOPE Advisor - Frank Claridge
Philanthropy New Zealand – Robyn Scott
New Zealand Federation of Voluntary Welfare Organisations – Tina Reid
ANGOA – Dave Henderson
Community Sector Taskforce – Iris Pahau

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Annie E. Casey Foundation <http://www.aecf.org>

AMP Foundation <http://www.amp.com.au/group>

BHP Community Trust <http://www.bhp.com.au/community/trust.htm>

Charles Stuart Mott Foundation <http://www.mott.org>

Compass Point Non-Profit Services <http://www.compasspoint.org>

David and Lucille Packard Foundation <http://www.packard.org>

Esmee Fairbairn Foundation <http://www.esmeefairbairn.org.uk>

Ford Foundation <http://www.fordfoundation.org>

Grantmakers Evaluation Network <http://www.washingtongrantmakers.org>

Grantmakers for Effective Organisations <http://geofunders.org>

GuideStar <http://www.guidestar.org>

Harvard Hauser Centre for Non-Profits <http://www.ksghauser.harvard.edu>

Johns Hopkins Centre for Civil Society Studies The Listening Post Project.
<http://www.jhu.edu/listeningpost>

Joseph Rowntree Foundation <http://www.jrf.org.uk>

Kellogg Foundation <http://www.wkkf.org>

Lloyds TSB Foundation <http://www.lloydstsbfoundations.org.uk>

Mckinsey and Company
<http://www.mckinsey.com/clientservice/nonprofit/resources/capacitybuilding>

Mercy Foundation <http://www.mercyfoundation.com.au>

Milton D. Eisenhower Foundation
<http://www.esienhowerfoundation.org/index.php>

Myer Foundation <http://www.myerfoundation.org.au>

Nuffield Foundation <http://www.nuffieldfoundation.org>

Philanthropy Australia <http://www.philanthropy.org.au>

Woods Fund <http://www.woodsfund.org>

Wellcome Trust <http://www.wellcome.ac.uk>

Places to Go for Assistance with Capacity Building.

1. Government Departments. Ministry of Social Development, Work and Income, Te Puni Kokiri, Pacific Island Affairs, Department of Internal Affairs have various programmes and community advisory services which you can tap into. Call your local branch.
2. ***Community Net*** has lots of valuable information. Check it out on www.community.net.nz
3. Local groups such as ***Citizens Advice Bureau*** will be able to provide some information regarding local agencies who can provide support.
4. Contact your ***Local Authority Community Development Department*** and ask for information on courses, seminars and funding.
5. Contacts:

Association of Non-Government Organisations of Aotearoa

phone/fax: 04 - 972 7708

email: dave.henderson@angoa.org.nz

mail: PO Box 24243, Manners Street, Wellington

NZ Federation of Voluntary Welfare Organisations

PO Box 9517, Wellington, New Zealand

Phone 04 3850981

Fax 04 3853248

Visit the COMVOICE website: www.nzfwo.org.nz

Email the COMVOICE mailing list: COMVOICE@nzfwo.org.nz

New Zealand Council of Social Services

To find the COSS in your area, visit the website: nzcooss@nzcooss.org.nz

Otherwise, NZCOSS is situated at:

Unit 7, Betty Campbell Centre

Harbour City Tower, 40 Panama Street

PO Box 5594

WELLINGTON

ph/fax 04 472 3364

SCOPE Project run by Tindall Foundation

Contact NSCSS for more information about SCOPE.

Phone: 09 486 4820 or **email:** scope@nscss.org.nz

Social Services Waikato

PO Box 391
Hamilton

Contact Person: Dr Bev Gatenby
Telephone: (07) 838 1583
Facsimile: (07) 838 2661
email: ssw@com-trust.org.nz

Springboard Trust

Contact:
lorraine.mentz@aucklandnz.org

Diploma in Non-Profit Management

For full programme details and enrolment forms, contact:
Course Information Centre, phone 0800 10 95 10 or
Programme Administrator, (09) 815 4321 ext 5068 jdickinson@unitec.ac.nz
or www.community.unitec.ac.nz or
5 Ratanui Street, Henderson, Waitakere City.

Volunteering Auckland will assist with volunteer Management training.

Contact: cheryll.martin@volunteeringauckland.org.nz

