



THE COALITION FOR ASIAN AMERICAN CHILDREN AND FAMILIES

## CAPACITY BUILDING PROJECT

### FREQUENTLY ASKED QUESTIONS

#### 1. What is CACF's Capacity Building Project?

CACF was awarded a one-year, \$500,000 grant from the U.S. Department of Health and Human Services through the Compassion Capital Fund (CCF) Demonstration Program. This project aims to build the capacity of Asian led and serving organizations and enhance knowledge of public policy and advocacy strategies to become better advocates for the Asian Pacific American community of New York City.

#### 2. What is capacity building?

As defined by CCF, **capacity building** is “the process of implementing activities critical to the long-term viability of your organization. The goal of capacity building is to increase organizational infrastructure and bolster sustainability. By building or increasing your organization's capacity, the effectiveness of programmatic activities and organizational operations will also increase.”

#### 3. What are the capacity building areas?

This project focuses on four areas of capacity building:

- Leadership Development
- Organizational Development
- Program Development
- Community Engagement

#### 4. What is the purpose of this project?

By participating in this capacity building project, organizations can:

- Increase the effectiveness and sustainability of their organization
- Enhance organizational ability to provide services
- Learn how to diversify funding sources for your organization
- Create collaborations with other organizations and policymakers to better serve vulnerable communities
- Learn about public policy at state and city levels to become better advocates

As stated by CCF, the purpose of this Demonstration Program is to build the capacity of organizations to increase effectiveness, sustainability, and the ability to provide better services. CCF anticipated the following: “if your organization is equipped to function smoothly at the operational level, your profile in the community will increase, you'll retain great staff, develop and implement better programs, engage more stakeholders, and be more likely to acquire

funding in the future from diverse sources. The end result is your organization's ability to offer more effective services to those who need them most.”

#### **5. How will CACF implement this project?**

As part of the project, CACF will be providing the following activities:

1. Training
2. Competitive mini-grants totaling \$280,000

#### **6. What is training?**

CACF will be coordinating a series of FREE capacity building workshops throughout 2010. These workshops will focus upon the four capacity building areas of development and will be a useful resource to enhance the knowledge and skills of organizations to:

- Support organizational capacity building
- Better understand public policy to become better advocates.

#### **7. When will these workshops be offered?**

Workshops will be held once a month beginning in January 2010 and run through August 2010. CACF will kick-off the series of workshops by offering a workshop on fundraising in January and will be followed by a State Level Advocacy Training in February.

In September 2010, CACF is excited to be coordinating the Inaugural Asian Pacific American Children and Families Conference in New York City. Please be on the look-out for more details as September approaches.

#### **8. Who can attend the workshops?**

Anyone interested in participating in the workshops is eligible to attend. You DO NOT NEED to be a mini-grant recipient to attend these workshops.

#### **9. What are Mini-Grants?**

As part of our capacity building project, CACF will be regranting \$280,000 to eligible organizations to support their capacity building initiatives. Mini-grant amounts will range from \$10,000-\$25,000. Funding must be used for capacity building purposes to enhance knowledge of public policy and advocacy strategies, not service delivery. Recipients of mini-grants must address at least two of the following capacity building areas: Leadership Development, Organizational Development, Program Development, and Community Engagement.

**10. How can mini-grant funding be used for?**

Mini-grant funding must be used for capacity building purposes and address at least two of the following focus areas:

- |                               |                         |
|-------------------------------|-------------------------|
| 1) Leadership Development     | 3) Program Development  |
| 2) Organizational Development | 4) Community Engagement |

Use of subaward funding is at the discretion of the organization as long as it fits within project guidelines and is approved by CACF. Please see the attached list with sample allowable activities that can guide you in your activities.

**11. What can mini-grant funding NOT BE used for?**

Mini-grant funding cannot be used for:

- Direct Services or augmenting or supplanting direct service delivery funds
- Direct fundraising or solicitation (meaning you cannot use grant funds to raise money via fundraisers, donor campaigns, etc.)
- Supporting medical/health care related activities or items
- Construction and purchase of real property
- Inherently religious activities (such as religious instruction, worship or proselytization) or for building capacity to provide programs or services that include religious activities

**12. What is meant by direct service?**

Direct services are considered to be any activity that deals and/or serves client populations directly. Below please find sample activities that the CCF Demonstration program describes as capacity building and direct service. Please note that this is not an exhaustive list. If you have any questions please contact Elizabeth Lee, Program Coordinator.

<b>CAPACITY BUILDING vs. DIRECT SERVICES</b>	
<b>Capacity Building</b>	<b>Direct Services</b>
Researching and developing new programs or services	Implementing a program, program activities, or program curriculum that provides services directly to clients
Developing or designing a program or program curriculum	Purchasing food for service programs
Purchasing program-related equipment and durable supplies	Paying management costs for existing programs
Implementing systems to keep records on client needs, referrals, service recipient satisfaction, or service recipient outcomes	Holding seminars or events for clients
Evaluating current needs	Paying staff to work directly with clients

### **13. What are the benefits for applying for a mini-grant?**

If your organization is awarded a mini-grant through CACF's capacity building project, you will receive the following:

- \$10,000- \$25,000 in funding.
- 15 hours of individualized technical assistance provided by *Lisa Garrett, Capacity Building Specialist*.
- 16 hours of group training with the other organizations receiving mini-grants.

### **14. Are the trainings and technical assistance for mini-grant recipients different from the series of workshops CACF will be offering?**

YES! The series of FREE capacity building workshops CACF will be providing are SEPARATE FROM the training and technical assistance CACF is providing for recipients of the mini-grants.

The series of capacity building workshops are open to ANYONE, including mini-grant recipients (it is highly encouraged to attend). ONLY mini-grant recipients will receive the 15 hours of individualized technical assistance and will also receive an additional 16 hours of group training.

### **15. Who is eligible to apply for mini-grants?**

To be eligible to apply for mini-grants, organizations must meet the following requirements:

- Be an Asian led or serving faith or community based organization.
- Serve distressed communities in New York City. CCF defines "distressed communities" as low-income individuals, at-risk youth, homeless, seniors and families in transition from welfare to work.
- Have at least one substantial secular social service program that will benefit from capacity building assistance.

In accordance to CCF guidelines, priority will be given to organizations that:

- Have historically not received federal funds
- Have budgets less than \$500,000
- Implement programs in the social service priority areas listed above

Please note that these are priorities for receiving mini-grants. Organizations that do not fit into the three priority areas can still apply for mini-grant funding.

### **16. Is there a list of consultant resources we can refer to?**

Per your feedback, CACF will compile a list of consultant resources which may be helpful for you. Consultants on this list are not affiliated with CACF, nor does CACF endorse these consultants. As such, CACF is not liable for services rendered.

### 17. What is the process to apply for a mini-grant?

The following is a tentative timeline for the mini-grant application process.

DATE	AGENDA
12/14/10	<b>RFP Release</b>
1/7/10	<b>Information Session</b> to review RFP and answer any questions or concerns.
1/11/10	<b>Letters of Intent Due-</b> <i>Organizations interested in submitting a proposal must submit to CACF a one-page Letter of Intent by 5PM EST.</i>
2/1/10	<b>Proposals Due-</b> <i>must be submitted by 5PM EST.</i>
2/8/10 to 2/22/10	Proposals submitted to Review Committee to be evaluated and scored. Subaward amounts determined by Review Committee.
3/1/10	Subawardees notified. Memorandums of Understanding (MOUs) and Grant Contracts sent out to organizations receiving subawards.
3/18/10	Subawardee Full Day Orientation; MOUs and Grant Contracts Due
9/15/10	Interim Progress and Financial Report Due
3/15/11	Final Progress and Financial Report Due

### 18. Are the mini-grant and workshop timelines separate?

Yes, CACF will be providing two different activities as part of this capacity project, and each has its own timeline. Specifically CACF will be providing:

- 1) **Trainings** – The series of 8 workshops and the September conference will run from January to August 2010 and will be held once a month. The conference will be held in mid-September.
- 2) **Mini-grants** – The mini-grant timeline is tentative based upon the application and award announcement process. Mini-grant recipients will have 12 months (from the date awarded) to complete their approved capacity building project.

### 19. Who can I contact about this project?

For more information on this project, the workshops and the mini-grant, please contact:

Elizabeth Lee, Program Coordinator  
Coalition for Asian American Children and Families  
50 Broad Street, 18<sup>th</sup> Floor  
New York, NY 10004  
Phone: 212-809-4675 x. 108  
Fax: 212-785-4601  
Email: elee@cacf.org



## CCF Demonstration SAMPLE Capacity Building Allowable Activities

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Below please find a sample list of allowable activities as described by the CCF Demonstration Program. Please note this is not an exhaustive list but a resource to help you understand what is meant by the capacity building areas of focus.

### **Leadership Development**

- Create a volunteer management plan
- Create a volunteer recruitment plan
- Create board policies
- Create executive succession plan
- Engage executive coach
- Implement a volunteer management plan
- Provide management/leadership training to staff
- Provide training/written information for board of directors
- Recruit board members
- Recruit volunteers (non-board)

### **Organizational Development**

- Create a staff performance review process
- Create a strategic plan
- Create financial management procedures/ improve internal controls
- Create job descriptions
- Create marketing materials
- Create/revise organizational identity
- Create/update an annual report
- Implement a new accounting system
- Implement a new budgeting process
- Implement a staff performance review process
- Implement new financial management procedures
- Incorporate as a legally recognized organization
- Install IT infrastructure
- Obtain 501(c) (3) status with the IRS
- Create a revenue development plan
- Identify potential funding sources
- Implement donor tracking software
- Provide revenue development training to staff

### **Program Development**

- Analyze outcome data /evaluate effectiveness of current services
- Collect information related to service recipient outcomes
- Collect information related to service recipient satisfaction
- Create an outcome measurement plan
- Implement systems to keep information related to client needs, referral sources, and services provided
- Implement systems to keep records on service recipient satisfaction and/or service recipient outcomes
- Obtain program related equipment and durable supplies
- Research and develop new programs or services
- Take steps to expand current services to new geographic area
- Take steps to increase the effectiveness of existing services
- Take steps to increase the number of clients served in existing geographic area
- Take steps to increase the number or scope of services
- Take steps to reach an underserved population in existing geographic area

### **Community Engagement**

- Assess effectiveness of existing collaborative efforts
- Conduct assessment of community needs
- Create a map/inventory of community assets
- Create action plan for coordinating/collaborating
- Create or update a brochure
- Create or update a Web site
- Create processes for collaborating with partners
- Develop new strategic partnerships
- Establish partnership agreements
- Make presentations to community groups

Below please find some examples of the differences between capacity building and fundraising.

<b>CAPACITY BUILDING vs. DIRECT FUNDRAISING</b>	
<b>Capacity Building</b>	<b>Direct Fundraising</b>
Sending appropriate staff to grant-writing seminars	Printing and mailing direct mail flyers or brochures that include the option for donors to make donations
Hiring a full-time development director to focus on long- and short-term fundraising efforts	Contacting organizations or individuals for funds (this includes paying for a lunch meeting)
Buying donor development software that organizes donor information, but does not enable direct online donations	Buying donor development software that enables a direct online donation link (such software is not itself problematic; it is the online donation link feature that may not be funded with CCF funds)
Hiring a consultant to develop a fundraising strategy for your organization	Hiring a fundraising consultant to plan specific events or make funding requests