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Improving Capacity among Nonprofits— Impact Study of the Compassion Capital Fund Demonstration Program

June 11, 2010

Prepared for
Office of Community Services
Administration for Children and
Families
U.S. Department of Health and
Human Services

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Improving Capacity among Nonprofits—Impact Study of the Compassion Capital Fund Demonstration Program

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Chapter 1: Program and Evaluation Context

Introduction

There has been a sustained focus on the role faith-based and community nonprofit organizations (NPOs) play in the country's social service network. Many argue that NPOs operating at the community level better understand the unique circumstances of their clients and the context in which they live and raise their families; they often have gained the community's trust based on their ability to help community members in their time of need.¹ Most agree that these characteristics are important and set NPOs apart from many governmental service providers. However, while these attributes and characteristics are vital, there are other domains of organizational capacity that are critical to longevity and effectiveness and are often lacking in community-level NPOs. Because of the unique role that NPOs play, many funders, including the federal government, believe it is worthwhile to help NPOs reach their full potential through assisting them to strengthen their "organizational capacity."² In the nonprofit field, definitions of "organizational capacity" vary, but key components cited in the literature include the implementation of financial controls and clear operating oversight, as well as policies and procedures related to staffing, finances, long-term sustainability and expansion of services.

To address the interest in and need for increased organizational capacity, the federal government has funded several programs that provide capacity building services (e.g., workshops, one-on-one training) to NPOs. Those programs include the Administration for Children and Families' (ACF) Compassion Capital Fund (CCF), the Department of Justice's Prisoner Re-entry program, and the Department of Labor's Ready4Work program. The Compassion Capital Fund is one of the largest of these initiatives. Established in 2002 by PL 107-116, the purpose of CCF is to expand and strengthen the role of faith-based and community nonprofits in providing social services to low-income communities. One of the components of CCF is the Demonstration Program.

¹ Diane Paulsell, Jeffrey Max, Michelle Derr, and Andrew Burwick (2007), *Collaborating with Faith- and Community-Based Organizations: Lessons Learned from 12 Workforce Investment Boards—Final Report* (Princeton, NJ: Mathematica Policy Research); H. K. Anheier (2000), *Managing Non-Profit Organizations: Towards a New Approach*, retrieved June 11, 2009, from E-Journals database; D. H. Smith (1999, July), *The Effective Grassroots Association, Part One: Nonprofit Management and Leadership*, retrieved June 11, 2009, from E-Journals database; D. H. Smith (1999, October), *The Effective Grassroots Association II: Organizational Factors That Produce External Impact: Nonprofit Management and Leadership*, retrieved June 11, 2009, from E-Journals database.

² Paul C. Light (2004), *Sustaining Nonprofit Performance: The Case for Capacity Building and the Evidence to Support It* (Washington, DC: Brookings Institution Press); McKinsey & Company (2001), *Effective Capacity Building in Nonprofit Organizations* (Reston, VA: Venture Philanthropy Partners); J. Sobek and E. Agius (2007), "Organizational Capacity Building: Addressing a Research and Practice Gap," *Evaluation and Program Planning* 30: 237–246; Christine W. Letts, William P. Ryan, and Allen Grossman (1999), *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact* (New York, Wiley); Carol J. De Vita, Cory Fleming, and Eric C. Twombly (2003), "Building Nonprofit Capacity: A Framework for Addressing the Problem," in Carol J. De Vita and Cory Fleming, Eds. (2001), *Building Capacity in Nonprofit Organizations* (Washington, DC: The Urban Institute); B. Blumenthal (2003), *Investing in Capacity Building: A Guide to High-Impact Approaches* (New York: The Foundation Center).

The CCF Demonstration Program funds intermediary organizations to provide NPOs with capacity building training, technical assistance, and sub-awards (financial assistance). Capacity building activities under the Demonstration Program are to address five critical areas: organizational development, program development, revenue development, leadership development, and community engagement. Through receipt of capacity building assistance from CCF intermediary grantees, NPOs are expected to improve their effectiveness and organizational management including their ability to develop and train staff, expand the types and reach of their programs, and improve their access to and management of funds from diverse sources, including federal funds.³

This report presents the findings from a study assessing the impact of the CCF Demonstration Program. Previous studies by Abt Associates and other researchers have measured changes in outcomes before and after capacity building assistance.⁴ However, such before/after designs do not establish the causal effect of capacity building assistance. That is, these studies could not attribute the observed changes to the assistance provided as opposed to other factors that might have produced or led to the changes. Organizations are not static; some of the observed change very likely would have occurred as the NPOs matured or as they took steps on their own (i.e., without the efforts of the intermediary). To address this gap in knowledge about the effectiveness of capacity building assistance, ACF contracted with Abt Associates to conduct a rigorous random assignment study of the impacts of capacity building assistance provided to NPOs through the Compassion Capital Fund Demonstration Program.

A key element of any impact study is random assignment of participants into two groups, one that receives the services being studied (program group) and one that does not (control group). For this evaluation, eligible NPOs applying for assistance from CCF intermediary grantees were randomly assigned either to the program group and or to the control group. Random assignment ensures that the organizations in each group do not differ systematically at the time of assignment (the baseline). Since the two groups are the same at baseline, any differences observed at follow-up can then be attributed to the CCF intervention. The outcomes for the control group represent what the outcomes would have been for the program group if they had not received CCF Demonstration Program

³ Compassion Capital Fund Fact Sheet, Department of Health and Human Services, Administration for Children and Families website, http://www.acf.hhs.gov/programs/ocs/ccf/about_ccf/facts.html, May 13, 2009.

⁴ Abt Associates Inc. (2007), *Findings from a Retrospective Survey of Faith-Based and Community Organizations (FBCOs)* (Cambridge, MA: Abt Associates); Abt Associates Inc. and Branch Associates, Inc. (2008), *An Assessment of the Compassion Capital Fund Demonstration Program; Outcome Study Final Report* (Cambridge, MA: Abt Associates Inc.); Carrie Markovitz and Lisa Magged (2008), *HOPE II: Faith-Based and Community Organization Program Evaluation Study—Summary Report* (Cambridge, MA: Abt Associates); Sobek and Agius, 2007; P. A. Patrizi, E. K. Gross, and S. Freedman (2006), “Strength in Flexibility: Lessons from a Cluster of Capacity Building Grants in the Juvenile Justice Field,” *Evaluation and Program Planning* 29: 162–170; S. Doherty and S. Mayer (2003), *Results of an Inquiry into Capacity Building Programs for Nonprofit Programs* (unpublished manuscript); L. C. Leviton, C. Herrera, S. K. Pepper, N. Fishman, and D. Racine (2006), “Faith in Action: Capacity and Sustainability of Volunteer Organizations,” *Evaluation and Program Planning* 29: 201–207; Robin Leake, Sheridan Green, Christine Marquez, Janine Vanderburg, Sara Guillaume, and Veronica A. Gardner (2007), “Evaluating the Capacity of Faith-Based Programs in Colorado,” *Research on Social Work Practice* 17(2): 216–228.

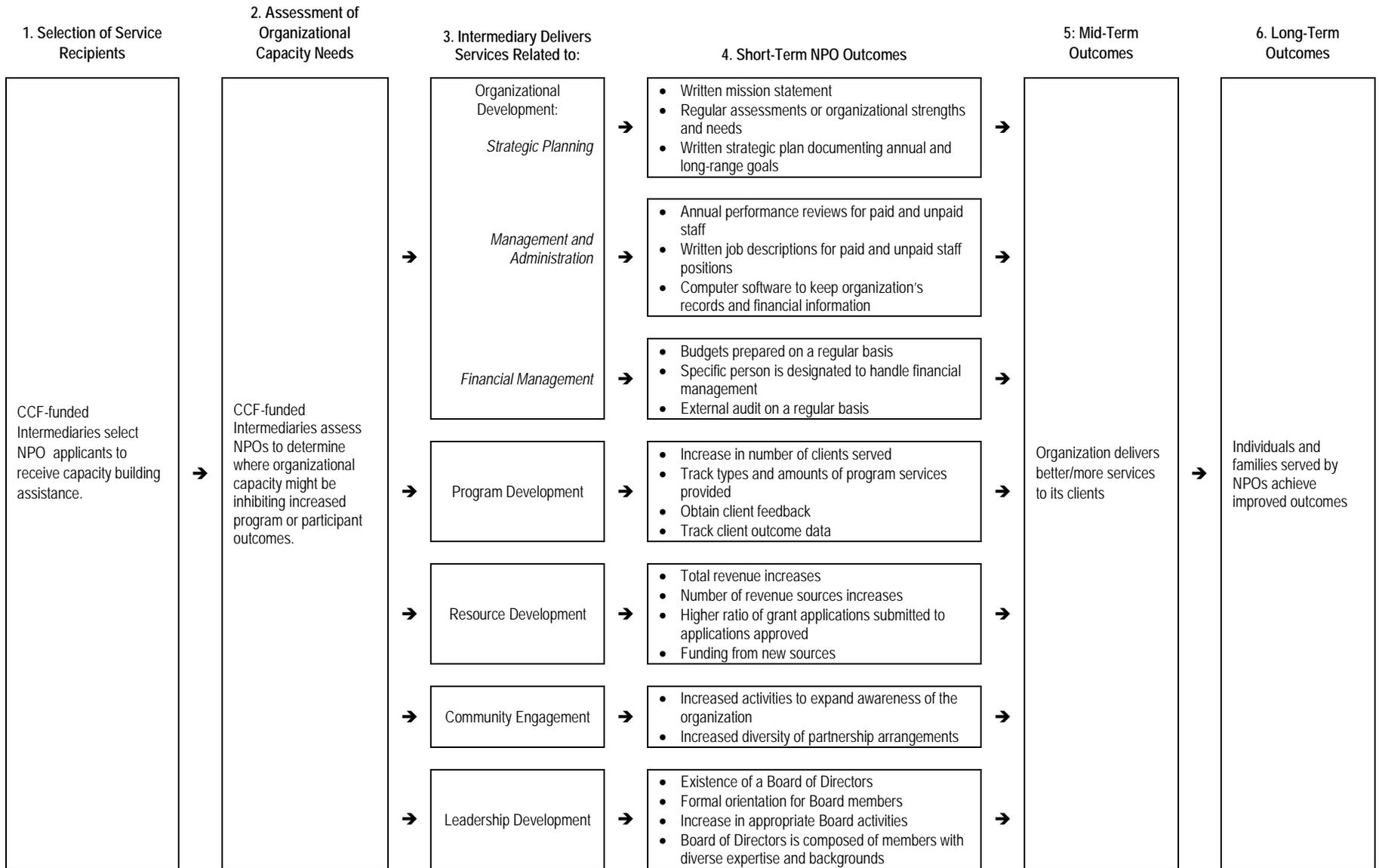
services. The impact, or causal effect, of the program is measured by the difference between the outcomes of the program group and those of the control group.

Analyses of study findings indicate that the CCF Demonstration Program had a significant impact on multiple areas of the organizational capacity. In each of the five critical areas of capacity examined—organizational development, program development, revenue development, leadership development, and community engagement—the program group members showed higher levels of capacity gain than members of the control group. This random assignment study provides methodologically strong evidence about the effectiveness of CCF Demonstration Program.

The CCF Demonstration Program Logic Model

Capacity building assistance is a widely implemented approach, in both the public and private sectors, to improve the quality and quantity of services provided through NPOs. In thinking about this study's results and their implications for the larger capacity-building movement, it is useful to understand the CCF Demonstration Program's logic model (see Exhibit 1.1) and to understand which elements of this theory of change model this evaluation addresses.

Exhibit 1.1: Logic Model - Compassion Capital Fund Demonstration Program



CCF Demonstration Program Evaluation

The logic model reflects a theory of change that assumes that access to knowledge and assistance from CCF intermediary grantee services will lead to improvements in business operations (short-term outcomes), more effective service delivery and, ultimately, to better outcomes for service recipients. The Impact Study focused on documenting the processes depicted in columns 1 through 3 in the logic model and evaluating the increases in organization capacity experienced by NPOs depicted in column 4. The evaluation study did not address mid- or long-term outcomes (columns 5 and 6).

Evaluation Methodology

The Impact Study addresses the following research questions:

1. How many hours of technical assistance (TA) and what sub-award amounts are the NPOs receiving from CCF-funded intermediaries?
2. How effective are the TA and sub-awards in increasing organizational capacity among NPOs?
3. In what areas of organizational capacity have NPOs shown the greatest improvement?

The study sample was the entire population of NPOs that applied for assistance and were determined eligible by the ten intermediary organizations awarded CCF Demonstration Program grants in the 2006 grant cycle (September 2006). In 2007, the intermediaries solicited applications from NPOs for their TA and sub-award programs. As part of the application process, intermediaries had NPOs complete a self-administered baseline survey developed for the study and send the survey back to the research team. Intermediaries reviewed the applications and identified a set of organizations that met their criteria for services; only those organizations that met the intermediaries' self-defined eligibility criteria were referred for random assignment. These NPOs were randomly assigned either to the program group that was to receive capacity building services from the intermediary or to a control group that would not receive technical assistance or a sub-award from the intermediary for the duration of the study (an embargo period of 15 months). Organizations assigned to the control group could, however, participate in any group training sessions offered by the intermediary that were open to similar organizations in the community. During the application period, 454 NPOs were enrolled in the Impact Study (237 assigned to the program group and 217 to the control group).⁵

To assess change and improvement in various areas of organizational capacity 15 months after random assignment, the research team administered a follow-up survey to both program group and control group NPOs.

⁵ Organizations that ceased to operate during the study period were defined as ineligible for study purposes and not included in the follow-up. The ineligible cases reduced the total sample size from 454 at baseline to 437 (229 in the program group and 208 in the control group). For a more detailed description of the process used to randomly assign NPOs for the Impact Study, please see Appendix I in the separate Technical Appendix.

In addition to obtaining information directly from NPOs, the project gathered information from participating intermediary organizations in two ways. Project team members visited each of the ten intermediaries and each intermediary completed a survey designed to obtain quantitative data on the technical and financial assistance delivery process.

The site visits to intermediaries took place between March and September 2008 and the self-administered intermediary survey was administered in February 2008. During the two- to three-day site visits, senior evaluation team members gathered information about the intermediaries' missions and histories, the services they delivered, and NPOs' receptiveness to the CCF services provided. This information was collected through semi-structured individual and small group interviews with the CCF program director, key intermediary staff, and, when applicable, program volunteers and partners. Additionally, project staff interviewed staff from a small number of local NPOs that participated in the program.

Data Analysis

As explained above, because random assignment results in virtually identical program and control groups at baseline, we are able to provide robust analysis for assessing program causal impacts. We conducted statistical tests to determine if differences between groups were statistically significant.⁶ In addition, responses from both the intermediary survey and the NPO survey were used to assess the types of assistance received. NPO survey results are illuminated by additional information from the site visits to the intermediaries. These sources of information provide insight and documentation about the services offered by the intermediaries, the services that the NPOs utilized, and the services that the NPOs found most useful. The results of the assessment of the types and amount of TA and sub-awards provided are presented in Chapters 3 and 4 and results from the survey analyses are presented in Chapter 5.

Limitations of the Study

It is important to note that the study design has some limitations. First, it is not appropriate to assume that the results of the Impact Study are directly generalizable to the broader universe of all NPOs. The results of the Impact Study only represent the 454 NPOs that applied for capacity building assistance from the ten CCF intermediary grantees funded in 2006. However, to the extent that these 454 NPOs are similar to other NPOs, the results are suggestive of how a broader population might benefit from similar capacity building assistance.

Second, because there have been a limited number of prior studies addressing the areas of organizational capacity targeted in the CCF program, the measures and survey items do not have a validated track record of reliably measuring the various aspects of organizational capacity.

⁶ Following standard practice, we report regression-adjusted results, where the regressions adjust for both NPO characteristics and baseline values of the outcomes of interest. Such regression-based estimates improve the precision of our estimated effects of the intervention. Please see Appendix A for more detail on data analysis procedures.

To compensate for the untested nature of the survey items, we relied on the expertise of organizational capacity experts and also pre-tested survey items with NPOs similar to those that participated in the study.

Third, all survey data used in this study was self-reported. It is possible that organizations inflated the amount of changes that occurred in their organization, despite assurances that their intermediary organization would have no access to the data.

Finally, we would expect some aspects of organizational changes (e.g., receipt of new funding) to appear only after the study's 15-month follow-up period. Some short-term outcomes listed in the logic model can require shifts in organizational thinking, leadership consensus, and additional financial resources and technical skills to implement changes. Therefore, it is reasonable to assume that some organizations in the program group continued to benefit from the assistance they received after the 15-month study period ended. If this is the case, the program effects reported in Chapter 5 may underestimate the true benefit of the CCF Demonstration Program.

Organization of Report

The remainder of this report is organized as follows.

Chapter 2: NPO Characteristics at Baseline. This chapter describes basic organizational characteristics of the NPOs in the study.

Chapter 3: CCF Intermediaries. This chapter describes basic organizational characteristics of the study intermediaries and examines the extent to which sub-award and technical assistance efforts were implemented as envisioned.

Chapter 4: Services Received by NPOs. This chapter compares the amount of capacity building assistance received by program group members to the amount received by control group members.

Chapter 5: Changes in Organizational Capacity—Program Impacts. This chapter examines the five capacity areas that were the focus of the Demonstration Program—organizational development, program development, revenue development strategies, community engagement, and leadership development—for evidence of differences between the program group and the control group. Differences are examined for the entire sample, as well as for five subgroups of organizations.

Chapter 6: Conclusions and Recommendations. Drawing on the results reported in earlier chapters, Chapter 6 offers conclusions on how well the CCF Demonstration Program achieved its main goals and the usefulness of the intermediary model for delivery of capacity building assistance, and offers recommendations for future research and evaluation.

Chapter 2: NPO Organizational Characteristics

This chapter presents key organizational characteristics for all NPOs participating in the Impact Study at the time they were selected by the intermediaries for assistance. Information about the basic characteristics provides a context for understanding the Impact Study results and their implications for future capacity building programs.

Responses of both program and control NPOs to the Impact Study Baseline Survey (administered before NPOs were randomly assigned) are the data source for this chapter. Key characteristics for the full sample, including the program group and control group NPOs, are presented jointly below.

Exhibit 2.1: Organizational Characteristics at Baseline

Survey Items of Interest	Mean	% Yes
At the time of the baseline survey:		
Organization is a faith-based organization	n/a	51.1
Organization is a secular community-based organization	n/a	48.9
Number of years since organization was established	15.9	n/a
Number of years since organization began providing services	15.5	n/a
Geographic area where organization provides services: ^a	—	—
Urban	n/a	73.0
Large town	n/a	28.8
Rural	n/a	23.0
Suburban	n/a	23.4
Organization's primary programmatic area at baseline: ^a	—	—
At risk youth / children and youth services	n/a	68.3
Education	n/a	52.9
Homelessness/housing assistance	n/a	33.2
Elderly/disabled services	n/a	32.3
Economic/community development	n/a	29.8
Marriage/relationships	n/a	28.7
Job training/welfare-to-work	n/a	26.6
Health services	n/a	26.5
Hunger	n/a	24.7
Drug and alcohol rehabilitation	n/a	20.2
Services to immigrants (including ESL)	n/a	17.9
Abstinence/pregnancy prevention	n/a	17.8
Prison ministry or prisoner reentry services	n/a	16.0

^a Organizations reported one or more responses to this question

Organizational Characteristics

Exhibit 2.2: Age of Organizations

Similar numbers of faith-based organizations (51%) and secular community-based organizations (49%)⁷ are included in the study and all are nonprofit organizations. Most had already attained 501(c)(3) status (68%) or were in the process of obtaining it (13%). The remainder were hosted by a 501(c)(3) fiscal agent (15%), were unincorporated without a host (8%), or classified their legal status as “other” (11%).

As to organizational age (Exhibit 2.2), the organizations can be fairly equally divided into three categories: less than 5 years old (34%), 5 to 15 years old (32%), or 16 or more years old (34%). The average organization age was 16 years, with the newest organization established for less than 1 year and the oldest for 153 years.

In terms of their annual revenue in the prior year, one-quarter of the organizations reported revenues under \$25,000 while 40% had annual revenues over \$150,000; the remaining 34% reported revenues between \$25,000 and \$150,000 (Exhibit 2.3).

Organizations reported diversity in the types and range of program services provided. Over three-quarters (77%) of NPOs reported providing services in three or more social service areas. Two programmatic foci were most common: at-risk youth/children and youth services (68%) and educational services (53%). Other prevalent programmatic areas included: homelessness/housing assistance (33%), elderly/disabled services (32%), economic/community development (30%), and marriage/relationship education (29%).

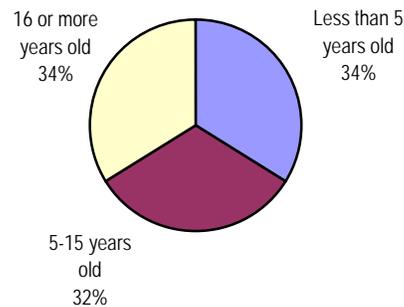


Exhibit 2.3: Organizations’ Annual Revenue

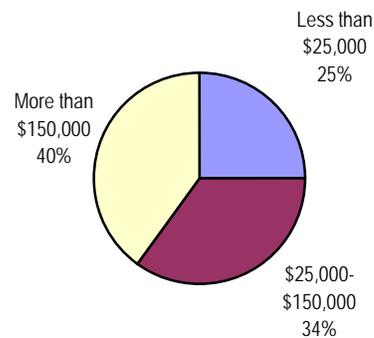
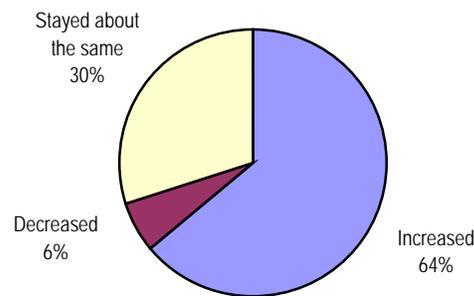


Exhibit 2.4: Number Served Compared to Prior Year

⁷ Organizations selected the category of their choice. No definitions were provided for “faith-based” or “secular, community-based.”

Program and Service Expansion

When the baseline survey was administered in 2007, over half (55%) of the NPOs reported that they had added or expanded a program area in the prior 12-month period. Only 9% indicated that they had reduced their programmatic areas. Similarly, as shown in Exhibit 2.4, nearly two-thirds of all NPOs reported serving an increased number of individuals or families compared to the prior year; only 6% reported a decrease in the number served.



Purpose in Applying for Assistance

Approximately 8 in 10 NPOs indicated their purpose in applying for assistance was to “strengthen the long-term sustainability of their organization” (82%) and/or “increase/diversify funding and resources” (79%). Other top purposes in applying for assistance were “increasing the number of people served” (71%), “expanding/strengthening community partnerships” (71%), and “improving general management, financial management or administrative systems” (61%).⁸

Governance, Leadership and Staffing Structure

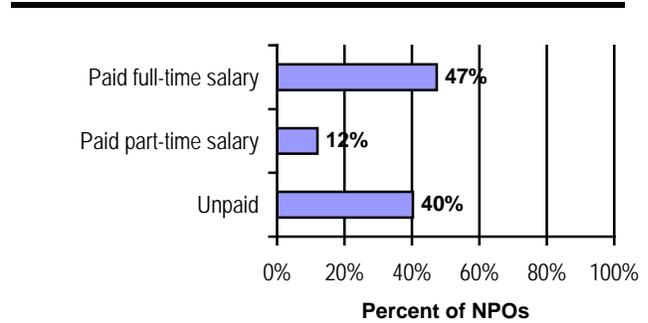
Over three-quarters (80%) of the NPOs had a Board of Directors at the time of their application, with another 9% relying on the oversight of an advisory panel. Only about 1 in 10 (11%) had neither a Board of Directors nor an advisory panel. In terms of staffing, organizations reported an average of 26 staff positions per organization (including paid and unpaid part-time and full-time positions).

As shown in Exhibit 2.5, fewer than half of the organizations (47%) reported having a paid full-time executive director and 12% reported a paid part-time director. Forty percent indicated their director was unpaid. Despite their heavy reliance on unpaid and part-time directors, NPOs reported that their leadership was fairly stable. Nearly two-thirds (62%) had had the same individual serving as director for the previous five years (or since the organization’s inception, if it was younger than five years).

Exhibit 2.5: Compensation Status of NPO Executive Director

⁸ Multiple selections were allowed. The remaining reasons for applying for services included: developing a system for tracking outcomes (59%), recruiting, developing, or managing volunteers (59%), training program staff (58%), improving image/public relations (56%), expanding types of services delivered (55%), increasing number of people served (54%), training administrative staff (54%), implementing programmatic best practices (48%), developing the Board of Directors (46%), and starting up a new program (37%).

Similarly, a majority of the staff positions were part-time paid or volunteer. Specifically, among all staff working for the NPOs at baseline, 77% were unpaid. Within this context, 57% of organizations reported not having written job descriptions for unpaid staff and 81% reported they did not conduct performance reviews of unpaid staff.



Business and Management Practices

Although the majority of NPOs reported incorporating a number of established business and management practices, including having a written mission statement (89%), fewer than half (44%) had a written strategic plan when they applied for assistance and only 41% had conducted an assessment of organizational strengths and needs. Further, fewer than half (49%) had conducted an assessment of the results and benefits of their services to individuals and families. While most kept records on service recipients' outcomes, about one-third (32%) did not maintain these kinds of records (Exhibit 2.6).

Exhibit 2.7 shows that at baseline about half of all NPOs kept their program records on paper rather than electronically. This included basic management information on enrollments, referrals, participant assessments, services provided, and outcomes. Additionally, the rates of electronic record-keeping varied substantially based on the type of record. Some organizations reported not maintaining any records (paper or electronic), including one-third that reported not keeping any records on recipient outcomes.

Exhibit 2.6: Use of Standard Business Systems and Practices

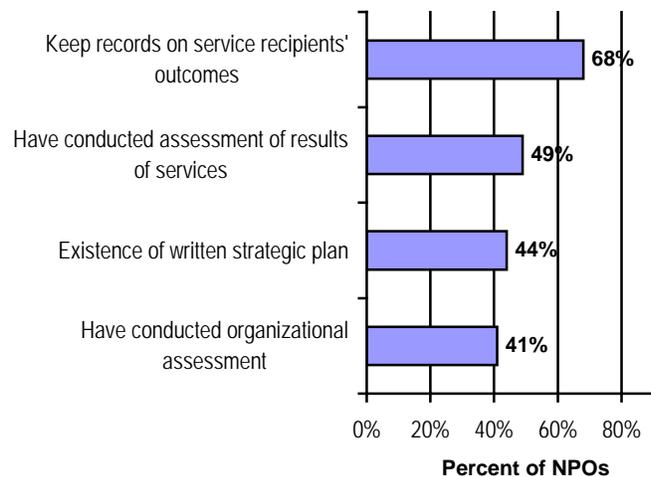


Exhibit 2.7: Overview of NPOs' Record-Keeping Practices

Data type	Keep records electronically	Keep records on paper	Do not keep records
Number of service recipients enrolled	42%	50%	8%
Referral sources of service recipients	17%	51%	32%
Types of services provided	32%	52%	16%
Service recipients' outcomes	22%	46%	32%

Community Engagement

Eighty-eight percent of NPOs reported engaging in partnership arrangements with other organizations in the community at baseline. NPOs were most likely to report developing partnerships related to service provision. The most common purposes of their partnerships were:

- To receive and make referrals (62%);
- To participate in advocacy, awareness and education (62%); and
- To develop and operate joint programming (61%).

Smaller percentages of NPOs reported use of partnerships to access skills or knowledge complementing the NPO's existing skills set (55%); access new funding sources (51%); assess community/service recipient needs (51%); recruit volunteers (45%); or obtain in-kind donations (42%).

Summary

The NPOs that participated in the CCF impact study were diverse. About as many were faith-based as were secular, and they varied in age and revenue bases. On average, the organizations were stable or expanding, as defined by the stability of their leadership and the number of individuals they served. Most were 501(c)(3)s, had Boards of Directors, and were engaged in community partnerships at the time they applied for capacity building assistance. In terms of areas of organizational capacity that the program might be expected to affect, over half of the NPOs had a part-time or unpaid executive director, most staff were unpaid and had no job description or performance reviews, and many lacked standard best practices such as written strategic plans, regular organizational assessments, and a system for tracking participant outcomes. This description of the organizations' characteristics provides context for the information provided in later chapters—the services received (Chapter 3) and the outcomes that were tracked and changes reported after 15 months (Chapter 5).

Chapter 3: CCF Intermediary Grantees

This chapter presents key characteristics of the ten CCF intermediary organizations in this study and the services they provided under the CCF Demonstration Program. Data sources include a survey administered to intermediaries in February 2008 (approximately 16 months after grant award) and in-person interviews conducted during a two- to three-day site visit to each intermediary during spring and summer 2008.

Characteristics of Intermediary Organizations

All ten intermediary grantees reported some prior experience providing capacity building assistance in the form of training workshops, technical assistance (TA), and/or financial awards to other organizations. Six had received CCF Demonstration Program awards under an earlier grant cycle, and had experience with all three of types of CCF capacity building assistance. Among the other four intermediaries, three had no experience making financial awards to other organizations and one lacked previous experience conducting group training workshops.

Seven of the ten intermediary grantees indicated they were secular, while three indicated that they were faith-based. In terms of their agency type or classification, six of the ten described themselves on the survey as nonprofit social service agencies. The other four classified themselves as: university-based; a public agency; a community collaborative involving a local government agency; and a nonprofit community development organization. In two cases, multiple organizations came together as a partnership and operated as a single intermediary.⁹ These collaboratives differed from intermediaries that partnered with other organizations for specific services, in that these groups worked together from the grant application and design phase onward, were governed by staff from multiple agencies, and utilized staff from each organization in all facets of their capacity building programs.

⁹ In terms of their self-classification (on the survey), one intermediary checked the “other” box, describing itself as a “community collaborative with government fiduciary”; the other checked “nonprofit social service agency,” which represents the organization type of the grantee/fiduciary agent.

Exhibit 3.1: Characteristics of Intermediary Organizations

Intermediary	Type of Agency	Annual Operating Budget	Prior CCF Grant Recipient
Faith-Based Intermediaries			
Greater Minneapolis Council of Churches (GMCC)	Nonprofit service organization	\$7,045,000	Yes
Northwest Leadership Foundation (NLF)	Nonprofit service organization	\$3,500,000	Yes
Nueva Esperanza (Nueva)	Nonprofit service organization	\$12,000,000	Yes
Secular Intermediaries			
Foodlink	Nonprofit service organization	\$5,000,000	No
Institute for Youth Development (IYD)	Nonprofit service organization	\$1,500,000	Yes
Compassion Alaska (Alaska)	Public Agency	\$1,200,000	No
Hawaii Moving Forward (HMF)	University	\$6,000,000	Yes
Power of We (PoW)	Community collaborative with local government fiduciary	\$38,500,000	No
Southwest Georgia (SWGA)	Nonprofit community development organization	\$2,100,000	No
United Way of Tucson (United Way)	Nonprofit service organization	\$6,700,000	Yes

Targeting NPOs

The CCF Demonstration Program grant required that intermediary grantees award sub-awards (financial assistance) on a competitive basis; i.e., the submission and review of a written application. Each intermediary established an application process. Some used the same eligibility criteria to simultaneously select organizations to receive both technical assistance and sub-awards. Others instituted a two-step application process, where a group of organizations were selected to receive technical assistance and then a subset of these organizations was selected to receive sub-awards. Access to group training workshops was generally open to all NPOs in the community (i.e., they did not have to meet specific criteria to attend these sessions).

Intermediaries differed in the eligibility criteria they set for receiving technical assistance and sub-awards, the number of NPOs served, and their geographic service area. Taken together, these factors influenced the overall number and characteristics of eligible NPO applicants. Some intermediaries set eligibility requirements in order to serve less-established NPOs, those they considered most in need of their services. Six intermediaries established budget-based eligibility criteria for sub-awards. Five of the intermediaries set the limit at an annual budget of \$500,000 and one set it at \$300,000. Four of these intermediaries used the same budget limits for technical assistance. In order to encourage smaller organizations to apply and be included among the pool of eligible organizations, one intermediary awarded extra points during the application review to NPOs with an annual budget under \$250,000, and even more points for those with budgets below \$100,000. Only one intermediary used years of operation as a criterion for sub-awards and TA eligibility. For that intermediary, only organizations that had been operating for at least a year were eligible.

The CCF Demonstration grant allowed intermediaries the flexibility to determine how many organizations they would serve, with the requirement that at least 40% of grant funds be provided to NPOs through sub-awards. Intermediaries reported providing TA and sub-awards to between 9 and 40 NPOs. Several of the intermediaries with prior CCF experience acknowledged their prior experience influenced their decision to serve fewer organizations and/or provide smaller, more manageable sub-awards.

Intermediaries also differed in the size of the geographic area targeted for CCF services and whether they served primarily urban or rural communities. Three operated across state lines in multiple cities/geographic areas; three operated statewide; three operated within county boundaries; and one operated citywide.

Capacity Building Approaches

CCF intermediaries assessed NPOs' organizational needs and then worked to strengthen capacity through three types of activities: group training, customized technical assistance (TA), and financial sub-awards.

Assessing Organizational Capacity

Assessment of NPOs' organizational capacity was the first service that intermediaries provided. Three intermediaries assessed all applicants (and thus those NPOs ultimately assigned to the control group also received this service); the remaining seven conducted the assessment after the NPOs had been randomly assigned into the CCF program group.

Intermediaries used different strategies to assess NPOs' organizational capacity:

- Three intermediaries had NPOs independently complete an assessment tool.
- Three intermediaries had NPOs complete an assessment tool with help from intermediary staff or in conjunction with an interview that provided the opportunity for questions and discussions.
- Three intermediaries used the information collected on the evaluation's required baseline survey, as entered by the NPOs, to assess capacity.
- One intermediary hired a consultant to interview NPO leaders and staff members and determine organizational capacities and needs.

A common intermediary activity involved helping NPOs prioritize their goals and, in some cases, scale back their expectations or plans to make them more realistic. Although organizational assessments played a key role in the development of capacity building plans, they were not the only factor. Intermediaries were asked to rank the factors they considered when determining which technical assistance topics would be addressed for a specific organization: five cited NPOs' stated interests, four listed results of organizational assessments, and one cited the intermediary's expertise, knowledge, and judgment as the most important. When intermediary staff members' views about priorities differed from NPOs' interests and desires, most utilized persuasion to guide NPOs in prioritizing capacity building areas (though one intermediary was fairly rigid in the priority given to needs identified by intermediary staff).

Intermediaries identified the three most important areas in which NPOs needed capacity building as: sustainability strategies/fundraising, strategic/long-term planning, and financial management. Additional areas also rated as important were (in descending order) board development, outcome assessment, technology, leadership and management skills, and community partnerships.

Group Training

Group training sessions were intended to address two key purposes: to impart capacity building information about the five capacity building areas and to provide an opportunity for NPOs to interact and network with other organizations in the community.

Nine of the ten¹⁰ intermediary organizations provided NPOs with some group training. The amount of group training offered varied across the intermediaries. The total number of workshops ranged from 2 to approximately 30. Three intermediaries expected NPOs to attend a minimum number of group trainings; two of these required monthly attendance at training or networking meetings. Workshops offered by seven intermediaries were open to any interested NPOs in the community, including NPOs in the control group. The remaining three intermediaries provided workshops only to NPOs assigned to the program group or only to NPOs that also received sub-awards.

Technical Assistance

One-on-one technical assistance refers to customized assistance, provided by either intermediary staff or consultants hired by the intermediary. Intermediaries took three approaches to structuring TA:

- **Single liaison.** Six intermediaries designated a single liaison for each NPO who acted as coach, mentor and/or TA provider.
- **Team TA.** The two intermediaries that were themselves partnerships employed a team model in which a team addressed each assigned NPO's needs. One formed TA teams consisting of a university partner to help with research-based best practices and a direct service expert who could handle real-world operational issues. The other intermediary formed teams comprising an evaluator, an institutional mentor from a high-performing organization, and a peer mentor from a community-based network to work with each NPO. Mentors were intentionally matched with the NPOs according to skill and need.
- **Specialized contacts.** Two intermediaries provided NPOs with access to a set of staff and/or consultants, with each consultant providing assistance on a specific issue or topic.

In addition to the TA provided by the intermediary, NPOs often used their sub-award funds to contract directly with consultants for specialized technical assistance. Some intermediaries provided NPOs with a list of consultants with expertise in various capacity areas. Others recommended consultants, reviewed consulting contracts, and helped refine consultants' scope of work.

Sub-Awards

The sub-awards were grants provided by intermediaries to a select number of NPOs; each intermediary was required to allocate at least 40% of its grant to be used as sub-awards. The grants were a unique aspect of the program, providing NPOs with working capital to invest in their organizations in order to improve their long-term capacity. In fact, unlike most grants, "the funds

¹⁰ The tenth intermediary did conduct one workshop *prior* to random assignment, which was focused on explaining the study. The intermediary did not consider the session to be "group training," thus it is not included in the analysis reported here.

were not to be used to provide direct services, direct fundraising activities, nor construction programs, but rather to improve the sub-awardee's efficiency and capacity.”¹¹ Given these restrictions and the fact that many of the NPOs applied for assistance in hopes of receiving a sub-award, intermediaries recognized that they had to do a substantial amount of up-front work informing NPOs about the sub-award process and the requirements for use of federal funds so that they would not use the funds for unallowable expenses like direct service.

Intermediaries varied in how sub-awards were awarded to NPOs. Four organizations had a predetermined grant size and did not require an extensive application or budget review process. The other six required NPOs to submit a sub-award application and/or budget, which were reviewed to assess the validity and quality of requests. In some cases, the focus of the customized TA and sub-awards were linked. For instance, one intermediary utilized required TA providers (assigned to work with specific NPOs) to work in collaboration with each NPO to develop a combined TA and sub-award plan and to use that plan to guide an individualized sub-award request. Regardless of an intermediary's approach, each intermediary made a concerted effort to link how sub-award funds were used to capacity building needs identified during the organizational assessment process.

NPOs tended to use sub-award funds to purchase equipment, typically but not exclusively computers, and financial management and database management software; to update marketing materials such as brochures and websites; and to hire consultants for capacity building in areas such as board development, strategic planning and obtaining 501(c)(3) status.

Summary

CCF capacity building services were successfully implemented by a diverse group of intermediaries across the country. These intermediaries implemented a capacity building model that combined group training, one-on-one customized assistance, and financial sub-awards. Intermediaries' prior track records and CCF experience played a role in the types of organizations they recruited and how they structured the program. As seen in this chapter, there were differences in the types of NPOs that were eligible to apply, as well as the process intermediaries used to assess and respond to capacity needs.

¹¹ *CCF Demonstration Program Grant Announcement (#93.009)*, Office of Community Services, Administration for Children and Families. June 19, 2006.

Chapter 4: Services Received by NPOs in the Study

The study’s design assumes that program group members receive significantly more capacity building assistance, particularly from CCF-funded intermediaries, than organizations in the control group. However, it is important to the study’s validity to understand the services actually received by control group members. If similar levels of service were received by both program group and control group organizations, one might expect there to be little difference in the organizations’ capacity changes, regardless of the group to which they were assigned.

While not likely, the intermediaries could have provided services to control group members, despite the study prohibition, or control group organizations could have accessed services from other sources that were similar to those provided to program group members. In this chapter we describe the amounts of assistance NPOs received by source (intermediary and “other sources”) and by type (group training, one-on-one technical assistance, and sub-award funds).¹²

Assistance Received

Overall, significantly more program group members reported receiving some form of capacity building assistance (e.g., group training, TA, coaching or mentoring, and course assistance) than control group members. Eighty-seven percent of the program group members received capacity building assistance during the study period as compared to 52% of the control group. This is a significant difference at the .01 level.

Exhibit 4.1 illustrates this difference in services received and the topics of assistance received by organizations in the study. Program group members were significantly more likely to receive assistance in all topic areas than were organizations in the control group.

Exhibit 4.1: Topics of Assistance

Topic	% of NPOs that Received Assistance in Topic Area		Level of Significance
	Program Group	Control Group	
Resource Development, Fundraising, & Grant Writing	77%	36%	**
Strategic Planning	69%	24%	**
Board Development	68%	27%	**
Networking, Collaboration, Partnerships	61%	26%	**
Human Resources & Volunteer Management	57%	20%	**
Evaluation & Outcome Measurement	56%	16%	**
Program Design	52%	16%	**
Financial Management	49%	19%	**
Becoming a 501(c)(3)	23%	7%	*

All data presented in this chapter have been weighted.

* p-value < 0.05; ** p-value < 0.01

Source: NPO Survey

¹² The data on capacity building assistance received by NPOs presented in this chapter is based on NPOs’ survey responses documenting services they received both from the CCF intermediary and from other sources.

Group Training

Group training was the only type of assistance that intermediaries could provide to both program and control group members, as well as to other community organizations. One might expect, therefore, that there would not be a significant difference between the treatment and control group members' receipt of group training. This was not the case, however; as shown in Exhibit 4.2, significantly more program group organizations accessed some sort of group training during the 15 months after random assignment than did organizations in the control group (85% compared to 48%).

Exhibit 4.2: Group Training Assistance

	Program Group		Control Group		Level of Significance
	# of NPOs	%	# of NPOs	%	
Received group training	204	85%	121	48%	**

** p-value <0.01

Source: Survey – calculated as hours summed across all individuals within an NPO

The average number of hours of assistance received by organizations in the two groups was also significantly different. Program group members attended, on average, 66 hours of group training, while control group members only attended 22 hours.¹³ This difference is significant at the .01 level. The average number of hours is strongly affected by the number of organizations that attended no group training. That is, 59% of control group organizations received 0 hours of group training while only 17% of program group members did not participate in group training assistance. (See Exhibit 4.3)

Exhibit 4.3: Hours of Group Training Received

	Program Group		Control Group	
	# of NPOs	Percent	# of NPOs	Percent
0 hours	41	17.2%	148	58.7%
1-5	13	5.6%	6	2.4%
5-10	19	7.9%	24	9.6%
11-30	38	15.8%	32	12.6%
31-50	41	17.2%	15	6.0%
More than 50	86	36.3%	27	10.8%
Total	237	100.0%	252	100.0%
Missing	2		2	

Note: No significance tests were completed for the comparisons in this table. Instead, we performed a significance test on the average number of hours of group training an organization received, which was significant at the .01 level.

Source: NPO Survey

As shown in Exhibit 4.4, comparing only those organizations that received some group training, program group NPOs received about 80 hours and control group members received about 54 hours from any source. Program group NPOs also received a higher percentage of their group training assistance from CCF-funded intermediaries than control group members.

¹³ NPOs were asked to estimate the number of hours of assistance received by all individuals affiliated with their organization.

Exhibit 4.4: Hours of Group Training Received (includes only NPOs that accessed group training)

	Program Group	Control Group	Level of Significance
Average number of group training hours received by NPOs from any source	79 hours	54 hours	*
Average number training hours received from intermediary	65 hours	21 hours	**

Includes only NPOs that indicated they had accessed group training
 * p-value < 0.05; ** p-value < 0.01
 Source: NPO Survey—calculated as hours summed across all individuals within an NPO.

One-on-One Technical Assistance

The gap between the services received by the program group NPOs and by the control group NPOs widened in the examination of receipt of one-on-one technical assistance (TA): 72% of program group organizations received one-on-one TA, coaching, or mentoring during the 15 months after random assignment, while only 29% of control organizations received this type of assistance (see Exhibit 4.5). This difference is not surprising since intermediaries were not to provide TA to control group NPOs, and this type of assistance is not as widely available to NPOs. These two factor combined would make it more difficult for control group organizations to access one-on-one TA.

Exhibit 4.5: One-on-One Technical Assistance Received from Any Source

	Program Group		Control Group		Level of Significance
	# of NPOs	%	# of NPOs	%	
Received One-on-One Assistance	172	72%	74	29%	**

** p-value < 0.01
 Source: NPO Survey.

Program group NPOs received an average of 43 hours of TA per organization compared to about 15 hours received by control group members. This difference was highly significant (<0.0001) (not shown).

Exhibit 4.6 shows that most (79%) control group NPOs did not receive any one-on-one technical assistance. However, among those that received some form of TA assistance, there was no significant difference between the two groups in terms of the number of hours received or who provided it (see Exhibit 4.7). This means that a small portion of the control group members received a “treatment” similar to that of the program group members. This small level of overlap between the two groups is insufficient to affect the overall study results.

Exhibit 4.6: Hours of One-on-One Technical Assistance Received from Any Source

	Program Group		Control Group	
	# of NPOs	Percent	# of NPOs	Percent
0 hours	75	31.5%	198	78.9
1-9	22	9.3%	8	3.0
9-20	32	13.4%	11	4.2
21-50	45	19.0%	17	6.6%
More than 50	64	26.9%	18	7.2%
Total non-missing	239	100.0%	250	100.0%
Missing	1		3	

Source: NPO Survey

Because it was a CCF Demonstration grant requirement that all NPOs served receive one-on-one technical assistance, it is somewhat surprising that 32% of the program group reported receiving zero hours of one-on-one capacity building assistance.

Exhibit 4.7: Hours of One-on-One Technical Assistance, Coaching, or Mentoring Received (includes only NPOs that accessed TA)

	Program Group	Control Group	Level of Significance
Average number assistance hours received by NPOs from any source	63 hours	70 hours	
Average number of assistance hours received from intermediary	57 hours	37 hours	
Average number of assistance hours received from other organizations	39 hours	65 hours	

* p-value < 0.05; ** p-value < 0.01

Source: NPO Survey—calculated as hours summed across all individuals within an NPO.

Sub-Awards

Similar to group training and one-on-one TA, there was a significant difference in the number of NPOs that received sub-awards between the program and control groups. About 80% of organizations in the program group received financial assistance (sub-award) from the intermediary during the study period as compared to 9% of the control group.¹⁴ Of the control group NPOs that received financial assistance from a CCF intermediary, half of them received this funding through a subsequent round of CCF grants, right before the follow-up survey was administered.

It is somewhat surprising that over 20% of the program group did not receive financial assistance from the intermediary. There are two primary reasons for this lower than expected rate: (1) a number of NPOs returned their sub-award funds because of changes in their organization (e.g., the executive director who initiated the interaction with the intermediary left and the organization subsequently chose not to participate), and (2) some intermediaries provided sub-awards to only a subset of NPOs

¹⁴ The survey question used to calculate receipt of financial assistance asked NPOs to report on the amount of financial assistance they received from their intermediary in the last 12 months. The question was not specifically related to CCF funding. While we have used the response to this question as a measure for the CCF subaward, we think it is possible that program and/or control group NPOs may have received non-CCF grants from the intermediary.

rather than to all organizations that received TA. Thus, some the members of the program group would not have received financial assistance.

For NPOs in the control group that received financial assistance, the average amount was slightly larger than the amount received by NPOs in the program group.

Exhibit 4.8: Financial Assistance Received from CCF-Funded Intermediaries

	Program Group	Control Group	Level of Significance
Percentage of NPOs that received financial assistance	78%	9%	**
Average amount of funding (for those that provided a funding amount)	\$10,712	\$13,821 ^a	

^a This question was not specifically related to CCF funding. While we have used the response to this question as a measure for the CCF sub-award, we think it is possible that program and/or control group NPOs may have received non-CCF grants from the intermediary.

** p-value <0.01

Source: NPO Survey.

Overall, the number of control group organizations that received capacity building assistance was significantly less than in the program group, particularly in the more intensive service areas of one-on-one technical assistance and subawards. The overall level of “contamination” (i.e., the number of control group NPOs that received services from CCF intermediaries) was sufficiently small to avoid compromising the validity of the study results.

Chapter 5: Changes in Organizational Capacity— Program Impacts.

Introduction

As was explained earlier, capacity building activities are a range of services designed to help nonprofits become stronger, more sustainable, and better able to serve their communities. Practically, capacity building activities vary depending on an NPO's level of experience, organizational structure, and staff capabilities among other factors. The CCF-funded intermediaries acknowledged this need for customization by first conducting an assessment to identify areas needing improvement or strengthening within each NPO and then offering services to address those areas—often prioritizing the areas for focus in collaboration with the NPO (e.g., assistance with resource development or marketing activities; guidance on building collaborations with community organizations; training on revenue development planning; etc.) Intermediaries designed their programs to allow for customized support.

Since the focus of assistance varied by organization and its capacity needs, the CCF Demonstration Impact Study was designed to measure the widest possible range and depth of capacity development. Our fieldwork suggests that the comprehensiveness of the instrument captures most of the capacity changes that may have occurred in participating NPOs.¹⁵ Using this survey information, the random assignment design, and the estimation models described in Appendix A, this chapter addresses the research question “how effective were the CCF intermediary grantees’ training, technical assistance and sub-awards in increasing organizational capacity among NPOs?”

Overall, our analysis finds that the nonprofit organizations that received capacity building services from the ten CCF intermediaries experienced significantly higher levels of growth (compared to organizations assigned to the control group) in each of the five critical areas,¹⁶ when the contributions of all of the measures are considered together. In addition, the program group shows significantly higher capacity growth than the control group on some individual outcome measures in each of the five areas of capacity examined.

That we found significantly high levels of growth in capacity is noteworthy given the short follow-up period of the study. Fifteen months is a relatively short amount of time for organizations to receive capacity building assistance, decide how to act on the knowledge gained, and implement corresponding organizational changes. Some impacts identified within this short time frame may be followed by continued improvements and even larger impacts. Some results may require more time

¹⁵ The comprehensive nature of the survey also means, however, that organizations were measured in areas of capacity that were not the focus of the CCF for that organization. As a result, our study may underestimate the level of capacity change targeted by the CCF because NPOs were evaluated in areas where they did not try to building capacity. In future evaluations, a deeper understanding of each NPO's intended capacity improvements would help to refine the analysis of achieved outcomes.

¹⁶ Five critical areas: organizational development, program development, revenue development, leadership development, and community engagement.

to develop as organizations build on information received and the initial changes implemented (e.g., more proposals written, more funding received). On the other hand, without continued involvement with an intermediary, some organizations may have difficulty sustaining gains or may not be able to move beyond the initial steps taken.

In the remainder of the chapter, following a description of the methodology, impact findings are presented by the areas of organizational capacity identified in the CCF Demonstration Program grant announcement to be addressed: Organizational Development, Program Development, Revenue Development, Leadership Development, and Community Engagement. Results are first presented for the full sample followed by sub-group analyses.

Methodology

As noted earlier, reliance on an experimental research design for the study resulted in program and control groups that were essentially the same at baseline. This design allows researchers to attribute differences found over time to the services that the program group received – that is, to say with confidence that the services from the CCF intermediary grantees caused the changes reported by program group nonprofits.

In this chapter, unless otherwise noted, differences we discuss are “statistically significant,” meaning that appropriate formal statistical tests indicate that differences observed were likely not due to chance. Results for all survey measures, including those that are not statistically significant, are presented in appendices in this report or included in the separate *Technical Appendix Report*.

Analysis for Multiple Comparisons

Within the Impact Study, there were over 100 questions (measures) in the survey addressing specific detailed topics within the five critical areas/domains of organizational capacity. When a large number of outcomes are assessed, many might be found statistically significant merely by chance. To address this problem, we followed recognized research protocols and performed a joint test for each of the five critical areas to determine whether there was any evidence that the intervention collectively affected all of the outcomes in each critical area (e.g., Organizational Development).

We view this joint test finding as confirmatory (i.e., the significance levels are corrected for multiple comparisons). For each critical area, the joint test strongly indicates that the intervention affected outcomes (see Exhibit 5.1). These significant results indicate that, for each critical area, when the contributions of all of the measures are considered together, the program group shows significantly higher capacity growth than the control group.

Exhibit 5.1: Results of the Joint Tests, by Critical Capacity Area

Critical Capacity Area	p-value
Leadership Development (16 measures)	0.000 **
Organizational Development (67 measures)	0.000 **
Program Development (44 measures)	0.000 **
Revenue Development (50 measures)	0.000 **
Community Engagement (30 measures)	0.001 **
** p-value<.01	

Analysis of Individual Measures

Given these results from the joint tests, we proceed to discuss the individual outcomes where a statistical test, unadjusted for multiple comparisons, indicated a statistically significant impact of the program. Because the statistical significance of these individual outcomes reported in the rest of this chapter is based on conventional statistical tests that are unadjusted for multiple comparisons, we view these results as exploratory (i.e., they are areas where further exploration in the future is warranted).¹⁷

Within each section below, we include two types of analysis: *outcome results* and *level of focus* results. The outcome results analysis is based upon questions about measurable actions taken by the organizations that demonstrate growth in capacity, such as whether the organization implemented financial management procedures or whether its revenue increased. These measures represent concrete and tangible outcomes of changes implemented by NPOs.

Our second type of analysis is based on “level of focus” questions. This set of measures was developed to capture smaller, incremental steps toward capacity building even if final changes had not occurred within the 15-month follow-up period. As part of both the baseline and follow-up surveys, NPOs were asked to designate where on a “scale” their organization fell in terms of making progress in addressing a specific area of focus. NPOs rated their status on the following scale:

- Not an area of focus at this time;
- Know we should work on this, but we lack the time or resources;
- Have developed plans or ideas to work on this, but haven’t implemented them yet;
- Have implemented steps to address focus area; and
- Not a focus because we are satisfied with our achievement in this area.

NPOs’ progress along this scale indicates the areas where they were building “absorptive capacity” to acquire and productively use new knowledge. The importance of absorptive capacity is grounded in the widely held belief that organizations must develop “capacity for capacity,” meaning that NPOs must first recognize the need to change, then plan to implement change, and finally move toward implementation.¹⁸ By measuring NPOs’ movement along the continuum it is possible to more fully understand the CCF Demonstration Program’s success in helping organizations meaningfully engage in the capacity building process. This analysis complements the outcome findings by capturing this fundamental part of the capacity building process.

¹⁷ For additional information about the problem of multiple comparisons, and for a discussion of the distinction between “confirmatory” and “exploratory” see Peter Schochet’s 2008 article “Guidelines for Multiple Testing in Impact Evaluations of Educational Interventions”: <https://www.policyarchive.org/bitstream/handle/10207/8802/EducationalInterventions.pdf?sequence=1>.

¹⁸ Shaker A. Zahra and Gerard George (2002), “Absorptive Capacity: A Review, Reconceptualization, and Extension,” *Academy of Management Review*, 27, No. 2.

Analysis of Greatest Improvements

To address the third study research question—“in what areas of organizational capacity have NPOs shown the greatest improvement?”—we examined the effect size of each survey measure. Effect size is a conventional measure of the strength of the relationship between two variables. It is often useful to know not only whether a relationship is statistically significant, but also the *size* of the observed relationship. Specifically, the effect size is the ratio of the impact of the intervention to the standard error of the outcome. There are 22 measures with both statistical significance and relatively large effect sizes, which we highlight in this chapter to indicate where the program had the greatest amount of impact.¹⁹

Following the presentation and discussion of the overall results, the chapter presents results for the subgroups to determine if the effects of the CCF Demonstration Program differ across various types of NPOs. See **Exhibit 5.2: How to Read this Chapter and Interpret the Tables of Results** for recommendations on how to interpret the findings.

¹⁹ What we call “relatively large” effects is a modified version of Cohen’s terminology. Cohen deems a medium effect size anything over 0.5. For our purposes, a relatively large effect size is anything greater than 0.4. J. Cohen (1969), *Statistical Power Analysis for the Behavioral Sciences*. NY: Academic Press.

Exhibit 5.2: How to Read this Chapter and Interpret Tables of Results

The tables in this chapter only present findings (and the text primarily discusses) for which the conventional statistical tests (uncorrected for multiple comparisons) clearly imply a difference between program and control outcomes. A complete set of measures data and corresponding results of significance testing can be found in Appendix B and the separate *Technical Appendix Report*.

Outcome Measures

Program Effect –Adjusted Difference-of-Difference (DOD)

Our preferred estimate of the impact of CCF—the difference in changes (baseline to follow-up) across the program and control groups—is presented in the Adjusted DOD/Program Effect column. When the “adjusted DOD” column shows a positive number it means that the services provided through the CCF Demonstration Program increased this measure of organizational capacity.

Effect Size

The effect size indicates the relative size of the treatment effect. In other words, the effect size tells how big a change the program has made relative to the initial variability at baseline, as measured by the standard deviation. Conventionally, an effect size greater than 0.5 is considered to be of medium size (Cohen, 1969).

P-Value - Level of Confidence

The precise level of confidence in a significant finding is indicated by the “p-value.” If statistical testing revealed less than a 5% probability that differences occurred simply by chance, there will be one star (*); if the probability was less than 1% there will be two stars (**). When testing individual survey items, conventional p-values are used that have not been adjusted for multiple comparisons; therefore, these tests are viewed as exploratory, rather than confirmatory (Schochet, 2008). In contrast, the joint tests, presented earlier in Exhibit 5.1, do control for multiple comparisons and are therefore viewed as confirmatory.

“Level of Focus” Questions

Level of focus questions were structured to measure incremental steps in an organization’s progress toward addressing specific capacity areas. The responses form an ordered hierarchy, such that organizations can be shown to progress forward to a higher level of capacity (such as moving from the planning stages at baseline to the implementation stage at follow-up). Because each level builds on the previous one, each level of movement requires all previous levels to be achieved as well.

For example, one would expect that if an NPO decides to work on a focus area, it will first recognize the value or need for addressing that capacity area, will develop plans to work on that area, will implement steps to address the focus area, and finally, after implementing steps, will be satisfied with its accomplishments in the focus area. Thus, each step requires that the previous step have already occurred, and all of the steps do not usually occur out of the specified order.

The tables presenting the level of focus questions are formatted to illustrate whether, and if so at which stages, the program group members experienced significantly different changes than the control group. For example, in the following table, program group members were more likely to move from knowing they should work on developing systems to help their organizations manage finances more effectively to actually developing plans to implement such systems. Additionally, those had plans were more likely to begin implementing them.

Sample Exhibit: Organizational Development Items—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed plans to work on this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Developing systems that will help manage the organizations’ finances more effectively		*	**	

*p-value < .05; ** p-value < .01.

Organizational Development

Organizational Development is the most comprehensive critical area measured by the evaluation, with 37 different measures. The study assessed organizational characteristics ranging from whether a NPO was a 501c3, to its use of long-term planning techniques like strategic planning and organizational assessments, to the use of technology and financial management systems.

As discussed above, the joint test for Organizational Development—considering the contribution of all of the 37 measures in this area—shows significantly greater growth in this area by the program group than was achieved by the control group. Among the individual measures, significant results were found for 8 out of 37 (22%) Organizational Development measures (Exhibit 5.3). Specifically, participation in CCF increased the percentage of program group organizations that had a written strategic plan, completed an organizational assessment, maintained written job descriptions for paid staff, and had a dedicated financial manager. In addition, there was a significant increase in the number of staff that attended management training. In terms of their use of technology, the intervention increased the percentage of program group organizations that used financial management computer software, accessed the Internet in order to support organizational activities, and described the number of functioning computers they had as “sufficient.”

The 29 measures where differences between program and control group responses were *not statistically significant* related to number of staff and volunteers, the number of hours contributed by volunteers, the board of director’s composition and primary activities, whether performance reviews were performed for paid and unpaid staff, and the existence of financial management procedures such as regular budgets, procedures for checks and balances, and regular audits.

Exhibit 5.3: Significance Testing of Organizational Development Items—Outcome Measures

Survey Item	Unadjusted Mean / % Yes				Adjusted DOD (Program Effect)	Effect Size	p-value (Adjusted)	
	Program Group		Control Group					
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)				
Organization has a written strategic plan	42.59%	63.89%	45.45%	52.73%	10.75	0.21	0.0312	*
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	44.17%	85.92%	41.48%	59.26%	26.82	0.54	<.0001	**
Written job description for each paid staff position or job category	80.17%	92.56%	79.01%	82.72%	8.79	0.23	0.0267	*
In the past 12 months, number of staff that participated in training related to: Management & Administration	2.69	5.06	2.84	1.64	3.66	1.79	0.0305	*
The number of functioning computers that the organization owns is sufficient for organization/staff needs	28.36	63.18	21.71	41.09	21.07	0.05	0.0111	*
The internet is used in support of organizational activities	91.09%	94.55%	90.77%	87.69%	7.04	0.21	0.0116	*
Organization has a designated person responsible for financial management	95.12%	98.05%	96.27%	92.54%	5.79	0.22	0.0352	*
Organization regularly uses computer software to keep financial records	74.00%	84.50%	77.37%	76.64%	8.57	0.20	0.0159	*

Only significant items are presented. Complete results are provided in Appendix B.
*p-value < .05; ** p-value < .01.

Five of the six *level of focus* questions in this the area of Organizational Developed showed significant gains for program group members (Exhibit 5.4). These questions dealt with the NPOs’ financial, volunteer, and board development priorities. The results indicate that the CCF program increased the percentage of organizations that developed or implemented plans in the following areas: (i) developing systems to help manage the organization’s finances more effectively, (ii) recruiting, developing, and managing volunteers more effectively, (iii) researching/finding resources to determine how best to form a board, (iv) recruiting board members with diverse expertise, (v) developing a board with ties to different constituencies. There was no evidence of the CCF’s impact on an organization’s level of focus on putting in place a budgeting process that ensures effective allocation of resources.

Exhibit 5.4: Significance Testing of Organizational Development Items—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed plans to work on this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Developing systems that will help manage the organizations' finances more effectively		*	**	
Recruiting, developing, and managing volunteers more effectively	**	** ✓	*	
Researching/finding resources to determine how best to form a board		*		
Recruiting Board members with diverse expertise		**	*	*
Developing a Board with ties to different constituencies		** ✓	**	*

Only significant items are presented. Complete results are provided in Appendix B.

✓ = a relatively large effect size.

*p-value < .05; ** p-value < .01.

Three significant outcome measures had relatively large effect sizes—(i) the percentage of NPOs participating in organizational assessments, (ii) the number of staff participating in training in management and administration topics, and (iii) a sufficient number of computers to meet organization/staff needs. Additionally, on a few level of focus questions we found statistically significant differences, including focusing on (iv) recruiting, developing, and managing volunteers more effectively, and (v) developing a board with ties to different constituencies.

Program Development

The Program Development critical area measured some of the more tangible and familiar aspects of organizational capacity. These included the level of service delivery (the number of recipients served and whether this increased over time), whether an organization added or expanded programmatic areas, and finally, how an organization tracked outcomes and kept records.

The evaluation included 17 measures of Program Development capacity. Two of these measures (12%) showed significant results (Exhibit 5.5)—the percentage of program group organizations that kept records on the types of services provided to individuals or families, and the percentage of program group NPOs that maintain electronic rather than only paper records on referral sources.

The remaining outcome measures, which were *not statistically significant*, focused on additional changes in record-keeping practices, whether the number of clients served had increased, and whether an organization’s programmatic areas had expanded.

Exhibit 5.5: Program Development—Outcome Measures

Survey Item	Unadjusted Mean / % Yes				Adjusted DOD (Program Effect)	Effect Size	p-value (Adjusted)
	Program Group		Control Group				
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)			
Organization keeps records on the types of services provided to individuals/families	86.42%	88.89%	84.68%	80.18%	8.13	0.20	0.0478 *
Among organizations that keep records on referral sources of service recipients, organization keeps electronic (instead of only paper) records	26.74%	51.16%	24.59%	39.34%	11.98	0.07	0.0363 *

Only significant items are presented. Complete results are provided in Appendix B.
*p-value < .05; ** p-value < .01

The *level of focus* measures for the Program Development area addressed the number of clients served, the types of programs offered and evaluation practices of NPOs. The results indicate that the CCF program increased the percentage of organizations that developed or implemented plans to address all six measures assessed (Exhibit 5.6).

Exhibit 5.6: Program Development—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed plans to work on this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Increasing the number of clients served by the organization	**	** ✓	**	
Expanding services to include new group of service recipients or geographic area	**	*		
Increasing the number or scope of services offered to clients	**	** ✓	**	
Incorporating a new approach to services to improve quality/ effectiveness	**	** ✓	*	
Strengthening the organization's ability to evaluate its overall effectiveness	**	** ✓	** ✓	
Developing a way to collect more information about clients, including the number and characteristics of clients as well as how they are helped by the programs	** ✓	**	**	*

Only significant items are presented. Complete results are provided in Appendix B.
✓ = a relatively large effect size.
*p-value < .05; ** p-value < .01.

None of the Program Development outcome measures produced relatively large effect sizes; however, a number of level of focus questions did (the point(s) on the continuum where the significant change occurred is indicated by a ✓ in the table above): (i) increasing the number of clients served by the organization, (ii) increasing the number or scope of services offered to clients, (iii) incorporating new approaches to service delivery in order to improve quality/effectiveness, (iv) strengthening NPOs'

ability to evaluate their effectiveness, and (iv) developing ways to collect more information about clients.

Revenue Development

Revenue Development measured NPOs' use of fund development practices and success in raising revenue from existing and new sources. The survey questions addressed their use of a variety of practices, including hiring a grant writer to write grants and/or train staff on grant writing, and developing an organizational fund development plan. The evaluation also assessed NPOs' grant application process to better understand their attempts and success in receiving grants from various sources.

There were significant results for 14 out of the 36 (39%) *outcome* measures pertaining to Revenue Development (Exhibit 5.7). Intermediary services increased the percentage of program group organizations that had a written fundraising plan, hired a grant writer to train staff, sent key staff to grant writing workshops, sent the head of their organization to fundraising training, and used the Internet to learn about funding opportunities. In addition, there was a significant increase in the number of staff that attended fundraising training.

The intervention increased the percentage of program group organizations that had applied for or received any grants in the past 12 months. There was also a significant increase in the number of applications the program group submitted to both the federal government and foundations. Moreover, among those that had never applied for a federal grant at baseline, a significantly higher percentage of the program group had applied for a grant (25% compared to 13%) and/or had received federal funding at the time of the follow-up survey (19% compared to 8%). The total number of sources of revenue stayed about the same for the program group, but it decreased for the control group.

In contrast to these results, the control group NPOs unexpectedly outperformed the program group on one measure—they received significantly more funding from state and local government agencies than the program group.

Exhibit 5.7: Revenue Development—Outcome Measures

Survey Item	Unadjusted Mean / % Yes				Adjusted DOD (Program Effect)	Effect Size	p-value (Adjusted)	
	Program Group		Control Group					
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)				
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	5.97%	13.93%	5.97%	6.72%	6.42	0.26	0.0405	*
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	54.95%	74.26%	52.59%	59.26%	15.45	0.31	0.0006	**
In the past 12 months, the head of the organization participated in training related to fundraising	46.73%	60.75%	47.31%	38.92%	21.29	0.44	0.0028	**
Organization has a written fundraising/fund-development plan	20.81%	34.52%	14.29%	18.80%	11.17	0.28	0.0053	**
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	78.84%	84.66%	78.76%	77.88%	7.53	0.18	0.0290	*
In the past 12 months, number of staff that participated in training related to: Fundraising	2.20	3.27	1.59	1.43	1.96	1.05	0.0048	**
Organization applied for or received any grant/contract in the past 12 months	52.83%	74.53%	58.90%	60.12%	14.84	0.30	0.0177	*
In the past 12 months, number of applications submitted for funding from Federal government agencies	0.29	0.64	0.38	0.30	0.33	0.47	0.0315	*
In the past 12 months, number of applications submitted for funding from Foundations	2.65	4.31	2.49	2.70	1.31	0.17	0.0341	*
In the past 12 months, total amount of grant funds from State/local government agencies	\$50,120.51	\$9,742.89	\$34,595.27	\$33,009.63	-25,428.72	-0.21	0.0192	*
Total number of sources of revenue/funding received over the past 12 months	2.58	2.50	2.82	1.77	0.84	0.40	0.0005	**
Obtained funding from new sources in past 12 months	37.80%	52.15%	39.13%	34.78%	16.69	0.35	0.0085	**
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	0.00%	24.83%	0.00%	12.61%	13.01	0.39	0.0226	*
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	0.00%	18.79%	0.00%	7.56%	11.97	0.45	0.0241	*

Only significant items are presented. Complete results are provided in Appendix B.

*p-value < .05; ** p-value < .01

Among the items that were *not statistically significant* were the number of total grant applications submitted, as well as all of the questions related to pending and approved applications and grant funds received.

Four Revenue Development *level of focus* questions addressed NPOs’ interests in pursuing additional funding, including from new sources. The results indicate that the CCF program increased the percentage of organizations that developed or implemented plans in all four areas (see Exhibit 5.8 for details).

Exhibit 5.8: Revenue Development—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed plans to work on this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Developing a fund-development plan (including setting fundraising goals):		*	* ✓	
Identifying and pursuing new sources of government funding:			*	
Identifying and pursuing new sources of in-kind donations:		**	** ✓	
Identifying and pursuing new sources of non-government funding:		**	**	

Only significant items are presented. Complete results are provided in Appendix B.
 ✓ = a relatively large effect size.
 *p-value < .05; ** p-value < .01.

Several outcome measures in the Revenue Development critical area had relatively large effect sizes: (i) participation in fundraising training; (ii) maintaining the total number of funding sources; (iii) submitting applications for federal funding; and (iv) receiving federal funding for the first time. Additionally, there were two level of focus questions where effects sizes were noteworthy: (v) developing a fund-development plan and (vi) identifying and pursuing new sources of in-kind donations.

Leadership Development

Leadership Development outcome measures assessed staff and board members’ participation in training, as well as the amount and type of mentoring received by NPO directors and staff. There were significant results for two out of the five measures (40%). Specifically, intermediary services increased the number of types of trainings in which “heads of organizations” participated and the percentage of organizations that sent their board members to trainings related to the roles and responsibilities.

We found no statistically significant differences in the program groups’ use of mentors or in providing formal orientations for board members.

Exhibit 5.9: Leadership Development—Outcome Measures

Survey Item	Unadjusted Mean / % Yes				Adjusted DOD (Program Effect)	Effect Size	p-value (Adjusted)
	Program Group		Control Group				
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)			
Number of types of training in which head of organization participated in the past 12 months	1.43	1.80	1.38	1.11	0.67	.059	0.0003 **
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	42.07%	72.41%	37.11%	44.33%	24.90	0.50	0.0127 *

Only significant items are presented. Complete results are provided in Appendix B.
*p-value < .05; ** p-value < .01

There were three level of focus measures related to leadership development, all of which were significant. There was an increase in the percentage of organizations that developed or implemented plans in three areas: (i) locating resources to help their executive director and other staff improve their leadership abilities; (ii) providing staff with professional development and training to enhance their skills in service delivery or administration and management; (iii) providing information to help Board members better understand their responsibilities and create plans for improving the Board’s performance.

Exhibit 5.10: Leadership Development—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed plans to work on this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Creating a plan or locating resources to help the executive director and other staff improve their leadership abilities		*		
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	*	**	**	
Providing information to the Board so they can better understand their responsibilities and create plans for improving their performance:		*		

Only significant items are presented. Complete results are provided in Appendix B.
✓ = a relatively large effect size.
*p-value < .05; ** p-value < .01.

Within the Leadership Development critical area, three measures had relatively large effect sizes—the amount of training received by (i) board members and (ii) the heads of organizations, and (iii) the level of focus placed on professional development provided to staff to enhance skills in service delivery, administration, and management.

Community Engagement

The Community Engagement critical area included measures that assess NPOs' use of strategies to expand awareness of an organization among community members, potential partners, and funders (e.g., use of websites, written materials, presentations, and public service announcements) and actual partnership activities during the study period.

Four of the 25 (16%) Community Engagement outcome measures were statistically significant. The services received increased the percentage of program group organizations engaged in partnership arrangements with other organizations in their community, including partnerships with businesses and educational institutions. There was also a significant increase in the percentage of program group organizations that utilized public service announcements or paid advertising to expand awareness of their organization to potential partners or funders.

Exhibit 5.11: Community Engagement—Outcome Measures

Survey Item	Unadjusted Mean / % Yes				Unadjusted DOD (Program Effect)	Effect Size	p-value (Adjusted)
	Program Group		Control Group				
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)			
Organization is engaged in partnership arrangements with other organizations	88.67%	90.64%	87.23%	81.56%	7.84	0.20	0.0261 *
Sector of Partners: Business	48.90%	49.45%	42.86%	35.24%	12.11	0.25	0.0052 **
Sector of Partners: Educational institution	56.59%	60.44%	56.19%	47.62%	13.45	0.27	0.0030 **
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	69.90%	68.88%	66.92%	58.65%	10.02	0.20	0.0133 *

Only significant items are presented. Complete results are provided in Appendix B.

*p-value < .05; ** p-value < .01

There was only one level of focus measure related to Community Engagement and it was statistically significant. Intermediary services increased the percentage of organizations that had developed plans to transform their Boards to represent a cross-section of the community.

Exhibit 5.12: Community Engagement—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed plans to work on this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Developing a Board that represents a cross-section of the community:			*	

Only significant items are presented. Complete results are provided in Appendix B.

*p-value < .05; ** p-value < .01.

None of the Community Engagement measures had relatively large effect sizes.

Findings for Key Subgroups

In order to determine if the effects of the CCF Demonstration Program differed across various types or groups of organizations, we conducted subgroup analyses, defining the subgroups by baseline characteristics that might be expected to be associated with differential impacts:

- *Organization Type*: Whether an organization described itself as a faith-based or a secular community-based organization
- *Age of Organization*: Whether the organization was “New” (formed less than six years ago) or “Established” (formed six years ago or more)
- *Executive Director Type*: Whether the executive director was a paid position (either full- or part-time) or an unpaid position
- *Organization Size*: Whether an organization’s annual expenditures were “Small” (most recent annual expenditures less than \$100,000) or “Large” (expenditures \$100,000 or more)

In addition to analyses based on four organizational characteristics, we examined whether an *intermediary’s previous CCF experience influenced the outcomes* achieved by the NPOs it assisted. Specifically, we tested whether it made a difference if the NPO’s intermediary had previous experience as a CCF Demonstration grantee. Six intermediaries were grantees under previous CCF grant cycles; four were not.

Within each subgroup there are two types of organizations (e.g., faith-based or secular; new or established, etc.). The subgroup analysis determines whether the effect of intermediary services was larger for one of the organization types in the subgroup compared to the other one. As with the overall sample analysis, for each subgroup analysis we discuss the results of the joint test of all of the measures that make up each critical area, followed by the significant individual item results. And, as with the overall sample analysis, when the joint tests indicated no significantly different impact within a critical area, individual measures are not mentioned in the text. Lack of significance in the joint test indicates that individual measure differences are likely due to chance. Results of all subgroup analyses are provided in the companion Technical Appendix Report. Additional information on the procedures used to conduct the subgroup analysis is available in Appendix A.

There were no differences in the effect of intermediary services for three subgroups: organization type (faith-based or secular), age, or prior experience of the intermediary (prior CCF grantee or not). This lack of significant findings does not indicate that capacity change did not occur; it merely indicates that there was no difference in the rate of change between the types of organizations in these subgroups. Because there were no significant differences for these three subgroups, the details of the analyses are presented only in the appendices rather than in this chapter.

Differences were found within the two other subgroups: executive director type and size (based on annual expenditures). However, we found that larger organizations were more likely to have a paid executive director (the Pearson Correlation Coefficient between the two subgroups was 0.5 and was significant at the .0001 level). Therefore, it is likely that we are measuring similar organizational

traits in both subgroups. Given the correlation between the subgroups, it is not surprising that there were differences within the subgroups and that there was considerable overlap in the measures with significant differences across the two subgroups. The findings for these subgroups are presented below.

Paid and Unpaid Executive Directors

For the comparison between organizations with paid and unpaid executive directors, the joint tests resulted in significant differences for two of the critical areas, Organizational Development (p-value=.013) and Community Engagement (p-value=.049). There were no significant differences for Leadership Development, Program Development, and Revenue Development.

For outcome measures related to Organizational Development, organizations with unpaid directors were more likely to improve their financial management systems by having a designated person responsible for financial management and using computer software to keep financial records. There were also two measures on which NPOs with paid executive directors showed larger capacity gains: they were more likely to use financial management procedures to provide checks and balances on expenditures, and a higher percentage of their available Board positions were filled.

Two of the level of focus questions addressing financial management processes indicated more positive gains for the NPOs with unpaid versus paid directors: the level of focus on (i) developing systems that will help manage the organizations' finances more effectively, and (ii) on putting in place a budgeting process that ensures effective allocation of resources.

The analysis also showed significant differences in the area of Community Engagement overall and on specific survey items. Two measures of activities to increase awareness of the organization within its community were significant. For both items, organizations with unpaid directors were more likely to implement the awareness activities in their communities. The remaining measures were not significantly different between the subgroups.

Small and Large Organizations

For this category, we divided the sample by whether the organization's annual expenditures were greater or less than \$100,000. Similar to the findings for paid vs. unpaid executive directors, the joint tests resulted in significant differences for the critical areas of Organizational Development (p=.022) and Community Engagement (p=.045), but not for the other three critical areas.

The findings indicate that intermediary services resulted in greater gains on some measures of Organizational Development for both small and large organizations. Large organizations experienced greater gains in Community Engagement.

Within the Organizational Development critical area, small organizations were more likely to improve in terms of their participation in organizational assessments, annual performance reviews for paid staff, and performance reviews of executive directors by Board members. They were also more likely to improve their financial systems by having a designated person responsible for financial management and by using computer software to keep financial records.

In contrast, large organizations were more likely to experience increases in the number of full-time paid staff and to improve their financial management procedures that provide checks and balances for ensuring expenditures are properly authorized.

There were no significant differences between large and small organizations on the Organizational Development level of focus questions.

There was a significant difference on one specific measure of Community Engagement. Large organizations were more likely to use public service announcements or paid advertising to expand awareness of their organization. The remaining Community Engagement measures were not significantly different between the small and large organizations.

Chapter 6: Conclusions and Recommendations

Nonprofit organizations (NPOs) play a critical role in addressing the needs of local communities and our nation. The federal government, through ACF/OCS's Compassion Capital Fund, has invested in building the organizational capacity of NPOs with the expectation that this investment will result in improvements in business operations, more effective service delivery and, ultimately, to better outcomes for service recipients.

This report has described the results of a random assignment evaluation designed to measure whether the CCF Demonstration Program increased the organizational capacity of NPOs served by CCF-funded intermediaries beyond what would have occurred otherwise (i.e., without the program's services). In this chapter we summarize the findings for the study's key research questions and how these results fit into the broader context of the nonprofit capacity building field, noting areas where additional research might improve knowledge about nonprofit capacity building.

Summary of Results for Key Research Questions

What Level of Technical Assistance (TA) and Sub-Awards Were Received?

As reported in detail in Chapter 4, 87% of the program group members reported receiving some form of capacity building assistance (e.g., group training, TA, coaching or mentoring, course assistance, financial assistance).²⁰ The assistance ranged in topic from resource development, fundraising, and grant writing, to strategic planning and board development. Almost three-quarters (72%) of program group members received one-on-one TA; they received an average of 43 hours of this form of assistance. In addition to TA, most program group members (78%) received financial assistance (sub-award) from an intermediary. The average sub-award was \$10,712; this level of funding equates to roughly 10% of the average participating NPO's budget.

The study found that the control group organizations received significantly less capacity building assistance than program group members during the study period. Further, program group organizations were much more likely to receive more intensive capacity building services, such as one-on-one technical assistance and sub-awards.

Effectiveness of Technical Assistance and Sub-Awards

The results presented in Chapter 5 indicate that the services provided through the CCF Demonstration Program had an impact on the organizational capacity of the NPOs in the program group. Overall, the analysis shows that the NPOs in the program group experienced significantly higher levels of growth across all five areas of capacity—Organizational Development, Program Development, Revenue Development, Leadership Development, and Community Engagement—compared to the control

²⁰ Thirteen percent of the program group members reported that they received no CCF-sponsored capacity building assistance during the study period. There are a number of potential reasons for this including: NPOs experienced unexpected internal circumstances that made them drop out of the program; NPOs were noncompliant with intermediaries grant requirements; and NPOs decided that the relatively small subaward was not worth going through the capacity building process.

group. The use of an experimental research design that created program and control groups that were essentially the same at baseline provides the basis for the conclusion that the improvements realized are the result of the services received from the CCF intermediary grantees.

The subgroup analysis revealed no major differences in the amount of change in capacity observed between faith-based and secular organizations or between new and established organizations. There were differences on some measures between small and large organizations (based on annual expenditures) and those with paid and unpaid executive directors. However, these differences were only on a few measures and there was not a consistent pattern of findings to suggest that one type of organization should be the target of capacity building services similar to those provided through the CCF Demonstration Program.

Areas of Greatest Organizational Capacity Improvement

While NPOs in the program group experienced significant improvements in capacity in each critical area of organizational capacity, certain outcomes showed greater magnitudes of impact. Using effect size as the measure of magnitude of improvement, the outcomes with the greatest improvement, for outcome measures and levels of focus measures, respectively, are presented in two exhibits. As seen in Exhibit 6.1, relatively large effects (0.40 or larger) were found on several measures related to participation in training opportunities, conducting organizational assessments, having a sufficient number of computers, and diversifying revenue sources. These are important foundational activities for organizations. Within the level of focus measures (Exhibit 6.2), there were large effects in four of the five critical areas.

Exhibit 6.1: Areas of Greatest Capacity Improvement—Outcome Measures		
Survey Item	Effect Size	p-value (Adjusted)
Organizational Development		
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	0.54	**
In the past 12 months, number of staff that participated in training related to: Management & Administration	1.79	*
The number of functioning computers that the organization owns is sufficient for organization/staff needs	0.43	*
Leadership and Staff Development		
Number of types of training in which head organization participated in the past 12 months	0.59	**
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles and responsibilities of Board members	0.50	*
Revenue Development		
In the past 12 months, the head of the organization participated in training related to fundraising	0.44	**
In the past 12 months, number of staff that participated in training related to: Fundraising	1.05	**
In the past 12 months, number of applications submitted for funding from federal government agencies	0.47	*
Total number of sources of revenue/funding received over the past 12 months	0.40	**
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	0.45	*

*p-value < .05; ** p-value < .01

Exhibit 6.2: Areas of Greatest Capacity Improvement—Level of Focus Measures

Level of focus on:	At a minimum, knows it should work on this, but lacks the time or resources	At a minimum, has developed this, but has not implemented them yet	At a minimum, has implemented steps to address focus area	Not a focus because organization is satisfied with its achievement in this area
Organizational Development				
Recruiting, developing, and managing volunteers more effectively:		0.45	**	
Developing a Board with ties to different constituencies:		0.48	**	
Leadership and Staff Development				
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management		0.47	**	
Program Development				
Increasing the number of clients served by the organization:		0.43	**	
Increasing the number or scope of services offered to clients:		0.47	**	
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:		0.49	**	
Strengthening the organization's ability to evaluate its overall effectiveness:		0.55	**	0.41 **
Developing a way to collect more information about clients, including the number and characteristics of clients as well as how they are helped by the programs:	0.42	**		
Revenue Development				
Identifying and pursuing new sources of in-kind donations			0.56	**
Developing a fund-development plan (including setting fundraising goals			0.41	*

*p-value < .05; ** p-value < .01.

Implications for the Field

The CCF Demonstration Program Impact Evaluation provides rigorous evidence that the organizational capacity building services provided by the 2006 CCF intermediary grantees produced significant gains across all five areas of capacity—organizational development, program development, revenue development, leadership development, and community engagement—among the nonprofits they served beyond what would otherwise have been achieved. Moreover, the Impact Evaluation confirms most of the earlier findings from the CCF outcome and retrospective studies.

This study represents a critical advance in the evidence base of an emerging area of research: the effectiveness of nonprofit capacity building. The findings also raise additional questions for future research.

What is the relative effectiveness of different types of capacity building assistance?

While the Impact Evaluation found positive impacts on organizational capacity, the study was not designed to provide insights about which elements of capacity building assistance or combinations of elements contributed to the impacts. Knowing more about the types of assistance that were effective could help funders and others to develop more effective capacity building programs for nonprofits. Future research might focus on whether the impact is attributable to the cumulative receipt of training, technical assistance, and financial assistance, or whether one or two of these account for the majority of the effects. Studies that randomly assign NPOs to different models of assistance would be one way to answer this question and contribute important information on the parameters and requirements of capacity building programs.

What are the intermediate and long-term effects of capacity building assistance on organizational capacity?

The Impact Evaluation was designed to assess short-term (within 15 months) outcomes anticipated as a result of capacity building efforts. While some improvements were reported within the 15-month follow-up period, greater gains across more areas of capacity may be found at later points in time. Follow-up surveys and qualitative interviews with the same organizations in these studies two to four years after receiving CCF services could advance our understanding of how organizational change occurs—for instance, the timing of different outcomes and whether gains achieved early are sustainable over time.

What are the long-term effects of capacity building on service delivery and client outcomes?

The general theory of change underlying the CCF capacity building strategy (see Exhibit 1.1 in Chapter 1) assumes that increased organizational capacity results in more effective service provision, thereby improving clients' outcomes. The CCF Impact Evaluation documents the changes that occur in the first few steps along this theory of change—short-term organizational capacity outcomes. Longer-term random assignment studies of programs with shared goals serving similar target populations could begin to investigate the outcomes further down the chain—improved quality of services and client outcomes—thereby addressing the ultimate goals of investments in capacity building.

TECHNICAL APPENDICES

Introduction

Numerous appendices support the CCF Evaluation Impact Study Report. These appendices provide explanations of the methodology and a complete presentation of findings. Two appendices are included in this report document: *Appendix A: Methodological Summary*—a summary of the methods employed to conduct the impact analysis; and *Appendix B: Full Sample Results Tables*—a series of tables illustrating the results of data analysis for the entire population. Average NPO responses at baseline and follow-up are reported, as well as the change between baseline and follow-up.

The remaining appendices are compiled in a separate *Technical Appendix Report*. The *Technical Appendix Report* includes eight appendices, which summarize the methods employed during the baseline and follow-up data collection processes, report the results of subgroup analysis, and include copies of the baseline and follow-up survey instruments.

Appendix A: Methodological Summary

The Compassion Capital Fund (CCF) Demonstration Program impact study relies on an experimental evaluation design utilizing random assignment to assess the effectiveness of the ten CCF-funded intermediary organizations that received funding in the 2006 grant cycle. The Funding Opportunity Announcement (FOA) for the 2006 CCF Demonstration Program grant cycle required intermediary organizations to participate in an evaluation that would include random assignment and required that they recruit about twice the number of eligible nonprofit organizations (NPOs) than they could serve under their CCF Demonstration grant. The intermediaries solicited applications from NPOs for their technical assistance (TA) and sub-award programs. All NPOs that applied to one of the ten intermediaries for CCF services were required to complete a baseline survey. Intermediaries reviewed the applications and identified a set of “acceptable” applications that met their eligibility criteria. The NPOs with acceptable applications were then randomly assigned either to a program group that would receive capacity building services (training, TA and/or a sub-award) from a CCF intermediary grantee or to a control group that would not receive intensive assistance (i.e., one-on-one TA or sub-award) for the duration of the study (the “embargo period”).

This appendix describes the process component and the analyses conducted for the impact study. We then in turn describe the process for calculating weights, present the analytic model, list the covariates, and discuss the subgroup analyses.

Exhibit A.1 shows the study components and how they contribute to the three study objectives. The final column of Exhibit A.1 shows the general analysis approach for each research question.

Exhibit A.1: Approaches to Addressing Objectives

Number	Research Questions	Information Source	Analysis
1	How many hours of technical assistance (TA) and what sub-award amounts are the NPOs receiving from CCF-funded intermediaries?	Process study	Descriptive information and statistics
2	How effective are the TA and sub-awards in increasing organizational capacity among NPOs?	Impact study	Estimated program effects
3	In what areas of organizational capacity have NPOs shown the greatest improvement?	Impact study	Estimated effect sizes

Information gathered during the process component of the Impact Study was used to address the first research question. This process component focused on issues of program implementation at the ten intermediaries. Data was gathered through site visits to the ten intermediary grantees and a sampling of their subgrantees. Through this research we were able to describe the process by which CCF intermediary grantees managed their sub-award and TA programs, the number and type of NPOs they served through their programs, and the services they provided to sub-awardees and TA recipients. These findings are presented in Chapters 3 and 4 of the Impact Study Report.

The second and third research questions were answered using data gathered from NPO surveys. NPOs were surveyed at baseline (i.e., immediately before random assignment) and again approximately 15 months after random assignment. The survey attempted to assess change and improvement in various

areas of capacity. We assessed the impact of the services provided by intermediaries (sub-awards and/or TA), comparing the changes in organizational and service capacity reported by the recipient organizations (the program group) with the changes for the control group. The results of this analysis are presented in Chapter 5.

Weighting of Observations

The baseline survey was completed by all randomized organizations, so no statistical sampling or nonresponse weights were necessary. At follow-up, though, there was nonresponse to the survey in both the treatment and control groups. Therefore, nonresponse adjustment weights were necessary for the correct estimation of program impacts in the final analysis.

For the nonresponse analysis, the sample was divided into three categories.

1. *Respondents*: Those organizations that responded to the survey.
2. *Ineligibles*: Those organizations that were known to be no longer in operation at the time of the follow-up survey.
3. *Nonrespondents*: Those organizations that were in business at the time of the follow-up survey and either refused to respond or did not respond to repeated requests to complete the survey. Some of these organizations may also have no longer been in operation.

The full questionnaire was mailed to all 237 NPOs in the program group and 217 NPOs in the control group. After a reasonable amount of time, a shortened version of the questionnaire was sent to the remaining nonrespondents. The final summary of NPOs' status includes: those that completed the long survey, those that were ineligible, and two categories of nonrespondents. If we received a completed shortened survey from an organization and/or confirmed that the organization still existed, that NPO was simply classified as a nonrespondent that chose not complete the long survey. If, on the other hand, we did not receive a completed survey and were unable to confirm that the NPO was still in operation, we classified it as a nonrespondent with unknown eligibility.

Exhibit A.2: Revised Distribution by Response Category for the Long Survey

Response Category	Program			Control		
	Sent Long Survey	Sent Shortened Survey	Final Status for Completion	Sent Long Survey	Sent Shortened Survey	Final Status for Completion
Completes – Long Survey	207	0	207	137	0	137
Not eligible for the survey	7	1	8	8	1	9
Nonrespondents with unknown eligibility	23	11	11	72	31	29
Nonrespondents to the Long Survey	0	11	11	0	40	42
Total	237	23	237	217	72	217

The Long Survey is the complete survey. The shortened survey is a subsample of all the survey questions.

To calculate weights for all variables on the *Long Survey*, but not on the short survey, we first estimate the number of eligible nonrespondents among those who are classified as nonrespondents with unknown eligibility. Using the number of persons who are eligible and not eligible for the survey among those with known eligibility, we estimate the percentage eligible for the program group and

the percentage eligible for the control group. We apply this percentage to the number with unknown eligibility. This gives the estimated number of known eligible nonrespondents among those with unknown eligibility for the treatment and for the control groups. To demonstrate, the percentage eligible for the program group is:

$$(207+11)/(207+11+8) = 218/226 = 0.9646.$$

The number of eligible nonrespondents in the program group among those with unknown eligibility is:

$$0.9646 \times 11 = 10.6106$$

Thus, the nonresponse adjustment factor for variables on the long questionnaire, but not on the short questionnaire for members of the program group is (respondents + known eligible non respondents + estimated eligible nonrespondents)/respondents:

$$(207+11+10.6106)/207 = 1.1044$$

Following this same formula, for all variables which are both on the long and short questionnaire the nonresponse adjustment factor for members of the program group is:

$$(217+1+10.6106)/217 = 1.0535$$

A similar process was used to calculate weights for variables on the long and short questionnaire for members of the control group. This process resulted in a set of four weights, presented in Exhibit A.3.

Exhibit A.3: Final Weights for Long and Short Survey

Survey Type	Treatment	Control
Long Survey Items	1.1044	1.5081
Short Survey Items	1.0535	1.2298

The Analytic Model

Within the ten CCF FY06 intermediaries, applicants were randomly assigned to intervention or control conditions. The analysis model produces an estimate of the average impact of the intervention across the ten intermediaries, which is an estimate of the differences in outcomes between program and control groups. In order to improve precision and mitigate potential effects of nonresponse bias, the models included baseline covariates, and when available, a pre-treatment score on the outcome measure. In order to adjust standard errors of treatment effects to account for weights, models were fit to the data using SAS survey procedures.

The randomization of NPOs to the intervention ensures that a simple comparison of mean outcomes between treatment and control group members (Ts and Cs) would give an unbiased estimate of the impact on each outcome. However, comparing changes over time (baseline to follow-up) and including covariates yields a more precise estimate. Specifically, we estimate impacts using Equation 1:

$$Y_{km} = \beta_0 + \beta_1(T_{km}) + \beta_2(Y_{pre.km}) + \sum_{m=1}^9 \beta_{m+2}(Intermed_m) + \sum_{j=1}^J \beta_{m+2+j}(X_{jkm}) + \varepsilon_{km} \quad (1)$$

where

- Y_{km} is the outcome measure for the k^{th} survey respondent from the m^{th} intermediary.
- T_{km} =1 if respondent was program group, =0 if control group.
- $Y_{pre.km}$ is a baseline (pre-test) measure of the same construct or variable used as the outcome measure for the k^{th} survey respondent from the m^{th} intermediary.
- $Intermed_m$ is an indicator variable for the m^{th} ($m=1 \dots 9$) intermediary, =1 if respondent in intermediary m , = 0 else. (Note there are 9 indicator variables to represent nesting of respondents within 10 corps).
- X_{jkm} is the value of the j^{th} baseline covariate ($j=1 \dots J$) the k^{th} survey respondent from the m^{th} intermediary.

and

- $\hat{\beta}_1$ is the model estimated average treatment effect.
- ε_{km} is a residual error term.

We expected average outcomes to vary across intermediaries and to be correlated among NPOs within a given intermediary. Equation 1 controls for this common baseline level among each intermediary's NPOs using "fixed effects," i.e., a dummy variable rather than a random effect/variance component. This is appropriate because we view the ten intermediaries as the entire universe of intermediaries rather than a sample of some super-population of intermediaries.

Covariates

Including covariates (i.e., explanatory variables) in Equation 1 improves the precision of the estimates. In Equation 1, we represent such covariates by X_{jkm} . Specifically, we included the following covariates:

- Whether the NPO is a faith-based or a community-based organization
- Years since NPO was formed
- NPO total expenditures
- Whether the NPO has a paid executive director

Exhibit A.4 provides a brief discussion of each of these covariates. The choice of these explanatory variables reflects the professional judgments of the project staff and consultants about the baseline characteristics most likely to matter in explaining subsequent differences in organizational capacities.

Exhibit A.4: Covariates

Characteristic	Type	Values/Ranges	Notes
Whether the NPO is faith-based	Binary indicator	Faith-based versus secular community-based	Yes/no variable indicating whether the NPO is faith-based
Years since NPO was formed	Binary indicator	Young versus old, based on distribution	Calculated based on the reported year of formation and the year in which the baseline survey was filled out (i.e., 2007); because the relationships between organizational maturity and outcomes are unlikely to be linear, used a binary (i.e., young and old) rather than a continuous measure
Annual expenditures	Binary indicator	Small versus large, based on distribution	As a measure of scale of operations, included NPO expenditures in the prior year; again, because the relationship between variables is unlikely to be linear, this continuous variable was transformed into two size categories: small and large.
Paid Executive Director	Binary indicator	Paid versus unpaid executive director	An organization was identified as having a paid executive director when its executive director was either a full-time paid position or a part-time paid position; a second category was created for organizations that had unpaid executive directors.

Note: All variables are derived from the baseline survey.

Subgroup Analyses: Estimating Subgroup Variation in Impacts

The study was originally designed with enough power (i.e., a large enough sample size) to examine the program impacts within particular subgroups of NPOs. In this subsection we describe our approach to conducting additional exploratory analyses of impact variation across sub-groups. We then discuss the dimensions along which impacts could potentially vary and thus were tested in the analysis.

A variation of the basic impact model enables us to test for subgroup variation in treatment effects. Suppose that Z is a set of variables that could interact with the intervention, such as those described below, measured as deviations from their means. We can modify the basic impact equation as follows:

$$Y_{km} = \beta_0 + \beta_1(T_{km}) + \beta_2(Z_{jkm}) + \beta_3(T_{km} * Z_{jkm}) + \beta_4(Y_{pre.km}) + \sum_{m=1}^9 \beta_{m+4}(Intermed_m) + \sum_{j=1}^J \beta_{m+4+j}(X_{jkm}) + \varepsilon_{km} \quad (2)$$

where

- Z_{jkm} = 1 if respondent was in subgroup j ; 0 if in subgroup 0
- β_1 is the treatment effect for subgroup 0.
- β_2 is the difference between control group means of subgroups 0 and 1
- β_3 is the difference in treatment effect between subgroups 0 and 1
- $\beta_1 + \beta_3$ is the treatment effect for subgroup 1.

A statistically significant value of β_3 would indicate that the treatment effect varies significantly across organizations with different values of the corresponding Z_s , holding other characteristics constant. This examination of interactions is not the same as subgroup analysis, which re-estimates the entire model for alternative fractions of the sample. Instead, Equation 2 allows us to test whether there is variation in impacts across subgroups. When the analysis of treatment interactions showed that the CCF intervention had greater or lesser impacts among organizations of particular characteristics, such findings can be insightful as to possible strategies for more effectively targeting CCF grant funding and TA.

Below we list the organizational features that were tested for variation. Note that the formation of subgroups for this study reflects the judgment of project staff and consultants who have studied the performance of nonprofit organizations, rather than any specific body of empirical evidence on these topics. We tested for differences in impacts for subgroups defined by:

- Organization Type: Whether an organization described itself as a faith-based or secular community-based organization;
- Age of Organization: New (formed less than six years ago) or Established (formed six or more years ago);
- Executive Director Type: Whether or not the executive director was a paid position;
- Organization Size: Small (annual expenditures less than \$100,000) or Large (expenditures \$100,000 or more); and
- Intermediary CCF Experience: Whether the NPO's intermediary had previous experience providing technical and financial assistance through the CCF Demonstration Program.

We tested for the presence of significant treatment interactions with such features, using the modeling approach described above.

Appendix B: Full Sample—Results Tables

Exhibit B.1: Joint Test

Critical Area	Mean Treatment Effect	Standard Error of Treatment Effect	p-value
Leadership Development (16 measures)	0.2095	0.0408	0.000 **
Organizational Development (67 measures)	0.1487	0.0241	0.000 **
Program Development (44 measures)	0.2335	0.0244	0.000 **
Revenue Development (50 measures)	0.1399	0.0254	0.000 **
Community Engagement (30 measures)	0.1686	0.0341	0.001 **

Notes:

* p-value<.05; ** p-value<.01

Outcome measures are standardized to have a mean of zero and a standard deviation of one

Treatment effect is adjusted for covariates and its standard error takes into account the fact that outcome measures are correlated

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD				
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)			(Program Effect) ^a	Standard Error (SE)			
ORGANIZATIONAL DEVELOPMENT											
Organizational Structure											
Organization is 501(c)(3)	65.74	70.83	71.08	72.89	3.29	4.97	1.11	4.41	44.59	0.02	0.8068
Head of organization is a paid position	59.24	58.29	59.76	61.59	-2.78	2.75	-3.72	2.67	48.79	-0.08	0.1930
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	86.15	95.38	81.97	96.72	-5.52	6.96	-1.42	1.97	21.38	-0.07	0.4879
Long-Term Planning											
Organization has a written mission statement	88.52	95.22	88.36	92.47	2.59	3.98	2.21	2.07	26.49	0.08	0.3096
Organization has a written strategic plan	42.59	63.89	45.45	52.73	14.02	4.18	10.75	4.29	50.08	0.21	0.0312 *
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	44.17	85.92	41.48	59.26	23.97	6.21	26.82	3.53	49.32	0.54	<.0001 **
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	48.15	66.67	46.34	43.90	20.96	9.71	20.38	10.75	49.97	0.41	0.0873
Staff Management											
Conduct annual performance reviews for paid staff	66.94	75.21	63.75	67.50	4.51	6.27	6.23	8.18	47.28	0.13	0.4637
Conduct annual performance reviews for unpaid staff	18.12	25.36	16.05	18.52	4.78	6.19	4.20	5.41	39.40	0.11	0.4557
Written job description for each paid staff position or job category	80.17	92.56	79.01	82.72	8.69	4.97	8.79	3.39	38.71	0.23	0.0267 *
Written job description for each unpaid staff position or job category	44.64	52.38	35.11	55.32	-12.47	6.48	-4.47	6.51	50.09	-0.09	0.5079
Total number of full-time paid staff	4.97	5.52	2.83	2.66	0.72	0.38	0.56	0.34	5.35	0.11	0.1298
Total number of part-time paid staff	2.89	2.54	2.08	1.75	-0.02	0.89	0.61	0.32	3.71	0.16	0.0835
Total number of full-time unpaid staff	1.00	0.95	0.92	0.59	0.28	0.34	0.33	0.23	1.50	0.22	0.1929
Total number of part-time unpaid staff	18.27	31.18	19.54	21.10	11.35	12.68	10.62	12.69	77.12	0.14	0.4219
Total number of volunteer hours contributed by unpaid staff in an average week	112.29	75.89	89.04	100.07	-47.42	23.88	-36.61	23.64	219.10	-0.17	0.1525
In the past 12 months, number of staff that participated in training related to: Management & Administration	2.69	5.06	2.84	1.64	3.56	1.49	3.66	1.45	2.05	1.79	0.0305 *
Level of focus on recruiting, developing, and managing volunteers more effectively:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	91.41	93.43	91.11	83.70	9.43	3.45	9.76	1.89	37.07	0.26	0.0004 **

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
At a minimum, knows it should work on this, but lacks the time or resources	88.12	94.06	90.30	89.55	6.69	3.46	4.26	3.41	30.70	0.14	0.2407
At a minimum, has developed plans to work on this, but have not implemented them yet	59.90	80.69	56.72	67.91	9.60	5.77	12.01	4.05	46.86	0.26	0.0141 *
At a minimum, has implemented steps to address focus area	36.63	67.33	35.82	49.25	17.26	4.56	17.42	4.28	50.18	0.35	0.0023 **
Not a focus because organization is satisfied with its achievement in this area	6.44	20.79	3.73	21.64	-3.55	3.59	-3.49	3.14	41.33	-0.08	0.2926
Level of focus on putting in place a budgeting process that ensures effective allocation of resources:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	85.15	94.55	85.82	89.55	5.67	4.47	4.47	3.60	30.70	0.15	0.2421
At a minimum, has developed plans to work on this, but have not implemented them yet	57.92	79.21	58.21	70.90	8.60	5.99	6.61	3.94	45.59	0.14	0.1244
At a minimum, has implemented steps to address focus area	37.13	64.85	38.06	55.22	10.56	7.38	8.67	4.56	49.91	0.17	0.0868
Not a focus because organization is satisfied with its achievement in this area	7.92	22.77	7.46	23.88	-1.57	3.87	-1.41	3.95	42.80	-0.03	0.7287
Governance											
Organization has a Board of Directors	78.97	82.71	82.21	80.98	4.97	3.19	2.65	3.15	39.37	0.07	0.4193
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	61.90	61.90	55.56	38.89	16.67	15.58	32.54	17.18	50.85	0.64	0.0907
Percent of Board positions that are currently filled:	0.83	0.86	0.85	0.87	0.02	0.02	0.00	0.02	0.17	0.03	0.8268
Someone regularly takes minutes and keeps records of attendance at Board meetings	94.16	99.35	94.23	99.04	0.39	4.08	0.32	1.17	9.67	0.03	0.7898
Primary activities of the Board: Outreach to community and key stakeholders	62.65	67.47	61.90	57.14	9.58	8.66	9.35	6.31	49.86	0.19	0.1690
Primary activities of the Board: Develop organization's budget	66.87	62.05	58.10	55.24	-1.96	6.40	4.30	5.99	49.97	0.09	0.4894
Primary activities of the Board: Recruit new board members	56.02	59.04	59.05	51.43	10.63	8.10	7.40	5.36	50.22	0.15	0.1974
Primary activities of the Board: Set goals and strategies for the organization	78.92	87.35	84.76	81.90	11.29	4.21	6.88	3.96	38.39	0.18	0.1128
Primary activities of the Board: Review performance of programs and program outcomes	73.49	65.06	61.90	65.71	-12.24	4.04	-5.10	3.85	47.47	-0.11	0.2146

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	86.75	83.13	81.90	84.76	-6.47	5.66	-1.94	4.03	36.73	-0.05	0.6402
Primary activities of the Board: Conduct performance reviews of executive director	52.41	55.42	41.90	45.71	-0.80	2.67	6.55	4.14	50.06	0.13	0.1448
Level of focus on researching/finding resources to determine how best to form a board	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	64.67	76.09	63.71	70.16	4.96	5.31	5.98	6.45	46.56	0.13	0.3757
At a minimum, has developed plans to work on this, but have not implemented them yet	45.11	64.67	38.71	46.77	11.50	6.59	16.51	6.18	50.05	0.33	0.0235 *
At a minimum, has implemented steps to address focus area	29.89	47.28	25.00	34.68	7.71	5.23	11.95	5.73	47.40	0.25	0.0637
Not a focus because organization is satisfied with its achievement in this area	10.87	22.28	8.87	19.35	0.93	3.85	0.98	3.51	38.49	0.03	0.7857
Level of focus on recruiting Board members with diverse expertise:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	86.49	91.89	83.06	83.06	5.41	4.11	8.61	5.19	39.69	0.22	0.1281
At a minimum, has developed plans to work on this, but have not implemented them yet	60.54	77.30	48.39	58.87	6.27	6.28	16.02	3.79	49.51	0.32	0.0018 **
At a minimum, has implemented steps to address focus area	40.00	55.14	33.87	41.13	7.88	6.31	13.25	5.82	49.23	0.27	0.0459 *
Not a focus because organization is satisfied with its achievement in this area	5.41	14.05	4.84	8.06	5.42	2.56	5.33	2.32	26.38	0.20	0.0444 *
Level of focus on developing a Board with ties to different constituencies:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	83.78	90.81	77.42	81.45	2.99	4.83	8.62	4.94	41.33	0.21	0.1115
At a minimum, has developed plans to work on this, but have not implemented them yet	57.84	75.68	43.55	50.00	11.39	5.68	23.84	2.78	50.18	0.48	<.0001 **
At a minimum, has implemented steps to address focus area	29.19	54.59	26.61	35.48	16.53	6.37	18.69	3.86	47.40	0.39	0.0007 **
Not a focus because organization is satisfied with its achievement in this area	3.24	15.68	1.61	8.06	5.98	2.69	6.46	2.61	26.38	0.25	0.0328 *

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
LEADERSHIP AND STAFF DEVELOPMENT											
<i>Leadership Development</i>											
In the past 12 months, the head of the organization met regularly with a mentor who provides guidance regarding the duties and responsibilities of an executive director/organizational leader	51.02	59.69	41.41	46.09	3.99	11.22	10.93	10.33	50.04	0.22	0.3149
Number of types of training in which head of organization participated in the past 12 months	1.43	1.80	1.38	1.11	0.65	0.10	0.67	0.12	1.15	0.59	0.0003 **
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	52.58	54.12	40.16	43.31	-1.60	9.58	7.01	9.57	49.75	0.14	0.4808
Board provides a formal orientation for new Board members	43.83	61.11	42.40	54.40	5.28	9.93	5.23	6.57	49.98	0.10	0.4448
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	42.07	72.41	37.11	44.33	23.13	7.00	24.90	8.22	50.09	0.50	0.0127 *
Level of focus on creating a plan or locating resources to help the executive director and other staff improve their leadership abilities	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	88.94	86.43	88.15	84.44	1.19	3.46	1.77	3.19	36.38	0.05	0.5909
At a minimum, has developed plans to work on this, but have not implemented them yet	48.24	58.29	41.48	45.19	6.35	4.80	11.72	4.53	49.95	0.23	0.0272 *
At a minimum, has implemented steps to address focus area	21.61	41.71	21.48	33.33	8.25	5.06	7.42	4.58	47.32	0.16	0.1360
Not a focus because organization is satisfied with its achievement in this area	1.51	12.56	0.00	6.67	4.39	2.77	4.51	2.65	25.04	0.18	0.1201
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	91.92	90.40	94.07	82.96	9.60	2.98	7.76	2.85	37.74	0.21	0.0216 *
At a minimum, has developed plans to work on this, but have not implemented them yet	48.48	67.68	41.48	42.96	17.71	5.34	23.12	4.70	49.69	0.47	0.0006 **
At a minimum, has implemented steps to address focus area	25.76	53.03	19.26	34.07	12.46	3.70	16.53	4.63	47.57	0.35	0.0051 **

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
At a minimum, knows it should work on this, but lacks the time or resources	79.81	78.40	83.23	67.07	14.76	2.64	13.10	2.41	47.14	0.28	0.0003 **
At a minimum, has developed plans to work on this, but have not implemented them yet	52.58	59.15	51.50	46.11	11.96	3.77	13.10	4.19	50.00	0.26	0.0107 *
At a minimum, has implemented steps to address focus area	22.54	38.03	21.56	29.94	7.11	3.53	7.78	5.06	45.94	0.17	0.1546
Not a focus because organization is satisfied with its achievement in this area	1.41	8.92	0.60	5.39	2.72	1.55	2.73	1.30	22.65	0.12	0.0624
Program Design											
Organization has added / expanded programmatic areas within the past 12 months	55.50	52.50	50.68	40.41	7.27	5.58	10.73	5.07	49.26	0.22	0.0604
Primary programmatic area: At-risk youth/children and youth services	68.20	56.22	68.45	48.21	8.26	5.83	7.91	5.77	50.12	0.16	0.2006
Primary programmatic area: Economic/community development	32.26	24.42	27.38	20.83	-1.29	4.76	1.12	3.61	40.73	0.03	0.7630
Primary programmatic area: Elderly/disabled services	33.64	22.12	30.95	18.45	0.98	5.60	2.74	3.53	38.91	0.07	0.4562
Primary programmatic area: Health services	26.27	20.28	26.79	20.83	-0.04	4.17	-0.59	3.69	40.73	-0.01	0.8765
Primary programmatic area: Homelessness/housing assistance	35.48	21.66	30.95	23.81	-6.68	3.64	-3.97	3.10	42.72	-0.09	0.2287
Primary programmatic area: Hunger	29.49	25.35	20.24	19.05	-2.96	3.06	0.73	2.42	39.39	0.02	0.7687
Primary programmatic area: Job training/welfare-to-work	27.65	21.66	25.60	14.88	4.72	3.57	5.65	1.82	35.70	0.16	0.0113 *
Primary programmatic area: Marriage/relationships	27.65	17.05	29.76	19.64	-0.48	3.38	-1.70	3.14	39.85	-0.04	0.5990
Primary programmatic area: Abstinence/pregnancy prevention	18.43	15.21	17.26	6.55	7.49	5.75	8.37	4.34	24.81	0.34	0.0830
Primary programmatic area: Prison ministry or prisoner reentry services	14.75	13.82	17.26	16.67	-0.33	2.02	-1.70	2.36	37.38	-0.05	0.4882
Primary programmatic area: Drug and alcohol rehabilitation	17.05	12.44	23.21	13.10	5.51	1.85	1.90	2.17	33.84	0.06	0.4009
Primary programmatic area: Education	50.23	36.87	55.36	35.12	6.87	8.02	3.52	4.97	47.88	0.07	0.4950
Primary programmatic area: Services to immigrants (including ESL)	16.59	11.98	19.05	11.31	3.13	2.54	2.03	3.06	31.77	0.06	0.5224
Level of focus on increasing the number or scope of services offered to clients:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	85.45	87.79	88.62	73.05	17.92	2.76	15.56	3.35	44.50	0.35	0.0009 **
At a minimum, has developed plans to work on this, but have not implemented them yet	63.85	77.46	58.68	53.29	19.00	4.71	23.56	2.54	50.04	0.47	<.0001 **

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
At a minimum, has implemented steps to address focus area	30.05	53.99	26.95	35.33	15.56	5.71	18.35	4.19	47.94	0.38	0.0014 **
Not a focus because organization is satisfied with its achievement in this area	1.41	13.15	1.20	8.38	4.55	3.10	4.46	3.54	27.80	0.16	0.2360
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	92.02	88.73	87.43	71.86	12.28	3.04	17.40	2.56	45.11	0.39	<.0001 **
At a minimum, has developed plans to work on this, but have not implemented them yet	60.56	79.34	61.08	55.09	24.77	5.33	24.68	3.73	49.89	0.49	<.0001 **
At a minimum, has implemented steps to address focus area	28.17	54.46	29.94	40.12	16.11	5.10	14.61	4.62	49.16	0.30	0.0102 *
Not a focus because organization is satisfied with its achievement in this area	0.47	9.86	0.00	5.99	3.40	2.68	3.47	2.62	23.80	0.15	0.2135
Tracking Outcomes and Keeping Records											
Organization keeps records on individual service recipients' outcomes	73.58	73.58	64.08	72.82	-8.74	3.56	-1.92	4.54	45.25	-0.04	0.6816
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	28.72	52.13	41.38	50.00	14.78	14.41	7.35	10.14	49.62	0.15	0.4852
Organization keeps records on the needs of individuals/families upon first contact with the program	75.78	80.12	72.73	73.64	3.44	4.98	5.00	5.92	44.49	0.11	0.4178
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	25.96	37.50	27.78	34.72	4.59	6.66	6.33	5.32	47.40	0.13	0.2614
Organization keeps records on the types of services provided to individuals/families	86.42	88.89	84.68	80.18	6.97	4.04	8.13	3.61	40.51	0.20	0.0478 *
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	40.48	56.35	43.37	54.22	5.03	9.72	3.58	6.88	50.25	0.07	0.6146
Organization keeps records on the number of individuals or families enrolled in / served through programs	95.21	95.81	91.60	90.76	1.44	3.73	3.39	3.16	31.12	0.11	0.3084
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	47.40	61.69	45.19	49.04	10.44	7.58	11.67	6.57	50.19	0.23	0.1061
Organization keeps records on referral sources of service recipients	70.59	75.16	71.84	69.90	6.52	5.67	5.86	4.53	46.13	0.13	0.2257

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	26.74	51.16	24.59	39.34	9.66	5.78	11.98	4.96	48.97	0.24	0.0363 *
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	50.00	63.92	50.68	56.76	7.84	5.05	7.11	4.24	49.73	0.14	0.1242
Among organizations that conduct formal assessments of service results and benefits, assessment is conducted by:	---	---	---	---	---	---	---	---	---	---	---
In-house staff	67.53	50.65	65.31	63.27	-14.84	9.72	-14.55	10.82	47.81	-0.30	0.2083
External individual/organization	3.90	6.49	4.08	4.08	2.60	6.21	2.29	4.62	28.20	0.08	0.6301
Both in-house staff and external individual/organization	28.57	42.86	30.61	32.65	12.24	10.02	11.56	11.16	44.02	0.26	0.3250
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	75.00	85.71	74.58	79.66	5.63	5.12	6.54	3.18	40.84	0.16	0.0668
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	96.24	92.49	97.60	77.25	16.60	2.42	16.31	2.52	42.05	0.39	<.0001 **
At a minimum, has developed plans to work on this, but have not implemented them yet	46.01	72.77	43.71	45.51	24.96	7.27	27.44	5.95	49.95	0.55	0.0010 **
At a minimum, has implemented steps to address focus area	20.19	46.48	19.76	28.14	17.91	4.87	18.34	4.25	45.11	0.41	0.0015 **
Not a focus because organization is satisfied with its achievement in this area	0.94	4.23	0.00	1.80	1.49	1.60	1.51	1.57	13.32	0.11	0.3592
Level of focus on developing a way to collect more information about clients, including the number and characteristics of clients as well as how they are helped by the programs:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	85.92	88.73	89.82	71.86	20.78	2.68	18.86	1.64	45.11	0.42	<.0001 **
At a minimum, has developed plans to work on this, but have not implemented them yet	45.54	64.32	45.51	49.70	14.59	4.78	14.54	2.03	50.15	0.29	<.0001 **
At a minimum, has implemented steps to address focus area	21.60	41.78	23.95	31.74	12.40	4.37	10.27	2.28	46.69	0.22	0.0011 **
Not a focus because organization is satisfied with its achievement in this area	0.94	10.80	1.20	4.79	6.27	2.55	6.55	2.71	21.42	0.31	0.0365 *

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
REVENUE DEVELOPMENT											
<i>Funding Strategies</i>											
Organization has ever hired a grant/contract writer to prepare applications for funding	21.39	25.37	20.00	20.74	3.24	7.06	3.18	5.77	40.70	0.08	0.5938
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	5.97	13.93	5.97	6.72	7.21	2.43	6.42	2.73	25.12	0.26	0.0405 *
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	54.95	74.26	52.59	59.26	12.64	5.53	15.45	3.12	49.32	0.31	0.0006 **
In the past 12 months, the head of the organization participated in training related to fundraising	46.73	60.75	47.31	38.92	22.40	5.89	21.29	5.42	48.90	0.44	0.0028 **
In the past 12 months, number of staff that participated in training related to: Fundraising	2.20	3.27	1.59	1.43	1.23	0.59	1.96	0.54	1.87	1.05	0.0048 **
Organization has a written fundraising / fund-development plan	20.81	34.52	14.29	18.80	9.19	3.56	11.17	3.15	39.22	0.28	0.0053 **
Organization applied for or received any grant/contract in the past 12 months	52.83	74.53	58.90	60.12	20.47	5.92	14.84	5.24	49.06	0.30	0.0177 *
In the past 12 months, organization sought funding from any new sources	50.00	59.52	53.99	53.37	10.14	6.91	6.55	4.92	50.06	0.13	0.2129
In the past 12 months, number of applications submitted for funding from Federal government agencies	0.29	0.64	0.38	0.30	0.42	0.13	0.33	0.13	0.69	0.47	0.0315 *
In the past 12 months, number of applications submitted for funding from State/local government agencies	0.78	1.12	0.85	0.80	0.40	0.23	0.29	0.22	1.64	0.18	0.2034
In the past 12 months, number of applications submitted for funding from Foundations	2.65	4.31	2.49	2.70	1.45	0.53	1.31	0.53	7.79	0.17	0.0341 *
In the past 12 months, number of applications submitted for funding from other federated giving groups	0.34	0.34	0.19	0.17	0.01	0.09	0.11	0.07	0.46	0.23	0.1870
Total number of grant applications submitted in the past 12 months	5.56	6.64	4.34	4.21	1.20	1.64	1.66	0.90	8.52	0.19	0.0957
In the past 12 months, number of applications submitted that are pending for funding from Federal government agencies	0.05	0.11	0.09	0.07	0.07	0.06	0.02	0.04	0.29	0.07	0.6334
In the past 12 months, number of applications submitted that are pending for funding from State/local government agencies	0.20	0.15	0.21	0.11	0.06	0.11	0.04	0.09	0.45	0.10	0.6340

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
In the past 12 months, number of applications submitted that are pending for funding from Foundations	0.58	0.68	0.52	0.49	0.13	0.12	0.13	0.13	1.63	0.08	0.3417
In the past 12 months, number of applications submitted that are pending for funding from other federated giving groups	0.14	0.04	0.03	0.03	-0.09	0.05	0.00	0.02	0.16	0.02	0.8546
Total number of grant applications submitted in the past 12 months that are pending	1.05	1.01	0.91	0.74	0.13	0.21	0.19	0.13	1.79	0.11	0.1825
In the past 12 months, number of applications approved for funding from Federal government agencies	0.17	0.38	0.21	0.28	0.14	0.08	0.09	0.05	0.82	0.11	0.0830
In the past 12 months, number of applications approved for funding from State/local government agencies	0.62	0.80	0.62	0.59	0.20	0.16	0.15	0.16	1.26	0.12	0.3590
In the past 12 months, number of applications approved for funding from Foundations	1.13	1.92	1.00	1.26	0.53	0.46	0.46	0.42	3.54	0.13	0.2972
In the past 12 months, number of applications approved for funding from other federated giving groups	0.18	0.27	0.16	0.12	0.13	0.05	0.13	0.06	0.40	0.32	0.0500
Total number of grant applications approved in the past 12 months	2.39	3.55	2.28	2.37	1.07	0.61	1.01	0.58	4.26	0.24	0.1105
In the past 12 months, total amount of grant funds from Federal government agencies	16,595.53	10,185.30	19,170.58	18,630.08	-5,869.73	4,781.31	-7,555.89	7,173.38	104,581.56	-0.07	0.3170
In the past 12 months, total amount of grant funds from State/local government agencies	50,120.51	9,742.89	34,595.27	33,009.63	-38,791.99	26,014.28	-25,428.72	9,124.82	123,928.71	-0.21	0.0192 *
In the past 12 months, total amount of grant funds from Foundations	15,578.54	9,722.15	20,447.96	11,905.21	2,686.36	10,267.71	-2,969.85	4,302.47	45,073.73	-0.07	0.5057
In the past 12 months, total amount of grant funds from other federated giving groups	5,605.70	2,616.12	2,535.89	1,433.41	-1,887.11	2,118.48	838.81	589.94	7,969.36	0.11	0.1855
Total amount of grant funds received from the above sources	108,888.77	42,578.47	88,531.45	110,867.49	-88,646.35	62,494.65	-74,801.14	59,024.14	546,012.81	-0.14	0.2338
Total number of sources of revenue/funding received over the past 12 months	2.58	2.50	2.82	1.77	0.96	0.17	0.84	0.17	2.09	0.40	0.0005 **
Obtained funding from new sources in past 12 months	37.80	52.15	39.13	34.78	18.70	6.15	16.69	5.11	47.78	0.35	0.0085 **
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	0.00	24.83	0.00	12.61	12.23	4.87	13.01	4.84	33.33	0.39	0.0226 *

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
At a minimum, knows it should work on this, but lacks the time or resources	98.51	96.52	97.71	93.13	2.59	2.41	3.03	2.26	25.39	0.12	0.2100
At a minimum, has developed plans to work on this, but have not implemented them yet	59.70	71.14	58.02	55.73	13.73	4.58	14.75	3.58	49.86	0.30	0.0021 **
At a minimum, has implemented steps to address focus area	36.32	45.27	34.35	32.06	11.25	6.49	12.73	3.23	46.85	0.27	0.0028 **
Not a focus because organization is satisfied with its achievement in this area	0.50	3.98	0.00	3.05	0.43	1.37	0.56	1.37	17.27	0.03	0.6911
Level of focus on developing a fund-development plan (including setting fundraising goals):	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	96.52	95.52	97.71	87.79	8.93	3.76	8.29	4.32	32.87	0.25	0.0837
At a minimum, has developed plans to work on this, but have not implemented them yet	53.23	67.66	46.56	56.49	4.50	5.50	10.23	3.77	49.77	0.21	0.0218 *
At a minimum, has implemented steps to address focus area	24.88	47.26	21.37	27.48	16.28	7.69	18.47	5.86	44.81	0.41	0.0103 *
Not a focus because organization is satisfied with its achievement in this area	3.48	9.95	0.76	6.11	1.12	2.63	0.87	2.75	24.04	0.04	0.7590
COMMUNITY ENGAGEMENT											
<i>Community Engagement</i>											
In the past 12 months, organization created or updated a website to expand awareness about the organization to individuals or families in the community/service area	48.83	59.62	52.76	53.99	9.57	10.01	7.48	6.53	49.99	0.15	0.2781
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to individuals or families in the community/service area	84.98	85.45	84.66	82.21	2.92	4.07	1.99	3.90	38.36	0.05	0.6211
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to individuals or families in the community/service area	74.65	73.24	73.01	69.33	2.27	7.67	2.74	5.65	46.26	0.06	0.6382
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to individuals or families in the community/service area	47.42	48.36	48.47	47.85	1.55	4.49	0.60	4.79	50.11	0.01	0.9022

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to individuals or families in the community/service area	2.71	2.91	2.75	2.68	0.28	0.17	0.23	0.15	1.37	0.17	0.1619
In the past 12 months, organization undertook a specific activity to gain understanding of needs in service area	49.74	66.15	48.85	54.96	10.30	5.53	9.47	4.89	49.94	0.19	0.0812
Partnerships											
Organization is engaged in partnership arrangements with other organizations	88.67	90.64	87.23	81.56	7.64	3.49	7.84	3.01	38.92	0.20	0.0261 *
Sector of Partners: Government	47.25	46.15	48.57	36.19	11.28	6.49	11.88	5.92	48.45	0.25	0.0725
Sector of Partners: Business	48.90	49.45	42.86	35.24	8.17	4.50	12.11	3.40	47.89	0.25	0.0052 **
Sector of Partners: Educational institution	56.59	60.44	56.19	47.62	12.42	5.53	13.45	3.46	50.16	0.27	0.0030 **
Sector of Partners: Secular nonprofit	67.03	70.88	73.33	76.19	0.99	4.62	-3.35	2.53	42.65	-0.08	0.2138
Sector of Partners: Faith-based sector	63.74	71.98	66.67	66.67	8.24	4.23	7.74	3.96	47.25	0.16	0.0792
Purpose of Partnership(s): Recipient referrals	61.96	79.35	66.96	68.75	15.61	9.04	11.29	7.11	46.80	0.24	0.1436
Purpose of Partnership(s): Joint programming	57.61	67.93	66.07	64.29	12.11	8.31	5.76	6.71	48.30	0.12	0.4107
Purpose of Partnership(s): Funding alliance	51.63	48.91	51.79	58.04	-8.97	9.12	-10.33	6.71	49.65	-0.21	0.1550
Purpose of Partnership(s): Recruit volunteers	46.20	49.46	47.32	47.32	3.26	4.41	3.11	6.92	50.13	0.06	0.6628
Purpose of Partnership(s): Advocacy, awareness & education	62.50	69.02	64.29	62.50	8.31	8.07	6.52	6.43	48.77	0.13	0.3345
Purpose of Partnership(s): In-kind donations	42.93	49.46	46.43	49.11	3.84	9.71	3.09	6.48	50.21	0.06	0.6441
Purpose of Partnership(s): Assess community needs	54.89	65.22	49.11	58.93	0.50	9.58	4.34	5.80	49.51	0.09	0.4717
Purpose of Partnership(s): Peer learning	34.78	35.33	33.04	30.36	3.22	7.71	4.14	5.54	46.07	0.09	0.4719
Purpose of Partnership(s): Access complementary skills/knowledge	54.35	52.17	57.14	44.64	10.33	7.69	8.33	6.92	49.89	0.17	0.2570
Engagement Strategies											
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	41.33	57.14	48.12	48.87	15.06	10.69	10.36	6.56	50.18	0.21	0.1453
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	41.33	57.14	48.12	48.87	15.06	10.69	10.36	6.56	50.18	0.21	0.1453

Exhibit B.2: Full Sample Results—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		Standard Deviation for Control Group (FU) ^b	Effect Size ^c	p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)			
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)							
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to potential partners or funders	75.51	78.06	72.93	72.93	2.55	5.14	4.49	3.76	44.60	0.10	0.2597
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	69.90	68.88	66.92	58.65	7.25	4.65	10.02	3.34	49.43	0.20	0.0133 *
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	33.67	39.29	33.08	36.84	1.85	6.70	2.99	3.95	48.42	0.06	0.4671
Level of focus on developing a Board that represents a cross-section of the community:	---	---	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	84.32	91.89	80.65	83.06	5.15	5.02	8.53	4.35	39.69	0.21	0.0785
At a minimum, has developed plans to work on this, but have not implemented them yet	57.30	77.84	51.61	57.26	14.90	8.54	18.49	6.35	49.73	0.37	0.0155 *
At a minimum, has implemented steps to address focus area	33.51	52.43	33.87	41.13	11.66	5.31	10.70	5.75	49.08	0.22	0.0922
Not a focus because organization is satisfied with its achievement in this area	4.32	14.05	4.84	10.48	4.08	2.82	3.92	2.77	29.71	0.13	0.1876

*p-value < .05; **p-value < .01

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

^b The standard deviation is of the unadjusted, unweighted mean of the control group at follow-up

^c The effect size is calculated as the treatment effect divided by the standard deviation.

Exhibit B.3: Full Sample Results—Follow-up Only Items

Survey Item	Unadjusted Mean / % Yes		Program Effect ^a	Standard Error (SE)	p-value (Adjusted)
	Follow-up (FU)				
	Program Group	Control Group			
Organizational Structure					
Organization has filed a 990 tax form in the last two years	57.14	63.64	-0.07	0.05	0.18
Staff Management					
Among organizations that do not have volunteers, recruiting volunteers is a current goal (vs. not a current goal, but a likely future goal)	66.67	51.85	0.23	0.18	0.23
Level of focus on hiring additional staff:					
Not an area of focus at this time	33.33	44.03	-0.12	0.07	0.13
At a minimum, knows it should work on this, but lacks the time or resources	25.76	23.88	0.03	0.06	0.63
At a minimum, has developed plans or ideas to work on this, but has not implemented them yet	13.13	11.94	0.02	0.03	0.64
At a minimum, has implemented steps to address focus area	21.21	14.18	0.07	0.05	0.23
Not a focus because organization is satisfied with its achievement in this area	6.57	5.97	0.01	0.03	0.80
Financial Management Systems					
Organization's accounting system changed in the past year	30.69	18.75	0.11	0.04	0.01 *
Among organizations whose accounting system changed, the accounting system changed for the better/in a positive manner	69.35	48.15	0.15	0.12	0.24
Funding Strategies					
Total number of grants received in past 12 months	2.09	1.57	0.61	0.32	0.09
With grant funds received, organization wanted to accomplish: Start up new program	35.42	26.15	0.07	0.04	0.13
With grant funds received, organization wanted to accomplish: Implement programmatic best practices	25.69	30.77	-0.05	0.09	0.63
With grant funds received, organization wanted to accomplish: Expand type of services	41.67	43.08	-0.01	0.11	0.93
With grant funds received, organization wanted to accomplish: Increase number of service recipients	43.75	41.54	0.04	0.08	0.62
With grant funds received, organization wanted to accomplish: Develop Board of Directors	35.42	9.23	0.24	0.08	0.01 *
With grant funds received, organization wanted to accomplish: Train administrative staff	23.61	1.54	0.23	0.07	0.01 *
With grant funds received, organization wanted to accomplish: Train program staff	22.22	3.08	0.20	0.06	0.01 **
With grant funds received, organization wanted to accomplish: Increase/diversify income and resources	27.08	13.85	0.14	0.06	0.04 *
With grant funds received, organization wanted to accomplish: Improve image/public relations	25.00	12.31	0.13	0.03	0.00 **
With grant funds received, organization wanted to accomplish: Improve general management, financial management, or administrative systems	44.44	13.85	0.29	0.05	0.00 **
With grant funds received, organization wanted to accomplish: Develop system for tracking outcomes	18.06	10.77	0.06	0.04	0.13
Capacity Building Services Received by Organization					
During the past 12 months, organization received financial assistance from the Intermediary	78.28	8.63	0.69	0.05	<.0001 **
Total amount of funding organization received during the past 12 months from the Intermediary	10711.97	13821.38	-2284.38	2773.86	0.43
During the past 12 months, organization received technical assistance from the Intermediary	69.70	7.91	0.62	0.07	<.0001 **

Exhibit B.3: Full Sample Results—Follow-up Only Items

Survey Item	Unadjusted Mean / % Yes		Program Effect ^a	Standard Error (SE)	p-value (Adjusted)
	Follow-up (FU)				
	Program Group	Control Group			
During the past 12 months, organization received training through workshops or conferences from the Intermediary	80.30	30.94	0.49	0.11	0.00 **
During the past 12 months, organization received other assistance from the Intermediary	12.63	3.60	0.09	0.03	0.02 *
<i>Assistance Topics</i>					
Topic on which organization received any type of assistance over the past 12 months: Resource development, fundraising	88.36	68.97	0.20	0.08	0.03 *
Topic on which organization received any type of assistance over the past 12 months: Board development	77.25	51.72	0.26	0.08	0.01 **
Topic on which organization received any type of assistance over the past 12 months: Strategic planning	78.31	45.98	0.33	0.08	0.00 **
Topic on which organization received any type of assistance over the past 12 months: Human resources and volunteer management	65.61	37.93	0.28	0.05	0.00 **
Topic on which organization received any type of assistance over the past 12 months: Networking, collaboration, partnerships	69.84	49.43	0.20	0.06	0.01 **
Topic on which organization received any type of assistance over the past 12 months: Financial management	55.56	36.78	0.20	0.08	0.04 *
Topic on which organization received any type of assistance over the past 12 months: Becoming a 501(c)(3)	26.46	12.64	0.12	0.07	0.12
Topic on which organization received any type of assistance over the past 12 months: Program design	59.79	31.03	0.29	0.06	0.00 **
Topic on which organization received any type of assistance over the past 12 months: Evaluation and outcome measurement	63.49	31.03	0.33	0.03	<.0001 **
Total hours of training that organization staff received, from any source, on any topic	148.88	92.58	58.75	23.15	0.03 *
<i>Assistance in the form of: Group Training</i>					
Type of assistance that staff or Board members received over the past 12 months: Group training, workshop or conference	85.25	47.62	0.37	0.05	<.0001 **
Organization staff received group training from the Intermediary (among organizations that received any group training)	91.35	60.00	0.30	0.12	0.03 *
Organization staff received group training from another organization(s) (among organizations that received any group training)	58.38	61.25	-0.03	0.09	0.75
Total hours of group training that organization staff received, from any source on any topic	79.18	53.67	27.53	9.42	0.02 *
Hours of group training that organization staff received, from the intermediary on any topic	64.64	20.48	48.09	11.44	0.00 **
Hours of group training that organization staff received, from another organization(s) on any topic	48.03	56.67	-4.98	16.38	0.77
Number of staff that received group training from the Intermediary	5.90	3.00	3.25	0.92	0.01 **
Number of staff that received group training from another organization(s)	5.54	4.22	1.83	1.19	0.15
Level of helpfulness of group training from the Intermediary (Treatment organizations only) b	4.52	4.10	0.41	0.20	0.06
<i>Assistance in the form of: Technical Assistance (including coaching or mentoring)</i>					

Exhibit B.3: Full Sample Results—Follow-up Only Items

Survey Item	Unadjusted Mean / % Yes		Program Effect ^a	Standard Error (SE)	p-value (Adjusted)
	Follow-up (FU)				
	Program Group	Control Group			
Type of assistance that staff or Board members received over the past 12 months: Technical assistance (including coaching or mentoring)	71.89	29.17	0.42	0.06	<.0001 **
Organization staff received technical assistance and/or coaching/mentoring from the Intermediary (among organizations that received any technical assistance, including coaching or mentoring)	75.64	34.69	0.40	0.08	0.00 **
Organization staff received technical assistance and/or coaching/mentoring from another organization(s) (among organizations that received any technical assistance, including coaching or mentoring)	51.92	57.14	-0.07	0.14	0.64
Total hours of technical assistance (including coaching or mentoring) that organization staff received, from any source on any topic	63.09	70.19	-6.76	12.53	0.60
Hours of technical assistance (including coaching or mentoring) that organization staff received, from the intermediary on any topic	56.88	37.13	21.91	11.74	0.09
Hours of technical assistance (including coaching or mentoring) that organization staff received, from another organization(s) on any topic	38.83	64.85	-18.15	17.92	0.33
Number of staff that received technical assistance (including coaching or mentoring) from the Intermediary	5.80	4.42	1.23	1.23	0.34
Number of staff that received technical assistance (including coaching or mentoring) from another organization(s)	4.61	6.25	-1.02	0.72	0.19
Level of helpfulness of technical assistance from the Intermediary (Treatment organizations only) b	4.51	4.40	0.16	0.12	0.19
Level of helpfulness of coaching/mentoring from the Intermediary (Treatment organizations only) b	4.51	4.46	0.21	0.29	0.48
<i>Assistance in the form of: Attending a college course</i>					
Type of assistance that staff or Board members received over the past 12 months: Attending a college course	15.67	8.93	0.07	0.05	0.23
Organization staff attended college course(s) with assistance from the Intermediary (among organizations that received assistance in the form of college courses)	38.24	33.33	0.05	0.13	0.74
Organization staff attended college course(s) with assistance from another organization(s) (among organizations that received assistance in the form of college courses)	52.94	46.67	0.11	0.14	0.46
Total hours of college courses that organization staff received, from any source on any topic	48.39	35.50	17.11	17.05	0.35
Number of staff that attended college courses with assistance from the Intermediary	1.15	2.80	-1.79	0.31	0.00 **
Number of staff that attended college courses with assistance from another organization(s)	1.94	2.29	-0.21	0.62	0.75
Level of helpfulness of college courses attended with assistance from the Intermediary (Treatment organizations only) b	4.38	4.80	-0.43	0.31	0.22
<i>Other forms of assistance</i>					
Type of assistance that staff or Board members received over the past 12 months: Other	16.13	6.55	0.09	0.03	0.01 *
Organization staff received other types of assistance from the Intermediary (among organizations that received other assistance)	62.86	9.09	0.61	0.14	0.00 **

Exhibit B.3: Full Sample Results—Follow-up Only Items

Survey Item	Unadjusted Mean / % Yes		Program Effect ^a	Standard Error (SE)	p-value (Adjusted)
	Follow-up (FU)				
	Program Group	Control Group			
Organization staff received other types of assistance from another organization(s) (among organizations that received other assistance)	48.57	36.36	0.05	0.21	0.81
Total hours of other assistance that organization staff received, from any source on any topic	50.02	63.00	-25.36	30.05	0.42
Number of staff that received other types of assistance from the Intermediary	2.23	3.00	1.63	0.78	0.07
Number of staff that received other types of assistance from the another organization(s)	3.18	7.50	-5.07	2.06	0.04 *
Level of helpfulness of other assistance from the Intermediary (Treatment organizations only) ^b	4.27	5.00	-1.15	0.47	0.04 *
Organization did not receive any assistance or training	12.44	48.21	-0.34	0.05	<.0001 **

*p-value < .05; **p-value < .01

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

^b Level of helpfulness ranges from 1=Not at all helpful, to 5=Very helpful.
