



## **Capacity building: Investing in not-for-profit effectiveness**

**PricewaterhouseCoopers Canada Foundation**

**May 2011**

### ***Executive Summary:***

This paper by the PricewaterhouseCoopers Canada Foundation discusses the ways in which not-for-profits can build capacity and strengthen organizational effectiveness. The PWC Foundation brought leaders from both the corporate and not-for-profit sectors to roundtable discussions to address this issue. Through these meetings, the participants came up with a number of paths through which not-for-profits can build capacity and increase organizational effectiveness. The PWC Foundation began by asking the not-for-profit participants to do a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the sector. Next, participants were asked to examine and discuss a model adapted from the 2005 Muttart Foundation Fellowship paper *Conversations about Capacity Building* by Julie Kidd.

Participants made six recommendations:

- A shared language is needed to facilitate dialogue about capacity building
- The conversation should be reframed to emphasize the non-for-profit sector as a source of value and strength for corporations
- Not-for-profit leaders need time for generative thinking, risk-taking and innovation
- Corporations can strengthen not-for-profits by sharing their networks and communications expertise
- Corporations can support the advocacy work of not-for-profits by engaging in public policy discussions
- Cross-sector professional development and human resource management strategies would be mutually beneficial for all sectors

PWC Foundation's next steps:

**Step 1:** Identify a range of opportunities for corporate involvement

**Step 2:** Create a map of the corporate-community investment landscape in Canada

**Step 3:** Broaden participation in the discussion