



Resilience in Action

Powering Responsive Grantmaking with Nonprofit Voices

# Responsive Grantmaking Workbook



# Welcome

As we explore the connection between responsive grantmaking and nonprofit capacity building, I want to personally thank you for your commitment to strengthening nonprofits during this critical time.

Putting nonprofits first is one of the five core principles that drive our work. In sharing our most recent insights, we hope to continue to help bridge the gap between nonprofit realities and grant opportunities by centering their experiences, challenges, and priorities.

Throughout our session, we'll be creating space for candid conversation and collaboration. We'll discuss the barriers we face, and the small but meaningful shifts we can make to become more responsive grantmakers.

My hope is that you'll leave today with new insights, and also practical approaches you can implement right away in your grantmaking strategy. The workbook in your hands can serve as both a guide during our time together and a resource for continued reflection and action.

Let's learn together as we take steps to become the partners our nonprofit organizations need to meet the moment.



**David Geilhufe**  
CEO, Resilia

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Resilia CEO

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# Self Assessment

Evaluate your current grantmaking practices and approaches to identify strengths and areas where you might consider making adjustments to better support your nonprofit partners.

Rate each statement on a scale of 1-5, where:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

## Understanding Grantee Needs

<input type="text"/>	We actively seek feedback from our grantees to understand their evolving needs.
<input type="text"/>	We regularly assess the capacity-building needs of our grantees beyond the initial funding stage.
<input type="text"/>	We provide grantees with opportunities to share qualitative feedback on the impact of our grants.

## Flexibility in Funding

<input type="text"/>	We provide flexible and unrestricted funding to allow grantees to address their immediate needs.
<input type="text"/>	Our funding strategies allow for adjustments as grantees' priorities shift over time.
<input type="text"/>	We provide long-term funding to support capacity building and sustainability.

**TIP:** Set a goal to gather more feedback from grantees in the next 3-6 months to track progress.

## Capacity Building Support

- ☐ We understand that capacity building involves both organizational and individual development, and we support both aspects.
- ☐ We provide grantees with resources and tools to strengthen their internal operations (e.g., technology, strategic planning).
- ☐ We prioritize supporting grantees with leadership development, as it's essential for organizational growth.

## Relationship with Grantees

- ☐ We view our relationship with grantees as a partnership rather than a transactional interaction.
- ☐ We are open to engaging in ongoing dialogue with our grantees to ensure their needs are being met throughout the grant period.
- ☐ We actively engage with grantees during the grant period to understand challenges and provide support when needed.

## Learning and Adapting

- ☐ We are willing to adjust our grantmaking processes based on feedback from grantees and lessons learned.
- ☐ We continually evaluate our funding strategy to ensure it aligns with the changing needs of the nonprofit sector.
- ☐ We are committed to staying informed about best practices for responsive grantmaking.

### Your Score

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Out of 75

# Self Reflection

Take a few moments to engage in deeper, qualitative reflection. Your thoughtful responses will help you personalize the learning and identify key takeaways for your own practice.

**Identify two areas where you can take immediate action to improve responsiveness to grantees.**

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**What part of the self-assessment stood out most to you? Why?**

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**Which best practice do you feel most confident in — and which feels like a growth edge?**

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**What surprised you in the data or nonprofit feedback we shared?**

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# Group Activity

In small groups, you'll use today's learnings, best practices, and self-assessment results to collaborate, discuss, and ideate what next steps you can take to become a more responsive funder. Use the space below to tailor the group activity to your own organization.

**What are barriers you encounter when trying to implement responsive practices? (e.g., internal processes, board buy-in, risk tolerance)**

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**Without any constraints: What is your ideal approach to grantmaking?**

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**Thinking of small shifts you could try in the next 3 - 6 - 12 months, create a pathway to your ideal approach to grantmaking.**

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**How can you work with other funders to support each other in making change — are there opportunities for shared action or learning?**

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# Nonprofit Quotes

We believe it's crucial to hear directly from those we support. The quotes on the next page represent the authentic experiences and insights shared by nonprofits supporting our communities.

## Define Capacity Building

"If you think of [capacity building] as like an organization with pillars, it's making those pillars stronger or adding more depth to it so that it's going to be a stronger organization, a longer lasting organization, a more impactful organization."

## Successful Capacity Building

"[When] we can ask coaches. We can join in group sessions. We can learn from our peers, [on] what's working for them or come up with solutions almost instantly."

## Unsuccessful Capacity Building

"[When] there's not a practical application component built in. When people are just like, here's the info and the resources, and everything's out there. But they don't build in time to test some things out or for people to ask questions. It decreases the likelihood for me that I'm actually going to use any of the things because, I hadn't had time to really deeply engage."

## Barriers to Building Capacity

“I am finding as I’m looking to grow my organization that I’m having to create the type of like skills or build the skills of people that come with some of the things but not all of the things. [...] So then I end up hiring for some of the things that are coachable and developing or capable of being developed, and then doing a lot of the legwork, as like the founder and ED, to build people into what I need them to be to make it work.”

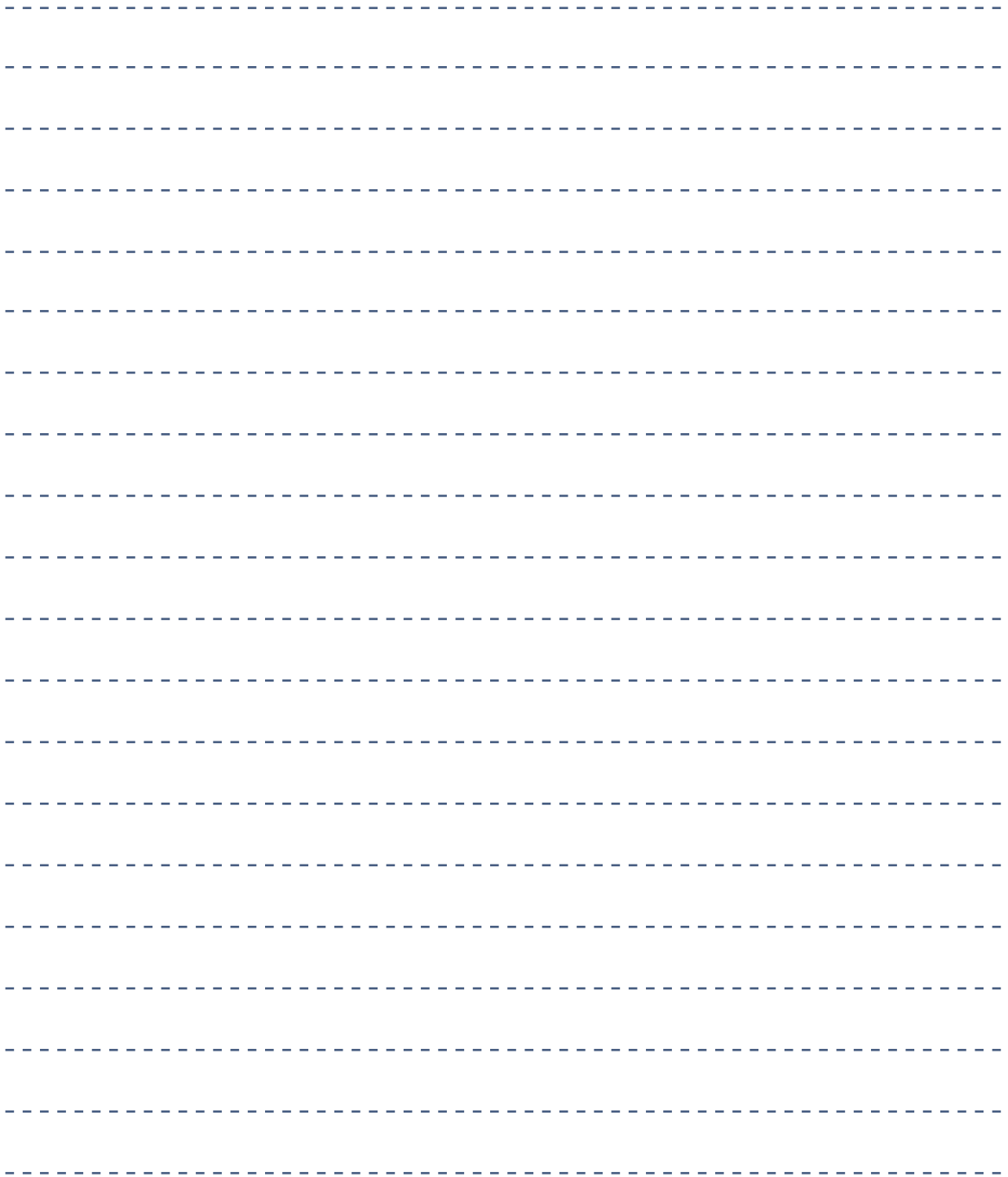
## Resources for Capacity Building

“How do we build a capacity to where the information that is vital is passed to another person? It may not be me [to own that] because I don’t have the capacity [for] delegation. But I’m trying to think around how do we horn in on that, and make it to where everyone else on the team or future people coming into the team can build off of what was already learned because it’s catered and it’s tailored to the nonprofit. Except for when somebody leave, they leave with the information. I think that’s one of the hardest things.”

## Delivery of Capacity Building

“Well, it’s money but also access to the database, access to people I can ask questions to, to provide guidance, right? Because the last thing I want to do is having to do research to figure it out myself. But if I can go to a place where I can ask a question and get that information sent to me, I don’t have to reinvent the wheel. It’s really quick that’s going to save me time and money, right?”

# Notes



A large rectangular box with a solid dark blue border, containing 20 horizontal dashed lines for writing notes.

Handwriting practice lines consisting of 20 horizontal dashed lines.

# Powering the People Changing the World.

TO LEARN MORE ABOUT

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**Resilia**

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