# Final Report Annexes

## BUILD Developmental Evaluation

March 2022
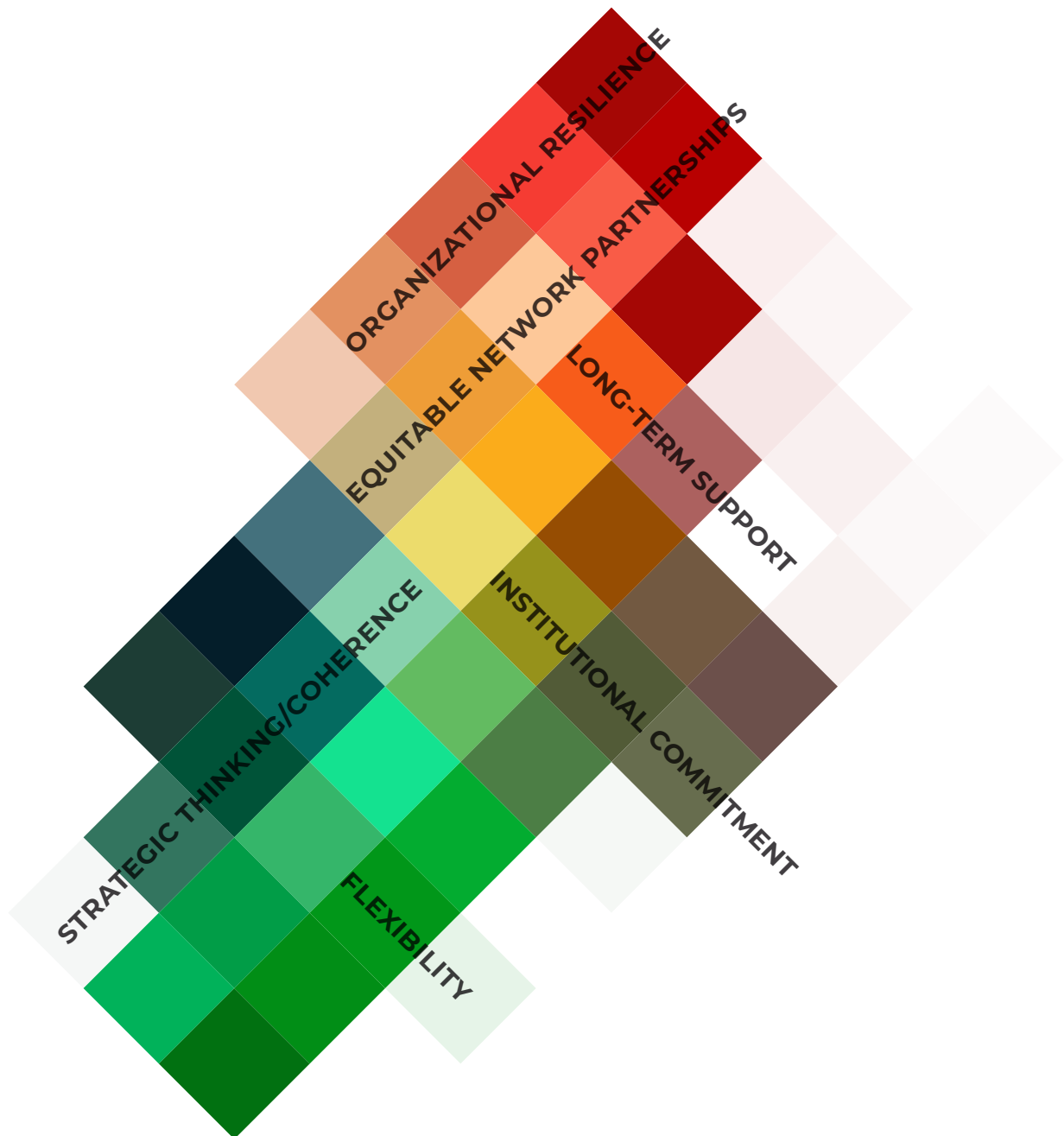
Graphic design by Green Ink

**Authors**
Raphaëlle Bisiaux, Ron Dwyer-Voss, Maggie Bangser, Susana Morales, Anthony Boateng, Florian Poli

**Project manager**
Emelie Pellby

**Reporting advisor**
Florencia Enghel

# Contents

# I. Case study reports

The case studies presented in this annex represent a major part of the empirical data and analysis produced during *Evaluation Phase 1 and 2* of the BUILD initiative. They were designed in line with the Developmental Evaluation approach with the aims of embracing the complexity and diversity of the grantee experience as well as the variety of contexts in which grantees operate, and with the purpose of facilitating learning and creating shared ownership of the evaluation process with BUILD grantees.

The case study topics were selected to provide a basis for the continued assessment of the distance and direction traveled by grantees with their BUILD support (*longitudinal case studies*) and to take a deeper look into specific aspects of those trajectories (*single case studies*):

*Longitudinal case studies* (data collected during both *Evaluation Phase 1 and 2*)

→   organizations going through a leadership transition
→   network and grassroots organizing/mobilizing organizations
→   organizations founded and historically led by People of Color in the United States

*Single case studies* (data collected during either *Evaluation Phase 1 or 2*)

→   established organizations (*Evaluation Phase 1* only)
→   emerging organizations (*Evaluation Phase 1* only; subsequently merged with established organizations)
→   organizations operating in challenging environments (*Evaluation Phase 1* only)
→   organizations led by Indigenous People (*Evaluation Phase 2* only)

The case studies were designed to illustrate and contrast the various situations and contexts that grantees have been facing, and the different aims that they are striving toward. Each sample was chosen to provide an understanding of organizations working in different contexts and across different Ford Foundation programs. The samples make it possible to analyze differences between grantees in the US and the Global South, among grantees within the US and between grantees working across regions in the Global South.

For case studies completed during *Evaluation Phase 1*, please refer to the *Interim Report*[1] published in 2020.

---

1    *Interim Report: BUILD Developmental Evaluation* (Stockholm: NIRAS Sweden, 2020). To download the *Interim Report,* visit the Ford Foundation website.

# a. Established and emerging organizations

## A brief snapshot

Emerging organizations have a relatively new or informal structure, and are often led and shaped by a founding director. They have a less formal strategy compared with larger, longer-standing actors in the field. Sometimes they have grown rapidly in size or staffing and thus require a more formal governance structure and organizational systems. Interestingly, long-standing organizations that are considered well established often struggle with challenges similar to those facing younger organizations. Even though they are assumed to be stable, unstable external contexts affect their work, requiring them to analyze what the current environment requires and to adapt quickly and decisively.

The case study looks at how both types of organizations have used their BUILD grant to create stronger and more adaptable organizations. We present how emerging organizations leveraged their BUILD grant to organize, stabilize and/or formalize, and to potentially evolve into more sustainable actors (i.e., with a long-term vision and diversified funding) in their field by refining their strategic intent and use of resources, defining clear roles and enhancing their exchanges with other organizations. We also compare emerging organizations with older, more established organizations to understand how BUILD contributed to the evolution and restructuring of sometimes obsolete organizational aspects. For legacy organizations, BUILD provided an important opportunity to standardize long-established—but still rather informal and ad hoc—practices. In some cases, the changes centered on breaking down organizational silos to generate better-integrated and more-strategic teamwork.

## Key findings

→   For both established and emerging grantees, BUILD facilitated a journey from upstart or informal to more formal, efficient and organized. Organizations became more effective at leveraging their strengths by focusing on some neglected organizational pillars necessary for operating efficiently.

→   For established organizations, stability can both create risks of perpetuating old approaches and allow grantees to leverage preexisting trust and reputation to move forward. Strong leaders used their BUILD grant to start (or restart) a conversation within their organizations about strategic pathways to change.

→   Interestingly, receiving a BUILD grant did not necessarily mean growing or scaling up programmatic work for emerging organizations. Rather, they focused on the base of the BUILD pyramid (strategic clarity and coherence),[2] aiming to improve the quality of their work and the means to achieve their mission.

→   A linear organizational development pathway toward becoming "established" is not necessarily the objective of younger organizations. They raised concerns about the risks of formalization brought about by the BUILD program, preferring the agility and flexibility of emerging organizational models.

---

2   The BUILD pyramid describes areas in which grantees can choose to invest the institutional-strengthening portions of their BUILD grants. The pyramid has four tiers, from bottom to top: strategic clarity and coherence, effectiveness and efficiency, organizational resilience, and growth and sustainability.

# 1 Overview

This case study analyzes how BUILD supported grantees that are considered established based on the following characteristics:

→ widespread recognition as a leader in their chosen field
→ proven track record of impact
→ diversified base of support
→ high degree of strategic clarity and institutional strength
→ effective governance and stable staffing
→ hallmarks of financial sustainability (including strategic reserves, endowment funds)

Most established grantees had long-standing pre-BUILD relationships with the Ford Foundation.

The case study also focuses on organizations that, having worked initially with more informal processes and systems and/or simpler or nonspecialized structures or staff, used their BUILD grants to formalize and stabilize their operations.

Emerging organizations are grantees

→ with a relatively new or informal organizational structure;
→ with a less formalized, undocumented or lower degree of strategic clarity and institutional strength compared with larger, longer-standing actors in the field;
→ that may still be led and shaped by a founding director; and
→ that have grown rapidly in terms of annual budget size or staffing and that may require a more formal governance structure and organizational systems.

The purpose of the case study is to gain insights into how BUILD is used differently (and/or similarly) by established organizations, as compared with younger, emergent organizations.

We seek to answer the following questions:

1. What are established grantees' priorities and the results of their use of the BUILD grant?
2. How do emerging organizations solidify their existence, and what is the role of BUILD in this process of consolidation?
3. To what extent is the BUILD model tailored for smaller, newer and less formal organizations compared with organizations that are more established?

Full versions of these two case studies (Emerging organizations and Established organizations) are available in the *Interim Report*[3] published in 2020.

# 2 Findings

**What are established grantees' priorities and the results of their use of the BUILD grant?**

A concept considered relevant for the case study is path dependency, which refers to "*how the set of decisions one faces for any given circumstance is limited by the decisions one has made*

---

3  NIRAS, *Interim Report.*

*in the past, even though past circumstances may no longer be relevant.*"[4] A body of research suggests that such path dependency locks organizations into responding to the demands of preexisting expectations (of staff, boards and constituents), reinforces or at least does not disrupt existing financing structures and requires organizations to live up to general assumptions about their niche in their field. This is seen as potentially constraining innovation and the ability to adapt to a changing context. Established organizations with a particularly long-standing path may be specifically susceptible to path dependency. Where path dependencies exist, it is therefore important to consider the extent to which the BUILD grant has enabled them to break out of these paths. The evaluation recognizes that established organizations may also have reasons to continue to work in a well-established path when the needs remain current and a grantee has a respected and clear role to play.

The established organizations analyzed here showed varied tendencies toward path dependencies. For some, their relative strength and stability provide the confidence to take risks and innovate, driven by a recognition that the current context demands new approaches. A working hypothesis of this case study has been that a BUILD grant can contribute to established grantees' ability to find a critical juncture for reflecting and acting to break out of path dependencies.

For most established grantees, the BUILD grant coincided with and contributed to the evolution and restructuring of obsolete aspects of their organizations. As one director stated, "*we had to focus on capacity building, managing outdated systems. The whole program structure moved ... to a matrix structure. This was a radical transformation of our work, to build legs of the stools for building power and public will for these issues.*" Others saw a need to revamp and enhance communication and advocacy capacities. One grantee needed to find ways to downsize significantly while retaining strategic relevance.

Perhaps surprisingly, most established organizations that might already have strong systems in place used the BUILD grant to create structural changes in organizational and administrative procedures. Two organizations used the grant for long-overdue transitions from paper-based to digital administrative systems. It is somewhat paradoxical that even established organizations saw BUILD as an important opportunity to standardize long-established but still rather informal and ad hoc practices of the past regarding human resource management, knowledge management, reporting, division of labor and even administrative procedures. This suggests that established organizations may have been too concerned with basic survival to address upgrading basic systems. It also appears that in some instances path dependencies and a reluctance to cause disruptions (within their organizations or in relationships with partners) stood in the way of innovations to introduce more appropriate and formal institutional norms and procedures. In other instances, BUILD contributed to an ongoing trajectory of maturation, as one grantee stated: "*We are getting to that inflection point where the ways you work when you are small and scrappy—it won't work anymore.*"

With one notable exception, the grantees in the sample tended to focus on specific aspects of institutional strengthening rather than on adopting a comprehensive approach. This could be related to their status as established grantees with most of the elements of a strong organization already in place.

---

4   Dave Praeger, "Our Love of Sewers: A Lesson in Path Dependence," *Daily Kos*, June 15, 2020. The article is available on the *Daily Kos* website.

Most of the specific actions that grantees mentioned they were taking to enhance mission impact were not unique to established organizations. Examples include upgrading skills of staff and partners in government or civil society in different and sometimes new geographies or addressing capacity gaps, such as bringing a gender lens to land rights. Others describe the importance of new areas of institutional strengthening, such as reinforced and revamped internal systems as a foundation for being able to think strategically and to create opportunities for staff to devote time and funding to testing new program/policy ideas. Growth is another area where mission impact is increasing, though, again, this is not unique to being established. Two grantees vastly increased the geographical scope of their work to expand mission impact. Some expanded their work to reach more and different partners with different spheres of policy influence or to bring new partners into the lane they had effectively worked in for decades. In all of these areas, BUILD contributed, often significantly. Moreover, with organizations that had been reinventing themselves for decades, BUILD apparently enabled them to have a better way to proceed, even if it is not fundamentally different.

Established organizations may be different from other organizations in that there are assumptions that they carry a lot of weight and influence. Some grantees recognize that before BUILD they were not taking full advantage of their relative position in their field and are now strengthening systems in order to ramp up their efficacy. A recurrent theme in the sample is that established organizations use BUILD investments in a range of ways to revisit communications and knowledge management to use their research and advocacy in a more dynamic way to drive change. The organizations are moving to a position where they can exploit new opportunities, as one grantee explained: "*We put out statements and had a big presence [at the congressional level], but not concentrated as needed to be able to make [an] impact. Like many organizations, we were not maximizing communications ...; we needed to have stronger and deeper messaging coupled with a structure that would focus in on the core issue areas.*"

In order not to lose relevance, most grantees in the sample renewed their approach to advocacy so they could better respond to changes in their field and political contexts. Some of the grantees saw this as being about increasing their advocacy efforts. For others, it was about revisiting the nature and focus of their advocacy. For some grantees, BUILD provided the time and resources to undertake a recalibration of how critical/constructive they should be when engaging with the state. A seemingly contradictory "patient but nimble" approach to messaging was notable, as organizations had taken time to reflect deeply on strategic priorities while also deploying resources to act more decisively in their communications efforts. Those efforts included being able to quickly redesign websites to respond to emerging issues, creating databases and designing new outputs that enabled staff to engage in the policy sphere in real time (as opposed to producing policy reports that may come out too late to influence policies at key times in the process).

### How do emerging organizations solidify their existence, and what is the role of BUILD in this process of consolidation?

Before they received their BUILD grant, the emerging organizations in the case study sample usually underwent a period of growth and expansion with a keen focus on programmatic work rather than on the processes, systems and governance structures necessary to carry out their mission. The evaluation hypothesized that BUILD would provide grantees with the appropriate financial and technical support to set up strong and resilient structures to remedy existing deficits, and this proved true to a certain extent, but with nuances. Findings suggest that a linear organizational development pathway is not necessarily predominant among emerging organizations.

The sample shows a healthy skepticism among emerging organizations about the standard solutions adopted by more established organizations. For instance, institutional aspects such as working with a planning cycle, having a detailed strategic plan, putting a number of policies in place or establishing a traditional governance structure are being questioned by emerging grantees that were asked to carry out an Organizational Mapping Tool exercise based on a questionnaire that underscored aspects typical of large, long-term organizations. One grantee referred to the risks related to the "*tyranny of best practices*" and highlighted their preference for internal systems and processes that are fit for purpose and lean to reflect their ways of working: "*We are wary about rules that may constrain us from doing good work. We want to cultivate our visceral compass to lead us toward impact. There has been some healthy tension with BUILD due to the pressure to make things visible. We were worried about the tyranny of best practices. Homogenization tendencies with best practices is something we are trying to avoid.*"

In the context of BUILD support, all grantees in the sample engaged in discussions around the need to formalize, the rationale behind seeking to institutionalize and the risks associated with these changes, especially vis-à-vis trying to preserve their organizational culture. As explained by one of the grantees, "*Are we doing these things to change social justice, or do we do this for ourselves, with a narrow-minded view of what an organization should be? Is it about doing the work, doing it better, or about my personal interest? If leadership cannot be questioned anymore because it's too codified, there is a risk of NGOization,[5] and that's what I want to avoid here in my organization.*"

Another key finding in this case study is that receiving a BUILD grant did not necessarily mean growing or scaling up programmatic work for emerging organizations. Rather, the eight grantees visited had focused on the base of the BUILD pyramid,[6] aiming to improve the quality of their work and the means to achieve their mission rather than investing in programmatic growth. One grantee explained: "*We are learning to be okay with not being in every available space and instead [we are working] toward mastery of our already existing strengths. Through our strategic plan, we have come up with a clear road map on how to stay focused on and measure what we are good at.*" Most grantees referred to the role of BUILD in strengthening their organization. One of them stated: "*Our organization would not be where it is without BUILD—it allowed us to ramp up our infrastructure that our program fees could not cover. We have been able to add staff and engage in equity work and strategic planning and staff developments in ways we could not have afforded otherwise. The BUILD grant is subsidizing our infrastructure as we grow.*"

A clear finding is that grantees are focusing their efforts, time and resources on institutional development more intentionally. Before BUILD, grantees in the sample did not invest much time or resources in building their organization, particularly in professional development for staff, building financial reserves or taking time to expand and diversify their boards.

Most of the grantees stated that, due to their relatively young age, they had neglected a number of pillars needed for an organization to operate efficiently. This was particularly the case for organizations that were still founder-led: "*The question was, Would these things still happen if I*

---

5   "NGOization" refers to becoming an institutionalized nonprofit with rigid structures and processes.
6   The BUILD pyramid describes areas in which grantees can choose to invest the institutional-strengthening portions of their BUILD grants. The pyramid has four tiers, from bottom to top: strategic clarity and coherence, effectiveness and efficiency, organizational resilience, and growth and sustainability.

*[the Executive Director] wasn't there? Is it written down? We didn't have a board charter; we had a constitution that had not been reviewed since 2006; we had a loose human resources manual. I was making a lot of decisions, and the board was not doing much. We had good ideas about what we were doing, but none of them were written down*."

Intentionality around institutional development led to slightly different pathways for each grantee in the sample, but they all focused on internal systems and formalizing governance arrangements. Most of them have 1) introduced more specialized roles in the management of the organization, 2) invested in the recruitment of board members and revised the board structure, 3) either hired a financial officer or updated their financial processes and 4) hired (or formalized a position for) an operations manager and/or human resources manager.

Until they received BUILD support, most of the grantees in the sample had not obtained such large, multiyear and unrestricted funding. With the BUILD grant came the idea that the organizations were being invited to join a group of large, established and older actors in the field. The idea therefore reinforced discussions about identity and positioning. Grantees started to ask the following questions: What do we want to be or become? And importantly, what do we not want to become?

These discussions resulted in grantees considering alternative ways of accelerating impact. An interesting example comes from a grantee that chose to operate without a formalized, written strategy document to allow for flexibility in choosing thematic areas and topics for their advocacy and research efforts. This decision came from the strategic thinking initiated during the Organizational Mapping Tool exercise as part of the BUILD grant process. What mattered most for them was to respond to the advocacy needs of the moment and of their partners. To keep the organization accountable to their broader mission, the staff used active project plans that ensured that their research was "*going somewhere*" and would be relevant and useful to someone at some stage in order to prevent "*going down rabbit holes*." For instance, the organization recently abandoned a project it was researching due to a lack of government, media and civil society attention to the topic at the time. As its leader explained, "*part of the process is knowing when to quit*."

Four out of the eight organizations in the emerging organizations sample used their BUILD grant to support similar processes of shifting from doing the work to supporting others to do the work. To some extent, this path reflects their intention to move away from a traditional model of growth and expansion that involves doing more of the same on a larger scale or in different geographies.

## Shifting from doing the work to building the capacity of others

For four organizations, the last 5 to 10 years have been about activities such as supporting independent filmmakers, setting up music and film schools or providing support to emerging women leaders. Since they secured unrestricted funding from BUILD, they have shifted their working model toward supporting other organizations in their field to do precisely what they did before. By shifting from being *doers* to *capacity builders*, they found opportunities in neighboring countries to work with partners that can replicate their model provided that they receive technical support. Building capacity in other organizations instead of opening new branches or offices of their own to expand the reach of their activities is how they chose to serve constituents at this stage.

This mindset, which is fairly different from how traditional organizations operate, requires a degree of flexibility and versatility in order to document organizational models and transfer skills and processes to other actors in the field (often other emerging organizations). It also entails a generosity that departs from competitive approaches keen on stressing distinction and uniqueness as qualities of a given organization. This degree of flexibility and versatility is something that BUILD support helped to facilitate by freeing up time and resources for these organizations to identify their technical capabilities, document them in a transferrable way (e.g., creating a blueprint for organizing a pitch event for filmmakers) and respond to like-minded organizations interested in learning from them. In one case, BUILD made it possible for the grantee to form, and invest in, strategic alliances with trusted partners in Rwanda, Tanzania and Uganda to deliver their leadership training. The BUILD grant paid for the financial and human resources to put this into practice.

**To what extent is the BUILD model tailored for smaller, newer and less formal organizations compared with organizations that are more established?**

BUILD plays a role in how emerging organizations solidify their existence by helping them put basic institutional processes in place and clarify their strategic direction. Identity and positioning in the field are central to grantees' discussions about their uses of the BUILD grant. They have focused efforts, time and resources on institutional development, which has been instrumental in terms of placing them on the map in their respective fields.

However, there are some questions around the extent to which the BUILD model is tailored for newer, less conventional organizations. It appears that alternative scenarios of organizational evolution are preferred by grantees that seek to retain flexibility and agility while engaging in formalization processes. A linear organizational development pathway toward becoming established is not necessarily what prevails among emerging organizations. There is a healthy skepticism about standard solutions typically adopted by more established organizations, and grantees have raised their concerns about the risk of formalization brought about by the BUILD program.

<div style="background:#F5A623">

## Institutional change and the risks of formalization

</div>

<div style="background:#C1272D; color:white">

For one grantee, the rather difficult experience of applying the Organizational Mapping Tool to their flat structure motivated their leaders to be more proactive and clearer in their message to donors when describing the organization. After the Organizational Mapping Tool process, staff decided to document the key principles of their organizational culture, the flat nature of their structure and their attachment to keeping processes as lean as possible. While this structure had prevailed since the start, it did so through unspoken and unwritten rules, and BUILD's Organizational Mapping Tool led to the realization of the need to be vocal about their ways of working for funders to understand what institutional development meant for them. To some extent, this outcome could be characterized as a "*reaction to BUILD*" (to quote the grantee). While this reaction was negative at first, over time it led to positive developments for the organization and a reaffirmation of its "DNA." This example suggests that, to some extent, the BUILD approach (e.g., the Organizational Mapping Tool, the proposal guidance or the BUILD pyramid[7]) conveys an idea of institutional development that primarily fits larger and more established organizations.

</div>

The question also remains of whether BUILD represents a risk for emerging organizations. Large investments in institutional strengthening require time and resources to implement, and emerging organizations are often less able to carve out time for staff to reflect on strategic direction or focus on internal systems and processes. The case study revealed that a "*BUILD curse*" (i.e., the risk of BUILD being too large an investment in a short period of time, and an investment that cannot be sustained after the end of the grant) is more likely to affect emerging organizations than their older, more established counterparts. For at least half of the emerging organizations in the sample, there is no clear exit strategy after five years of BUILD funding, which raises the question of how BUILD represents a commitment to sustainable institutional development.

## 3 Lessons learned

In the course of the case study, it became apparent that some of those perceived as the most successful and oldest BUILD grantees used the support to make basic investments in systems and strategic clarity that should, ideally, have been made earlier. The path to making the needed changes in these systems and strategy demanded a proactive dialogue within and outside the organization. An important part of what BUILD has meant for established organizations is having the ability to reflect patiently on the design of new knowledge management structures before embarking on creating such structures.

This case study can inform conversations underway at the Ford Foundation and other philanthropies about the value of investing in established organizations. As one director said, "*BUILD alone cannot transform any organization, but the leverage can be transformative.*" As these grantees generally had a relatively stable foundation to build on, they have had good opportunities to leverage the support for results. For those that were facing severe contextual challenges, the grant has been of profound significance.

---

7   The BUILD pyramid describes areas in which grantees can choose to invest the institutional-strengthening portions of their BUILD grants. The pyramid has four tiers, from bottom to top: strategic clarity and coherence, effectiveness and efficiency, organizational resilience, and growth and sustainability.

For emerging organizations, BUILD helped put basic institutional processes in place and has helped clarify their strategic direction. A key contrast with established organizations is that receiving BUILD support did not necessarily mean growing or scaling up programmatic work. Rather, most emerging grantees have aimed to improve the quality of their work and the means to achieve their mission in the specific niche they occupy in the ecosystem.

This reflects their intention to move away from a traditional model of growth and expansion that involves doing more of the same at a larger scale or in different geographies. For instance, some emerging organizations used their BUILD grant to support a shift from doing the work to supporting partners to do the work. This suggests that a different BUILD theory of change may be more suitable for these emerging organizations. Nonetheless, BUILD appears to have been a successful and adaptive model for both types of organizations, mostly thanks to its flexibility and the ability of grantees to be in the driver's seat.

## 4   Recommendations

### For established organizations

1. Take advantage of the five-year BUILD timeframe in terms of the valuable opportunity it provides to realign long-standing positions with new contextual realities.
2. BUILD (or BUILD-like) grants could be used to renew neglected administrative systems.
3. Grantees could benefit from highlighting to donors how restricted funding encourages individual units or staff members to work in silos rather than together in more integrated and strategic teamwork.

### For emerging organizations

1. Continue reflecting on their needs to formalize and strengthen in a healthy and constructive way while taking the time to plan for the changes they need to bring about in their organizations.
2. Balancing institutional development and programmatic work is a concern that pertains not only to the life of the BUILD grant. Organizations may want to sustain their intention to become strong and resilient and seek the type of funding that can respond to this need.
3. Some organizations, especially those that secured a BUILD grant already some years ago, could possibly enter another period of planning after having implemented a large number of changes. Learning from these changes and the organization's subsequent needs, as well as how to finance these needs in the future, will be key to sustaining the positive outcomes from the BUILD program.

### For the Ford Foundation

1. In the design of BUILD 2.0, be cautious about assumptions that established organizations can be addressed as a group with uniform characteristics and what it means to be an "anchor" in a given field.
2. Flexibility is warranted to be ready to shift/augment resources for those experiencing funding crises.
3. The BUILD team and program officers should reflect on the BUILD theory of change for emerging organizations and ask whether it might lead to putting pressure on some grantees to formalize and grow for the sake of formalization and growth rather than strategy or impact.
4. The size of the grant should be discussed with the prospective emerging grantees to openly and honestly explore their level of ambition and the ways in which they can optimize BUILD resources, and to plan for sustaining changes after BUILD.

5. A post-BUILD strategy should be discussed as early as possible with the grantee to ensure that investments in organizational development are approached with the right timeframe in mind.

## For other philanthropies

1. Consider using long-term and flexible support as a way to facilitate a fresh start for long-standing grantee partners that recognize the need to revisit their relevance and renew their strategic thinking.
2. Reflect on how restricted funding carries a risk of reinforcing path dependencies, and particularly tendencies to work in silos, in organizations that are expected to drive changes in their fields.
3. Carefully select the emerging organizations to be supported, with specific attention to their ability to reflect on their strategic intent and to assess the relevance of their internal structures and processes. The capacity of these organizations to conduct a critical and constructive self-assessment of their needs in the medium to long term is key to ensuring that they engage in a process of strengthening that will enhance their mission impact.
4. A prior relationship with both established and emerging organizations is likely to create a conducive environment for honest discussions about the possible uses of a flexible, multiyear grant.

## 5 Methods, data sources and limitations

The approach for this case study is primarily qualitative. Data was gathered via semi-structured interviews conducted through a combination of field visits and virtual engagement (Skype and emails) in 2019 and 2020 during *Evaluation Phase 1*. Grantee staff (leaders, management and operational staff) were interviewed in an attempt to understand which strategies they used to organize, stabilize and/or formalize and potentially grow, and in which ways BUILD contributed to these processes. Interviews were also conducted with selected respondents among partners and constituents to capture the effects of the BUILD grant from their perspective.

In terms of methodology, attention was paid to gathering evidence about the organizational evolution of grantees and the possible existence of alternative pathways to organizational development for emerging organizations. The resilience and agility of the sampled grantees were explored to examine the added value of the BUILD grant for emerging organizations.

For established organizations, the analysis looked at how changes brought about by BUILD were framed by the context and the historical/recent positioning and trajectories of change in their organizations, including how leadership transitions may break path dependency and stimulate innovation. The goal was to understand what being established has meant for grantees considering their legacies in their fields.

A key limitation of this case study is the variety of circumstances faced by these organizations. It is also difficult to disentangle and verify what being established represents for complex organizations, which usually face a dynamic and highly disruptive external environment. Finally, variations in the type of work and mission impact among grantees limit the extent to which their uses of the BUILD grant can be compared meaningfully.

This case study therefore presents individual examples to illustrate the processes and outcomes related to the BUILD model as it applies to established and emerging organizations, highlighting broader trends only when and where the evidence allows.

## Table 1. Grantees who participated in this case study

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities |
|---|---|---|---|---|---|
| **Emerging organizations** | | | | | |
| **Agencia Pública** Brazil São Paulo, Brazil | 2011 | 572,136 | 1,750,000 | ▲ | National |
| **Upturn** Technology and Society Washington, DC, USA | 2011 (became a 501c3 in 2017) | 1,062,650 | 3,575,000 | ▲ | National |
| **Center for Community Progress** Just Cities and Regions Flint, USA | 2010 | 3,595,600 | 7,500,000 | ▲ | National |
| **In Docs** Indonesia Jakarta, Indonesia | 2006 (part of a preexisting organization founded in 1999) | 511,678 | 930,861 | ▲ | Regional/ international |
| **Doc Society** Creativity and Free Expression London, UK | 2005 | 3,147,098 | 5,875,000 | ▲ | International |
| **Action for Hope** Middle East and North Africa Beirut, Lebanon | 2013 | 1,130,000 | 1,250,000 | ■ | Regional/ international |
| **Akili Dada** East Africa Nairobi, Kenya | 2006 | 1,400,000 | 1,500,000 | ■ | Regional/ international |
| **Borealis Philanthropy** Civic Engagement and Government Minneapolis, USA | 2014 | 8,556,000 | 3,790,000 | ▼ | National |
| **Established organizations** | | | | | |
| **National Employment Law Project** Future of Work(ers) New York, USA | 1969 | 9,700,000 | 12,125,000 | ▲ | National |
| **Vera Institute of Justice** Gender, Racial and Ethnic Justice New York, USA | 1961 | 86,200,000 | 8,000,000 | ▼ | National |

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities |
|---|---|---|---|---|---|
| **Firelight Media** Creativity and Free Expression New York, USA | 2000 | 2,100,000 | 4,750,000 | 🔺 | National |
| **Landesa** Natural Resources and Climate Change Seattle, USA | 1967 | 14,542,537 | 2,100,000 | 🔻 | International |
| **FUNDAR (Center for Research and Analysis)** Mexico and Central America Mexico City, Mexico | 1999 | 2,500,000 | 2,250,000 | ⬛ | National |
| **Legal Resources Centre** Southern Africa Johannesburg, South Africa | 1979 | 3,799,494 | 3,300,000 | ⬛ | National |
| **Leadership Conference Education Fund** Gender, Racial and Ethnic Justice Washington, DC, USA | 1969 | 8,568,000 | 5,500,000 | 🔻 | National |
| **Federation of Women Lawyers–Kenya** East Africa Nairobi, Kenya | 1985 | 2,336,873 | 2,500,000 | ⬛ | National |

🔻 Lower dependency (<15%), ⬛ Medium dependency (15% to 30%), 🔺 Higher dependency (>30%)

# b. Organizations going through a leadership transition

## A brief snapshot

BUILD's approach of flexible, long-term funding with a focus on institutional strengthening is an asset to new leaders as they build their organizations to pursue social justice. This proved true among case study grantees across diverse countries and contexts, and as new leaders faced the multiple challenges of Covid-19, the intensified racial justice reckoning in the US and the further shrinking of civic space globally.

BUILD gave new leaders stability and security to take the time they needed to design, implement and maintain changes in their organizations and new forms of engagement in networks and coalitions. This included creating strategies and programs, organizational cultures and ways of working, systems and processes, and external partnerships to advance their vision of social change. While the timeframe of the BUILD grant (five years) is brief, grantees in the case study achieved both near-term program outcomes and established the conditions for longer-term mission impact.

## Key findings

→ Three key factors support organizations in preparing for and undergoing leadership transitions: resources to create a strong executive team to partner with new leaders, a skilled board of directors to help guide the organization and to support the leader, and resources to invest in new leaders from all backgrounds and identities to enable them to grow in the organization.

→ The predictability and flexibility of BUILD funds gave new leaders the stability and "space" to think about strategy and programs, and BUILD's focus on institutional strengthening gave new leaders a mandate to invest in organizational development. New leaders used BUILD funds to create internal organizational cultures based on equity and respect, and then aligned these with how they engaged in networks and coalitions.

→ The investments that new leaders made in developing their organizations enabled them to manage the multiple threats of 2020 and 2021. In particular, stronger data and technology capabilities enabled several grantees to shift rapidly to remote work. More adaptable human resource systems made it possible for grantees to provide additional personal support to staff and partners as they contended with the multiple challenges of managing Covid-19.

→ Leaders in the case study described three avenues through which their organizations had achieved near-term program outcomes and established the conditions for long-term mission impact: by establishing equitable ways of working internally that they bring to their external partnerships, sharing their capabilities with partner organizations to help build more effective networks and coalitions, and being at the table and navigating their positions of power so typically marginalized people and issues have a place in policy and advocacy at the local, state, regional and national levels.

# 1 Overview

This case study examined how BUILD influenced grantees as they prepared for and underwent executive director leadership transitions. Given the significant number of BUILD grantees experiencing changes in executive leadership[8] and the pivotal role that transitions can play in the life of organizations, the case study provides insights into how the BUILD approach supported grantees to maximize the opportunities and minimize the risks that are often inherent in executive transitions.

The case study explored four questions:

1.  Were grantees in a stronger position to go through a leadership transition because of BUILD support? Did BUILD help grantees prepare for the transition?
2.  How did new leadership shape and strengthen the organization in the year(s) immediately following the transition? Did BUILD support new leadership in doing this?
3.  How did changes and/or consolidation that new leadership brought about impact the grantees' organizational resilience and sustainability? Did BUILD support this?
4.  How did the changes and/or consolidation brought about by new leaders influence program outcomes and longer-term mission impact? Did BUILD support this?

While recognizing the crucial role that senior management plays in organizations, this case study focused on the executive directors and chief executive officers (CEOs[9]) of BUILD grantees. The case study included three Global South grantees, four US-based grantees and one international grantee; two grantees had emerged from crisis transitions. Interviews were held in 2019 and 2021 (*Phases 1* and *2* of the evaluation).

Several factors made the analysis of leadership transitions complex. The highly concurrent timing of executive transitions with other key organizational events made it difficult to identify BUILD's influence on leadership transitions alone. For example, new leaders navigated the executive transition along with strategic re-visioning, changes in donor priorities and threats posed by the external political environment. Particularly during *Evaluation Phase 2*, most nonprofit leaders faced the challenges of the Covid-19 pandemic, intensified racial justice reckoning in the US and the further shrinking of civic space globally. In addition, while the findings reflect the experiences of BUILD grantees that went through leadership transitions, many leaders who are not new to their roles also experienced these challenges and opportunities because the experiences can be inherent in leadership generally. Lastly, the information in this section that compares grantees that went through leadership transitions with those that did not is currently limited to US-based grantees only. The BUILD program is collecting data on grantees going through leadership transitions outside the US.

---

8   As of July 2021, 75 US-based BUILD grantees had experienced a leadership transition during the period of their BUILD grant. The number of Global South and international BUILD grantees going through leadership transitions is not yet available from the BUILD program.
9   For ease of reference, the term "executive director" will be used throughout the case study to refer to chief executive officers (CEOs), presidents and executive directors.

## 2    Findings

**Were grantees in a stronger position to go through a leadership transition because of BUILD support? Did BUILD help grantees prepare for the transition?**

New leaders pointed to three factors in particular that supported their organizations in the transition: having the resources to create a strong leadership team to partner with them, strengthening the board of directors to help guide the organization and support the leader, and embedding a process of building the next generation of leadership in the organization.

All eight of the new executive directors in the case study stated that the flexibility and predictability of BUILD funds together with the focus on institutional strengthening helped them to assemble a senior management team and/or reconfigure their respective organization's governance structure so they could "hit the ground running". New leaders used BUILD funds to hire senior-level professionals (e.g., chief operating officers, deputy directors), establish new roles for co-directorship arrangements and create new leadership models that were flatter or nonhierarchical. With an eye toward equity, new leaders in the case study sought to create a shared understanding among staff regarding accountability and fairness, and to distribute decision-making so that senior management could "*keep the organization going [and] understand the vision, so no matter what happens, the organization is not dependent on one person*."

Six of the eight case study grantees talked about the important role that boards of directors play in supporting organizations through leadership transitions. Grantees in the case study and evaluation overall remarked on the need to provide boards of directors with training so they can better support new leaders and help organizations navigate programmatic and management decisions related to the transition. However, only under one-third of US grantees (29%) that went through a leadership transition and 24% of US grantees that did not go through a transition reported that BUILD supported their efforts to strengthen their boards of directors with skills development and succession planning (2021 OIT data). Less than half (40%) of BUILD grantees overall reported that BUILD supported them to strengthen their board of directors. More Global South grantees (53%) responded positively than those in the US (26%).

Several executive directors talked about the ways in which boards of directors need to thoughtfully and proactively support organizations that are transitioning from White-led to Person of Color–led leadership, to "*seed the ground to transition [the organization's] cultural values*." As one leader, a Woman of Color, reflected: "*Lots of Leaders of Color are struggling. How do we set them up for success? It starts with the organization, and the transition period ought to be thoughtful conversations around race, gender and all the related nuances …, and the board needs to have a deeper understanding of a Leader of Color and what it means to support that person*." Specifically, grantees in the case study said that boards needed to invest in not only identifying and hiring a Leader of Color but also ensuring that the entire organization embarks on a process that supports Leaders of Color, including preparing staff to talk about social justice in new and/or deeper ways, and helping staff understand the time horizon that organizational culture change requires.

## Transitioning from White-led to Person of Color–led leadership

Re:power, a national organization headquartered in Minnesota, is a team of organizers, strategists and technologists dedicated to building transformative political power with BIPOC communities. Karundi Williams, re:power's Executive Director, shared the following insights into supporting organizations to transition from White-led to Person of Color–led leadership:

*"In addition to the focus on the internal culture of the organization, intentional work is also needed with boards. Many boards, while well intentioned, believe that their work is done once the decision has been made to hire a Leader of Color. This is a mistake. When hiring a Leader of Color, boards need to have a deeper understanding of the readiness of the organization for new leadership, what should be in place for a Leader of Color to be at the helm and what is required for them to succeed. The board needs to be deeply involved in a transformational journey that includes racial equity at the center. This journey is not just for that staff—it's for the entire organization. Much of this work must be done before the leader is hired.*

*"Philanthropy has a critical role to play as well, in resourcing and partnering with boards and staff investing in this transformative work so the organization is better positioned to embrace leadership that is different than what the organization has been used to. If you are helping to build strong organizations that will thrive under a Leader of Color—more intentionality needs to be a part of the transition plan: How do we ready the current staff, support interim leadership to understand how their decisions (or indecisions) will impact the incoming Leader of Color, and how do we continue that investment once the leader begins to implement their vision? Leaders of Color are often hired to change an organization. That change is a journey that takes time and commitment by all."*

Three-quarters (77%) of BUILD grantees who responded to the 2021 survey[10] said that BUILD enhanced their ability to ensure continuity of leadership to a large extent or to some extent. Half of the grantees in the case study talked about the importance of nurturing a new generation of leaders as a way to sustain the organization and the broader ecosystem. Approximately one-third of BUILD grantees (2021 OIT data) reported that BUILD enhanced their ability to do succession planning (36%) and to develop a pipeline of leadership (39%). Interestingly, every grantee in the 2020 BUILD cohort said that BUILD supported both succession planning and developing a leadership "pipeline". This compares with less than half, and in some cases less than a third, of grantees in the 2016 to 2019 cohorts.

---

10   Not only grantees going through leadership transitions.

> ## Investing in the next generation of leaders to sustain organizations and movements
>
> The Socio-Economic Rights Institute (SERI) is a South African human rights organization that provides professional assistance to individuals, communities and social movements seeking to protect and advance their socio-economic rights. Nomzamo Zondo, SERI's new Executive Director, reflected on her personal experience in becoming the organization's leader and thinking about leadership handovers: "*Before we got the BUILD grant, we had a plan for the transition: 'growing our own timber.' The BUILD grant meant that we could be secure financially to make sure there is scope for the person coming into the Executive Director position to understand the position and build strong relationships with Ford and all funders, to create a space where the incumbent can identify their weaknesses and where they need support, and to have the resources to provide the support through training or [to bring] more human resources into the organization.*"
>
> Community Change is a national organization based in the US that builds power from the ground up with people and communities most marginalized by injustice. Julia Foster, Community Change's Director of People and Culture, shared the following: "*If you haven't done the investment in leadership [below the executive director level] in an organization, when you get to the leadership transition, it's too late. That is the most critical factor in a transition—you have to build the talent two layers below, over time. You're in a very disadvantaged position if you don't.*" Community Change recognizes that staff will move on to other roles in the social justice ecosystem and is committed to seeing "*former Community Change alums driving other organizations.*" As Foster explained: "*It's so exciting: the network we continue to have with alums and the understanding that an investment in our staff is an investment in the movement. It's an incredibly valuable way to build up power in the organization.*"

Two grantees in the case study experienced a crisis of an unplanned, unexpected leadership transition that threatened the survival of the organization. In these cases, the BUILD grant provided essential stability and security to continue operating when the funding from other donors was uncertain or withheld, staff were dealing with trauma, and the boards of directors were not providing the necessary guidance to move beyond the crises. These two grantees used BUILD's flexible resources to manage the multiple and difficult demands of overcoming a crisis, including to hire lawyers to manage legal threats by previous leaders, organize internal consultations to reflect on what staff needed to move forward from past conflicts and trauma, bring in technical experts to design new human resource policies and practices, find appropriate coaches to give staff the support and mentoring they sought and establish new boards of directors. One Executive Director reflected: "*BUILD has given us stable funding that has seen us through our crisis. Having the funding for institution building was absolutely crucial for the organization's recovery. When we hit the crisis, in those initial months, things were unclear and the board was not giving direction. We were a few months away from closing the organization. We started developing a windup plan. Within a few weeks [after receiving the BUILD grant] we were okay.*"

### How did new leadership shape and strengthen the organization in the year(s) immediately following the transition? Did BUILD support new leadership in doing this?

Nearly 90% of grantees responding to the 2021 survey reported that strategic clarity and coherence was a primary or secondary focus of their BUILD grant funds. Among US-based grantees that experienced a leadership transition, the proportion focusing resources on strategic clarity and coherence far exceeded that of US-based grantees that did not go through a transition (82%

compared with 52%). Survey data also indicate that BUILD grantees in the Global South focused BUILD funds on strategic clarity and coherence more than US-based or international grantees did (76% compared with 65%); overall, the proportion of BUILD grantees that invested funds in strategic clarity and coherence increased slightly between 2019 and 2021 (62% compared with 72%).

New executive directors reported that the predictable and stable funding provided by BUILD gave them the space to think about strategy and to bring "*real intentionality*" to this focus "*rather than breathing out of a fire hose.*" As one new leader reported, "*BUILD came at a time of openness when we were building new teams and rethinking programs and [our] approach. We had an ability to be open and figure out what [our] program looks like anew. BUILD gave us the resources to do that.*"

While grantees across the BUILD cohort value the ability and mandate to use BUILD funds for organizational development, this was a particularly strong asset for new leaders. With flexible funding, new leaders developed the human talent and institutional systems needed to advance effective programming. They invested in strengthening departments of policy, research, advocacy and strategic communications, and bolstered capabilities in finance, human resources, technology and knowledge management. As one new leader stated: "*I can't overemphasize how grateful [I am for] the flexibility, the intention around these types of grants to strengthen the organization. There is a constant tension in managing the investments in the institutions and programs. [The BUILD grant] gave permission to really dig in and dream about the things we know we want and need and get in there and start working on them. Some other grants have elements of institutional strengthening support, but not necessarily with the breadth and depth of the BUILD grant.*"

New leaders built organizational cultures that reflected their personal values of equity and justice. BUILD funds supported new leaders to hold staff consultations and hire technical support, and to develop new structures and systems that would reflect the organization's values. This process was particularly challenging for leaders who came into their role after a crisis, or who followed a long-serving executive director. Jane Sherburne, the Chair of the National Women's Law Center Board of Directors, reflected on the organization's transition to its new President and CEO, Fatima Goss-Graves, after the co-founders left after 40 years: "*The leadership transition presented an opportunity to reexamine who we are and how we want to show up in the world. BUILD enabled Fatima to do a very purposeful review of the internal organization, which led to the creation of new and revised senior management roles, management and antibias training for staff, which had never been provided to staff managers before, and other structural investments including in diversity, equity and inclusion. With the support of the BUILD grant, Fatima was able to demonstrate to the organization her commitment to strengthening its internal functions and making sure that the Center's operations were a reflection of the values we advocated externally. We could not have done that without funding and access to the expertise and tools provided by BUILD funds.*"

<div style="background: #F5A623;">

### Transitions as a time to invest in organizational culture

</div>

Mbongiseni Buthelezi became the new Executive Director of the South Africa–based Public Affairs Research Institute (PARI) in 2021 after an extended and bitter leadership crisis. One of his first priorities was to ensure that PARI staff worked in an institution driven by respect as well as research excellence, and that each person felt valued. "*Rebuilding culture has always been at the heart of what we are trying to do internally and externally. A lot of work and conversation have gone into that. In every Executive Committee meeting to this day, one thing I do that wasn't part of the culture before is just checking in with each person: 'How is your team doing?' 'How is so-and-so doing?' We have voluntary get-togethers on Fridays just to have downtime together. We introduced the 'PARI social' on the last Friday of every month where we order food in and eat a meal together.*"

Interestingly, US and Global South grantees reported (2021 survey data) in fairly equal numbers that BUILD supported them in introducing or strengthening Diversity, Equity and Inclusion (DEI) in their organizations (50% of US grantees, 40% of Global South grantees). However, US-based grantees with leadership transitions reported that BUILD benefited their DEI work significantly more than among US-based grantees that did not go through a transition (61% to 41%), and all grantees that joined BUILD in 2020 said that BUILD supported their DEI efforts in leadership and governance compared with approximately half in other BUILD cohorts.

Leaders in the case study spoke about seeking out opportunities for their own personal and professional support and development. This includes in response to the stresses and threats of 2020 and 2021 and the uncertain fundraising landscape. Less than one-third (29%; 2021 OIT data) said that BUILD supported leaders in their self-care; this held true for US grantees going through leadership transitions and those that were not. Supporting new leaders carries particular urgency for those new leaders who will not be getting BUILD or Ford Foundation funding in the future. As one new Director facing the end of Ford Foundation support noted: "*It would have definitely been helpful to have money to support me as the new Executive Director … to get the resources and additional support. With that money, I would have definitely gotten a coach.*"

### How did changes and/or consolidation that new leadership brought about impact the grantees' organizational resilience and sustainability? Did BUILD support this?

Being a new executive director is hard; navigating the early years of leadership amid a global pandemic, intensified racial justice reckoning and shrinking civic space is daunting. The ways that new BUILD leaders navigated these threats provide vivid illustrations of how leaders cultivate organizational resilience and how that resilience enables their organizations to survive and thrive.

Several new leaders interviewed for this case study described how the early investments they made in organizational infrastructure paid dividends when Covid-19 hit. This was particularly true in relation to strengthening data and technology capabilities and revised human resource systems. As one senior manager described: "*I take pause and think about where we would have been had we not had the opportunity to invest the way we did. We shifted operations to fully remote within a week … relatively seamlessly. When I reflect on where we came from, I'm scared to think about where we would be had we not invested as we did at that time.*"

To help staff manage multiple stresses and threats, grantees in the case study used BUILD support to establish paid-leave arrangements, offer mental health services and provide staff with the technology needed to work from home. One grantee said these choices helped staff feel "*more personally resilient in the trauma of Covid-19, the lockdown, the many murders*", and the grantee added that "*we will be paid back by people not leaving.*" Interestingly, according to the OIT data, US-based BUILD grantees that experienced a leadership transition said BUILD supported and/or enabled them to "*care for the healing and personal support needs of staff*" far more than US-based grantees that did not go through a leadership transition (53% compared with 29%; 2021 OIT data).

Five Leaders of Color in the case study sample shared their experiences of how philanthropy does, and does not, support Leaders of Color to develop resilient organizations. A senior manager of one BUILD grantee stated that funders must take active steps to change the narrative around Women of Color leaders and ensure that donor resources do not perpetuate "*the historic tropes and myths in any way, shape or form that Leaders of Color might not be ready to be leaders.*" As discussed in the *Interim Report*, several Women of Color leaders in the BUILD cohort faced disproportionate expectations and pressures in relation to how they lead and the pace at which they should achieve impact. A senior manager of one grantee in the case study described how a funder (not the Ford Foundation) expected that their new Woman of Color leader "*was going to come in and fix the coalition, and that she was going to somehow change all the terrible dynamics. That was completely unrealistic and unfair.*"

Grantees report that the challenges of 2020 and 2021 have further exacerbated these disproportionate expectations and pressures for Leaders of Color. As one Woman of Color leader stated: "*The last year has been really extraordinary and has really called Women of Color leaders and Black women leaders in particular to sort of continue to show up in ways that guide their organizations as they're trying to hold themselves together. It has been really intense with a lot of high expectations. The truth is, we were all placed in a situation that was not just unexpected, but one where there wasn't actually a rule book on how you do it. I do worry. I'll just be really frank. I worry a lot around retention on the other side of this pandemic because 2020 was sort of an unforgiving year.*"

Overall, new leaders need continued funding beyond the transition so they can sustain the momentum they are creating. Grantees in the case study reported that BUILD's predictable and long-term funding enabled them to initiate important changes internally and externally. As one new leader reflected: "*Resilience doesn't mean you are never harmed. Transitions take a lot. We have had an almost complete transition of the management team since the leadership transition. We have had the ability to maintain continuity; we stayed on a growth trajectory and have not lost staff in those transitions. [The transitions have] not set us off course. We stayed on track programmatically and fiscally.*"

At the same time, data indicates that US-based grantees not going through leadership transitions may have been able to strengthen their financial resilience more than US-based BUILD grantees that did go through leadership transitions. Nearly all US-based grantees that did not go through a leadership transition (97%) said they were more financially resilient today than before the start of the BUILD grant (2021 survey data). This compares markedly with 59% of grantees that have gone through a transition. The only aspect of financial resilience for which organizations going through leadership transitions benefited significantly more than organizations that did not was to "build operating reserves up to/through three months' expenditures" (10% of grantees that did not go

through a transition compared with 30% that did). US grantees with leadership transitions fared less well in relation to the following aspects of financial resilience: "support the existing level and quality of programmatic work" (59% of grantees that did go through leadership transitions, 86% of grantees that did not); "increase the number of funders" (41% compared with 72%); and improve "the organization's ability to freely make financial decisions on programs and institutional priorities due to [the] higher percentage of unrestricted/flexible funding" (59% compared with 79%).

US-based grantees that experienced leadership transitions were also more likely to report that they were financially dependent on the Ford Foundation in part due to the BUILD grant (15% compared with 3% of grantees that did not go through a leadership transition) and that the lack of clarity on future BUILD funding disrupted their forward planning (33% compared with 17%; 2021 survey data). As a board member of one case study grantee stated about their uncertain future funding: "*Ford Foundation has been great to [us] …. It's that kind of stability that allows one to build an organizational culture and set of principles that defines one's modus operandi with partners. With the right leadership and ethos, that allows you to operate optimally. The stability that [we] have had [because of the BUILD grant] is so important. If the organization internally becomes unstable …, particularly if [the new executive director] can't lead by example in the organization and in relation to outside partners …, these advances will be compromised.*"

### How did the changes and/or consolidation brought about by new leaders influence program outcomes and longer-term mission impact? Did BUILD support this?

Among all BUILD grantees, 70% reported that BUILD support for institutional strengthening contributed to mission impact to a large extent or to some extent, and an additional 8%, largely Global South grantees, said it was too early to tell. By comparison, 90% of US-based grantees that experienced a leadership transition reported (2021 OIT data) that BUILD's support for institutional strengthening had contributed to their organization's ability to achieve mission impact to some extent or to a large extent (compared with 69% of grantees that did not go through a transition).

Grantees in the case study described near-term outcomes they achieved in securing policies and basic rights such as childcare, paid family leave, housing security, environmental protections, access to social services and recourse in cases of sexual harassment. Grantees also described the ways in which they established the conditions for longer-term mission impact by working with partners to build constituent power for voter engagement, create state-level advocacy campaigns on racial justice and change the narrative in public discourse around gender and LGBTQI rights.

Leaders in the case study described three avenues through which their organizations had achieved near-term program outcomes and established the conditions for long-term mission impact. Each of these was shaped and influenced by the values and determination that the new leaders brought to their roles, and the choices they made to develop organizational capabilities around equity, partnership and sharing power:

→ establishing equitable ways of working internally that shape effective external partnerships;
→ sharing capabilities with partner organizations to help build more effective networks and coalitions; and
→ being at the table and navigating positions of power in policy and advocacy.

First, new executive directors shaped organizational policies and procedures to reflect the values that guide them as leaders, particularly in relation to human resources (hiring, pay equity,

professional development, etc.) and decision-making (more collective and transparent processes, etc.). While shifts in organizational culture can occur in any organization, executive transitions provided a particular opportunity to establish new norms and practices. New leaders used BUILD's flexible funding to institute these changes, which they then applied to building their external partnerships. This included how relationships were formed (building strategic alliances based on mutual respect), strengthened (co-creating effective strategies for social change) and sustained (nurturing people and partnerships to support long-term agendas).

A board member of a Global South grantee that recently went through a leadership transition remarked: "*The issue of stability of funding is that it allows an organization like [us] to have meaningful, substantial relationships [with local organizations] that are founded on the principles—the understanding—that we provide certain expertise, sometimes on a daily basis, but there is a clear demarcation between what we do and never overstepping the boundaries, where we [would] replace the inner workings of those organizations. The stability that [we have] had is so important. If the organization internally becomes unstable and not able to behave the way I've described …, particularly if [the new executive director] can't lead by example in the organization and in relation to outside partners …, these advances will be compromised …. [T]he kind of support that [we] got from BUILD and other funders allows for that interaction.*"

Virtually all the new leaders in the case study were intentional in using their internal culture changes as a guidepost for creating equitable external partnerships. This interplay between internal and external became an avenue through which grantees strengthened specific networks and coalitions as well as the broader ecosystem, including as staff moved on to work with partner organizations. "*When we see former alums driving other organizations, it's so exciting: the network we continue to have with alums and understanding that an investment in our staff is an investment in the movement. It's an incredibly valuable way to build up power.*"

Second, new leaders also chose to invest their BUILD resources in strengthening the capabilities of partner organizations in order to catalyze more effective networks and collective action. This included working independently and with partners to conduct incisive research, developing strategies to gain access to decision-making structures and executing effective strategic communications and branding of issues. This fostered collective efforts to seize opportunities and create pathways for change. Grantees invested BUILD funds to expand training of digital organizers to Communities of Color, invest in the skills and power building of other new executive directors working in the same networks, engage local partners in regional- and national-level policy discussions, bring technical expertise (e.g., on collective bargaining, policy development) to coalitions and provide skills training to partners working at the community and local levels. As one new executive director said, "*we chose to focus a chunk of BUILD money on new executive directors in the network. When folks don't make it, that's a vulnerability. When you are a coalition, power building is key, and we could put resources into that executive director cohort.*"

US-based grantees that went through a leadership transition were much more likely than other US-based grantees to report that their stronger capacity to "support [their] field and networks and make them stronger" enhanced their impact (71% compared with 39%; 2021 survey data). As one Global South leader in the case study reported: "*From the beginning of me joining, I've always pushed—the only way in civil society to achieve impacts is to work collectively. We can have much, much bigger impacts if we work collectively. I've pushed civil society networks …; working with others yields very, very positive results.*" One senior manager in the case study sample shared the following: "*The flexibility [of the BUILD grant] allows us to live our values in the world in a way that*

*aligns with the leadership transition in important ways. The money is helpful ... for things like more pass-through grants and support for smaller partners, and not just asking people to do things, but giving them the resources to do them. Having more money and flexible money has allowed us to sort of shift the way we do our work ..., not just needing to cover our staff time but thinking about how we can support partners who are doing this work through pass-throughs or through other efforts to compensate them for their work.*"

Third, grantees that had experienced a leadership transition spoke about increasingly being at the table and navigating their new positions of power in the broader policy and advocacy arenas. This enabled new leaders and their organizations to lift up the priorities of typically marginalized people to the local, state, regional and national levels of government. As one grantee in the case study shared: "*We've got power in the room in a new way ...; our fingerprints are all over [this major policy win]. I think we can tie this to **BUILD** in terms of positioning [the new executive director] in coalitions, us being a bigger and stronger organization, that we've got power in the room in that. For [the new executive director] to get into that space ..., that is huge.*"

BUILD's flexible funds enabled new leaders to take risks and invest in the people and systems needed to catalyze impact in the long term. As one senior manager stated: "*We used our general operating support for a couple of years to subsidize 'patient capital' and built something .... It affects how you think about everything in the organization, whether your financial model is tied to project support with a bit of general operating, or you have a substantial base of general operating support. You can take more risks, make longer-term investments. You can be choosier in the issues you work on because, with the general operating support, you don't have to chase dollars that donors think are important.*"

Lastly, the flexibility of BUILD grants enabled new leaders in the case study to hire skilled staff to take on lead roles in programs and administration so leaders' time could be spent on driving forward the organizations' vision for social change. Rather than fundraising and developing administrative policies, BUILD resources enabled leaders to focus on leading. As one grantee experiencing a leadership transition shared: "*Getting the **BUILD** grant in the first year of the new executive duo–leadership team created a stabilizing force that allowed us to continue to build Black and Latino leadership and support leaders. The sizable investment in our organization gave stability to our budget and signaled and modeled equity and inclusion. Further, **BUILD** also allowed us to create and maintain a development department that has allowed our executive leadership to focus more on overall organizational and regional vision and effectively driving toward greater impact.*"

## 3 Lessons learned

Leadership transitions provide a window onto leadership and governance issues that many leaders—not only new ones—grapple with. At the same time, transitions are a stress test for organizations and focus a spotlight on vulnerabilities and opportunities that new leaders face— and that funders can support—in building organizational resilience and sustainability.

BUILD's predictable and flexible funding can provide stability and security to new leaders who begin their roles after a leadership crisis. The assurance of financial resources and Ford's vote of confidence helps new leaders make changes to people and systems, create new organizational cultures, build (and in some cases rebuild) external relationships and raise additional funding for ongoing work.

Leadership transitions are far more complex processes than changing only the individual executive of an organization. Supporting a leadership transition requires an extended commitment to the individual leaders and their entire organizations to prepare for, transition through and move on from the change in executive, with the aim of enabling the new leader to succeed and thrive. This process can take more than five years, and philanthropy should consider extended investments for new leaders.

The shifts taking place in the nonprofit sector toward more varied and nonhierarchical models of leading, and from White-led to Person of Color–led leadership in the US and male to female leadership globally, provide an opportunity for BUILD to expand its support for different types of leadership transitions. This includes working with new leaders and resource persons to reimagine what leadership and transition mean in a range of contexts and how best to facilitate peer exchange, accompaniment, skills development and coaching for new leaders across a range of organization types and socio-political contexts.

New leaders invested intensive time, energy and resources in making their organizations stronger and more resilient. These early investments by new leaders, together with their unwavering focus and commitment, enhanced the ability of grantees to withstand the threats of Covid-19, the continuing racial justice reckoning in the US and further shrinking of civic space globally.

## 4  Recommendations

### For grantees

1. Integrate succession planning into the ongoing practices of organizational strengthening and continue to nurture the next generation of leaders within the organization and ecosystem.
2. Maintain and develop new mechanisms for peer exchange in order to explore and build new models of leading (e.g., co-directorships, shared decision-making, support for Leaders of Color and other "non-traditional" leaders).

### For the Ford Foundation

1. Consider extending the timeframe of the BUILD grant when grantees go through a leadership transition so new leaders have the time and resources to implement their agendas fully and maintain momentum toward their goals.
2. Collect data on BUILD grantees in the Global South that are experiencing leadership transitions and use the data to support these leaders, their staff and boards, and the organizations broadly to move further toward organizational resilience.
3. Continue to expand current cohorts, convenings and technical assistance (CCTA) offerings to include skills development and succession planning for grantees' boards of directors as well as coaching, skills development and accompaniment for senior management personnel (e.g., chief operating officer, deputy director).
4. Examine how leadership transitions are affecting the grantees' financial resilience and support specific strategies that build the financial health and sustainability of organizations going through transitions.

## For other philanthropies

1. Develop financial and nonfinancial approaches to supporting new Leaders of Color, including after the specific period of executive transition so they can sustain the culture and practices they have initiated in their new roles.
2. Support grantees to strengthen their network and coalition partners to catalyze "power building" of movements and ecosystems.

## 5   Methods, data sources and limitations

The leadership transition case study used primarily qualitative methods supplemented by quantitative methods. Data gathering and analysis focused on the experiences of new leaders as they came into their new roles and moved forward with grantee organizations. The evaluation explored how these grantees evolved, the influence of new leaders on the trajectory of these organizations and the possible "BUILD effect" in these trajectories.

Semi-structured interviews were conducted through in-person visits (pre Covid-19) in 2019 and 2020 and virtual visits via Zoom in 2021 and included new leaders, senior management, program and management staff, and board members. Interviews were also conducted with selected partner organizations of grantees in order to learn the effects of the BUILD grant from their perspective. The case study also includes an analysis comparing the experiences of US-based grantees that went through leadership transitions with those of US-based grantees that did not go through transitions in two quantitative data sets (2021 OIT data and survey data). It will be useful for the BUILD program to examine the comparative experiences of Global South and international grantees as well when that data is available.

Several factors made the analysis of leadership transitions complex. The highly concurrent timing of executive transitions with other key events such as strategic re-visioning, changes in donor priorities and threats posed by the external political environment (e.g., the Covid-19 pandemic, intensified racial justice reckoning in the US and the further shrinking of civic space globally). In addition, while the findings reflect the experiences of BUILD grantees that went through leadership transitions, many leaders and organizations that did not go through a transition had similar experiences. While this is a potential limitation, it also provides a vital window onto the challenges and opportunities inherent in leadership generally.

## Table 2. Grantees who participated in this case study

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2018) | 5-year BUILD amount (USD) | BUILD dependency (at time BUILD grant was made) | Primary geographic scope of activities |
|---|---|---|---|---|---|
| **Fern** Natural Resources and Climate Change Gloucestershire, UK | 1995 | 3,718,500 | 2,000,000 | ▼ | Local / subnational, global / international |
| **Public Affairs Research Institute (PARI)** Southern Africa Johannesburg, South Africa | 2012 | 1,330,000 | 1,900,000 | ■ | Local / subnational, national |
| **Socio-Economic Rights Institute of South Africa (SERI)** Southern Africa Johannesburg, South Africa | 2010 | 1,141,000 | 2,700,000 | ▲ | Local / subnational, national |
| **Foundation for Salvadoran Program on Environment and Development (PRISMA)** Mexico and Central America San Salvador, El Salvador | 1992 | 1,611,000 | 1,750,000 | ■ | Local / subnational, national, regional / international |
| **Center for Community Change** Civic Engagement and Government Washington, DC, USA | 1968 | 20,484,000 | 6,000,000 | ▼ | Local / subnational, national |
| **Jobs with Justice** Inclusive Economies Washington, DC, USA | 1987 | 3,950,000 | 4,975,000 | ■ | Local / subnational, national |
| **National Women's Law Center** Gender, Racial and Ethnic Justice Washington, DC, USA | 1972 | 12,985,000 | 6,500,000 | ▼ | Local / subnational, national |
| **re:power** Civic Engagement and Government Minneapolis, MN, USA | 2003 | 2,745,000 | 3,700,000 | ■ | Local / subnational |

▼ Lower dependency (<15%), ■ Medium dependency (15% to 30%), ▲ Higher dependency (>30%)

# c. Networks and grassroots mobilizing organizations

## A brief snapshot

This case study examines both the "what" and the "how" of BUILD's influence and effects on organizations whose primary purpose is to convene, organize and/or mobilize two types of grantees:

→ network conveners and facilitators of other organizations; and
→ grassroots organizers and mobilizers of organizations, affiliates and leaders.

Network and grassroots grantees make up approximately 25% of the BUILD portfolio.[11] Using survey responses and two phases of case study interviews with 18 grantees (staff, board and network members/affiliates constituting over 70 conversations), the Evaluation Team was able to determine patterns in how BUILD interacted with these organizations and their networks and movements. We found that BUILD contributed not only to strengthening the grantees but also to making significant changes in how grantees related to their networks and supported the mission impact of those networks.

Below we share some of the evidence of how BUILD worked with network and grassroots grantees, common changes in how these grantees related to their members and constituencies, and what effects that had on their mission impact. Although BUILD was not intentionally designed with networks in mind, its approach and tools were quite effective. One advantage of support for these types of grantees is that they leverage the support in ways that extend the strengthening effect to their members and affiliates, which in turn expands the impact created in the field.

## Key findings

→ BUILD's investment in strengthening grantees whose primary purpose is to convene, organize and/or mobilize networks and grassroots movements leveraged strength and resilience in the grantees' immediate partners whether they were formally engaged members or less formal alliance partners.
→ The most common benefits of BUILD for network and grassroots organizations were strengthening strategies and strategic clarity, strengthening organizations' financial situation and responding to opportunities. BUILD supported network hubs and grassroots organizers/ mobilizers to stay strategically focused over time without having to worry about funder trends or conflicting priorities among members and constituencies.
→ Nearly three-quarters of network and grassroots grantees said BUILD had supported them to strengthen the existing level and quality of programmatic work and improve their ability to freely make financial decisions on programs and institutional priorities due to having a higher percentage of unrestricted/flexible funding.
→ BUILD's non-grant support (program officer, CCTA and OMT) was cited as useful to and having a positive influence on network/grassroots grantees, much the same as it was for single organization grantees. While the OMT was not designed for networks, the process was useful to many network/grassroots grantees.

---

11  There is no established classification by the Ford Foundation of whether a grantee is a network or grassroots organizing entity. The distinction applied in this case is from the Evaluation Team's examination of grantees and interviews with Ford Foundation staff.

→   BUILD positively influenced mission impact fields, including movements, by supporting and strengthening network conveners and grassroots organizers/mobilizers. These impacts varied greatly across grantees, but all grantees in the second phase of this case study reported that BUILD had an effect on expanding and/or deepening their impact.

# 1  Overview

BUILD was created to strengthen institutions and networks but designed primarily for institutions. This case study looks at the effects of BUILD on network conveners and grassroots organizations and their mission work. These two types of grantees are distinct from other BUILD grantees in that their primary organizational focus is outside of their own formal organizations. In this evaluation, we defined "network conveners" as organizations that are primarily focused on their network members, which are most often composed of other organizations. Network conveners are also very focused on the connections within the network and relationships among and between these member organizations. "Grassroots mobilizers" are primarily focused on connecting and mobilizing organizations, informal associations and individuals to achieve changes in specific mission fields. They are also focused on connections within the network and relationships but often have less formal structures defining those connections. Both types of organizations provide critical vision, leadership, capacity support and infrastructure to movements.

The literature review revealed a broad and varied typology of networks and how they are organized and function. We developed a basic typology for this case study. In the diagram below, the green dot represents the convening organization, or grantee in the case of BUILD. The black dots are nodes and represent the other organizations that formally connect with the grantee. The lines represent the connection and communication between organizations in the network.



**Centralized/Hub-and-Spoke**         **Dense Cluster/Mesh**         **Distributed/Multi-Tier**

Source: https://www.nextgenlearning.org/series/next-gen-tools?challenge=0&topics=&media=0&audiences=0&page=1
(licensed under the Creative Commons Attribution 4.0 License). The green circle represents the grantee.

The typology is designed to recognize the traditional and stereotypical "hub-and-spoke" model, the more facilitative and collaborative "mesh" model and the multitier nature of many "chapter-style" networks. The typology implies varying distributions of power and densities of connections. While

designed for networks, we found the typology useful for understanding changes in how grassroots organizing/mobilizing organizations relate to their constituencies.

In *Evaluation Phase 1*, we classified networks and grassroots organizations as distinct and, therefore, examined them in two different case studies. We found that their experiences of BUILD were very similar, so we combined them for the case study in the second phase of the evaluation. In the first phase we found that these types of groups were moving along an organizational continuum away from centralized hub-and-spoke models and more toward decentralized and distributed models of networks or webs of groups. We found that BUILD's support not only contributed to strengthening each grantee organization but also extended to the nodes of their network.[12] Grantees provided various types of support for nodes, including organizational capacity development, an increased role in shaping the network's mission and strategy, direct subgrants, cooperative fund development and strengthening the frequency and methods of connection between nodes and between nodes and the grantee.

During *Evaluation Phase 2*, the Evaluation Team focused on two questions that emerged from the first phase: the degree to which BUILD's influence on the grantees' networks affected the network's mission impact, and whether BUILD enabled the grantee and its network to stay strategically focused over time without having to worry about funder trends or prioritization conflicts among their constituencies. Questions around the latter issue included whether or not the grantee was attracting funds to itself and away from its network nodes, and whether or not increased connection between grantees and nodes meant increased pressure to stray from the grantees' own mission in order to satisfy the varied needs of the nodes. The Evaluation Team also focused on how the networks and grassroots organizers/mobilizers navigated through the unanticipated crises presented by the Covid-19 pandemic and intensified racial reckoning. In the second phase of the case study, we looked at 10 grantees from around the world, of varied sizes, ages, geographic foci, BUILD grant size and BUILD dependency. Five of these grantees function primarily as networks and five as grassroots organizers/mobilizers. We sought to answer the following sub-questions:

1. Did BUILD's investment in strengthening network/grassroots grantees leverage strength and resilience in their immediate partners (whether they were organized formal members or informal alliances)?
2. Did BUILD enable network hubs and grassroots organizers/mobilizers to stay strategically focused over time without having to worry about funder trends or prioritization conflicts among their constituencies?
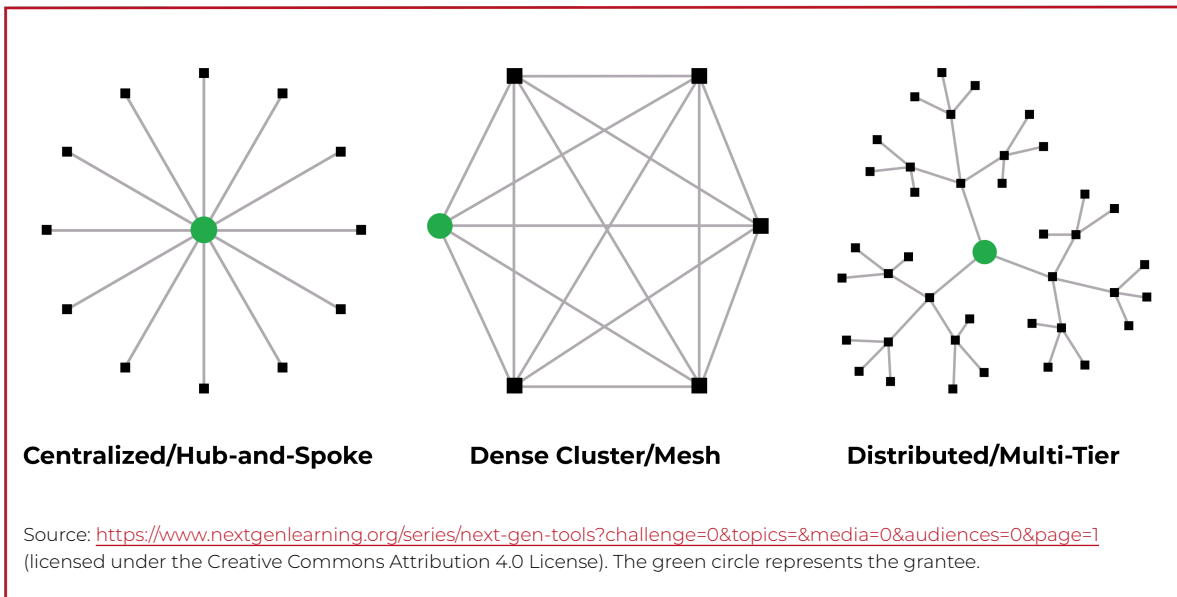3. Did BUILD positively influence mission impact fields, including movements, by supporting and strengthening network conveners and grassroots organizers/mobilizers?
4. How does BUILD interact with and strengthen network and grassroots grantees and their partners?

Full versions of the two case studies (Network organizations and Grassroots organizations) from the first phase of the evaluation are available in the *Interim Report*[13] published in 2020.

---

12  Both networks and grassroots organizations have networks. Network organizations have a more formalized organizational membership, while grassroots organizations have a looser network of members (individual and organizational), affiliates, stakeholders and leaders.
13  NIRAS, *Interim Report*.

## 2 Findings

**Did BUILD's investment in strengthening network/grassroots grantees leverage strength and resilience in their immediate partners (whether they were organized formal members or informal alliances)?**

We found that investing in network hubs or organizing institutions had a ripple effect on the network, the members/partners of the network and the connections between the members/partners. As network hub-like organizations worked on their own institutional strengthening, the results rippled out from the grantee and included stronger networks and partners in addition to a stronger grantee organization. This was truer for network and grassroots organizations than the general sample of all grantees.

Eighty-seven percent of surveyed grantees in 2021 reported that BUILD had enhanced their ability to "*support [their] field and networks and make them stronger*" to some extent or to a large extent. Among network and grassroots organizations only, the response was 91%.

As one grassroots member expressed, "*[the grantee] gave us the skills and confidence to participate in public life—public officials pay attention to us now. We are engaged. They cannot ignore us anymore. We make a difference for our community.*" Another network affiliate stated, referring to a grantee, "*without them we would not have been able to respond to our community's Covid-19 needs the way we did. That's in addition to the other grants and training they provide.*"

**Did BUILD enable network hubs and grassroots organizers/mobilizers to stay strategically focused over time without having to worry about funder trends or prioritization conflicts among their constituencies?**

Ninety-four percent of network and grassroots grantees reported that BUILD enhanced the strengthening of their strategies and strategic clarity to some extent or to a large extent, with 76% saying this occurred to a large extent (compared with 92% and 73% of the whole surveyed BUILD population in 2021, respectively).

Seventy-eight percent of networks and grassroots organizations reported that, with BUILD support, they were able to "*increase [their] organization's ability to freely make financial decisions on programs and institutional priorities due to a higher percentage of unrestricted funding*" (2021 survey data). This rate of response was higher than the general population of BUILD grantees, of which 71% reported that BUILD had strengthened that aspect of their organization.

One of the most challenging tasks facing a network convener or grassroots organizer/mobilizer can be balancing the varied priorities, needs and opportunities of a broad constituency. The broader the membership, the more there is to consider and balance. Six case study grantees reported that the work they did early in BUILD to bring nodes into their strategic planning and decision-making processes helped to define and sustain focus. They reported that their organizational priorities became more driven by their network. In a way, BUILD grantees have extended the Ford Foundation's BUILD principle of "putting the grantee in the driver's seat" to their engagements with their own constituencies. One grassroots grantee said the result was that its "*national work is more reflective of local experiences and issues and [its] local groups are more informed by the national discussions.*" This intentionality around creating two-way influence seems to contribute substantially to the BUILD grantee's strategic focus and its alignment with its members and constituencies, reducing any potential conflicts or distractions.

**Did BUILD positively influence mission impact fields, including movements, by supporting and strengthening network conveners and grassroots organizers/mobilizers?**

Ninety-one percent of all grantees and 97% of network and grassroots grantees (2021 survey data) said that their own impact was enhanced by supporting their fields and networks and making them stronger.

One grantee described the work they did early in the BUILD grant to develop the capacity of their constituencies, explaining that, "*instead of waiting for our staff to arrive, local leaders are now implementing the work and responding to issues as soon as they arise …. This makes us more impactful in more places at the same time.*"

**How does BUILD interact with and strengthen network and grassroots grantees and their partners?**

The case study grantees mostly experienced BUILD's effect at three levels. The first level was internal organizational strengthening, the second was connection between and among grantees and their members, and the third was their networks' influence on the field, or mission impact.

First, as designed and intended, BUILD supported the grantees' organizational strengthening and resilience just as it does with non-network, non-grassroots organizations. The case study grantees used BUILD for planning and clarifying strategy, building or improving internal systems, growing and sustaining staff, expanding or deepening internal DEI work, enhancing their financial position, and expanding and improving communications among many areas of organizational development focus.

The second level of BUILD's effect on these grantees was in the connections between themselves and their members, and/or among their members. Network/grassroots grantees used BUILD to fund, facilitate, organize, convene and build the capacity of their members. Along with strengthening strategies and strategic clarity (94%), and strengthening their financial situation (91%), network/grassroots grantees reported (2021 survey data) that supporting their field and networks and making them stronger was the most beneficial aspect of BUILD (91%). Grantees and their members/constituents reported enhanced, improved and more impactful relationships based on the changes the grantee made in how it worked with or related to them.

## Spreading the BUILD effect by strengthening partners

One national grantee in the United States hired a staff person to go out and work with its chapter members and help them with organizational development. "*We invested a lot in our HR work, both internally and as a resource for our affiliates. But we had to send [a staffer] out to sit with local directors and get some basics in place …. Our members' leaders came up through organizing and don't necessarily become an executive director knowing a lot about HR or budget management.*" Like many of its peers in the case study, this BUILD grantee used its resources to enhance its own institutional strengthening as well as support its members in doing so. Another network chose to provide funds specifically for capacity building for their members, who were distributed across countries, making it more challenging for the BUILD grantee staff to provide direct technical assistance: "*We can't provide all the capacity, so we give them grants to procure it themselves …, [and] we also have increased our grant amounts and added multiyear grants to support this.*"

The third level of BUILD's effect on these grantees was in their networks' impact on their fields, or the mission impact. Every grantee in the final phase of this case study reported that their work was having greater impact. Additionally, 100% of network/grassroots grantees (2021 survey data) reported that their impact was enhanced by at least one factor of BUILD-influenced organizational strengthening.

The nature of the impact created by these grantees varied greatly. Some reported high-level impacts on state, national or international policy discussions. Others reported a "shifting narrative" around topics ranging from sex-worker rights in Global South countries to religious and ethnic inclusion in civil society to a race–class narrative analysis of local and state politics. All the grantees in the second phase of the case study reported an impact at local levels, through their members and local leaders. These impacts were on a wide-ranging list of concrete issues as diverse as the economic self-sufficiency of Indigenous Peoples, increased participation and power of women in civic life, decriminalization of and access to healthcare for people living with HIV, wages and benefits for domestic workers and financial support for immigrant-run, home-based childcare businesses. Several grantees described this impact as the result of BUILD's contribution to increased freedom to make strategic decisions based on the context "on the ground, in the moment" and not "*just as a supplicant to a set of donors.*"

As the Executive Director of one grassroots organizer/mobilizer grantee stated, "*because we have been more financially stable or resilient, have some access or surplus, we feel like we have been able to make decisions, strategic decisions about opportunities and what we need to do that are accountable to our organization and our mission.*" She went on to point out that their relative financial strength also increased their standing and influence in larger networks: "*We are able to put money in the pot, and that fundamentally transforms our power relationship with them*" (referring to coalition partners working to increase healthcare access for low-income people and immigrants).

The way BUILD played out in the work of grantees was often intertwined across all three levels. For example, one case study grantee used the flexibility of their BUILD grant to support their members as they responded to the Covid-19 pandemic: "*[Our members] were responding to immediate community needs, and many also needed to buy the technology necessary to move to remote work. We knew we could raise the funds over time, but BUILD's flexibility enabled us to advance those funds to our members immediately.*" This grantee also described how they shared their own improved abilities in communications, evaluation, advocacy and technology with their members "*to ensure that they are also moving along with us in improving these capacities.*" Other case study grantees used BUILD's multiyear timeline and flexibility to provide multiyear and flexible grants to their members, adding both to the strength of their members and to the depth of their connections with them. Just as the Ford Foundation's program officers reported increased trust and collaboration with BUILD grantees, these network/grassroots grantees reported the same with their members and constituents.

One factor that was pervasive across all the grantees in the case study was their intentionality around changing how they organized, convened, facilitated and generally related to their members/constituents. In the first phase we found that grantees were using BUILD to support strategic transitions away from centralized hub models and toward models with more cross-connections among and between nodes. In the second phase we heard grantees solidifying these "shared leadership" and decentralization trends as well as becoming more adaptable in their structure and ways of relating to and facilitating their network based on context and purpose— shifting their model of connecting to and mobilizing nodes based on the situation.

During our conversations, we presented grantees with the typology (as shown in the *Overview* section above) and asked which most reflected their network before BUILD and now. While most cited ongoing shifts from a more centralized organization toward a dense cluster/mesh and/or distributed/multitier model, several grantees in the case study said it depended on the context. Many continued to use a hub-and-spoke model for sharing and distributing information but otherwise functioned as a dense cluster/mesh model when facilitating the development of solutions and strategy, sharing practices and creating environments of mutual support. Several case study grantees also created sub-relationships that look like the distributed/multitier network model. One national organization set up local and regional chapters that connect to and support more local groups but also come together with each other and the "hub" organization to share resources, develop national strategy and provide mutual support. Across these complex and ever-shifting contexts and typologies, grantees were consistent in describing BUILD's effects as impacting their organization as well as their network or movement.

Finally, it is worth noting that network and grassroots grantees experienced a positive influence from BUILD's non-grant-related support at similar rates as other grantees, except for the OMT. Thirty percent of network/grassroots grantees (2021 survey data) stated that the OMT influence was little to neutral, and 3% reported that the OMT had a negative influence. This is in contrast to the overall sample of BUILD grantees, of which 16% stated that the OMT influence was little to neutral, and 2% reported a negative influence. In the case study interviews, grantees pointed out that the OMT tool was designed for single organizations rather than networks and that some of the facilitators were not experienced with network dynamics.

| Components of BUILD (2021 survey data) | Share of all grantees reporting some or a large positive influence (n=125) | Share of network/grassroots grantees reporting some or a large positive influence (n=36) |
|---|---|---|
| Relationship with Program Officer | 97% | 97% |
| OMT for priority assessment | 80% | 67% |
| Conferences and convenings | 79% | 70% |
| Peer networking and learning | 77% | 73% |
| Technical assistance and training | 81% | 82% |

While not always designed with networks in mind, these components of BUILD were mostly beneficial to network-type grantees. More than half of the grantees in the case study cited specific benefits from participating in the Networks Convening (October 2019) and peer learning cohorts with other Ford Foundation grantees.

## 3  Lessons learned

The BUILD model works well with network and grassroots organizing/mobilizing grantees. While there are components of the model, such as the OMT, that could be better customized to these types of organizations, BUILD's overall approach has had a substantial effect on these organizations and their strengthening. Networks and grassroots organizing/mobilizing grantees are able to extend the effects of BUILD to and through their members, affiliates and constituents. We looked at grantees using varied styles to organize, convene and relate to their "membership" or "direct constituency". We found that, in all cases, the grantee was not only able to use BUILD to strengthen

connections with and between the network nodes, but they often were able to extend BUILD's impact to nodes by providing resources, capacity building and general strengthening.

BUILD's substantial resources, flexibility and timeframe enabled grantees not only to stay strategically focused, but in many cases were used by grantees to achieve greater alignment of strategy with their members. Alignment between independent parties takes time and resources. It requires the ability to adapt to shifts across diverse contexts. Network and grassroots grantees used BUILD to invest in the processes necessary to achieve, maintain and implement strategic coherence among diverse constituencies.

Grantees not only extended BUILD's resources through capacity sharing and resource distribution, but they often extended BUILD's principal value of "the grantee in the driver's seat". Network and grassroots grantees used the time and space provided by BUILD to create more collaborative structures and relationships with their nodes, resulting in nodes having more influence in the direction and work of the grantee and their network overall. This often results in the grantee being more nimble in responding to "on the ground" issues that arise, just as the Ford Foundation has become more adaptable in fields by letting its BUILD grantees "drive".

Networks and grassroots grantees are particularly vulnerable to funding cliffs and related disruptions to planning. The analysis of data gathered for this case study indicates that this is due to the added complexity of planning strategy, implementing program and supporting operations in multi-organizational systems. We noticed that networks often took longer to clarify their priorities and implement those priorities at the beginning of their BUILD grant due to the amount of coordination involved with other organizations. This planning and coordination increased network connections and accountability, which creates a higher stress level when future funding is unknown. In addition, in some cases, member nodes stopped receiving Ford Foundation funds when the network hub became a BUILD grantee. This created internal challenges for the hub and the defunded members, as well as network relationships. In fragile networks this could be devastating if not handled well.

While the case study has yielded evidence of how BUILD functions with these grantees and ripples through their networks, we can only hypothesize as to why network/grassroots grantees have such an impactful experience with BUILD. Based on our observations of the data and reading of the literature, we offer the following hypotheses:

→ Network and grassroots grantees were selected intentionally with an eye toward organizations that sought to "share" their strength and their money. Program officers picked the right network organizations for BUILD to be able to extend the benefits of organizational strengthening beyond the grantee itself.

→ Networks and grassroots grantees commonly receive restricted funding for specific activities (e.g., voter registration among grassroots groups or issue- or program-specific convenings among network organizations). These grantees are structured to be highly accountable to the program interests of the organizations and constituencies they serve. In that context, flexible, multiyear grants freed from programmatic pressures and with a focus on strengthening are especially unusual and create opportunities to tap into deferred goals.

→ The nature of networks and grassroots organizations amplifies the effects of BUILD through their regular and intentional relationships with additional organizations and constituencies. The lines connecting the dots in the typology, regardless of the model, are strengthened with BUILD and provide multiple conduits for impact.

# 4 Recommendations

## For network and grassroots organizations

1. Network organizations should promote a clear narrative about how their network functions, how they as a hub create added value and how their members create impact as a network. Network and grassroots organizations offer a highly leveraged investment opportunity for philanthropy when they seek to strengthen their members individually and collectively. This opportunity can be lost or diluted by the wide-ranging, rarely defined nature of networks. This nature is linked to a general lack of understanding of what makes a network a network, the role of the hub and the power or lack of power of the relationships between nodes.
2. Networks and grassroots organizations offer a potentially valuable bridge between philanthropy and less formal organizations/movement actors. Grantees should consider developing and articulating a clear strategy for fulfilling this bridge function and extending their influence beyond traditional organizational memberships.
3. Network hubs that have moved to a more facilitative role, cultivating more relational connections with and among nodes instead of traditional transactional relationships, have seen their networks invigorated and poised to create wider impact. Hubs should review their role with and the relationships between members and explore the potential and possibilities of a less centralized, higher-density network or a grassroots web of partners.

## For the Ford Foundation

1. The Ford Foundation and other funders seeking to leverage the impact of their grantmaking, or wanting to support hard-to-fund local efforts and movements, should fund network connectors and grassroots organizing/mobilizing organizations. Even though BUILD's design did not specifically account for the unique nature of network conveners or grassroots organizers/ mobilizers when created, its effectiveness with these types of organizations appears to be especially strong. Networks and grassroots organizing and mobilizing grantees appear to extend BUILD's influence and organizational strengthening to their members through technical assistance and regranting. The organizations we studied have the organizational capacity to manage large, multiyear and flexible grants while also having the relationships necessary to effectively extend resources to smaller units and local leadership.
2. While the effectiveness of BUILD is grounded in its lack of prescription and restriction, network and grassroots grantees appreciate and benefit from Ford's convening support and accompaniment. Many grantees in this case study cited the thought partnership of program officers, the regional and global convenings that enabled them to connect with similarly structured organizations and think together about how to be a network, and the organizational strengthening peer support they experienced through BUILD. The Foundation should continue to play this role and provide these rare opportunities for network and grassroots grantees to reflect on and plan for how they convene, organize and mobilize their primary constituents.
3. The OMT process was useful for these grantees, but several case study grantees and some survey respondents noted that it would be helpful to have tools that more directly address networks rather than single organizations. One grantee also noted the benefit of having an OMT facilitator who is experienced in and sensitive to network and grassroots dynamics. The Ford Foundation should provide more network-aligned tools and identify facilitators with experience and expertise in networks and grassroots organizing.

4. The Foundation should consider developing a menu of actions current grantees have taken to strengthen their affiliates and their network connections. The list of effective actions is long and ranges from providing coaching services to affiliate leadership, technical training on topics like human resources and financial management, regranting, convening joint strategy development sessions and expanding communication and narrative-shaping capacities. The Ford Foundation is positioned well to collect the stories, tools and techniques from these efforts and use them to help future grantees build their own network-strengthening approach.

5. Consider terms of support longer than five years. Network and grassroots strengthening takes time and involves layers of organizations and subnetworks. The hub, the connections and the nodes are all factors in the movement from here to there in terms of increased strength, capacity, resilience and impact. To ensure that improvements at the hub and throughout the network are sustained long enough to achieve impact on the very complex issues addressed by networks, the Ford Foundation should look at longer terms of support.

## For other philanthropies

1. Philanthropy seeking to influence social justice outcomes should consider investing in network hubs and grassroots organizers and mobilizers that catalyze and support focused subnetworks. These grantees seem to be quite effective when they convene, facilitate and support subnetworks that have not, and probably will not, self-organize. The convening organization has a broader perspective and can identify potentially productive alliances. This is a unique strength of the hub. The hub is also often able to provide trusted support and capacity building for the subnetwork to be effective.

2. Philanthropy can add value to the power of organizational and grassroots networks by supporting more cross-issue, intersectional and inclusive work through peer-to-peer sharing and cross-field convening. Hubs and organizers that organize more democratically than traditional hub-and-spoke models, and more relationally than coalition or think tank models, seem to be able to move out of issue silos and become more inclusive and intersectional in their partnerships. This increases the potential for having broad impact beyond a single organization or network.

3. Like the Ford Foundation, most philanthropies are well positioned to collect stories, tools and techniques used by networks and grassroots organizations to support their nodes and constituencies and share them in a way others can use. Philanthropies also have the power to connect networks and grassroots webs to each other through a common funder or set of funders. Funders should exercise this power to share and convene so grantees can connect and grow.

## 5    Methods, data sources and limitations

The case study is primarily based on interviews with grantees and their partners. In the first phase we conducted site visits with eight network and nine grassroots grantees. All but two of these visits were done in person, usually over two days. The second phase consisted of interviews with five networks and five grassroots grantees. These were conducted over Zoom in one to three sessions ranging from three to six hours per grantee. We sought to externally verify what we heard in these interviews by speaking with constituents—either former board members, network members or leaders in the grantees' fields. We relied on grantees for referrals and connections to these third-party sources. We sought someone outside the organization who knew the grantee well enough to speak to how the grantee may have changed over the preceding several years (since receiving BUILD) in its relationships with and/or impacts on the network and/or field.

To understand how networks and grassroots organizations function, relate to their nodes and constituencies, and create impact, we also relied on the following literature:

→ Jim Coe and Rhonda Schlangen, *No Royal Road: Finding and Following the Natural Pathways in Advocacy Evaluation* (Washington, DC: Center for Evaluation Innovation, 2019).
→ Heather Creech and Aly Ramji, *Knowledge Networks: Guidelines for Assessment* (Winnipeg: ISSD, 2004).
→ Hahrie Han and Elizabeth McKenna, "How Movements Build Power: Leadership, Strategy and Organization in Four American States, 2001-2016," June 16, 2017.
→ June Holley, *Networks and Evaluation* (Impact Alliance, 2007).
→ Madeleine Taylor, Peter Plastrik, Julia Coffman and Anne Whatley, *Guide to Network Evaluation* (Network Impact and Center for Evaluation Innovation, 2014).
→ Enrique Mendizabal, *Building Effective Research Policy Networks: Linking Function and Forms* (London: Overseas Development Institute, 2006).
→ Curtis Ogden, "Structure Matters: How Network Form Affects Outcomes," Next Generation Learning Challenges website, April 24, 2018; this article is available on the Next Generation Learning Challenges website.

We also learned from presentations made at the Ford Foundation's "BUILDing Power" convening of states and national networks in October 2019.

The following limitations should be noted about this case study. Network and grassroots grantees responding to the survey self-reported on the degree to which strengthening their networks and/or fields was influenced by BUILD. While they reported this influence at a higher rate than non-network/grassroots organizations, this may be because they are more likely to pay attention to that effect since that is their raison d'être. We looked only at grantees and their networks, not at the field as whole. We were not able to account for an effect of "picking the winners". There may have been disruptions, positive or negative, to the field caused by one or two organizations being selected for such a large, flexible, multiyear grant while others were not. While we were able to make a reasonable assessment that BUILD grantees had some influence on their network peers, we were not able to assess the level of that impact with field-wide examinations of BUILD's influence.

We verified grantee descriptions of their changes with network members and constituents, who were often more generous in their assessment than the grantee itself. This was limited to members, affiliates or constituents recommended to us by the grantee. While the conversations were confidential, we did not have the capacity to cross-check them with a random set of members, affiliates or constituents in order to collect any more negative experiences. That said, we found grantees to be very transparent about challenges they had with particular members or the negative effects in the few cases where network members lost Ford Foundation funding as the grantee received BUILD.

## Table 3. Grantees who participated in this case study

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities | Primary focus |
|---|---|---|---|---|---|---|
| **Africa Women's Development Fund (AWDF)** West Africa Ghana | 2001 | 8,712,599 | 3,500,000 | ▼ | Regional | Network |
| **AWID** BUILD Washington, DC / Cape Verde | 1984 | 4,100,00 | 3,500,000 | ◼ | International | Network |
| **Family Values at Work** Future of Work(ers) Washington, DC | 2003 | 4,898,938 | 12,810,000 | ▲ | National | Network |
| **Friends of Lake Turkana (FOLT)** Eastern Africa Lodwar, Kenya | 2011 | 1,071,615 | 1,500,000 | ◼ | Regional | Grassroots Organizer / Mobilizer |
| **The Indigenous Peoples' Alliance of the Archipelago (AMAN)** Indonesia/Natural Resources and Climate Change Jakarta | 2001 | 1,911,825 | 1,836,190 | ◼ | National | Grassroots Organizer / Mobilizer |
| **ISAIAH** States Working Group Minnesota | 2000 | 2,300,000 | 1,500,000 | ◼ | State / Regional | Grassroots Organizer / Mobilizer |
| **Katswe Sistahood** Southern Africa Zimbabwe | 2007 | 789,014 | 1,600,000 | ▲ | Regional | Grassroots Organizer / Mobilizer |
| **Partnership for Working Families** Just Cities and Regions Oakland, CA | 2006 | 7,850,000 | 5,000,000 | ▲ | National | Network |

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities | Primary focus |
|---|---|---|---|---|---|---|
| **Positive Women's Network** Gender, Racial and Ethnic Justice Oakland, CA | 2008 | 800,000 | 1,500,000 | 🔺 | National | Grassroots Organizer / Mobilizer |
| **UnidosUS** Gender, Racial and Ethnic Justice Washington, DC | 1968 | 37,200,000 | 9,000,000 | 🔻 | National | Network |

🔻 Lower dependency (<15%), ⬛ Medium dependency (15% to 30%), 🔺 Higher dependency (>30%)

## Table 4. Grantees who participated in the first phase of the case study (Evaluation Phase 1)

| *Evaluation Phase 1—Networks* | *Evaluation Phase 1—Grassroots organizers/ mobilizers* |
|---|---|
| → Faith in Action (PICO)—*Phase 1* only <br> → Polis Global Platform for the Right to the City—*Phase 1* only <br> → Third World Network/Africa—*Phase 1* only <br> → UnidosUS <br> → Family Values at Work <br> → Katswe Sistahood <br> → Partnership for Working Families <br> → AWID | → New Florida Majority—*Phase 1* only <br> → Florida Immigrant Coalition—*Phase 1* only <br> → Power Coalition—Phase 1 only <br> → ISAIAH <br> → Slum Dwellers International—*Phase 1* only <br> → Indonesian Forum for the Environment (Wahana Lingkungan Hidup Indonesia, WAHLI)—*Phase 1* only <br> → Friends of Lake Turkana <br> → The Indigenous Peoples' Alliance of the Archipelago (AMAN) <br> → Positive Women's Network |

# d. Organizations in the US founded and historically led by People of Color

## A brief snapshot

Organizations founded and historically led by People of Color (POCFHL) are deeply rooted in social justice and profoundly connected to the communities they serve by their work and engagement in civil rights causes. POCFHL organizations serve their communities while facing a multitude of roadblocks in philanthropy.[14] Minimal access to donors, a lack of role models and limited connections to wealth and other types of networks have had a negative effect on the ability of POCFHL organizations to strengthen their mission impact and become strong institutions to advance the field of social justice.[15]

This case study focuses on eight organizations that receive BUILD funding and provides insights into the types of philanthropic support that can best contribute to the strengthening and effectiveness of organizations founded and historically led by People of Color in the US. This case study also speaks to the events of 2020 and 2021, when these organizations had to adapt to a new reality. These organizations were impacted even more than usual by structural racism during these two years, when social and racial reckoning and Covid-19 impacted Communities of Color disproportionately compared with other organizations and communities. Organizational resilience and financial resilience became critical aspects of surviving a global pandemic, social and racial reckoning, and a difficult political landscape.

## Key findings

→ Grantees founded and led by People of Color face disproportionate barriers to strengthening their institutions because they face roadblocks to accessing resources that would allow them to do so. Flexible, long-term funding with an emphasis on institutional strengthening is not commonly accessible to organizations founded and historically led by People of Color. BUILD enabled them to access such funding and started a conversation about the funding structures in place.

→ These organizations have developed new ways to challenge racism in philanthropy as a result of BUILD's contribution, which includes visibility, institutional strength and evidence to demonstrate mission impact in the field of social justice by managing large grants.

→ Stronger processes, infrastructures and strategies make for stronger organizations, enabling them to mitigate the effects of racism.

→ BUILD offers visibility and facilitates further connections to philanthropy.

---

14  Cheryl Dorsey, Jeff Bradach and Peter Kim, "Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table," The Bridgespan Group, May 2020, accessed September 20, 2021. The publication is available on the Bridgespan Group website.

15  Cheryl Dorsey, Peter Kim, Cora Daniels, Lyell Sakaue and Britt Savage, "Overcoming the Racial Bias in Philanthropic Funding," *Stanford Social Innovation Review* website, May 4, 2020, accessed September 20, 2021. The article is available on the *Stanford Social Innovation Review* website.

## 1 Overview

This case study looks at the impact of BUILD support on POCFHL organizations as they confront long-standing structural marginalization based on the race, ethnicity and history of their leadership. This case study offers insights into whether and how BUILD amplified the voices of these organizations by facilitating and supporting their work to stabilize institutionally, and to plan strategically, for the long term while mitigating the effects of systemic racism.

According to a recent study by the *Stanford Social Innovation Review*,[16] Leaders of Color face four critical challenges to accessing funding:

→ **Getting connected**: Leaders of Color are excluded from formal and informal convenings and gatherings, and over half of US philanthropy is "by invitation only."
→ **Building rapport**: Given the inherent imbalance of power between funders and grantees, funders often impose their cultural norms (purposefully or not) upon grantees. This is a form of unconscious bias that can complicate relationships with Leaders of Color.
→ **Securing support**: Funders often lack understanding of culturally relevant approaches, leading them to over-rely on specific forms of evaluation and strategies that are familiar to them. It takes funding to build capacity and to measure effectiveness, yet being strong in these dimensions is a common precondition for securing funding. Several Leaders of Color argued that a "lack of capacity" and "lack of evidence" are often code words used by funders to justify a decision not to invest.
→ **Sustaining relationships**: Grant renewal processes can be arduous if mistrust remains, and funding may stop if the funder has a White-centric view of what is a strategic priority and how to measure progress.

Other studies note additional effects of these challenges on Leaders of Color. Among them, burnout from dealing with "the weight of race" in funding is common, as are the devastating effects of cultural ignorance, microaggressions and sometimes flat-out racism. As explained by Vu Le, "*it is tiring and demoralizing to never get enough funds to fully implement solutions we know from lived experience would work, while our White colleagues get 10 times the funds we had asked for to implement ideas we know would fail because, while well meaning, they have no understanding of or relationships with the communities they are trying to serve.*"[17]

This case study looks at how grantee organizations leveraged their BUILD funding and status to influence other philanthropic donors. We explore institutional-strengthening practices implemented by grantees and how they may or may not have supported grantees to reduce the impacts of systemic racism in philanthropy on their organizations. The following questions were explored:

→ Has BUILD strengthened POCFHL organizations and networks and helped them advance their mission? If so, how?
→ Did BUILD contribute to POCFHL grantees' organizational and financial resilience? If so, how?
→ How is BUILD support different from other support received by POCFHL organizations and networks?
→ Did grantees leverage BUILD to mitigate the impacts of systemic racism on their organizations and in their communities? If so, how?

16  Dorsey et al., "Overcoming the Racial Bias in Philanthropic Funding."
17  Vu Le, "Why More and More Executive Directors of Color Are Leaving Their Positions, and What We Need to Do About It," Race to Lead. The article is available on the Race to Lead website. Vu Le is the former Executive Director of Rainier Valley Corps, a nonprofit in Seattle that promotes social justice by developing Leaders of Color, strengthening organizations led by Communities of Color and fostering collaboration between diverse communities.

**2** **Findings**

### Has BUILD strengthened POCFHL organizations and networks and helped them advance their mission? If so, how?

BUILD provided grantees time to reflect and time to strategize on their work with networks, partners and allies. With more developed and clearer strategies, grantees have strengthened their presence and leadership in and within their networks in the field.

BUILD contributed to creating stronger organizations by prioritizing funding specifically for institutional strengthening. For most POCFHL grantees, this was the first time they had received funding for institutional strengthening and were able to focus on it. With this funding, they grew and stabilized systems, procedures, human resources and financial organizational systems.

All eight grantees interviewed as part of this case study utilized BUILD support for growth, consolidation and sustainability—specifically, to develop staff capacity to align with strategic direction. This meant promoting staff to leadership positions within the organization, offering professional development opportunities, sharing decision-making power and strengthening senior leadership teams. One grantee explained, "*BUILD is also significant because it is hugely validating around institutional strengthening and leadership support*."

Hiring and maintaining staff allowed senior leadership and executive directors to work on the vision and mission of their organization and not be consumed by day-to-day operations. Executive directors were able to support larger collaboratives in their program strategy areas, focus on fundraising, attend convenings and advocate at the local and national levels. One executive director said that she could finally focus on executive director–level duties because there were people on her team who could run programs and operations. Most grantees have hired operations staff, program staff, strengthened their communications team, hired financial support and invested in human resources.

BUILD had an impact on the role of the grantees in leading and taking part in networks. For example, grantees in the case study reported that they had the capacity to strengthen their networks by being more present, taking leadership roles in collaboratives, having a stronger focus on base building, gaining trust and recognition, and offering leadership development to their network partners. As one grantee explained, "*we also fought from the margins, not always at the table or even in the room. We are small and scrappy, but strategic and impactful. [We were] always trying to get to the table, let alone have a seat at the table. Now we are at the table and we are leading*."

Grantees were able to deepen collaboration and sometimes even led efforts to strengthen and advance the field: "*We looked at other networks, and we are all at the same stage where we do not want to get bigger numbers, but deeper engagement. [We want to] maximize the potential of our current work*."

### Did BUILD contribute to POCFHL grantees' organizational and financial resilience? If so, how?

POCFHL grantees discussed organizational resilience through the lens of their staff and the people they served. Overall, grantees were able to carry on with their mission despite the challenges of 2020 and were able to respond to the communities they served in two ways: response to Covid-19

and the socio-racial landscape. With BUILD support, grantees were better able to set strategic priorities that aligned with their mission and value, and this strengthened their ability to deliver projects and programs. As one grantee explained, "*we were able to stay true to mission and simply build on it and interpret the needs of the community*." Another grantee added that "*resilience means being able to continue to serve and honor our founding mission*."

With BUILD funding, grantees also helped their partners to become stronger, more resilient and impactful by supporting them in establishing systems (finance, human resources, IT), clarifying their strategy, developing leadership and focusing on communications capabilities.

In 2019 grantees spoke of how they had to pivot as a result of the 2016 US presidential election. In 2021, with greater organizational resilience, grantees pivoted in multiple ways to manage the effects of Covid-19, the racial justice reckoning and movement (Black Lives Matter), and the recognition of health inequities in marginalized communities. BUILD resources were critical, as another grantee explained, to enable them to pivot and be able to do something sensitive to support their Black, Indigenous and People of Color (BIPOC) staff. One grantee specifically said that they took time off to reflect on and acknowledge what was happening in the world.

Grantees also reported that Communities of Color were hit the hardest, yet their organizations still had to justify outcomes and deliverables to donors. However, the Ford Foundation program officers understood the crisis that grantees were experiencing, and as one grantee pointed out, "*if there is a time to bet on these organizations it is now …. The communities we serve are being the most impacted*."

---

### Directing resources to People of Color–led organizations

According to *Grantmaking with a Racial Justice Lens*,[18] the most impactful work in the US is often led by Black- or other People of Color–led organizations that are deeply committed to long-term systems transformation. It further states that people from the communities most affected are the people who should solve the root causes; they are working directly with communities and are knowledgeable about needs and opportunities. Resources need to be directed to community-based workers and their organizations. Yet, philanthropy typically underinvests in these groups, which can add strain even to organizations with high capacity and especially to those with fewer staff members to manage their operations.

With BUILD, these community-focused organizations were able to respond to the moment. The BUILD model enabled them to invest in what they needed and to invest in a time of crisis. BUILD also helped organizations hire and invest in infrastructure in order to be financially resilient in a time of uncertainty. As one grantee pointed out, "*BUILD provided a base and support that allowed us to adapt to Covid-19 and fundraise in a new environment*."

---

18  Rinku Sen and Lori Villarosa, *Grantmaking with a Racial Justice Lens: A Practical Guide* (Washington, DC: Philanthropic Initiative for Racial Equity, 2019).

**How is BUILD support different from other support received by POCFHL organizations and networks?**

Traditional funders usually see large, typically White-led, legacy organizations as models of success that can be trusted with flexible funding and funding overall. In contrast, and given the history of structural racism in philanthropy, POCFHL organizations typically receive lower levels of funding overall and especially of flexible funding.[19] This sets up a dynamic in which legacy organizations can use flexible money to build programs that fulfill standard philanthropic expectations of impact, while POCFHL organizations focus on smaller programs, with more limited results, and which in turn seem less successful. This only reinforces the notion that POCFHL organizations have less "*absorptive capacity*" to use large amounts of funding and flexible resources. Compounding this, with limited ability to decide how to use their funds, POCFHL organizations have been conditioned to focus on programs for which they can get funding rather than what might best support their constituents. As one grantee shared, "*People of Color organizations are often not trusted to manage general operating support grants of any size. But without a large general operating support grant, they can't prove otherwise. BUILD breaks that cycle.*"

Grantees shared that they are often not represented at roundtables of donors, and also explained that donors tend to be risk-averse with POCFHL organizations, especially because they try to implement new practices to replace old practices from non-POCFHL organizations that did not work.

Additionally, POCFHL organizations measure success very differently compared with traditional organizations: "*perceptions of our strengths and weaknesses [or] gaps are oftentimes rooted in metrics that are valued in a White context and are not applicable to us.*" Philanthropy is often locked into traditional ways of measuring success, and for these organizations measurable outcomes look different. For example, a grantee discussed how a measure of success to funders might be increasing their membership numbers, but for them it should be about deepening the relationships they have with their existing members. As a result, philanthropic actors see POCFHL organizations as risky, not ready and not qualified to handle large, flexible, long-term grants. As explained by one grantee, "*our history has been conditioned; the way we were created and formed was that we had to conform to some of the ideals that came from outside of us.*" Another organization stated that "*there has to be a profound shift that privileges different values around different models.*"

With BUILD, POCFHL grantees felt that they had flexibility to use the resources as they saw fit. For these grantees, this was a significant change, as most of the funding they receive is earmarked for specific programs or projects. BUILD enabled organizations to invest in what they particularly needed: organizational development, clarity and strategic planning, and infrastructures and systems. Long-term investment and flexibility allowed these organizations to focus on growth (when appropriate) and sustainability without constantly having to raise more money.

BUILD also offered opportunities for connection and collaboration with other grantees. Many grantees spoke about the shared space created by BUILD for collaboration and for moral support through CCTA offerings, including the cohort for new executive directors and for Women of Color leaders as well as the additional financial support and guidance provided during Covid-19.

POCFHL grantees mentioned the extra hoops they have to jump through in order to successfully access philanthropic funding. One grantee shared a specific challenge they managed to overcome

---

19   Dorsey et al., "Overcoming the Racial Bias in Philanthropic Funding."

thanks to their BUILD grant: "*Often Women of Color are not allowed to fail. No second chances. They feel they have to get everything right and often without support or mentoring. That limits risk-taking. This grant protected us from that fear [of losing funding during a transitional period].*"

**Did grantees leverage BUILD to mitigate the impacts of systemic racism on their organizations and in their communities? If so, how?**

Organizations interviewed as part of this case study stated that many funders assume they know what is best for the communities they fund and set their agendas without consulting with grantees: "*The top-down model has to change, where foundations decide what the issues and agendas are, and organizations work to fit into that even though they don't match and have their own ideas.*" Another grantee added, "*Philanthropy needs to relinquish their power and give it to organizations that have authentic relationships [with the communities they serve].*" According to a study conducted by the *Stanford Social Innovation Review* in 2016,[20] grantmaking practices perpetuate inequities in society. One grantee shared that donors are risk-averse and tend to fund conservative, well-established organizations that have a longer history. This is not always the case with POCFHL organizations, which may be newer to the field, take more risks and are currently building their history and legacy with their work.

One grantee said that they were able to co-design the grant and programs with BUILD and that this process led them to do what they knew needed to be done in order to survive a crisis and support the community in the current context in the field: "*We understand how Organizations of Color serve their community, and how the field serves communities we serve …. Co-active co-creation is even more important now, and it is what we appreciated about BUILD. With BUILD there was an opportunity to co-create.*"

Being able to define their own narrative is imperative for POCFHL organizations, not just because they understand the communities they serve, but also because it is through this narrative that mission impact is demonstrated. According to one grantee, "*BUILD has given us the tools we need to engage differently with our audience by defining our narrative.*"

## 3  Lessons learned

BUILD contributed to institutional strengthening by supporting organizational development among POCFHL grantees. The support allowed grantees to take the time to strengthen their capacity to focus on the development of systems, processes and strategy.

With clearly articulated strategies, grantees were able to strengthen their presence and leadership in People of Color networks. In addition, with time, space and capacity, grantees continued to strengthen their mission impact work.

All grantees except for one leveraged BUILD resources to create more data, research and publications. This work is elevating their profile and credibility as POCFHL organizations and in turn creating a space where POCFHL organizations can leverage resources and seek further support from funders.

---

20  Nancy Chan and Pamela Fischer, "Eliminating Implicit Bias in Grantmaking Practice," *Stanford Social Innovation Review*, December 1, 2016. The article is available on the website of the *Stanford Social Innovation Review*.

Philanthropy continues to put extra burdens on POCFHL organizations by requiring more reporting, micromanaging programs and offering restricted funds.[21] Using their BUILD funding, POCFHL organizations are demonstrating that they can still have impact and serve their communities with a culturally responsive approach that philanthropy has yet to fully trust.

# 4 Recommendations

## For POCFHL organizations

1. Continue to focus on institutional strengthening since strong organizations are best positioned to mitigate external and historical racism.
2. Continue to seek flexible funds that will facilitate POCFHL organizations to both survive and thrive.
3. Continue to challenge the barriers that restrict access to philanthropy for POCFHL organizations such as closed application processes, micromanagement, evaluation of success and programmatic funding, and challenge the assumption that POCFHL organizations cannot manage large grants.

## For the Ford Foundation

1. Continue to fund organizations historically founded and led by People of Color that truly understand the communities they serve.
2. Continue to allow space for co-creating grants and programs with grantees, especially those serving marginalized communities.

## For other philanthropies

1. Learn about the pressing needs of communities by partnering with POCFHL organizations, and determine priorities collaboratively.
2. Commit multiyear grants to POCFHL organizations so they are economically stable to meet the uphill battle of social change.
3. Offer opportunities for POCFHL organizations to connect with philanthropy. Limited and restricted access is still a critical component of the historical and systemic racism that has existed in the field when it comes to funding POCFHL organizations. Open the door, give them a seat at the table, and introduce them to your peers.

# 5 Methods, data sources and limitations

The approach for this case study is primarily qualitative, based on interviews with grantees during *Evaluation Phase 1 and 2*. It includes findings from a literature review of organizations led by People of Color, though the literature review does not differentiate between organizations led by People of Color and organizations founded and historically led by People of Color.

This case study also relies on interviews conducted in two phases. The first phase of interviews was conducted in person in 2019 and also included focus groups of grantee leaders and other POCFHL

---

21  Dorsey, Bradach and Kim, "Racial Equity and Philanthropy"; Dorsey et al., "Overcoming the Racial Bias in Philanthropic Funding."

nonprofit leaders. These interviews focused more on the operational side of BUILD and how organizations were leveraging BUILD. The second phase of interviews was conducted (virtually) in 2021, and these interviews focused on organizational and financial resilience in the face of Covid-19 and racial reckoning. The interviews included grantee staff (among leaders, management and operational staff), and the purpose was to understand the POCFHL experience as well as whether and how BUILD contributed to their mission impact and their ability to mitigate systemic racism in philanthropy.

It is difficult to disentangle and verify what exactly is a result of BUILD versus what is a result of the continued work of the organizations and the current environment. Despite this limitation, the BUILD contributions are presented from the grantee's perspective. This case study therefore presents individual examples of how POCFHL organizations have experienced BUILD in their current work.

Data sources include:

→   a literature review
→   case study–specific qualitative interview questions about philanthropy and POCFHL organizations
→   questions collected in the full cohort survey and an online interview guide during *Phase 2*

Grantees were identified collaboratively with the Ford Foundation and selected to reflect diversity of age, geography, leadership and focus on issues affecting People of Color.

## Table 5. Grantees who participated in this case study

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities |
|---|---|---|---|---|---|
| **Studio Museum of Harlem** Creativity and Freedom of Expression New York, US | 1968 | 7,400,000 | 5,000,000 | ▼ | National |
| **National Association of Latino Arts and Culture** Creativity and Freedom of Expression San Antonio, Texas, US | 1989 | 1,800,000 | 1,400,000 | ■ | National |
| **National Latina Institute for Reproductive Justice (formerly known as the National Latina Institute for Reproductive Health)** Gender, Racial Equity and Justice Washington, DC, US | 1994 | 4,845,949 | 5,400,000 | ▼ | National |

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities |
|---|---|---|---|---|---|
| **Movement Strategy Center** Civic Engagement and Governance Oakland, California, US | 2001 | 16,000,000 | 3,850,000 | ▼ (green) | National |
| **Forward Together** Gender, Racial Equity and Justice Oakland, California, US | 1989 | 4,989,148 | 2,050,000 | ■ (yellow) | National |
| **Media Justice (formerly known as Center for Media Justice)** Technology and Society Oakland, California, US | 2008 | 1,514,364 | 3,100,000 | ▲ (red) | National |
| **Muslim Advocates** Gender, Racial Equity and Justice Washington, DC, US | 2005 | 3,420,000 | 3,000,000 | ■ (yellow) | National |
| **Hope Enterprise Corporation** Rural; Future of Work(ers) Jackson, Mississippi, US | 2002 | 13,723,900 | 5,000,000 | ▼ (green) | National |

▼ Lower dependency (<15%),  ■ Medium dependency (15% to 30%),  ▲ Higher dependency (>30%)

# e. Indigenous People–led organizations

## A brief snapshot

The purpose of this case study is to explore Indigenous People–led (IP-led) BUILD grantees[22] as a group in the evaluation, to share some of the strengths and challenges that IP-led organizations experience and BUILD's unique impacts (if any) on IP-led organizations. This case study looks at institutional strengthening, organizational development, sustainability and the unique narratives of IP-led grantees.

Institutional strengthening for IP-led grantees is centered in the communities and territories they serve. They view institutional strengthening as a means to support Indigenous People and work in partnership with Indigenous Peoples. IP-led grantees believe that the ways in which they develop and operate internally need to reflect the values and ways of operating of the communities and territories and larger ecosystems in which they work. Grantees use resources and time to engage with their communities to further understand their values, systems and processes. With this understanding, grantees can strengthen their own organizational development in ways that reflect the communities they serve. BUILD contributed to organizational development in terms of providing resources and giving grantees the space and time to reflect on their strategies and vision.

IP-led grantees view sustainability as developing and supporting local economies that thrive, creating the space for Indigenous People to flourish socially and to preserve their culture and the environment. The "BUILD effect" is that BUILD provides resources for grantees to reflect together with communities, lead with direction and become stronger organizations in their context.

Nonetheless, IP-led grantees struggle in the larger context, notably to share their voices in philanthropy and in the traditional Western context. BUILD has amplified the voices of IP-led organizations so they are better able to shift and share the narratives of Indigenous People.

## Key findings

→ BUILD contributed to the organizational development of IP-led grantees by offering space, resources and time to fully develop their vision and strategies in conjunction with their communities. Institutional strength gives IP-led organizations the ability to better support the Indigenous communities and territories they serve. This is especially true as IP-led organizations had to pivot in 2020 and focus on supporting their communities during the global pandemic.

→ Sustainability for IP-led grantees is strongly embedded in the economic, social, cultural and environmental context, unlike the traditional Western way of looking at sustainability largely from an economic perspective. BUILD contributed to the sustainability of IP-led grantees with flexible funding, a focus on institutional strengthening and a connection to other funders and other IP-led organizations with which they could share challenges and solutions.

---

22  IP-led organizations represent Indigenous perspectives, support efforts at cultural resurgence and serve the interests of Indigenous communities. They mobilize to gain political recognition for cultural rights and access to land and economic resources, and focus on improving security of land tenure, strengthening governance and promoting public investments in quality and culturally appropriate service provision. IP-led organizations often favor democratic and participatory governance within their organizations.

→   BUILD supported IP-led grantees in lifting their narrative and in getting further funding and recognition in the field.

# 1  Overview

The purpose of this case study is to explore IP-led BUILD grantees as a group in the evaluation, to share some of the strengths and challenges that IP-led organizations experience and to better understand the unique impacts (if any) of BUILD on IP-led organizations.

This case study was informed by two convenings of Indigenous, Afro-descendant and traditional organizations facilitated by the Ford Foundation offices in Mexico City (2019) and the Andean Region (2020).

The Evaluation Team hypothesized that this case study would yield lessons on how philanthropy can best support the strengthening of IP-led organizations as well as social justice organizations that do not follow or seek to follow traditional Northern/Western models of organizational development.

Specifically, the case study focuses on:

1.  **Institutional strengthening**
    →   What does institutional strengthening entail for IP-led organizations? Does BUILD contribute to the institutional strengthening of IP-led grantees? If so, how?

2.  **Sustainability**
    →   What does sustainability entail for IP-led organizations? Does Build contribute to and influence the sustainability of IP-led grantees? If so, how?

3.  **Philanthropy**
    →   How have philanthropic practices reinforced Western, rather than Indigenous, knowledge and models of organizational development? How can IP-led organizations promote Indigenous narratives and encourage new approaches in philanthropy? Does Build help amplify the voice of IP-led organizations in the world of non-Indigenous philanthropy? If so, how? If not, why not?

# 2  Findings

**What does institutional strengthening entail for IP-led organizations? Does BUILD contribute to the institutional strengthening of IP-led grantees? If so, how?**

Institutional strengthening is a long-term process for IP-led organizations. One grantee defined it as the ability to strengthen the internal capacities in their own organization and the territories in which they work so that Indigenous towns and peoples are better served. BUILD supported this effort by offering grantees the space, resources and time to fully develop their strategies and focus their work on communities. Grantees used BUILD funds to hire consultants for communications, human resources, administration, financial infrastructure and internal systems.

## BUILD supported a reflection on the challenges faced by communities

One grantee, who defends the rights of the Indigenous People in their area, made internal changes after reflecting on the challenges their communities were facing and realized their internal ways of working were no longer applicable to the communities' new reality. "*For many years there was no such reflection of where we are, what is our context, and we as Indigenous People, how ... we respond to that context and guarantee, well, our survival as peoples, guarantee our identity, our culture, continue to control and work in our territories. So BUILD came [in] handy to respond to that need.*" BUILD supported the grantee in restructuring and updating the financial and administrative components of their organization to better support their communities. This enabled the grantee to better manage their activities at both the national and international levels.

One organization said organizational development included developing the capacity of partner organizations to respond to a changing environment. For one organization, the Covid-19 pandemic meant they had to stop their work in Indigenous territories. The organization stated, "*We belong to collectives, to dialogue, to make spaces for reflection ..., and the pandemic—it clashed with our way, especially at the level of activities in territories.*" BUILD's flexible funds allowed grantees to better respond to situations like the Covid-19 pandemic and to community needs. Some organizations took on a new role to support their communities in the emergency. For example, several organizations said they used BUILD funds to provide their communities with equipment and Zoom connectivity so their people could work virtually.

Organizations describe BUILD as the first grant that allowed them to look at their institutional-strengthening processes and implement new structures. BUILD supported mission and programmatic work, and as a result one of the grantees was able to create defined lines of work that supported the organization's work: "*BUILD has helped us in the sense that, in general, neither the government nor international cooperation finances institutional-strengthening processes.*"

To one grantee, institutional strengthening meant having a clear vision and being strategic about how they achieved that vision. They reflected on how to best support their network territories and how to develop strength within the territories they represent. This particular grantee was able to continue their activities during Covid-19, and this was due to their internal institutional strength, which was funded in part by BUILD. Flexible funding helped develop the institutional strengthening of their members at the local level, and this gave them the ability to survive the effects of the Covid-19 pandemic. Institutional strengthening to them meant solidifying their financial systems to support them while they continued their work during the pandemic. One organization stated that flexible funding supported their vision and that this allowed them to continue their work: "*[Institutional] strengthening [helped] because we understand more how to seek and improve our capacities to face the challenges and needs that we currently have.*" This same organization mentioned that it appeared that BUILD was modeled and made for them, that they did not see themselves as a traditional organization, but that, nevertheless, BUILD supported their vision.

Having a solid team of professionals that are representative of the communities and cultures they represent is important to IP-led organizations. One organization spoke extensively about the leadership pipeline they were developing with a new generation of leaders. BUILD gave them

the opportunity to offer competitive salaries so they could attract appropriate talent. It was not just about finding someone who could do the work but also about finding the person who was culturally the right fit, who knew the culture they were serving, the language and the traditions of the people they would serve.

## Does BUILD contribute to and influence the sustainability of IP-led grantees? If so, how?

For IP-led grantees, organizational sustainability is strongly connected with their partner communities. One grantee stated that sustainability was about strengthening the local economy, Indigenous towns and families, and even intergenerational leadership and presence. By supporting the sustainability of organizations, BUILD is, in effect, supporting the sustainability of organizations that empower their communities.

Sustainability is not just about financial aspects; it is also about social and environmental sustainability. As stated by one grantee, "*sustainability is about being present, part of the community, and it means people can benefit from the resources of the community.*" As explained by another grantee, "*sustainability depends on several factors: it is not only an economic issue but also a process of training, of capacities, knowledge and interrelated network connection at the regional level.*"

All grantees in the case study reported that BUILD created spaces for collaboration among organizations facing similar opportunities and challenges at the local, national and international levels, thereby creating a space for conversing on sustainability strategies. BUILD also supported communication and capacity building, which are key components of sustainability. Communications were improved both internally and externally, and there were several proposals to increase capacity building also internally and externally.

Finally, BUILD provided financial security and reduced the need to search for project funding. This led to more time being spent on developing and strengthening the organization. One organization shared that having this space allowed them to develop a 10-year strategic plan. Another grantee was able to create other initiatives within the organization that shaped their institutional strengthening. All the organizations mentioned that BUILD's flexibility was very important because most other funding comes with restrictions. It is important for IP-led organizations that they be able to decide how to use their funds because the communities they serve have specific needs that evolve over time. This flexibility is in part due to the trust of BUILD program officers in these organizations.

## Does BUILD help amplify the voice of IP-led organizations in the world of non-Indigenous philanthropy? If so, how? If not, why not?

Organizations interviewed as part of this case study value culturally responsive storytelling as a means of sharing their work, including with donors. BUILD allowed them to find ways to create and disseminate their stories. For example, one grantee publicized a local census they had led that enabled Indigenous People to collect information from Indigenous People for the first time. BUILD supported the project: "*It was not an external entity that went there to collect information from our territories; instead, it was us who launched a very large team to our [ancestral] territories.*"

BUILD helped IP-led organizations strengthen their communications and enhance their use of social media platforms. One grantee mentioned that they were trying to put forward the message that Indigenous People have something to say and something important to contribute to the

field of social justice: "*It was always thought that what comes from Indigenous People, from rural people, from people who do not have ... the accepted status is all bad.*"

Another grantee shared that BUILD enabled them to be more innovative with their communication. They want the information they share to represent the communities accurately. Communication is about amplifying the voice of the community and "*making sure it is captured.*" The grantee also mentioned that their external communication to partners and donors was more focused and contextualized, providing space for reflection.

The Ford Foundation provided these grantees with a forum to talk about their work with other organizations, BUILD grantees and funders. One grantee mentioned that the Foundation helped to amplify their voices about how the pandemic impacted Indigenous People. This, in turn, was an opportunity to shed light on the inequalities that exist among Indigenous and non-Indigenous populations.

BUILD also facilitated conversations with other funders, which led to new funding opportunities. Grantees reported being more visible to potential new funders and that they received new funding. At the same time, one grantee reported that funders always look at organizational development before looking at the organization as a whole, and that they attempt to shift the conversation toward how the organization fits within the cultural norms, situation and context of the community. Grantees further shared that it was easy for funders to provide one-off funding, but for them their work was constant, whether there was a project or not, because they were a resource to the community. Hence, long-term funding was critical to sustaining their work.

## 3   Lessons learned

This case study suggests that BUILD's flexible, long-term funding and its focus on institutional strengthening benefit IP-led organizations. Flexibility offers grantees the freedom to decide how to best invest in the communities and territories they serve. With long-term funding, organizations experienced security and had the financial resources to strengthen and establish operations and infrastructures. This leads to institutional strengthening and the long-term mission impact these grantees are working toward creating.

IP-led grantees highlighted organizational development as a road to mission impact. Organizational development involved developing infrastructures, which led to the provision of better external support to those they serve. IP-led grantees have a comprehensive definition of sustainability that includes various pillars: social, cultural, environmental and economic sustainability. These reflect the full context of the Indigenous People and towns they serve and the full scope of sustainability.

IP-led organizations have an uphill battle in changing a predominantly Westernized narrative regarding the value they bring to the field. They are often viewed as organizations with limited capacity and less capable in using flexible funds. Grantees are also restricted in the way they communicate with the larger field. IP-led grantees have much to share, and this could influence the field of philanthropy as well as the field of social justice in marginalized communities.

IP-led grantees were able to pivot in 2020 and, despite having to communicate virtually with their territories, they operated effectively and demonstrated success. The pandemic halted their

usual model, which is centered around personal relationships and dialogue. Yet, several IP-led organizations spoke about their successes in offering support to their communities and territories. Importantly, organizations felt that BUILD understood them and trusted them to know what and how to work within their communities.

# 4 Recommendations

## For IP-led organizations

1. Continue to focus on their communities and territories as a successful way to create sustainability.
2. Continue to use BUILD's flexible funding and focus on institutional strengthening to redefine their strategy and follow their mission impact in support of the communities and territories they serve.
3. Continue to open up the lines of leadership and include women and youth.
4. Continue to include women and youth as critical to institutional strengthening and sustainability.

## For the Ford Foundation

1. Continue providing flexible, long-term funding, including for institutional strengthening, so IP-led grantees have the space and resources to implement new structures and systems.
2. Encourage other philanthropic actors to fund IP-led organizations following the BUILD model to allow them to define their areas of focus and be in the driver's seat.

## For other philanthropies

1. Consider offering flexible and long-term funding to IP-led organizations, and allow them to decide how and when to use the resources, as they know their communities and territorial needs best.
2. Offer more resources for institutional strengthening to IP-led organizations because funders often limit this, and it is an important step toward sustainability.

# 5 Methods, data sources and limitations

The approach for this case study is primarily qualitative. Data was gathered via semi-structured interviews conducted virtually in 2021, during *Evaluation Phase 2*. The interviews included grantee staff (including leaders, management and operational staff), and the purpose was to understand the IP-led experience in more depth and how BUILD contributed to their experience.

A key limitation of this case study relates to the variety of circumstances faced by these organizations due to their socio-political context. It is also difficult to disentangle and verify what exactly is a result of BUILD versus what is a result of the continued work of the organizations. Despite this limitation, the BUILD contributions are presented from the grantee's perspective.

Another limitation was the representation of IP-led grantees included in the case study. These organizations were selected in consultation with Filippo del Gatto, a Ford Foundation consultant

who has worked extensively with the grantees in the Andean Region. These organizations had the capacity and bandwidth to respond to the request for an interview. Others who did not could not be included in this case study.

This case study therefore presents examples of how IP-led grantees have experienced BUILD in their current work. Generalizations were made only where evidence was available.

## Table 6. Grantees who participated in this case study

| Grantee | Year established | Annual budget size (USD at time BUILD grant was made; 2016 to 2019) | 5-year BUILD amount (USD) | BUILD dependency (grant as % of annual budget / 5 years) | Primary geographic scope of activities |
|---|---|---|---|---|---|
| **Friends of Lake Turkana** Eastern Africa Kenya, Africa | 2013 | 1,071,615 | 1,500,000 | 🟡 | Regional |
| **The Indigenous Peoples' Alliance of the Archipelago (AMAN)** Indonesia/ Natural Resources and Climate Change Indonesia | 1990 | 1,911,825 | 1,826,190 | 🟡 | National |
| **Organización Nacional Indígena de Colombia (National Indigenous Organization of Colombia (ONIC))** Andean Region Colombia | 1960 | 6,228,661 | 2,000,000 | 🟢▼ | National |
| **Center for Indigenous Cultures of Peru (Chirapaq)** Andean Region Peru | 1991 | 804,620 | 2,000,000 | 🔴▲ | National |
| **Mesoamerican Alliance for Peoples and Forests (AMPB)** Equitable Development Guatemala | 2001 | 3,950,000 | 1,505,000 | 🔴▲ | International |

🟢▼ Lower dependency (<15%), 🟡■ Medium dependency (15% to 30%), 🔴▲ Higher dependency (>30%)

# II. Methodological note

The evaluation of the BUILD initiative was launched in February 2018 as a Developmental Evaluation. Developmental Evaluation is an iterative and flexible approach designed to assist social innovators in developing initiatives in complex and uncertain environments. Developmental Evaluation seeks to guide implementation and adaptation by providing real-time feedback to the institution and key constituencies. Developmental Evaluation is particularly suited to innovation, radical program redesign, complex issues, and crises—all of which characterize the BUILD experience.

In line with this approach, the structure of the evaluation and the learning questions for BUILD were developed and agreed upon in a co-creation workshop held with the Ford Foundation and BUILD grantees in September 2018. These questions were the following:

### *Learning Question 1: Have the BUILD components reflected the underlying principles?*

This question examined BUILD's various components from facilitating peer networking to providing flexible and multiyear funding. The Evaluation Team also looked at each component's ability to enable the grantee to determine its activities in terms of internal strengthening and external programming. "Grantee in the driver's seat" is an important stated principle of the BUILD initiative.

### *Learning Question 2: In which ways are the grantees' organizations institutionally stronger now?*

This question looked at how grantees used BUILD resources to strengthen their organizations, including strategic clarity, human resources, internal systems, financial resilience, leadership transitions and governance, organizational culture, diversity, equity and inclusion, and safety and security.

### *Learning Question 3: How does the BUILD approach contribute to networks?*

BUILD's stated aim to strengthen organizations and networks was investigated by looking at how BUILD influenced grantees engaging and influencing their networks (formal and informal).

### *Learning Question 4: In which way has BUILD contributed to advances in social justice?*

This question looked at the impact of grantees and how BUILD may have contributed, directly or indirectly, to that impact. Stakeholders agreed this would be the most difficult to measure since so many factors influence mission impact, and most grantees are seeking long-term impact on systems and macro-level outcomes.

# Stages of the evaluation

The first stage included a *Familiarization Phase*[23] in 2018 and was followed by an *Initial Trend Analysis* (ITA)[24] in 2019 during the second stage to determine the initial trajectory of grantees in terms of strengthening and impact.

The third stage—referred to as *Evaluation Phase 1*—was a period of intensive data collection (2019 to 2020). Data was collected through site visits to grantees and Ford Foundation program and strategy offices, a survey of BUILD grantees to date, a review of grantee applications, program officer recommendations, grantee narrative reports and structured case studies that usually included eight grantees with similar contexts or organizational types. Each case study included a literature review.

*Evaluation Phase 1* case studies looked at the following contexts and types of organizations:

→   established organizations
→   emerging organizations
→   network organizations
→   organizations going through leadership transitions
→   grassroots mobilizing organizations
→   challenging environments
→   organizations historically led by People of Color (US only)

These case studies and observations were primarily conducted with in-person site visits. Visits were concluded shortly before the Covid-19 pandemic began. This stage of the evaluation also included observations and interviews related to several convenings, cohorts and regional meetings. The findings from *Evaluation Phase 1* are presented in the *Interim Report*, available on the Ford Foundation website.[25]

The present report captures findings and analysis from the final stage of the evaluation, *Evaluation Phase 2*, which took place in 2021. This fourth stage was conducted remotely using Zoom and other forms of digital communication due to restrictions on travel during the pandemic. This stage used revised learning questions and a broader data set to triangulate BUILD's influence on grantees and their networks over time. The data sources and how they were used are detailed in Annex III.

The revised learning questions for *Evaluation Phase 2* were as follows:

***Learning Question 1: Has BUILD been organized and implemented optimally to achieve the desired impacts?***

> Similar to the *Evaluation Phase 1* question, this question was designed to look deeper into how CCTA and OMT supported grantees and how relationships between program officers and grantees had changed, and also to find the best approach to determining grant size.

---

23  *Familiarization Report: Final Report* (Stockholm: NIRAS Sweden, 2019). To download the Familiarization Report, visit the Ford Foundation website.
24  *Initial Trend Analysis Report* (Stockholm: NIRAS Sweden, 2019). To download the *Initial Trend Analysis Report*, visit the Ford Foundation website.
25  Niras, *Interim Report*.

### *Learning Question 2: How has BUILD strengthened grantees?*

In *Evaluation Phase 2*, we looked closer at BUILD's contribution to strengthening effects on organizational and financial resilience.

### *Learning Question 4: Does strengthening key institutions and networks advance (or consolidate past advances in) social justice?*

This question prioritized looking at how BUILD contributed to grantees' mission impact through organizational strengthening support and related changes in programmatic outcomes.

Learning Question 3 was not a primary focus during *Evaluation Phase 2*. *Evaluation Phase 1* already established strong findings in this area.

During *Evaluation Phase 2*, the case study foci were adjusted based on what was learned during *Evaluation Phase 1*. In continuing case studies, most of the same grantees participated to maintain consistency across the phases. Occasionally a grantee was added to supplement grantees who were unavailable to participate or to expand geographic representation. Case studies that continued in *Evaluation Phase 2* examined changes over time and/or pursued questions generated but not answered in *Evaluation Phase 1*.

*Evaluation Phase 2* case studies looked at the following contexts and types of organizations:

→ established and emerging organizations
→ organizations going through leadership transitions
→ network and grassroots organizing/mobilizing grantees
→ organizations founded and historically led by People of Color in the United States
→ organizations led by Indigenous People

In addition to surveys, interviews and case studies, *Evaluation Phase 2* included more robust literature reviews and use of secondary data, including the Ford Foundation's grantee database, reports and funding history, the Center for Effective Philanthropy "Grantee Perception Reports" (2017, 2021), grantees' Organizational Mapping Tool aggregate data and a review of data from participation in BUILD-supported convenings, cohorts and technical assistance programs.

During *Evaluation Phase 2*, there were no in-person cohorts, convenings or technical assistance sessions to attend, but members of the Evaluation Team joined and observed virtual gatherings hosted by the Ford Foundation generally and/or the BUILD team specifically.

The Full Cohort Survey (FCS) was administered a second time during *Evaluation Phase 2* to measure change over time since *Evaluation Phase 1*. It was followed with a more detailed and open-ended questionnaire that built on the responses to the FCS. The Online Interview Tool (OIT) survey was administered to a stratified sample of grantees to ensure representation according to geographic location, size, BUILD dependency and length of time since receiving the BUILD grant.

# Methodology

The overall method used was Contribution Analysis,[26] combined with a Most Significant Change[27] lens. These methods were used in an effort to understand the extent to which BUILD support is contributing to changes while acknowledging that contextual factors and preexisting trajectories greatly influence these changes. The use of Contribution Analysis involved pursuing several lines of inquiry to generate the evidence needed to examine the BUILD value proposition and assess the extent to which it is contributing to change within grantee institutions, across their networks and fields, and for their constituencies.

The interviews conducted with grantees throughout the evaluation sought to record their achievements in relation to BUILD's goals and potential unintended positive or negative outcomes. Interviewees were encouraged to explain their views about what the wider contexts of political change and the shifting landscape of donor funding meant for drawing conclusions about the influence of BUILD support. BUILD's emphasis on institutional strengthening meant that intermediate outcomes were in focus. The complexity of the work grantees do and the context in which they do it means that direct attribution of actual mission impacts to BUILD support is less focused. Combining Contribution Analysis and Most Significant Change helped the Evaluation Team bring some clarity to the contributions BUILD makes to grantees and their mission impact, without claiming to be able to determine exclusive or direct attribution.

Most Significant Change was applied by asking grantees about what significant changes had occurred in their organizations, networks and their mission impact, and then tracing if and how BUILD contributed to these changes. This approach was effective for bringing out how grantees had leveraged BUILD to work within a very volatile period. Most grantees were clear about what changes they had experienced and how BUILD catalyzed or contributed to them. We also interviewed key stakeholders to validate what we had heard from grantees. These stakeholders included field partners, network members and board members.

Once our team had produced a draft analysis of the data, we conducted validation sessions with participating grantees. These sessions were designed to ensure that the findings were accurate and that the stories they tell were the most primary and important. With validation feedback from grantees and Ford Foundation staff, we finalized the analysis and compiled this report.

---

26  John Mayne, "Contribution Analysis: An Approach to Exploring Cause and Effect," *ILAC Brief* 16, May 2008.
27  "Most Significant Change," Better Evaluation website, accessed December 3, 2021. This post is available on the Better Evaluation website.

# III. Data sources

The data sources are described in the Introduction to this report and detailed in Annex II.

Annex III provides an explanation of which data sources were used to answer the learning questions. We then present data reports and graphs for key aggregated data from the Ford Foundation's Fluxx database, the Full Cohort Survey, the Online Interview Tool, the Organizational Mapping Tool (OMT) reports and the Center for Effective Philanthropy's Grantee Perception Report. All graphs are presented following the order of the answer choices as seen by participants.

Finally, we list all BUILD grantees who participated in this evaluation and present the questionnaires used for the Full Cohort Survey (FCS) and the Online Interview Tool (OIT).

## a. Data sources used to answer the learning questions

### Table 7. Learning Question 1: Has BUILD been organized and implemented optimally to achieve the desired impacts?

| Priority area(s) | Primary data sources | Secondary data sources |
|---|---|---|
| **CCTA**<br>How has CCTA contributed to grantees? Have grantees applied lessons from the CCTA offerings to their work? Which CCTA offerings, and how have grantees applied the lessons? To what effect? What has been the specific value added of BUILD's CCTA offerings compared with technical assistance support that other donors provide? | → Full Cohort Survey with grantees<br>→ Online interviews with grantees | → List of CCTA activities<br>→ Literature review<br>→ *Interim Report* findings |
| **OMT**<br>Which types of organizations found the OMT to be more useful or less useful? Why was the OMT experienced in these ways? Are there cases in which the OMT has contributed to an ongoing process of internal organizational assessment and/or a stronger culture of learning for the grantee? If yes, has this contributed to organizational resilience and/or effectiveness? | → Full Cohort Survey with grantees<br>→ Online interviews with grantees | → OMT data<br>→ *Interim Report* findings |
| **PO–grantee relationship**<br>How has BUILD changed the relationships between grantees and the Ford Foundation program officers? How has that change contributed to grantees? | → Full Cohort Survey with grantees<br>→ Online interviews with grantees<br>→ Qualitative interviews with POs<br>→ Qualitative interviews with grantees | → CEP data |

| Priority area(s) | Primary data sources | Secondary data sources |
|---|---|---|
| **Right sizing**<br>What is the right size of a BUILD grant to be most responsive to grantees' opportunities and needs? What is the best approach to determining the right size? | → Full Cohort Survey with grantees<br>→ Online interviews with grantees<br>→ Qualitative interviews with POs<br>→ Qualitative interviews with grantees | → Grantee budget size, BUILD grant size, core support / general operating support<br>→ Historical Ford funding data |

## Table 8. Learning Question 2: How has BUILD strengthened grantees?

| Priority area(s) | Primary data sources | Secondary data sources |
|---|---|---|
| **Financial resilience**<br>How does BUILD contribute to financial resilience?<br><br>Under what conditions has BUILD been influential for the financial resilience of these groups and contexts? What do we know about when it has been less impactful?<br>→ organizations historically led by People of Color<br>→ organizations undergoing a leadership transition<br>→ network and grassroots organizations<br>→ IP-led organizations<br>→ Global South–led organizations | → Full Cohort Survey with grantees<br>→ Online interviews with grantees<br>→ Qualitative interviews with grantees (case studies) | → Grantee financial data (collected as part of the OIT)<br>→ OMT data<br>→ Fluxx coding: grantee approach, organization health and financial health assessment, top revenue sources |
| **Organizational resilience and response to context**<br>How does BUILD contribute to organizational resilience, and what does "resilience" imply for grantees?<br><br>What are the specific ways in which the structure of BUILD support has enabled adaptive management in response to Covid-19, increased attention to racial justice, post-election turbulence, challenging political contexts, etc.? Did BUILD allow organizations to adapt to the moment? In what ways?<br><br>Under what conditions has BUILD been influential for these groups and contexts? What do we know about when it has been less impactful?<br>→ organizations historically led by People of Color<br>→ organizations undergoing a leadership transition<br>→ network and grassroots organizations<br>→ IP-led organizations<br>→ Global South–led organizations | → Full Cohort Survey with grantees<br>→ Online interviews with grantees<br>→ Qualitative interviews with grantees (case studies) | → Grantee proposals and narrative reports<br>→ Literature review<br>→ *Interim Report* findings |

Table 9. Learning Question 4: Does strengthening key institutions and networks advance (or consolidate past advances in) social justice?

| Priority area(s) | Primary data sources | Secondary data sources |
|---|---|---|
| **Programmatic outcomes**<br>In what ways, if any, has having a stronger organization enabled grantees to achieve programmatic outcomes? | → Full Cohort Survey with grantees<br>→ Online interviews with grantees | → Grantee proposals and narrative reports<br>→ Literature review |
| **Pathways to mission impact**<br>What are the conditions and pathways that grantees believe are needed for their organization to achieve mission impact? How does being a stronger organization enable grantees to create and/or advance those conditions and pathways to achieving mission impact? | → Full Cohort Survey with grantees<br>→ Online interviews with grantees<br>→ Qualitative interviews with grantees (case studies) | → Grantee proposals and narrative reports<br>→ OMT data |

**Note**: Learning Question 3 was not a primary focus during *Evaluation Phase 2*. Please refer to the *Interim Report*[28] for findings and analysis about this area.

# b. Data report: Aggregated data from the Ford Foundation's Fluxx database (as of January 2021)

**Figure 1. Number of grantees by year (%)**



*Number of observations: 312 grantees (total)*
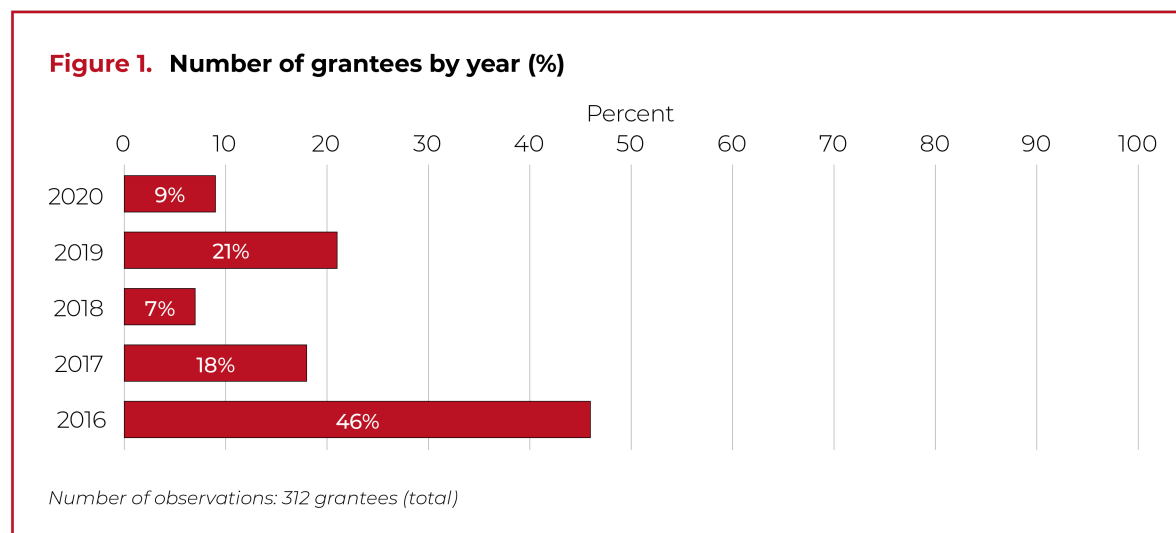
_____
28  NIRAS, *Interim Report*.

**Figure 2.** **Number of grantees working in the US, International (based in the Global North but working internationally) and in the Global South (%)**

International (10%)

US (48%)

Global South (42%)
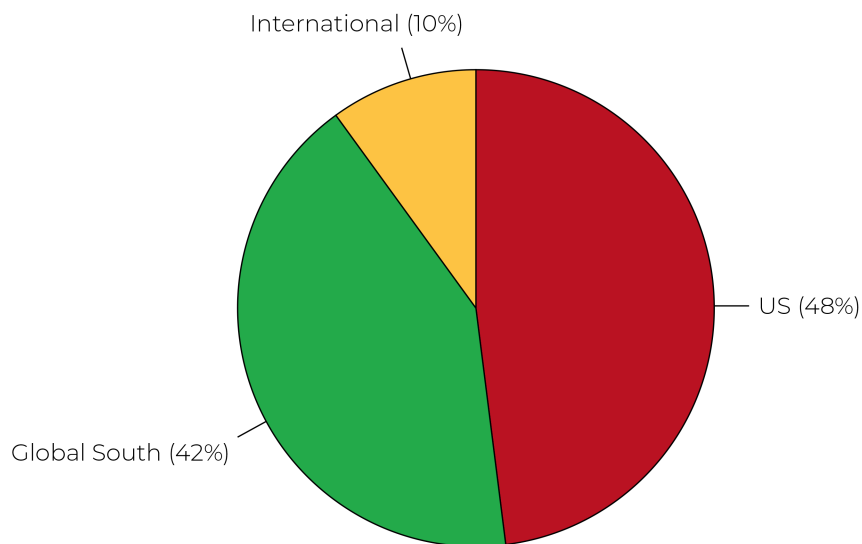
*Number of observations: 312 grantees (total)*

**Figure 3. Grantees by thematic program (%)**

Percent

| Thematic Program | Percent |
|---|---|
| GREJ International | 1% |
| Office of the President | 2% |
| Native American Working Group | 2% |
| Mission Investments | 3% |
| Rural | 4% |
| BUILD | 4% |
| CEG International | 5% |
| States Working Group | 6% |
| Natural Resources and Climate Change | 6% |
| Future of Work(ers) | 6% |
| Just Cities and Regions | 7% |
| Technology and Society | 10% |
| Gender, Racial and Ethnic Justice | 15% |
| Creativity and Free Expression | 15% |
| Civic Engagement and Government | 16% |

Note: GREJ stands for Gender, Racial and Ethnic Justice. CEG stands for Civic Engagement and Government.

*Number of observations: 192 grantees (total)*

**Figure 4.** Grantees by regional office (%)

Percent

| Region | Percent |
|--------|---------|
| China | 4% |
| India | 6% |
| Middle East and North Africa | 8% |
| Andean Region | 8% |
| Southern Africa | 11% |
| Indonesia | 11% |
| Eastern Africa | 12% |
| Brazil | 13% |
| West Africa | 13% |
| Mexico and Central America | 16% |
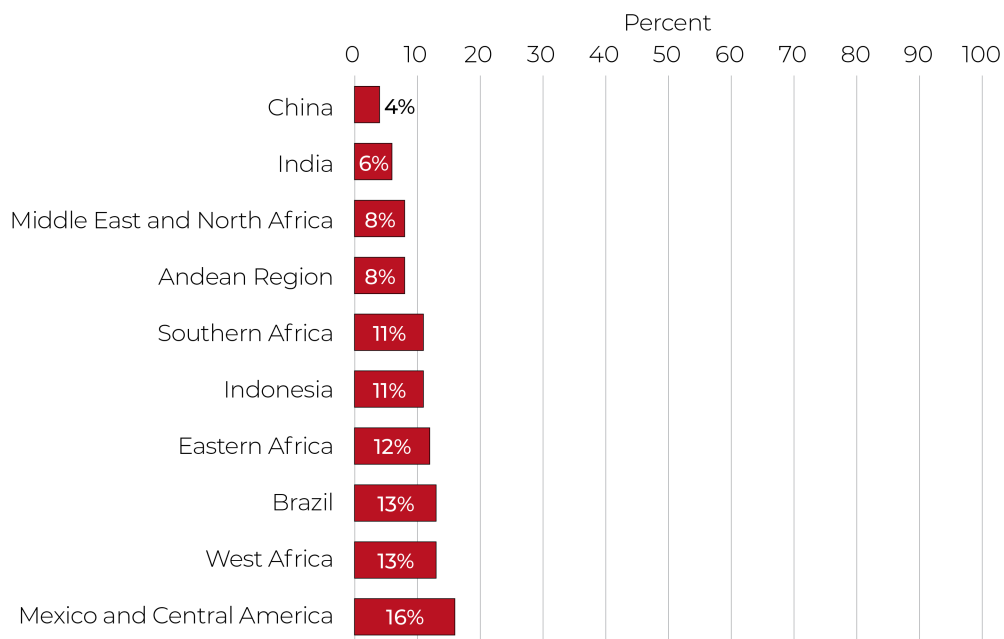
*Number of observations: 120 grantees (total)*

**Figure 5.** Five-year BUILD grant amount, % of grantees

Percent

| Grant amount | Percent |
|--------------|---------|
| Above 5m | 46% |
| Between 2m and 5m | 12% |
| Less than 2m | 42% |
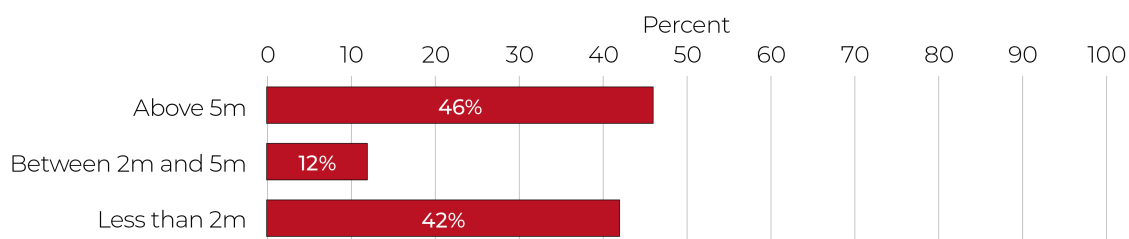
*Number of observations: 312 grantees (total)*

**Figure 6.** **Levels of BUILD dependency, % of grantees**

Percent

| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

High — 29%
Medium — 32%
Low — 38%
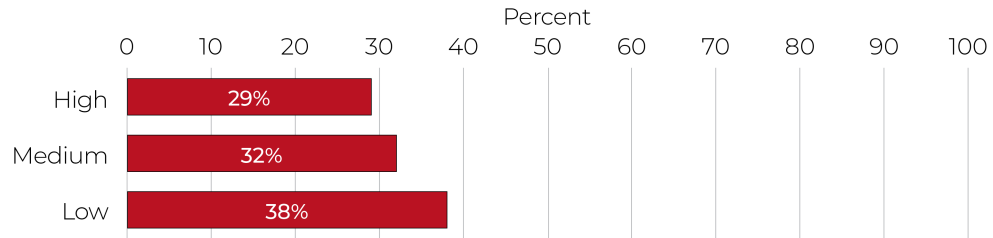
Note: BUILD dependency is calculated by dividing grantees' average annual BUILD grant amount by their annual budget in the year BUILD was awarded. Three categories are used to report on BUILD dependency: *higher dependency (≥30%), medium dependency (15% to 30%), lower dependency (<15%).*

*Number of observations: 312 grantees (total)*

## c. Data report: Ford Foundation historical data

The average number of non-BUILD grants received by BUILD grantees prior to their BUILD grant is **12**, for an average non-BUILD grant amount of **USD 368,360**. In comparison, the average BUILD grant amount (yearly) is USD 540,000.

## Table 10. Number of grantees receiving funding from the Ford Foundation prior to their BUILD grant

| Ford Foundation funding received prior to the BUILD grant | Number of grantees | Notes |
|---|---|---|
| BUILD grantees that have been Ford Foundation grantees since 1970 or earlier | 10 | n/a |
| BUILD grantees that received 20 or more non-BUILD grants prior to their BUILD grant | 46 | On average, these grantees have a BUILD dependency ratio of 12%. The majority of them are US grantees. |
| BUILD grantees that received between two and five non-BUILD grants prior to their BUILD grant | 141 | On average, these grantees have a BUILD dependency ratio of 29%. Seventy-two are US grantees, and 69 are Global South grantees. |
| BUILD grantees that received only one non-BUILD grant prior to their BUILD grant | 34 | On average, these grantees have a BUILD dependency ratio of 31%. Eighteen are US grantees, and 16 are Global South grantees. |

*Number of observations: 231 grantees (for which historical data is available)*

# d. Data report: Full Cohort Survey

The FCS was sent out in 2019 and 2021. One hundred thirty-four grantees (67%) responded in 2019, and 124 grantees (44%) responded in 2021.[29] Sixty grantees completed it in both 2019 and 2021 (recontacted sample). Both 2019 and 2021 samples reflect the composition of the 300+ cohort of BUILD grantees, based on the following criteria: geographic location (US, International, Global South), year of BUILD grant (2016, 2017, 2017, 2018, 2019) and BUILD dependency (low, medium, high).

**Figure 7.** **Which areas are you focusing on with your BUILD grant? (2021, full sample)**

Percent

| Area | Primary focus | Secondary focus |
|---|---|---|
| Growth and sustainability | 72% | 22% |
| Strategic clarity and coherence | 71% | 18% |
| Leadership and governance | 65% | 24% |
| Predictable and flexible funding | 44% | 33% |
| Human resources | 47% | 40% |
| Financial management | 43% | 40% |
| Communication and dissemination capabilities | 49% | 36% |
| Professional development for staff | 40% | 46% |
| Monitoring, evaluation and learning | 34% | 44% |
| Diversity, equity and inclusion | 44% | 40% |
| Research, policy and advocacy capabilities | 28% | 37% |
| Information technology (not related to safety and security) | 23% | 41% |
| Operating reserves | 34% | 28% |
| Safety and security | 25% | 32% |
| Internal communications | 28% | 37% |
| Data analytics capabilities | 10% | 44% |
| Capital facility reserves | 18% | 20% |
| True cost recovery | 14% | 22% |
| Litigation capabilities | 7% | 20% |

■ Primary focus of our BUILD grant   ■ Secondary focus of our BUILD grant

*Number of observations: 116 grantees (total)*

---

29  The 2021 survey was conducted in the context of the Covid-19 pandemic and other US and global crises.

**Figure 8.** **Which areas are you focusing on with your BUILD grant? (both years, recontacted sample, % of primary focus)**



Percent

| Area | 2019 | 2021 |
|------|------|------|
| Growth and sustainability | 70% | 72% |
| Strategic clarity and coherence | 65% | 71% |
| Leadership and governance | 57% | 65% |
| Predictable and flexible funding | 44% | 44% |
| Human resources | 40% | 47% |
| Financial management | 40% | 43% |
| Communication and dissemination capabilities | 39% | 49% |
| Professional development for staff | 38% | 40% |
| Monitoring, evaluation and learning | 38% | 34% |
| Diversity, equity and inclusion | 36% | 44% |
| Research, policy and advocacy capabilities | 28% | 28% |
| Information technology (not related to safety and security) | 26% | 23% |
| Operating reserves | 20% | 34% |
| Safety and security | 18% | 25% |
| Internal communications | 16% | 28% |
| Data analytics capabilities | 11% | 10% |
| Capital facility reserves | 11% | 18% |
| True cost recovery | 11% | 14% |
| Litigation capabilities | 10% | 7% |

■ 2019  ■ 2021

*Number of observations: 133 grantees (2019) and 116 grantees (2021)*

**Figure 9.** **Which areas are you focusing on with your BUILD grant?**
**(2021, US only, % of primary focus)**

Percent

| Area | Percent |
|------|---------|
| Growth and sustainability | 73% |
| Strategic clarity and coherence | 65% |
| Leadership and governance | 58% |
| Predictable and flexible funding | 37% |
| Human resources | 33% |
| Financial management | 27% |
| Communication and dissemination capabilities | 46% |
| Professional development for staff | 38% |
| Monitoring, evaluation and learning | 23% |
| Diversity, equity and inclusion | 46% |
| Research, policy and advocacy capabilities | 25% |
| Information technology (not related to safety and security) | 19% |
| Operating reserves | 23% |
| Safety and security | 13% |
| Internal communications | 27% |
| Data analytics capabilities | 12% |
| Capital facility reserves | 8% |
| True cost recovery | 10% |
| Litigation capabilities | 4% |

■ United States

*Number of observations: 52 grantees (total)*

**Figure 10. Which areas are you focusing on with your BUILD grant?
(2021, Global South only, % of primary focus)**



Percent

| Area | % |
|------|---|
| Growth and sustainability | 76% |
| Strategic clarity and coherence | 76% |
| Leadership and governance | 71% |
| Predictable and flexible funding | 53% |
| Human resources | 61% |
| Financial management | 65% |
| Communication and dissemination capabilities | 51% |
| Professional development for staff | 41% |
| Monitoring, evaluation and learning | 43% |
| Diversity, equity and inclusion | 41% |
| Research, policy and advocacy capabilities | 31% |
| Information technology (not related to safety and security) | 29% |
| Operating reserves | 47% |
| Safety and security | 35% |
| Internal communications | 29% |
| Data analytics capabilities | 10% |
| Capital facility reserves | 29% |
| True cost recovery | 20% |
| Litigation capabilities | 10% |

■ Global South

*Number of observations: 49 grantees (total)*

**Figure 11.** How beneficial has BUILD been in enhancing the following aspects? (both years, recontacted sample)



Percent

| Aspect | 2019 | 2021 |
|---|---|---|
| Strengthen strategies and strategic clarity | 74% | 73% |
| Strengthen financial situation | 60% | 71% |
| Engage in deeper, more strategic, and more trusting relationships with Ford Foundation staff | 57% | 68% |
| Strengthen organizational culture | 55% | 43% |
| Respond to opportunities | 54% | 63% |
| Apply diversity, equity, inclusion principles in our organization and its work | 55% | 44% |
| Support our field and networks and make them stronger | 51% | 48% |
| More effectively implement programs | 49% | 48% |
| Improve the governance of the organization | 50% | 51% |
| Ensure continuity in the leadership of the organization | 49% | 52% |
| Invest in retaining and developing staff | 46% | 56% |
| Adapt to contextual threats | 46% | 61% |
| Strengthen fund raising and other forms of revenue generation | 40% | 49% |
| Increase our organization's external profile | 42% | 54% |
| Expand our work to new issues/ geographies | 38% | 39% |

■ 2019  ■ 2021

*Number of observations: 132 grantees (2019) and 115 grantees (2021)*

**Figure 12.** **Which factors of organizational strengthening have been instrumental in enhancing impact? (2021, full sample)**

Percent

| Factor | To a large extent | To some extent | To a small extent | Not at all |
|---|---|---|---|---|
| Strengthen our strategies and strategic clarity | 69% | 22% | 9% | |
| More effectively implement our programs | 67% | 25% | 6% | 3% |
| Respond to opportunities | 66% | 29% | 6% | |
| Strengthen financial situation | 63% | 30% | 8% | |
| Ensure continuity in the leadership of the organization | 44% | 33% | 18% | 5% |
| Engage in deeper, more strategic, and more trusting relationships with Ford Foundation staff | 59% | 35% | 5% | 1% |
| Support our field and networks and make them stronger | 55% | 36% | 7% | 2% |
| Adapt to contextual threats | 64% | 29% | 4% | 3% |
| Improve our governance | 51% | 30% | 14% | 5% |

■ To a large extent  ■ To some extent  ■ To a small extent  ☐ Not at all

*Number of observations: 105 grantees (total)*

**Figure 13.** **As a result of being a BUILD grantee, did your organization leverage … ? (both years, recontacted sample)**

Percent

| | 2019 | 2021 |
|---|---|---|
| Any new funding | 75% | 67% |
| Improvements (such as funding size, length, type or conditions) to any existing funding | 50% | 33% |

■ 2019  ■ 2021
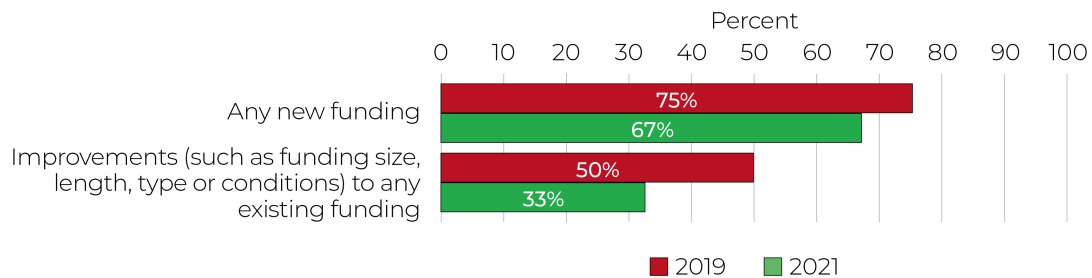
*Number of observations: 122 grantees (2019) and 96 grantees (2021)*

**Figure 14. How much have various components of BUILD influenced your organization? (2021, full sample)**



Percent

| Component | Large positive influence | Some positive influence | Little to neutral influence | Some negative influence | Large negative influence |
|---|---|---|---|---|---|
| Dedicated funding for institutional strengthening | 91% | 8% | | | 1% |
| Multi-year funding commitment | 92% | 5% | | | 3% |
| Flexible funding | 89% | 8% | | | 3% |
| Relationship with Program Officer | 73% | 24% | | | 4% |
| Organizational Mapping Tool (OMT) for priority assessment | 45% | 35% | 16% | 2% | 1% |
| Conferences and convenings | 30% | 49% | 19% | | 1% |
| Peer networking and learning | 38% | 39% | 22% | | |
| Technical assistance and training | 32% | 49% | 17% | | 1% |

■ Large positive influence    ■ Some positive influence    ■ Little to neutral influence
■ Some negative influence    □ Large negative influence

*Number of observations: 102 grantees (total)*

# e. Data report: Online Interview Tool (OIT)

An in-depth online interview questionnaire that included open-ended questions was sent to a stratified, random sample of grantees representative of the BUILD cohort (as of December 2020) by geography, year of grant, size of grantee budget, BUILD dependency[30] and the Ford Foundation program, strategy or regional office administering the grant and supporting the grantee. The response rate was over 90%, with 82 grantees completing the questionnaire and fulfilling the cohort representation goals. The OIT was administered online in May 2021, with the option to respond by live interview using phone or Zoom.

This questionnaire contained more in-depth and open-ended questions than the Full Cohort Survey. It asked about the grantee's experience with the OMT process and CCTA offerings, grant sizing, program officer relationship, financial resilience, ability to respond to unforeseen circumstances, support for leadership and governance efforts, DEI strategies and achieving mission impact.

---

30  BUILD dependency is calculated by dividing grantees' average annual BUILD grant amount by their annual budget in the year BUILD was awarded. Three categories are used to report on BUILD dependency: *higher dependency* (>30%), *medium dependency* (15% to 30%) and *lower dependency* (<15%).

**Figure 15.** **Was the OMT useful to your organization?**

Percent

| Response | Percent |
|----------|---------|
| Yes, very useful | 6% |
| Yes, it was useful | 70% |
| Yes, somewhat useful | 4% |
| Not useful and/or not a good fit for our organization | 1% |
| I cannot recall | 4% |
| My organization did not use the Organizational Mapping Tool | 15% |
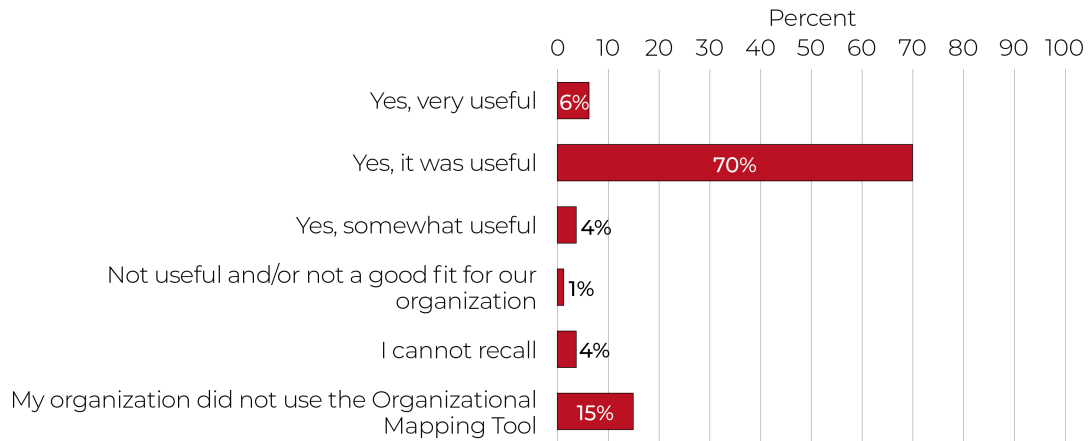
*Number of observations: 80 grantees (total)*

**Figure 16.** **In which way was the OMT useful to your organization? Please select all that apply.**

Percent

| Response | Percent |
|----------|---------|
| Identifying new needs/issues | 62% |
| Beginning or enriching a process of internal reflection and learning | 74% |
| Bringing people in the organization together to share ideas | 67% |
| Prioritizing which organizational issues to focus on | 85% |
| Surfacing current and old hurts/problems and facilitating a discussion around these | 32% |
| None of the above | 0% |
| Other | 21% |
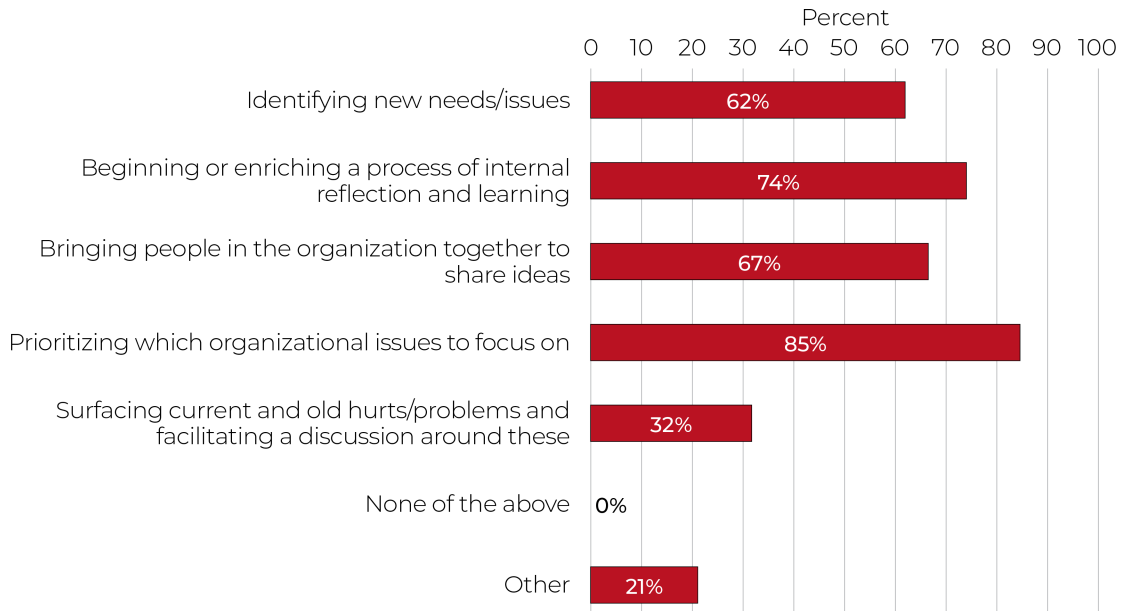
*Number of observations: 66 grantees (total)*

**Figure 17.** If the OMT could have been more useful to your organization, please tell us how. Please select all that apply.



Percent

| Category | Percent |
|---|---|
| By providing information on expectations for use of the OMT process and findings | 23% |
| By making it adaptable for organizations at different stages of development | 41% |
| By making it adaptable to different geographies and contexts | 26% |
| By addressing the ways in which networks operate | 17% |
| By addressing the ways in which movements operate | 15% |
| None of the above | 9% |
| Other | 39% |
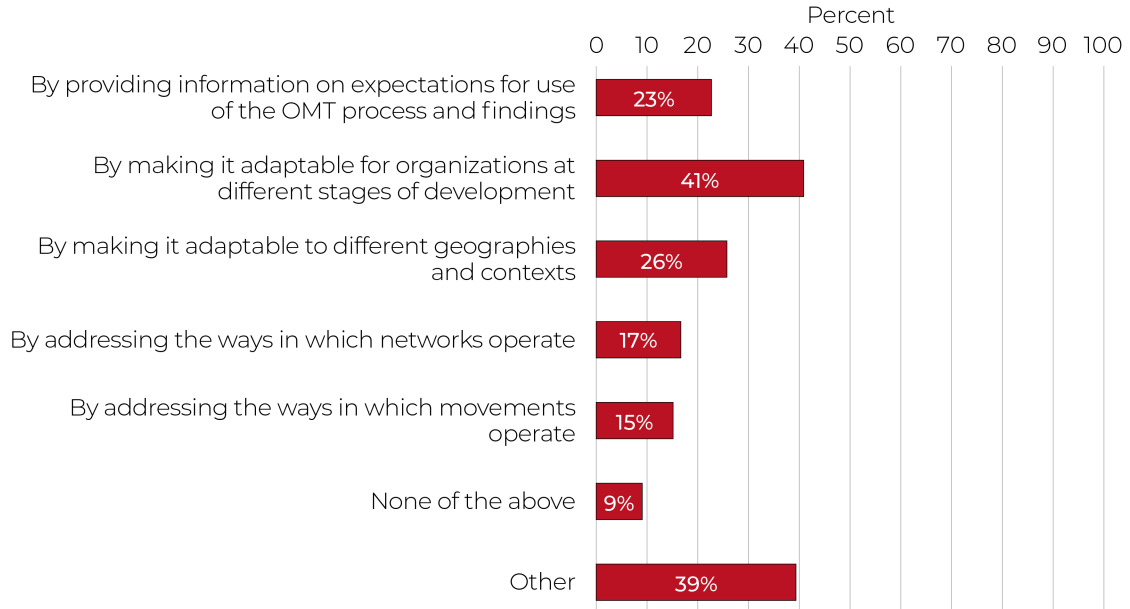
*Number of observations: 66 grantees (total)*

**Figure 18.** Have you participated in any CCTA activities since the start of your BUILD grant?



Percent

| Category | Percent |
|---|---|
| Yes | 86% |
| No | 8% |
| I cannot recall | 6% |
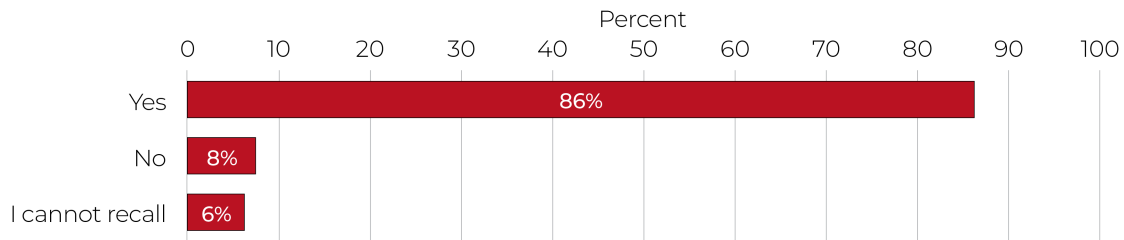
*Number of observations: 80 grantees (total)*

**Figure 19.** Have you participated in any CCTA activities since the start of your BUILD grant? (US, International, Global South)

Percent

| Response | United States | International | Global South |
|----------|---------------|--------------|--------------|
| Yes | 94% | 67% | 86% |
| No | 3% | 22% | 9% |
| I cannot recall | 3% | 11% | 6% |

■ United States  ■ International  ■ Global South
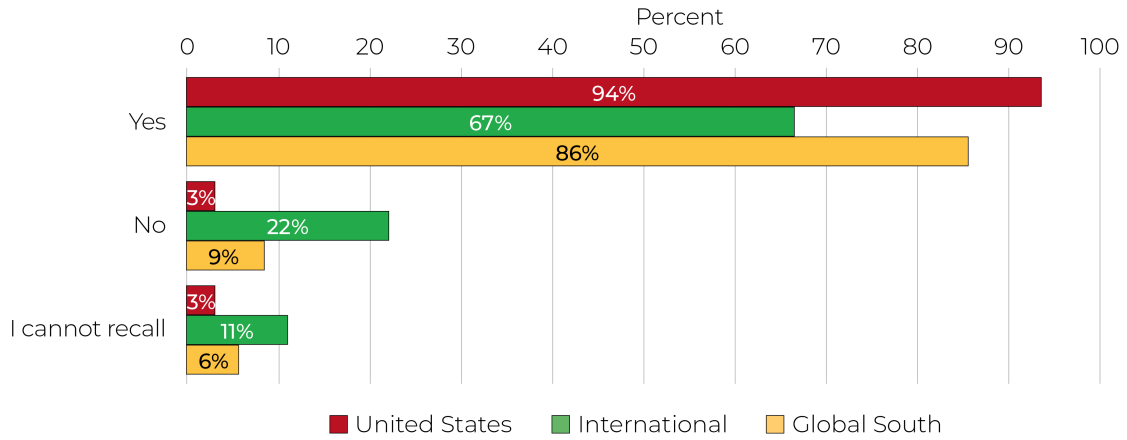
*Number of observations: 32 grantees (US), 9 grantees (International) and 35 grantees (Global South)*

**Figure 20.** Overall, have the CCTA activities contributed to your organization's work? Please select the most relevant response.

Percent

| | |
|---|---|
| Yes, the CCTA activities have been useful to strengthening my organization's strategy and/or programs | 17% |
| Yes, the CCTA activities have been useful to strengthening my organization's systems, processes and procedures | 35% |
| Yes, the CCTA activities have been useful to strengthening the work of leadership (including senior management) | 18% |
| Yes, the CCTA activities have been useful to strengthening my organization's ability to partner effectively in networks, movements, etc. | 12% |
| The CCTA engagement contributed only minimally to organizational strengthening | 8% |
| No, the CCTA has not contributed to organizational strengthening | 0% |
| We have not had enough engagement in these initiatives to judge | 10% |

*Number of observations: 60 grantees (total)*

**Figure 21.** Are there additions or changes that BUILD could make to the CCTA offerings that would make the offerings more useful to grantees, including: (Please select your top two choices)



Percent

| Category | Percent |
|----------|---------|
| More continuous collaboration and partnership and fewer one-time offerings | 11% |
| More focus on specific skills-building in addition to convening people for inspiration | 29% |
| Strengthen opportunities for on-going peer support and exchanges | 28% |
| Expand opportunities for coaching and/ or accompaniment | 26% |
| Bring grantees together that share a particular geography (e.g., a region) or strategy (e.g., networks, coalitions, movements, intermediaries) for learning, sharing and support | 31% |
| Bring allies together who are in similar personal/ professional situations or roles (e.g., Women of Color leaders, Indigenous leaders, Chief Operating Officers) | 8% |
| Other | 20% |

*Number of observations: 80 grantees (total)*

**Figure 22.** **Has the BUILD grant contributed to your organization becoming financially stronger in any of the following ways? Please select all that apply.**

Percent

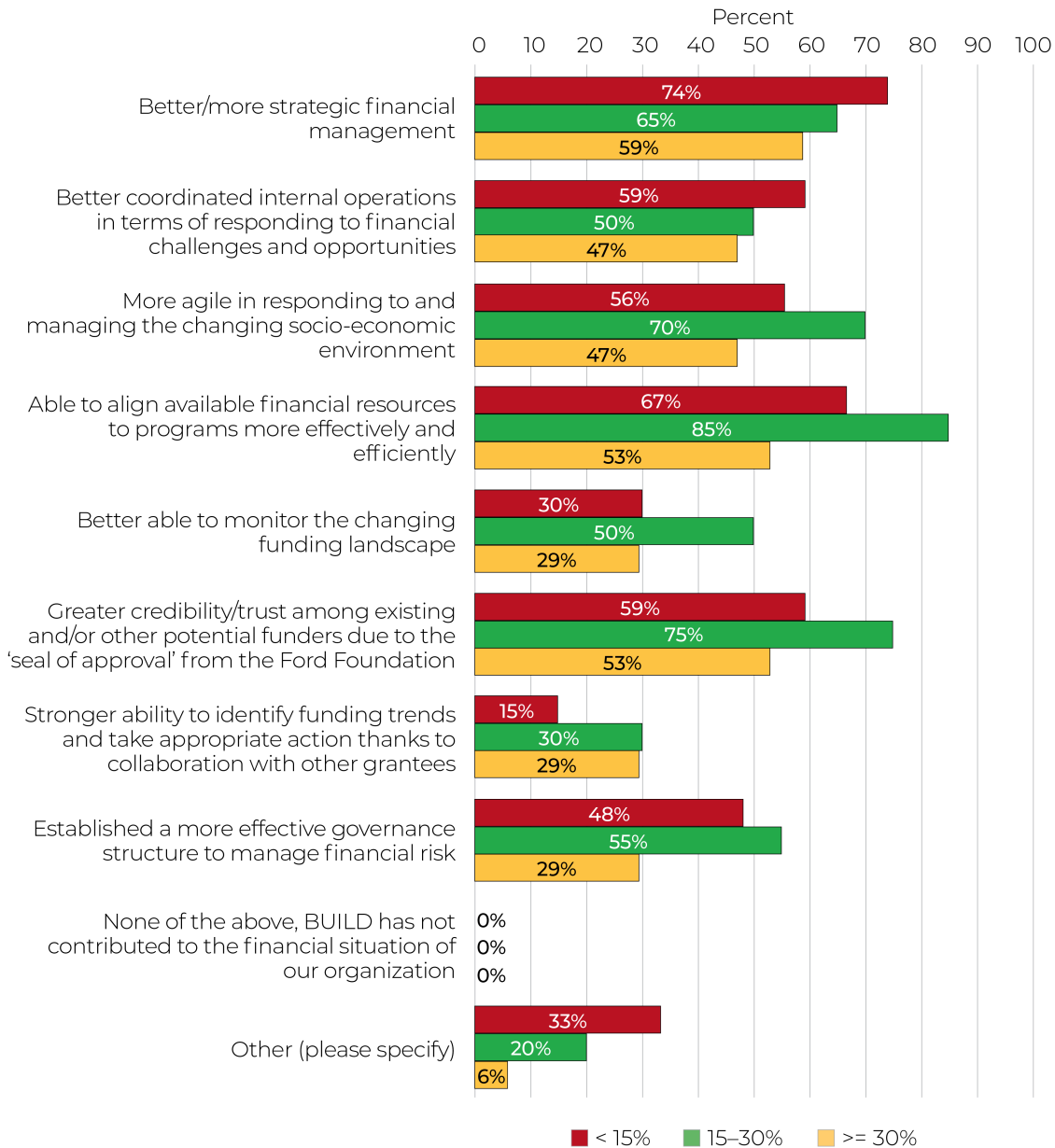| Category | Percent |
|---|---|
| Better/more strategic financial management | 66% |
| Better coordinated internal operations in terms of responding to financial challenges and opportunities | 53% |
| More agile in responding to and managing the changing socio-economic environment | 56% |
| Able to align available financial resources to programs more effectively and efficiently | 68% |
| Better able to monitor the changing funding landscape | 35% |
| Greater credibility/trust among existing and/ or other potential funders due to the 'seal of approval' from the Ford Foundation | 60% |
| Stronger ability to identify funding trends and take appropriate action thanks to collaboration with other grantees | 22% |
| Established a more effective governance structure to manage financial risk | 46% |
| None of the above, BUILD has not contributed to the financial situation of our organization | 0% |
| Other (please specify): | 22% |

*Number of observations: 68 grantees (total)*

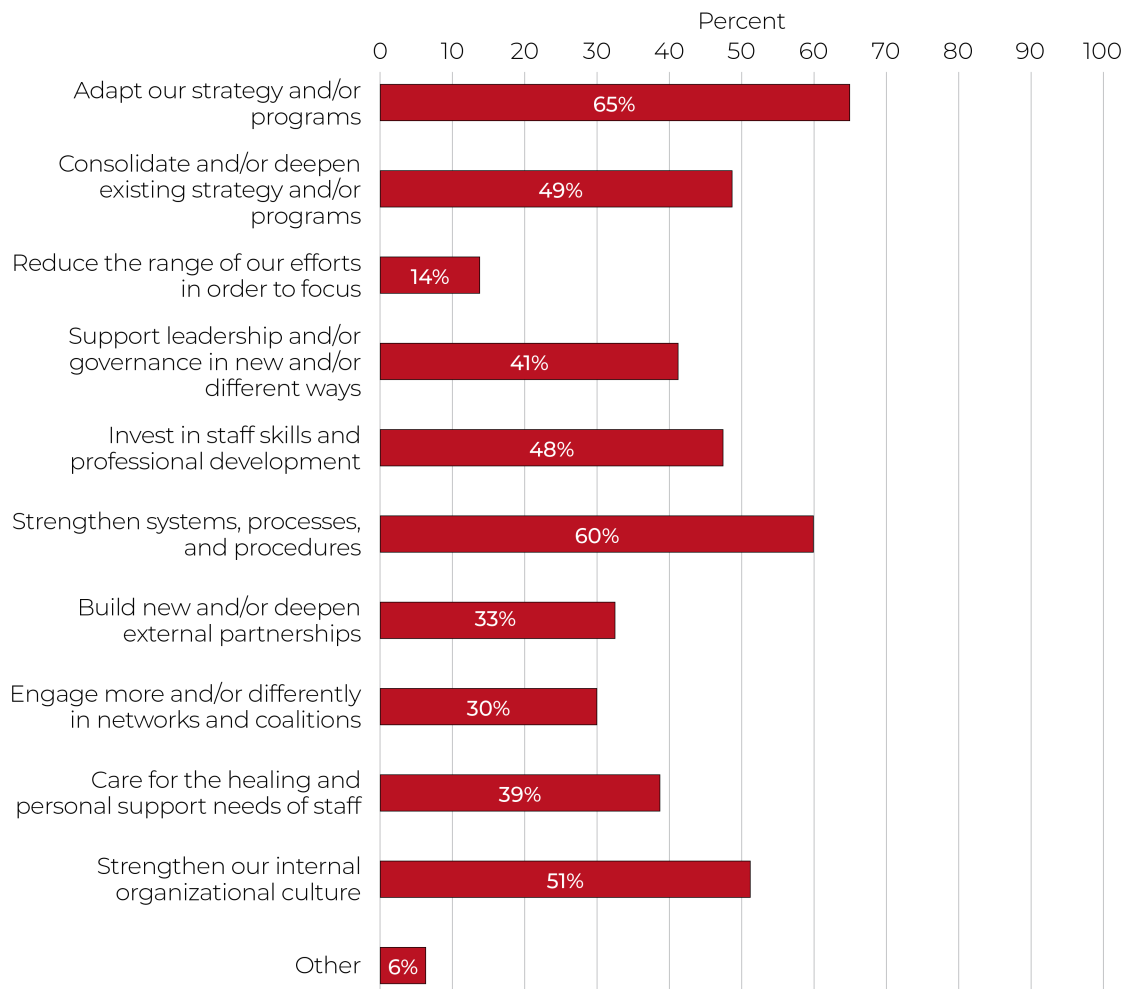**Figure 23. Has the BUILD grant contributed to your organization becoming financially stronger in any of the following ways? Please select all that apply (disaggregated by BUILD dependency)**
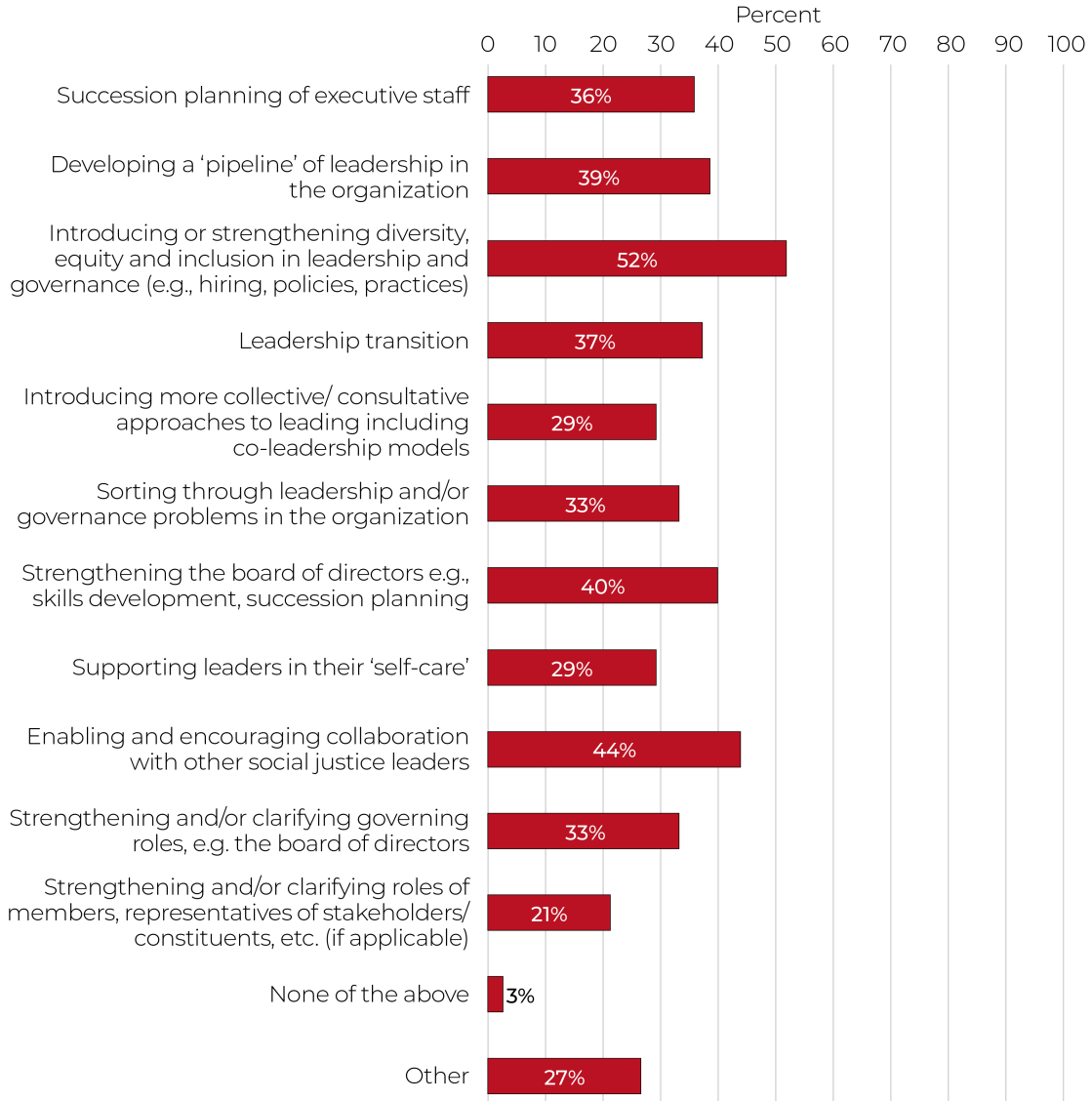
Percent

| Category | < 15% | 15–30% | >= 30% |
|---|---|---|---|
| Better/more strategic financial management | 74% | 65% | 59% |
| Better coordinated internal operations in terms of responding to financial challenges and opportunities | 59% | 50% | 47% |
| More agile in responding to and managing the changing socio-economic environment | 56% | 70% | 47% |
| Able to align available financial resources to programs more effectively and efficiently | 67% | 85% | 53% |
| Better able to monitor the changing funding landscape | 30% | 50% | 29% |
| Greater credibility/trust among existing and/or other potential funders due to the 'seal of approval' from the Ford Foundation | 59% | 75% | 53% |
| Stronger ability to identify funding trends and take appropriate action thanks to collaboration with other grantees | 15% | 30% | 29% |
| Established a more effective governance structure to manage financial risk | 48% | 55% | 29% |
| None of the above, BUILD has not contributed to the financial situation of our organization | 0% | 0% | 0% |
| Other (please specify) | 33% | 20% | 6% |

■ < 15%    ■ 15–30%    ■ >= 30%

*Number of observations: 27 grantees (<15%), 20 grantees (15% to 30%), and 17 grantees (>=30%)*

**Figure 24.** **Has BUILD supported and/or enabled your organization to … ? Please select all that apply.**

Percent

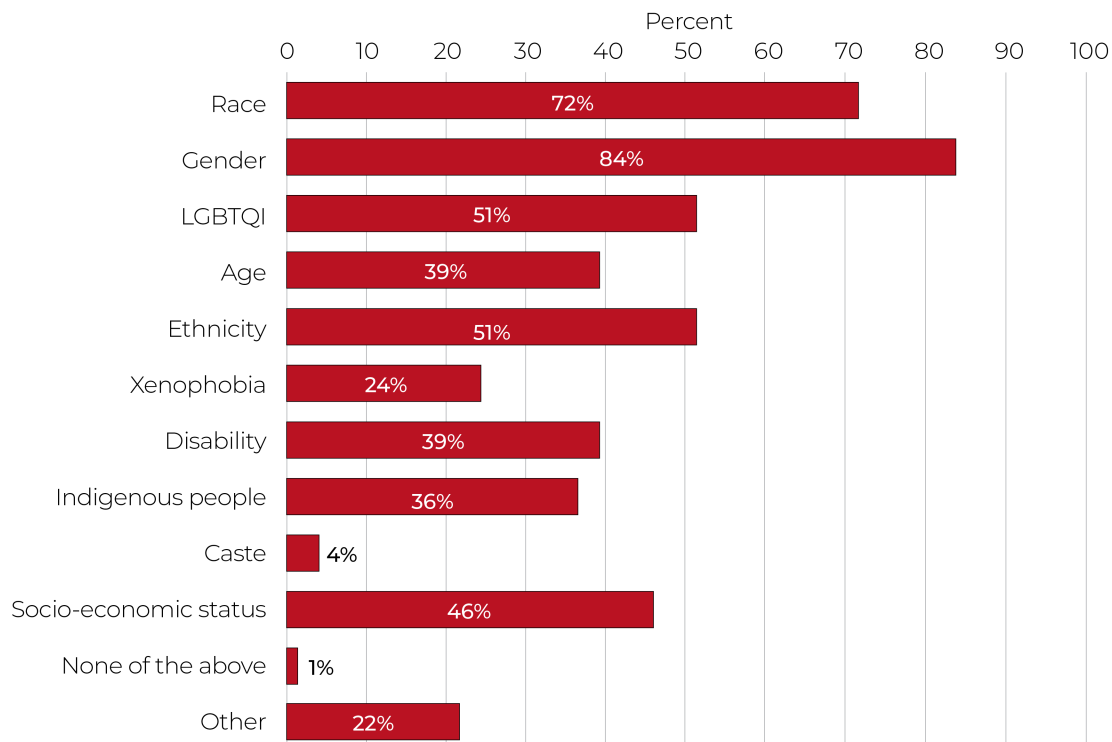| Category | Percent |
|---|---|
| Adapt our strategy and/or programs | 65% |
| Consolidate and/or deepen existing strategy and/or programs | 49% |
| Reduce the range of our efforts in order to focus | 14% |
| Support leadership and/or governance in new and/or different ways | 41% |
| Invest in staff skills and professional development | 48% |
| Strengthen systems, processes, and procedures | 60% |
| Build new and/or deepen external partnerships | 33% |
| Engage more and/or differently in networks and coalitions | 30% |
| Care for the healing and personal support needs of staff | 39% |
| Strengthen our internal organizational culture | 51% |
| Other | 6% |

*Number of observations: 80 grantees (total)*

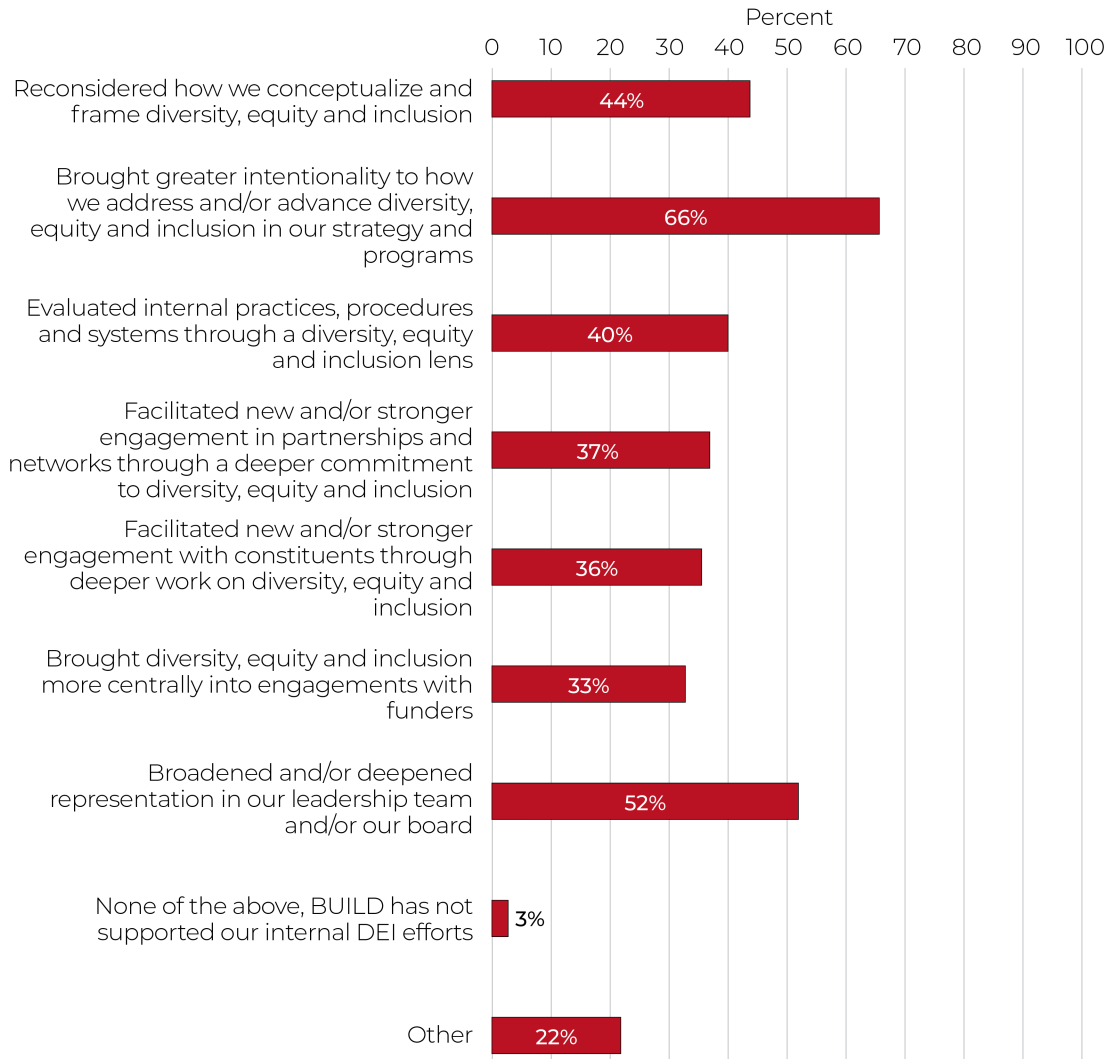**Figure 25.** **Has BUILD supported any of the following leadership and governance efforts? Please select all that apply.**

Percent

| Category | Percent |
|---|---|
| Succession planning of executive staff | 36% |
| Developing a 'pipeline' of leadership in the organization | 39% |
| Introducing or strengthening diversity, equity and inclusion in leadership and governance (e.g., hiring, policies, practices) | 52% |
| Leadership transition | 37% |
| Introducing more collective/ consultative approaches to leading including co-leadership models | 29% |
| Sorting through leadership and/or governance problems in the organization | 33% |
| Strengthening the board of directors e.g., skills development, succession planning | 40% |
| Supporting leaders in their 'self-care' | 29% |
| Enabling and encouraging collaboration with other social justice leaders | 44% |
| Strengthening and/or clarifying governing roles, e.g. the board of directors | 33% |
| Strengthening and/or clarifying roles of members, representatives of stakeholders/ constituents, etc. (if applicable) | 21% |
| None of the above | 3% |
| Other | 27% |

*Number of observations: 75 grantees (total)*

**Figure 26.** **What elements of diversity, equity and inclusion have been priorities to address within your organization? Please select all that apply.**

Percent

| Category | Percent |
|---|---|
| Race | 72% |
| Gender | 84% |
| LGBTQI | 51% |
| Age | 39% |
| Ethnicity | 51% |
| Xenophobia | 24% |
| Disability | 39% |
| Indigenous people | 36% |
| Caste | 4% |
| Socio-economic status | 46% |
| None of the above | 1% |
| Other | 22% |

*Number of observations: 74 grantees (total)*

**Figure 27.** How has BUILD helped you address diversity, equity and inclusion in your organization? Please select all that apply.



Percent

- Reconsidered how we conceptualize and frame diversity, equity and inclusion: **44%**
- Brought greater intentionality to how we address and/or advance diversity, equity and inclusion in our strategy and programs: **66%**
- Evaluated internal practices, procedures and systems through a diversity, equity and inclusion lens: **40%**
- Facilitated new and/or stronger engagement in partnerships and networks through a deeper commitment to diversity, equity and inclusion: **37%**
- Facilitated new and/or stronger engagement with constituents through deeper work on diversity, equity and inclusion: **36%**
- Brought diversity, equity and inclusion more centrally into engagements with funders: **33%**
- Broadened and/or deepened representation in our leadership team and/or our board: **52%**
- None of the above, BUILD has not supported our internal DEI efforts: **3%**
- Other: **22%**

*Number of observations: 73 grantees (total)*

**Figure 28.** **To what extent has BUILD support for institutional strengthening contributed to your organization's ability to achieve mission impact?**

Percent

|  | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

To a large extent — 70%
To some extent — 21%
To a little extent — 0%
Not at all — 2%
It's too early to tell — 8%
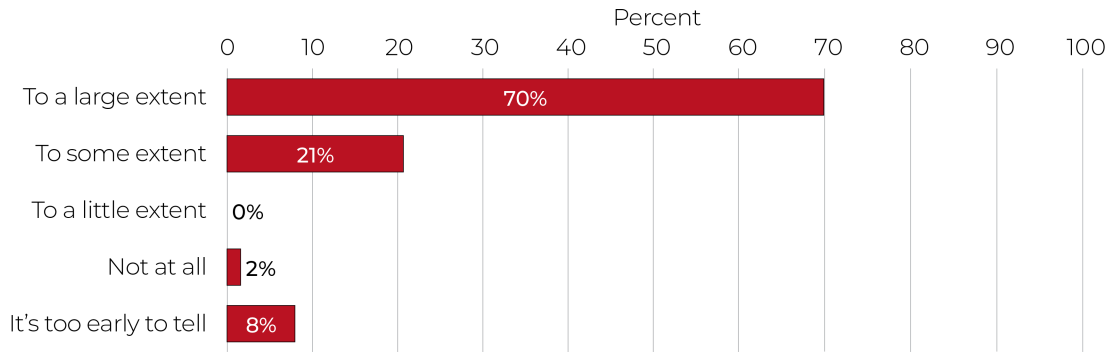
*Number of observations: 63 grantees (total)*

## f. Data report: OMT data

The Organizational Mapping Tool (OMT) data is collected by the Ford Foundation and anonymized by a third-party firm. Anonymized OMT data is available for 50% of the BUILD grantees. It is important to note that the OMT was paused in 2020, affecting most of the 2019 cohort. We analyzed 172 anonymized OMT reports to get a picture of grantees' assessment of the state of their organizations at the time of securing their BUILD grant.

For each OMT question, the respondents gave a score from 1 to 7, reflecting minimal (1), basic (3), moderate (5) and strong (7).

**Figure 29.** **Average score by category in the OMT questionnaire, based on 172 OMT reports**

Average score

| Category | Score |
|----------|-------|
| Field Engagement | 5.9 |
| Financial Management | 5.4 |
| Executive Leadership | 5.4 |
| Advocacy | 5.3 |
| Fundraising and Donor Relations | 5.3 |
| Organizational Culture | 5.2 |
| Administration | 5.2 |
| Mission and Strategy | 5.1 |
| External Communications | 5.0 |
| Programming | 5.0 |
| Network Leadership | 4.8 |
| Governance | 4.7 |
| Human Resources | 4.6 |
| Learning and Evaluation | 4.5 |
| Safety and Security | 4.0 |

**Figure 30.** **Number of grantees that selected each category as a priority (either first, second or third) out of 172 grantees**

Number of grantees

| Category | Number of grantees |
|----------|-------------------:|
| Human Resources | 91 |
| Organizational Culture | 82 |
| Fundraising and Donor Relations | 62 |
| Mission and Strategy | 50 |
| External Communications | 47 |
| Learning and Evaluation | 46 |
| Programming | 36 |
| Safety and Security | 35 |
| Governance | 20 |
| Administration | 20 |
| Advocacy | 14 |
| Financial Management | 13 |
| Field Engagement | 6 |
| Network Leadership | 6 |
| Executive Leadership | 0 |
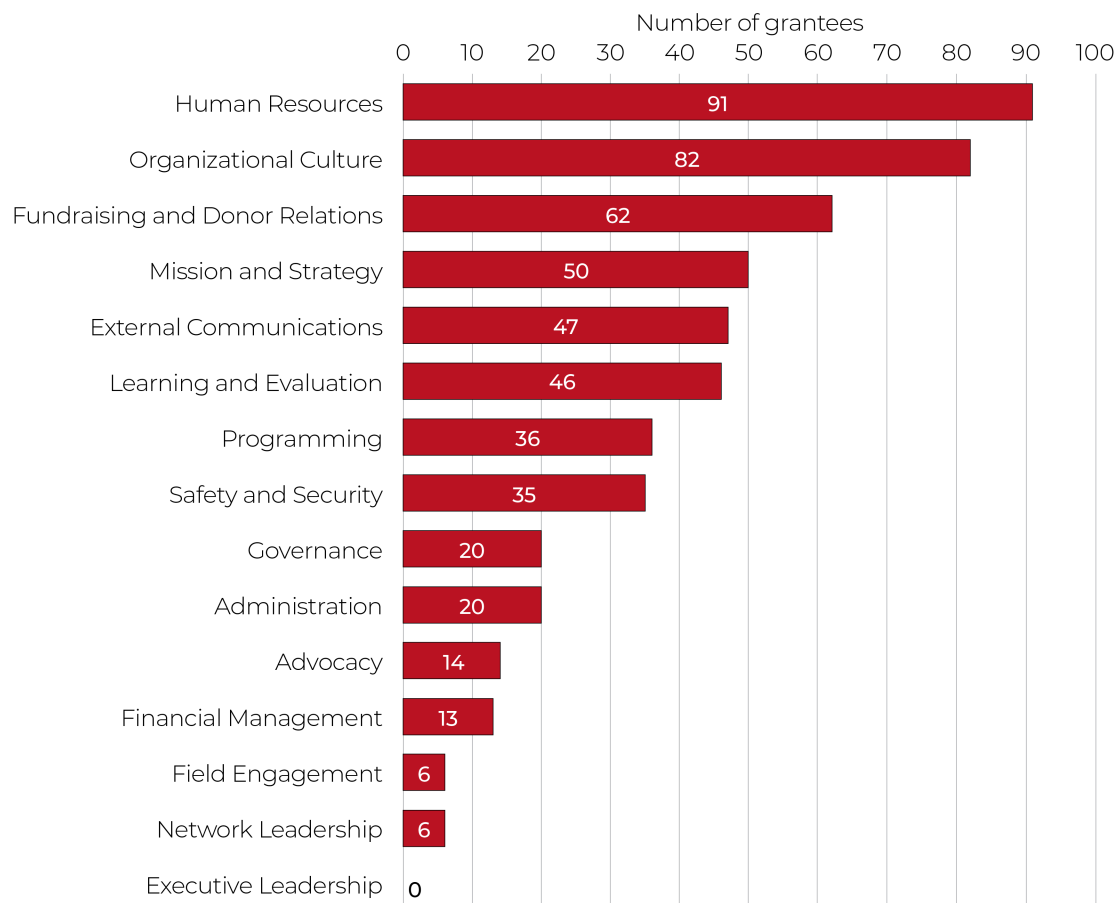
**Figure 31.** Number of grantees that selected each category as a priority (either first, second or third) out of 172 grantees, Global North and Global South



Number of grantees

| Category | Global South | Global North |
|---|---|---|
| Human Resources | 51 | 40 |
| Organizational Culture | 27 | 55 |
| Fundraising and Donor Relations | 30 | 32 |
| Mission and Strategy | 11 | 39 |
| External Communications | 17 | 30 |
| Learning and Evaluation | 18 | 28 |
| Programming | 12 | 24 |
| Safety and Security | 25 | 10 |
| Governance | 12 | 8 |
| Administration | 8 | 12 |
| Advocacy | 9 | 5 |
| Financial Management | 7 | 6 |
| Field Engagement | 3 | 3 |
| Network Leadership | 4 | 2 |
| Executive Leadership | 0 | 0 |

■ Global South ■ Global North

## g. Data report: Center for Effective Philanthropy's "Grantee Perception Report"

To download the *Grantee Perception Report*, please visit the Ford Foundation website.

## h. List of BUILD grantees who participated in the evaluation (interviewed or surveyed, or both; 229 grantees)

| | |
|---|---|
| A Better Balance | US |
| Action For Hope | Lebanon |
| Africa Women's Development Fund (AWDF) | Ghana |
| African Artists' Foundation | Nigeria |
| Agencia Pública | Brazil |
| Akili Dada | Kenya |
| Al Fanar Media / Alexandria Trust | UK |
| Alliance for Justice | US |
| Alliance for Safety and Justice / Californians for Safety and Justice | US |
| Alliance for Youth Organizing | US |
| Allied Media Projects | US |
| Alternate Roots | US |
| Ambulante | Mexico |
| America's Voice Education Fund | US |
| Arab Community Center for Economic and Social Services (ACCESS) | US |
| Arab Council for the Social Sciences | Lebanon |
| Article 19 | US |
| Artspace Projects, Inc. | US |
| Asian Americans Advancing Justice—Asian Law Caucus | US |
| Associação do Movimento Interestadual das Quebradeiras de Coco Babaçu (MIQCB) | Brazil |
| Astraea Foundation | US |
| AWID | US/Cape Verde |
| B Lab | US |
| Beijing E-Share Civil Society Information Center | China |
| Black Lily, Inc. dba BlackStar Film Festival | US |
| Border Network for Human Rights | US |
| Borealis Philanthropy | US |
| Brazil Fund of Human Rights | Brazil |
| Bufete Jurídico de Derechos Humanos | Guatemala |
| Campaña Global por la Libertad de Expresión A19, A.C. | Mexico |
| Capacity Building and Assessment Center | China |
| Center for Community Change | US |
| Center for Community Progress | US |
| Center for Constitutional Rights | US |
| Center for Indigenous Cultures of Peru (Chirapaq) | Peru |
| Center for Popular Democracy | US |
| Center for Reproductive Rights | US |
| Center for Rural Strategies | US |
| Center of Studies on Labor Relations and Inequalities (CEERT) | Brazil |

| | |
|---|---|
| Center on Privacy and Technology at Georgetown Law | US |
| Central American Women's Fund | Nicaragua |
| Centre for Environmental Rights | South Africa |
| Centro de Derechos Humanos Fray Matías de Córdova A.C. | Mexico |
| Centro de Derechos Humanos Miguel Agustín Pro Juárez A.C. | Mexico |
| Citizen Lab | Canada |
| CIVICUS | South Africa |
| Civil Society Budget Advocacy Group (CSBAG) | Uganda |
| CLEEN Foundation | Nigeria |
| Collaboration on International ICT Policy for East and Southern Africa (CIPESA) | Uganda |
| Color of Change | US |
| Combine Resource Institution | Indonesia |
| Comisión Mexicana de Defensa y Promoción de los Derechos Humanos A.C. | Mexico |
| Community Development Advocates of Detroit | US |
| Consumer Reports | US |
| CooperAcción | Peru |
| Coordinating Body for the Indigenous Peoples' Organizations of the Amazon Basin (COICA) | Ecuador |
| Coworker.org | US |
| Creating Resources for Empowerment and Action (CREA) | US |
| Culture Resource | Lebanon |
| Center for the Study of Law, Justice and Society (Dejusticia) | Colombia |
| Demos | US |
| Derechos Digitales | Chile |
| Detention Watch Network | US |
| Development Alternative with Women for a New Era | Fiji |
| Ettijahat. Independent Culture | Lebanon |
| Disability Rights Education and Defense Fund | US |
| Doc Society | UK |
| DocuBox—East African Documentary Film Fund | Kenya |
| Economic Policy Institute | US |
| Efforts of Grace, Inc. dba Ashé Cultural Arts Center | US |
| ELAS Fundo de Investimento Social | Brazil |
| Emerging Leaders Foundation | Kenya |
| Faith in Action (PICO) | US |
| Family Values at Work | US |
| Federation of Women Lawyers | Kenya |
| Fern | UK |
| Firelight Media | US |
| First Peoples Fund | US |
| Florida Immigrant Coalition | US |
| Fondo Semillas (Sociedad Mexicana Pro Derechos de la Mujer A.C.) | Mexico |
| Forward Together | US |
| Foundation for Salvadoran Program on Environment and Development (PRISMA) | El Salvador |
| Free Press | US |
| Friends of Lake Turkana (FOLT) | Kenya |
| Fund for Global Human Rights | US |
| Fundación Foro Nacional por Colombia | Colombia |

| | |
|---|---|
| FUNDAR, Centro de Análisis e Investigación | Mexico |
| Funders Collaborative on Youth Organizing / Bend the Arc—A Jewish Partnership for Justice | US |
| Genders and Sexualities Alliance Network | US |
| Global Impact Investing Network | US |
| Global Investigative Journalism Network | US |
| Global Platform for the Right to the City / Pólis—Institute for Research, Training and Advisory Services in Social Policy | Brazil |
| Global Rights Advocates for Sustainable Justice | Nigeria |
| Global Witness | US |
| Grassroots Policy Project | US |
| Grounded Solutions Network | US |
| Grupo de Información en Reproducción Elegida (GIRE) | Mexico |
| Hope Enterprise Corporation | US |
| Immigrant Legal Resource Center | US |
| Independent Television Service (ITVS) | US |
| Indonesia Corruption Watch | Indonesia |
| Indonesia Forum for Budget Transparency (Fitra) | Indonesia |
| Indonesian Forum for the Environment (Wahana Lingkungan Hidup Indonesia, WAHLI) | Indonesia |
| Initiative for Strategic Litigation in Africa | South Africa |
| Institute of Social Studies Trust | India |
| Instituto de Estudios Peruanos | Peru |
| Instituto de Liderazgo Simone de Beauvoir A.C. | Mexico |
| Instituto Socioambiental | Brazil |
| International Budget Partnership | US |
| International Center for Not-for-Profit Law | US |
| International Documentary Film Festival | Netherlands |
| Intervozes Coletivo Brasil de Comunicação Social | Brazil |
| Inuka Ni Sisi Kenya | Kenya |
| ISAIAH | US |
| Jan Sahas Social Development Society | India |
| Jobs With Justice Education Fund | US |
| Katswe Sistahood | Zimbabwe |
| Kenya Civil Society Platform on Oil and Gas | Kenya |
| Koalisi Seni Indonesia | Indonesia |
| Kota Kita Foundation (Yayasan Kota Kita Surakarta) | Indonesia |
| Landesa | US |
| Latin American Center for Rural Development (RIMISP) | Chile |
| Leadership Conference Education Fund | US |
| Leadership, Effectiveness, Accountability and Professionalism (LEAP) Africa | Nigeria |
| Legal Agenda | Lebanon |
| Legal and Human Rights Center | Tanzania |
| Legal Resources Centre | South Africa |
| Make the Road NY | US |
| Media Justice | US |
| Mesoamerican Alliance for Peoples and Forests (AMPB) | Guatemala |
| Migration Policy Institute | US |
| MiningWatch Canada | Canada |

| | |
|---|---|
| Mission Investors Exchange | US |
| Mississippi Museum of Art | US |
| Mississippi Today | US |
| Movement Strategy Center | US |
| Ms. Foundation for Women | US |
| Muslim Advocates | US |
| NAACP Legal Defense and Educational Fund, Inc. | US |
| National Association of Latino Arts and Culture | US |
| National Black Worker Center | US |
| National Center for Youth Law | US |
| National Day Laborer Organizing Network | US |
| National Domestic Workers Alliance | US |
| National Employment Law Project | US |
| National Immigration Law Center | US |
| National Latina Institute for Reproductive Justice | US |
| National LGBTQ Task Force | US |
| National Performance Network | US |
| National Women's Law Center | US |
| Natural Resources Defense Council | US |
| NDN Collective | US |
| Nelson Mandela Foundation | South Africa |
| New Florida Majority | US |
| New Orleans Workers Council for Racial Justice | US |
| Nigerian Women Trust Fund | Nigeria |
| Open Government Partnership | US |
| Open Technology Institute | US |
| Organización Fraternal Negra Hondureña (OFRANEH) | Honduras |
| Organización Nacional Indígena de Colombia (National Indigenous Organization of Colombia (ONIC)) | Colombia |
| Organize Florida Education Fund | US |
| Paradigm Initiative for Information Technology Development | Nigeria |
| Partnership for Working Families | US |
| PAWA254 (PAWA Initiative) | Kenya |
| People's Action Institute | US |
| Perkumpulan Gemawan | Indonesia |
| Positive Women's Network | US |
| Power Coalition for Equity and Justice | US |
| Professional Assistance for Development Action (PRADAN) | India |
| ProPublica | US |
| Public Affairs Research Institute (PARI) | South Africa |
| Public Defender Association | US |
| Public Knowledge | US |
| Public Policy and Education Fund (NY Civic Engagement Table) | US |
| Race Forward | US |
| Rainforest Action Network | US |
| re:power | US |
| ReFrame | US |
| Resilience Force | US |
| Restaurant Opportunity Center United | US |

| | |
|---|---|
| International Land and Forest Tenure Facility / Rights and Resources Initiative | Sweden |
| Rockwood Leadership Institute | US |
| Shehu Musa Yar'Adua Foundation | Nigeria |
| Shining Hope for Communities (SHOFCO) | Kenya |
| Slum Dwellers International | South Africa |
| Social Equity and Participation Center | China |
| Social Finance | US |
| SocialTIC | Mexico |
| Socio-Economic Rights Institute of South Africa (SERI) | South Africa |
| South Saharan Social Development Organization | Nigeria |
| Southern Africa Litigation Centre | South Africa |
| Southern Coalition for Social Justice | US |
| Southern Rural Black Women's Initiative for Economic and Social Justice | US |
| Spaceworks | US |
| Sphinx Organization | US |
| State Voices | US |
| StriveTogether | US |
| Studio Museum of Harlem | US |
| Sundance Institute | US |
| TakeAction Minnesota | US |
| Talent Development Secondary | US |
| Tax Justice Network | UK |
| Terra de Direitos | Brazil |
| Texas Organizing Project Education Fund | US |
| Texas Workers Defense Project | US |
| The Advancement Project | US |
| The Arab Fund for Arts and Culture (AFAC) | Lebanon |
| The Brennan Center for Justice | US |
| The Center for Investigative Reporting | US |
| The Futuro Media Group | US |
| The Indigenous Peoples' Alliance of the Archipelago (AMAN) | Indonesia |
| The Opportunity Agenda | US |
| The Roosevelt Institute | US |
| Third World Network / Africa | Ghana |
| Treatment Action Campaign | South Africa |
| Turnaround for Children | US |
| UnidosUS | US |
| United for Respect Education Fund | US |
| United We Dream Network | US |
| Upturn | US |
| Urgent Action Fund for Women's Human Rights | US |
| Vera Institute of Justice | US |
| Washington Center for Equitable Growth | US |
| WGBH Educational Foundation / Frontline | US |
| WITNESS | US |
| Yayasan Masyarakat Mandiri Film Indonesia (In-Docs) | Indonesia |
| Yayasan Transparansi Sumber Daya Ekstraktif (Publish What You Pay) | Indonesia |
| Zimbabwe Environmental Law Association (ZELA) | Zimbabwe |
| Zimbabwe Lawyers for Human Rights | Zimbabwe |

# i. Questionnaires for the Full Cohort Survey and the Online Interview Tool

Please find below the tools used with grantees during the evaluation. Both tools were also translated into Spanish.

**BUILD grantees survey questionnaire**

Welcome to the BUILD grantees survey!

Thank you for choosing to participate in our survey. The BUILD Evaluation Team from NIRAS, together with the Ford Foundation, would like to learn about your experience being a BUILD grantee.

The survey should take about 25 minutes to complete and requires a little preparation. The questions relate to the following topics, so it can be helpful to consider these issues and, in some cases, gather specific information before starting the survey.

→ The year you began receiving BUILD funding
→ The areas of focus of your BUILD funding
→ What BUILD has influenced, positive and negative and the degree to which it has enhanced your work
→ How your organization contributes to social justice and reducing inequality
→ Which organizational strengthening factors have impacted your effectiveness
→ Any new funding that was leveraged by being a BUILD grantee
→ How you have experienced or been influenced by other components of BUILD beyond the money (5 year commitment, general nature of support, cohorts, convenings, and technical assistance)

Responses are confidential and will be analyzed by the NIRAS Evaluation Team. Ford Foundation staff will not have access to individual answers.

Later, we will conduct an online learning event for grantees so we can share the overall findings from the survey and seek your input on their meaning. If you have any questions regarding the survey or the BUILD evaluation, please contact Raphaëlle Bisiaux (raphaelle.bisiaux@niras.se).

We appreciate your effort to reflect and share your thoughts and experiences through this survey. As a small token of our appreciation, we would like to offer you a year's subscription to NonProfit Quarterly, Alliance for Philanthropy and Social Investment Worldwide or Chronicle of Philanthropy. The last question in the survey will ask you which you prefer. Again, thank you for contributing to this learning journey!

# Information about respondent

*Please note that '\*' indicates that a question must be answered before moving to the next.*

**\*** 1. Which organization do you represent when answering this survey?

**\*** 2. Please tell us your role in the organization.

**\*** 3. Which year did your organization start receiving a BUILD grant?

☐ 2016

☐ 2017

☐ 2018

☐ 2019

☐ 2020

# Uses of BUILD grant

**\*** 4. Which **areas** are you focusing on with your BUILD grant? ***Please select a response for each row***.

| | Primary focus of our BUILD grant | Secondary focus of our BUILD grant | Not a focus of our BUILD grant |
|---|---|---|---|
| Strategic clarity and coherence | ☐ | ☐ | ☐ |
| Communication and dissemination capabilities | ☐ | ☐ | ☐ |
| Litigation capabilities | ☐ | ☐ | ☐ |
| Research, policy and advocacy capabilities | ☐ | ☐ | ☐ |
| Data analytics capabilities | ☐ | ☐ | ☐ |
| Professional development for staff | ☐ | ☐ | ☐ |
| Leadership and governance | ☐ | ☐ | ☐ |
| Diversity, equity and inclusion | ☐ | ☐ | ☐ |
| Human resources | ☐ | ☐ | ☐ |
| Financial management | ☐ | ☐ | ☐ |
| Monitoring, evaluation and learning | ☐ | ☐ | ☐ |
| Internal communications | ☐ | ☐ | ☐ |
| Information technology (not related to safety and security) | ☐ | ☐ | ☐ |
| True cost recovery | ☐ | ☐ | ☐ |
| Safety and security | ☐ | ☐ | ☐ |
| Predictable and flexible funding | ☐ | ☐ | ☐ |
| Capital facility reserves | ☐ | ☐ | ☐ |
| Operating reserves | ☐ | ☐ | ☐ |
| Growth and sustainability | ☐ | ☐ | ☐ |

Comment(s):

5. Please tell us about any other areas of organizational strengthening, not listed above, in which you are investing with your BUILD grant.

# Effects of BUILD on institutional strengthening and organizational development

**\*** 6. How **beneficial** has the BUILD grant and program been in enhancing the following aspects in your organization? ***Please select a response for each row***.

| | To a large extent | To some extent | To a small extent | Not at all | Not applicable |
|---|---|---|---|---|---|
| Ability to respond to opportunities | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to adapt to contextual threats | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to strengthen strategies and strategic clarity | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to strengthen financial situation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to strengthen fund raising and other forms of revenue generation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to ensure continuity in the leadership of the organization | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to improve the governance of the organization | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to invest in retaining and developing staff | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to strengthen organizational culture | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to more effectively implement programs | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to expand our work to new issues/ geographies | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to apply diversity, equity, inclusion principles in our organization and its work | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to increase our organization's external profile | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to support our field and networks and make them stronger | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to engage in deeper, more strategic, and more trusting relationships with Ford Foundation staff | ☐ | ☐ | ☐ | ☐ | ☐ |

Other (please specify):

**\*** 7. Which of the following aspects of **financial resilience** have you been able to strengthen with contributions from BUILD support, if any? ***Please select all that apply***.

☐ Support the existing level and quality of programmatic work

☐ Build operating reserves - up to/through 3 months' expenditures

☐ Diversify the funding base of the organization

☐ Build operating reserves - more than 3 months' expenditures

☐ Increase the number of funders

☐ Invest in assets that can be used to stabilize funding flows in the event of a significant decline in income (e.g. ownership of a building, commercialized services, endowments, etc.)

☐ Develop or strengthen a revenue generation capacity

☐ None of the above

☐ Increase the organization's ability to freely make financial decisions on programs and institutional priorities due to higher percentage of unrestricted/flexible funding

Other (please specify):

---

**\*** 8. Have you experienced any of the following negative effects on financial resilience due, in part, to BUILD? If so, which? ***Please select all that apply***.

☐ Greater financial dependency on the Ford Foundation

☐ Lack of clarity on future BUILD funding disrupting forward planning

☐ Growth funded by BUILD not sustainable past the grant period

☐ None of the above

☐ Other funders pulling back as BUILD grantees are seen to 'have enough money'

Other (please specify):

**\*** 9. Are you more financially resilient today than you were before the start of the BUILD grant?

☐ Yes

☐ No

☐ Unsure

☐ Not applicable (e.g. BUILD grant only recently approved)

Briefly describe how you are more/ less financially resilient today than you were before BUILD and how BUILD contributed to that, if it did:

## Effects of institutional strengthening and organizational development on mission impact

**\*** 10. Please briefly describe how your organization **contributes to achieving social justice**.

**\*** 11. If BUILD has contributed to your organization's mission impacts, please provide one or two **examples of mission accomplishments** and how BUILD supported them.

**\*** 12. Which factors of your organizational strengthening have been instrumental in enhancing **your organization's mission impact**? *Please select a response for each row*.

| | To a large extent | To some extent | To a small extent | Not at all | Not applicable |
|---|---|---|---|---|---|
| Ability to respond to opportunities | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to adapt to contextual threats | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to strengthen our strategies and strategic clarity | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to strengthen our financial situation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to ensure continuity in the leadership of our organization | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to improve our governance | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to more effectively implement our programs | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to support our field and networks and make them stronger | ☐ | ☐ | ☐ | ☐ | ☐ |
| Ability to engage in deeper, more strategic, and more trusting relationships with Ford Foundation staff | ☐ | ☐ | ☐ | ☐ | ☐ |

Other (please specify):

**\*** 13. Did your organization leverage any **new funding** as a result of being a BUILD grantee?

☐ Yes

☐ No

☐ Not applicable

If so, please specify the amount of additional funding received (USD) and from who:

**\*** 14. Did your organization leverage improvements (such as funding size, length, type or conditions, e.g., less restricted) to any **existing funding** as a result of being a BUILD grantee?

☐ Yes

☐ No

☐ Not applicable

If so, please specify the type of improvement, the amount of additional funding received (USD) and from who:

# Experience with BUILD

**\*** 15. Please tell us how much various **components of BUILD** have influenced your organization.
***Please select a response for each row***.

| | **Large positive influence** | **Some positive influence** | **Little to neutral influence** | **Some negative influence** | **Large negative influence** | **Not applicable** |
|---|---|---|---|---|---|---|
| Organizational Mapping Tool (OMT) for priority assessment | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Flexible funding | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Dedicated funding for institutional strengthening | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Multi-year funding commitment | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Conferences and convenings (offered by BUILD) | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Technical assistance and training (offered by BUILD) | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Relationship with Programme Officer | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Peer networking and learning | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

Other (please specify):

**\*** 16. Which components of BUILD have been **most helpful** so far? *Please elaborate in the comment box below.*

**\*** 17. Which components of BUILD have been least helpful so far? Please elaborate in the comment box.

**\*** 18. The Organizational Mapping Tool is meant to provide a consistent, inclusive and participatory diagnostic process to identify and inform institutional strengthening priorities at the beginning of your BUILD grant. Was the **Organizational Mapping Tool** useful to your organization?

☐ Yes, very useful

☐ I cannot recall

☐ Yes, somewhat useful

☐ My organization did not use the Organizational Mapping Tool

☐ Not useful and/ or not a good fit for our organization

Please share any observations about usefulness and/or needed improvements:

**\*** 19. Cohorts, convenings and technical assistance are a BUILD offering for strengthening or 'network-weaving' organizations (i.e. bring grantees together to exchange, strategize, seed collaborations) that benefit two or more BUILD grantees. Have **cohorts, convenings and technical assistance offerings** provided your organization with the opportunity to... (**Please select all that apply**)

☐ Develop new skills

☐ Gain new insights

☐ Create collaborations and partnerships

☐ Find personal and moral support

☐ My organization did not find any benefit from participating in CCTA activities

☐ My organization did not participate in any cohorts, convenings and technical assistance offerings

Please share any observations about usefulness and/or needed improvements:

**\*** 20. A stated goal of the BUILD initiative is that the relationships between Ford Foundation program staff and BUILD grantee organizations become deeper, more strategic, and more trusting. What has changed in your **relationship with the Ford Foundation and your program officer** as a result of being a BUILD grantee? ***Please select all that apply***.

☐ BUILD has provided the basis for a more open and trusting relationship with our program officer in which we can discuss ideas and the challenges we're facing

☐ BUILD has fostered a more strategic 'thought partnership' between us and our program officer

☐ No change, we had a similar relationship before BUILD

☐ BUILD led to a deterioration of the relationship

☐ We experienced a deterioration of the relationship, but more due to factors unrelated to BUILD (quality of staff, changes in staff, communications problems, strategic re-alignment etc.)

☐ None of the above

If you have experienced a change in relationship (positive or negative), please explain how and why:

**\*** 21. Do you think that the **amount of your BUILD grant** was adequate to meaningfully contribute to strengthening your organization and achieving outcomes? ***Please elaborate in the comment box below***.

☐ BUILD grant was the right size

☐ BUILD grant was too small

☐ BUILD grant was too large

☐ Unsure

Please explain why:

22. What other **comments, questions, or concerns** about your experience with BUILD would you like to share with us?

# Further contact

23. If you wish to be contacted by the evaluation team to discuss your answers to this survey, please enter your contact information below.

Full name

Organization

Address

Address 2

City/Town

State/Province

ZIP/Postal Code

Country

Email Address

Phone Number

**\*** 24. As a small token of our appreciation, we would like to offer you a year's subscription to NonProfit Quarterly, Alliance for Philanthropy and Social Investment Worldwide or Chronicle of Philanthropy. Which one do you prefer?

☐ NonProfit Quarterly

☐ Alliance for Philanthropy and Social Investment Worldwide

☐ Chronicle of Philanthropy

☐ No, thank you

# BUILD online interview guide

Welcome to the BUILD online interview!

Thank you for choosing to participate in our online interview. The BUILD evaluation team from NIRAS, together with Ford Foundation, look forward to learning from your experience and observations as a BUILD grantee. Responses are confidential and will be analyzed in aggregate by the NIRAS Evaluation Team. Ford Foundation staff will not have access to individual answers.

You are part of a group of 75 BUILD grantees selected to represent the BUILD cohort by geography, program area focus, size and year of grant. As such, your voice and experience are essential to learning and analyzing the BUILD program. This online interview goes into more depth and provides more extensive opportunities for comments compared to the BUILD survey you may have responded to earlier this year.

We hope this format allows you to fully share your experience at your convenience without the extra work of an in-person visit or adding more Zoom/Skype meetings to your schedule. If there are questions you would prefer to discuss live, please let us know and we will follow up with you.

This online interview should take about 45-60 minutes to complete and requires some preparation. The questions relate to the following topics, so it can be helpful to consider these issues and, in some cases, gather specific information before starting.

→   The areas of focus of your BUILD funding
→   What BUILD has influenced, positive and negative and the degree to which it has enhanced your work
→   Which organizational strengthening factors have impacted your effectiveness
→   How you have experienced or been influenced by non-monetary components of BUILD (5-year commitment, general nature of support, cohorts, convenings, and technical assistance)

Later, we will conduct an online learning event for grantees so we can share the overall findings from this process and seek your input on their implications for the BUILD program.

We appreciate your efforts to reflect and share your thoughts and experiences through this process. To show our appreciation for your time, we'd like to offer you a subscription to a learning platform (Skillshare or Domestika), along with a nominal donation to a local relief effort in your organization's name. You can tell us what your preferences are at the end of this questionnaire.

We appreciate your effort to reflect and share your thoughts and experiences through this process. Again, thank you for contributing to this learning journey!

## Information about your organization

***Please note that '\*' indicates that a question must be answered before moving to the next.***

**\*** 1. Which organization do you represent when answering this survey?

**\*** 2. Please tell us your role in the organization.

**\*** 3. Which year did your organization start receiving a BUILD grant?

☐ 2016
☐ 2017
☐ 2018
☐ 2019
☐ 2020

# Organizational Mapping Tool (OMT)

*The Organizational Mapping Tool aims to provide a consistent, inclusive and participatory diagnostic process to identify and inform institutional strengthening priorities.*

**\*** 4. Was the Organizational Mapping Tool useful to your organization?

☐ Yes, it was useful

☐ Not useful and/or not a good fit for our organization

☐ I cannot recall

☐ My organization did not use the Organizational Mapping Tool

**\*** 5. In which way was the Organizational Mapping Tool useful to your organization? ***Please select all that apply***.

☐ Identifying new needs/ issues

☐ Beginning or enriching a process of internal reflection and learning

☐ Bringing people in the organization together to share ideas

☐ Prioritizing which organizational issues to focus on

☐ Surfacing current and old hurts/problems and facilitating a discussion around these

Other (please specify):

☐ None of the above

**\*** 6. If the OMT could have been more useful to your organization, please tell us how: (***Please select all that apply***.)

☐ By providing information on expectations for use of the OMT process and findings

☐ By making it adaptable for organizations at different stages of development

☐ By making it adaptable to different geographies and contexts

☐ By addressing the ways in which networks operate

☐ By addressing the ways in which movements operate

Other (please specify):

☐ None of the above

# Cohorts, convenings and technical assistance (CCTA)

*CCTA is an element of BUILD that seeks to strengthen grantees by providing opportunities for them to come together to learn, exchange ideas, strategize, connect and seed collaborations.*

**\*** 7. Have you participated in any CCTA activities since the start of your BUILD grant?

☐ Yes

☐ No

☐ I cannot recall

**\*** 8. Overall, have the CCTA activities contributed to your organization's work? **Please select the most relevant response**.

☐ Yes, the CCTA activities have been useful to strengthening my organization's strategy and/or programs

☐ Yes, the CCTA activities have been useful to strengthening my organization's systems, processes and procedures

☐ Yes, the CCTA activities have been useful to strengthening the work of leadership (including senior management)

☐ Yes, the CCTA activities have been useful to strengthening my organization's ability to partner effectively in networks, movements, etc.

☐ The CCTA engagement contributed only minimally to organizational strengthening

☐ No, the CCTA has not contributed to organizational strengthening

☐ We have not had enough engagement in these initiatives to judge

**\*** 9. Are there additions or changes that BUILD could make to the CCTA offerings that would make the offerings more useful to grantees, including: (**Please select your top two choices**)

☐ More continuous collaboration and partnership and fewer one-time offerings

☐ More focus on specific skills-building in addition to convening people for inspiration

☐ Strengthen opportunities for on-going peer support and exchanges

☐ Expand opportunities for coaching and/ or accompaniment

☐ Bring grantees together that share a particular geography (e.g., a region) or strategy (e.g., networks, coalitions, movements, intermediaries) for learning, sharing and support

☐ Bring allies together who are in similar personal/professional situations or roles (e.g., Women of Color leaders, Indigenous leaders, Chief Operating Officers)

Other (please specify):

## Grant size and duration

**We'd like to hear more about your experience with the size and duration of your BUILD grant.**

**\*** 10. Was your organization involved in deciding the terms (amount, duration and flexibility) for your BUILD grant?

☐ Yes

☐ No

Other (please specify):

```



```

**\*** 11. How do you think the size and duration of a BUILD grant should be determined? What difference would it make to your organization if grant terms were determined in the way you suggest? ***Please elaborate in the comment box below***.

```



```

# Financial resilience

*We'd like to hear more about whether or not and how your organization is using BUILD to improve its ability to anticipate and cope with shocks affecting its finances.*

*In the BUILD evaluation, financial resilience is defined as* grantee organizations' ability to address shocks affecting their finances and their institution.

**\*** 12. Has the BUILD grant contributed to your organization becoming financially stronger in any of the following ways? **Please select all that apply**.

☐ Better/more strategic financial management

☐ Better coordinated internal operations in terms of responding to financial challenges and opportunities

☐ More agile in responding to and managing the changing socio-economic environment

☐ Able to align available financial resources to programs more effectively and efficiently

☐ Better able to monitor the changing funding landscape

☐ Greater credibility/trust among existing and/or other potential funders due to the 'seal of approval' from the ford foundation

☐ Stronger ability to identify funding trends and take appropriate action thanks to collaboration with other grantees

☐ Established a more effective governance structure to manage financial risk

Other (please specify):

```

```

☐ None of the above, BUILD has not contributed to the financial situation of our organization

13. Do you have suggestions for how BUILD can better support organizations to become financially resilient, including to manage the effects of external economic and social shocks?

```



```

14. It will be helpful to the evaluation team to learn about BUILD's impact on organizations' financial strength and resilience over time.

One way to do this is to look at grantee financial statements over time. These will be analyzed in aggregate and **will not be shared** beyond the evaluation team at NIRAS.

Please share your financial statements from the year prior to receiving your BUILD grant up through 2020 (unaudited is fine), either:

→   By email, to Emelie Pellby at emelie.pellby@niras.se

→   Alternatively, if it is more convenient, you can upload them below. PDF, DOC, DOCX, PNG, JPG, JPEG, GIF files are supported. File size limit is 16MB.

If you have other financial documents you think will be useful to help us learn about BUILD's impact on your organization's financial strength and resilience, please share those as well.

Please upload your financial statements from the year prior to receiving your BUILD grant up to 2020 here:

| Choose File | Choose File | No file chosen |

## Organizational resilience

***In the BUILD evaluation, we define organizational resilience** as 'the ability of an organization to anticipate, prepare for, respond and adapt to unforeseen circumstances and to seize opportunities while staying true to mission'*.

**\*** 15. Has BUILD contributed to your ability to respond and adapt to unforeseen circumstances such as the challenges of Covid-19, political and economic threats, etc.?

☐ Yes

☐ No

Other (please specify):

**\*** 16. If yes, has BUILD supported and/or enabled your organization to ... ? ***Please select all that apply***.

☐ Adapt our strategy and/or programs

☐ Consolidate and/or deepen existing strategy and/or programs

☐ Reduce the range of our efforts in order to focus

☐ Support leadership and/or governance in new and/or different ways

☐ Invest in staff skills and professional development

☐ Strengthen systems, processes, and procedures

☐ Build new and/or deepen external partnerships

☐ Engage more and/or differently in networks and coalitions

☐ Care for the healing and personal support needs of staff

☐ Strengthen our internal organizational culture

Other (please specify):

**\*** 17. How could BUILD have better supported your organization to respond and adapt to unforeseen circumstances?

## Leadership and governance

*We'd like to hear more about BUILD's contribution to your organization's leadership and governance.*

**\*** 18. Has BUILD supported any of the following leadership and governance efforts? *Please select all that apply*.

☐ Succession planning of executive staff

☐ Developing a 'pipeline' of leadership in the organization

☐ Introducing or strengthening diversity, equity and inclusion in leadership and governance (e.g., hiring, policies, practices)

☐ Leadership transition

☐ Introducing more collective/ consultative approaches to leading including co-leadership models

☐ Sorting through leadership and/or governance problems in the organization

☐ Strengthening the board of directors e.g., skills development, succession planning

☐ Supporting leaders in their 'self-care'

☐ Enabling and encouraging collaboration with other social justice leaders

☐ Strengthening and/or clarifying governing roles, e.g. the board of directors

☐ Strengthening and/or clarifying roles of members, representatives of stakeholders/constituents, etc. (if applicable)

Other (please specify):

☐ None of the above

## Leadership and governance (continued)

*We would like to ask you about the internal and external facing ways your organization's leadership and governance may have changed during the period of the BUILD grant.*

**\*** 19. Please describe if and how these leadership and governance efforts have influenced the **internally-facing ways** the organization operates, e.g. decision-making, consultation, human resource management.

**\*** 20. Please describe if and how these efforts have influenced **externally-facing ways** the organization operates, e.g. creating and sustaining partnerships, engaging in networks and movement building.

# Diversity, equity and inclusion

*We'd like to hear more about BUILD's contribution to your organization's commitment to diversity, equity and inclusion.*

**\*** 21. What elements of diversity, equity and inclusion have been priorities to address **within** your organization? *Please select all that apply*.

☐ Race

☐ Gender

☐ LGBTQI

☐ Age

☐ Ethnicity

☐ Xenophobia

☐ Disability

☐ Indigenous people

☐ Caste

☐ Socio-economic status

Other (please specify):

```
```

☐ None of the above

**\*** 22. How has BUILD helped you address diversity, equity and inclusion in your organization? ***Please select all that apply***.

☐ Reconsidered how we conceptualize and frame diversity, equity and inclusion

☐ Brought greater intentionality to how we address and/or advance diversity, equity and inclusion in our strategy and programs

☐ Evaluated internal practices, procedures and systems through a diversity, equity and inclusion lens

☐ Facilitated new and/or stronger engagement in partnerships and networks through a deeper commitment to diversity, equity and inclusion

☐ Facilitated new and/or stronger engagement with constituents through deeper work on diversity, equity and inclusion

☐ Brought diversity, equity and inclusion more centrally into engagements with funders

☐ Broadened and/or deepened representation in our leadership team and/or our board

Other (please specify):

☐ None of the above, BUILD has not supported our internal DEI efforts

**\*** 23. Have you experienced Ford's BUILD program to be intentional in how it supports grantees to invest in and/or advance diversity, equity and inclusion in their organizations?

☐ Yes

☐ No

☐ Unsure

If yes, how? If no, are there ways the BUILD program can be more intentional? If unsure, please tell us why.

# Impact

*We'd like to learn if and how BUILD's support for institutional strengthening has contributed to your organization achieving mission impact. This impact can include meeting program goals and/or moving closer to the long-term change your organization seeks to influence.*

**\*** 24. To what extent has BUILD support for institutional strengthening contributed to your organization's ability to achieve mission impact?

☐ To a large extent

☐ To some extent

☐ To a little extent

☐ Not at all

☐ It's too early to tell

**\*** 25. Please share some examples that illustrate if, and how, BUILD support for institutional strengthening contributed to your organization achieving mission impact.

**\*** 26. What could BUILD do differently or better to support your organization to achieve mission impact?

# Other comments

27. What other comments, questions, or concerns about your experience with BUILD would you like to share with us?

28. To thank you for your time and efforts, we'd like to offer you a subscription to a learning platform (Skillshare or Domestika). Please tell us about your preference.

☐ Subscription to Skillshare (English)

☐ Subscription to Domestika (Spanish)

☐ No, thank you

29. We'd also like to make a nominal donation to a local relief effort in your organization's name. Please tell us which local relief effort you'd like us to make this donation to (name, address, website and contact person).

# Further contact

30. If you wish to discuss your answers to this online interview with a member of the Evaluation Team, please enter your contact information below.

Full name

Organization

Address

Address 2

City/Town

State/Province

ZIP/Postal Code

Country

Email Address

Phone Number

Final Report Annexes

BUILD Developmental Evaluation