



**CORPORATE GRANTMAKING
WITH A RACIAL EQUITY
LENS: A TOOLKIT FOR MORE
IMPACTFUL GIVING**

NOVEMBER 2022

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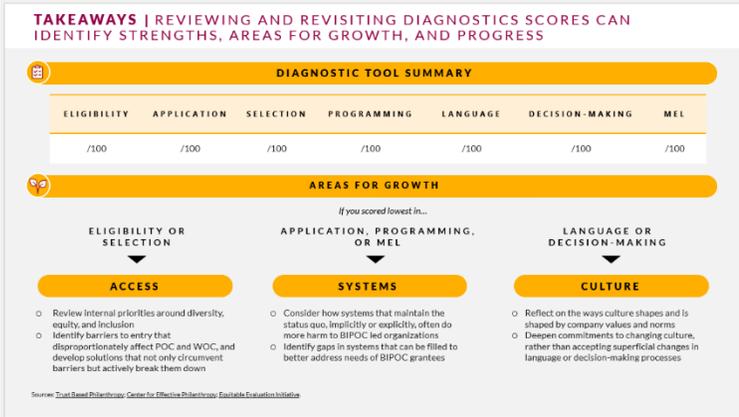
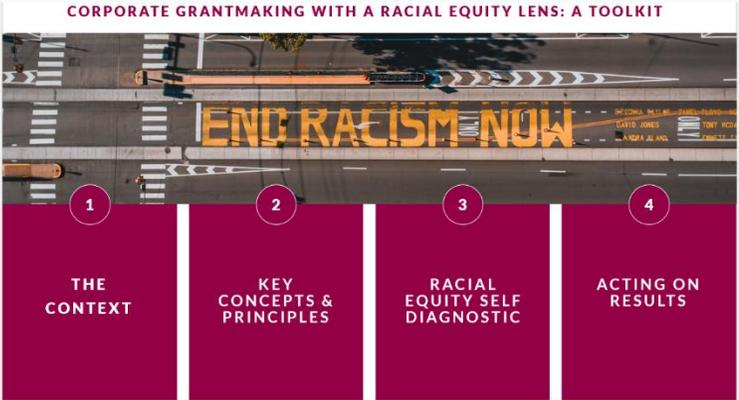
PURPOSE OF THIS DOCUMENT

The purpose of this toolkit is to support corporate grantmakers to apply a racial equity lens to their philanthropic portfolios

The toolkit covers four topics:

1. Overview of the current **corporate grantmaking context**
2. Key **racial equity concepts & principles** for advancing racial equity in corporate grantmaking
3. **Self-diagnostic** that walks corporate grantmakers through key questions to embed a racial equity lens at each step of the grantmaking process, along with case studies describing best practices
4. **Actionable steps** that corporate grantmakers can take based on the results of the self-diagnostic

By using this toolkit, corporate grantmakers can gain insight into opportunities for improvement in their grantmaking cycle including increasing eligibility and access, improving internal systems, and facilitating cultural shifts within and outside of their organization



CORPORATE GRANTMAKING WITH A RACIAL EQUITY LENS: A TOOLKIT



1

THE
CONTEXT

2

KEY
CONCEPTS &
PRINCIPLES

3

RACIAL
EQUITY SELF
DIAGNOSTIC

4

ACTING ON
RESULTS



1. THE CONTEXT

OUR CURRENT CONTEXT



\$50B PLEGGED OVERALL

In response to the protests following George Floyd's murder, **America's 50 biggest companies pledged ~\$50B to advance racial justice** between May 2020 and May 2021.^{1,2}



\$4.2 B IN GRANTS

During that time, corporations promised to **provide \$4.2B in grants** to advance racial justice, with the remaining funds advancing racial equity through the form of loans and investments¹



MAIN FOCUS

Corporate racial equity donations primarily focus on **economic mobility, education, and health**, while donations to advance power-building and voting rights are gaining momentum.^{1,3}



TAKEAWAY

Beyond funds explicitly dedicated to racial equity, corporate philanthropists have an **opportunity to advance racial equity across their entire portfolio** by improving **how they engage BIPOC-led organizations throughout the grantmaking process** and modifying systems and processes that help shift power⁴



2.

KEY CONCEPTS & PRINCIPLES

KEY CONCEPTS & PRINCIPLES

KEY PRINCIPLES TO ADVANCING RACIAL EQUITY IN CORPORATE GRANTMAKING INCLUDE ¹ :

See next
slide for
detail

- ▶ **Aligning around a shared definition of racial equity** to ensure funds are being deployed in a way that is consistent with organizational priorities and principles.
- ▶ **Shifting power and resources to BIPOC communities** who are most impacted, including by contributing to pooled funds controlled by BIPOC closest to the issues.²
- ▶ **Reducing the burden on grantees** (e.g., minimizing application and reporting requirements) to (i) enable grantees to focus their resources on delivering impactful work and (ii) make it easier for smaller and BIPOC-led grantees to submit applications.
- ▶ **Centering grantees' lived experience and agency as a source of expertise** by viewing and engaging grantees as equal partners who can design work that more strongly responds to the needs of target communities.
- ▶ **Designing for the full and differentiated experience** of people who experience multiple forms of discrimination, which requires recognizing that the experience of BIPOC communities is not shaped by race alone.
- ▶ **Making internal commitments to Diversity, Equity and Inclusion** that create a more inclusive organizational culture and better reflect the perspectives of BIPOC communities.

Note: [1] Racial justice in philanthropy broadly, and in grantmaking more specifically has long been central to conversations around equity in the philanthropic space. Recent national conversation on anti-Black racism and white supremacy in the philanthropic and non-profit sectors has led to a renewed focus on improving and creating more equitable grantmaking practices [2] Examples include the California Black Freedom Fund, Solidaire Network's Black Liberation Pooled Fund, the Chicago Racial Justice Pooled Fund, Engage New York's Racial Equity Pooled Fund, and the East Bay Community Foundation's The Just East Bay Fund.

KEY CONCEPTS & PRINCIPLES: ALIGNING AROUND A SHARED UNDERSTANDING



KEY CONCEPT

RACIAL EQUITY

RACIAL JUSTICE

STRUCTURAL RACISM

WHITE SUPREMACY

ANTI-RACISM



DEFINITION

The state in which outcomes are not predicted by race due to the intentional practice of changing policies, practices, systems, and structures to ensure people of color have equitable opportunities to white people.¹

The elimination of racial hierarchies across all of society in order to advance collective liberation. The state in which people of color – and any marginalized ethnic/racial group – have the dignity, power, and self-determination to fully thrive. Racial justice requires recognizing and repairing past harms, as well as supporting people to access recourse.¹

The normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage white people while producing cumulative and chronic adverse outcomes for people of color. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from it.^{2,3}

Refers to the “systemic, institutionalized centering of whiteness”⁴, reflecting the reality of a nation built on slavery in the United States⁵ and global patterns of colonization that rely on the subjugation of people of color to thrive.⁶ Refers to instances when systems, processes and policies are designed around the belief that their primary users and beneficiaries are white.

Being actively conscious of race and racism and taking actions to work towards racial justice in our daily lives, in addition to believing that it is everyone’s responsibility to stop racism.¹

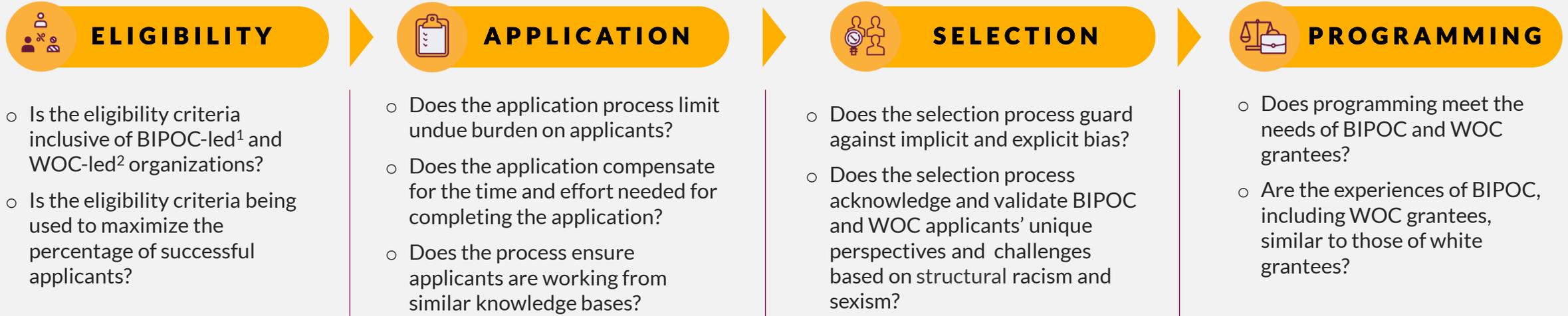


3.

RACIAL EQUITY SELF DIAGNOSTIC

SUMMARY | KEY QUESTIONS TO EMBED A RACIAL EQUITY LENS INTO YOUR ENTIRE GRANTMAKING PORTFOLIO

THE GRANTMAKING PIPELINE



LANGUAGE

- Does the language in funder material guard against white supremacy and bias?

DECISION-MAKING

- Is decision-making shared between the funder, the grantees and the community?

MEASUREMENT, EVALUATION & LEARNING (MEL)

- Is MEL used to improve grantmaking processes and outcomes for BIPOC grantees and the communities they serve?
- Are equity and inclusion embedded in the design and implementation of MEL processes?
- Is MEL bidirectional or just for the benefit of one party?



ELIGIBILITY | OVERVIEW



KEY QUESTIONS

- Is the **eligibility criteria inclusive** of BIPOC-led and women-of-color-led organizations?
- Does the eligibility criteria **maximize the share of successful applicants**?



WHY IT MATTERS

- Eligibility criteria signal which organizations are encouraged to apply, and **restrictive requirements are the first and most obvious barriers to entry** for BIPOC-led organizations
- **Eligibility processes that prefer larger organizations operating at scale may exclude BIPOC-led organizations**, as they have historically received less funding and therefore may operate at a smaller scale²
- **BIPOC-led organizations with limited bandwidth are unlikely to devote time to meet onerous application requirements.** No matter how equitable the rest of the process, if a racial equity lens is not applied to eligibility, BIPOC-led organizations will be systematically excluded from resources



CASE STUDY

The Robert Wood Johnson Foundation's (RWJF) Systems for Action Grant:²

- **Emphasizes that people of color are encouraged to apply** in the first bullet, even though the fund is not explicitly dedicated towards racial equity
- **Prioritizes people who have not previously received funding from RWJF**, which can eliminate a restrictive requirement





ELIGIBILITY | DIAGNOSTIC



DIAGNOSTIC TOOL

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:



Do you **use inclusive eligibility requirements** by identifying barriers to eligibility and examining whether they could have outsized impact on groups led by BIPOC¹ (e.g., size of organization, size of budget, type of experience represented in leadership)?

/5



Do you **review trends in applicants/grantees each cycle** to ensure that no group is systematically excluded, particularly groups led by BIPOC and WOC?

/5



Do you **use a screening process** (e.g., short LOI, eligibility quiz) to filter out applicants before they complete a full application, saving them the resources needed to apply?

/5



Do you **provide rationale and explanations for eligibility requirements** to foster transparency, build trust, and set clear expectations (e.g., how the grant or programming is structured, why certain qualifications are needed for success)?

/5

Points

/20

TOTAL SCORE (%)

/100

Note: This toolkit intended to uplift the totality of interventions a grantmaker can undertake. Not all interventions are the same and weighting is directional.
Sources: [1]The Kresge Foundation



APPLICATION | OVERVIEW



KEY QUESTIONS

- Does the application process **limit undue burden** on applicants?
- Does the process **ensure applicants are working from similar knowledge bases**?



WHY IT MATTERS

- The application process is the first channel by which grantees directly engage with grantmakers – **the quality of the process has a direct reflection on funders' reputation and grantees' willingness to re-submit in the future**
- In the absence of an intentionally racially equitable approach, **the application process runs the risk of placing an undue burden on applicants**, particularly BIPOC-led organizations who may be less resourced and/or less interested in engaging with funders who are not responsive to their needs
- **An onerous application affects all applicants, including those who do not get awarded**, taking time away from their ability to serve their organization and the communities they serve.



CASE STUDY

Example of best practices adopted by the Pittsburgh and Henry Luce Foundations:^{1 2}



- Accept applications submitted to other funders
- Use scaled back budget forms
- Ask minimal questions required for audit and due diligence
- Remove 'Letter of Inquiry' submission requirement

“Organizations of color and those tackling racial justice can be particularly harmed by the lack of best practice because they are often deeply and disproportionately under resourced”³



APPLICATION | DIAGNOSTIC



DIAGNOSTIC TOOL

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:

	Do you “ rightsize ” the application process ¹ by minimizing application requirements and procedural burdens on grantees/applicants, limiting questions to those needed for decision making, and streamlining repeat requests to avoid redundancy?	/5
	Do you allow grantees to submit application material and attachments in the format that works best for them (e.g., budget, organizational chart, video responses instead of written responses)?	/5
	Do you provide suggested wordcounts as opposed to strict word/character limits?	/5
	Do you take on the onus of due diligence by utilizing public information and research as needed, as funders often have more time and resources at their disposal than applicant groups?	/5
	Do you cover additional costs (e.g., site visits)?	/5
	Do you provide illustrative examples and background materials where needed (e.g., budget, organizational chart) and appropriate general support for applicants (e.g., assistance from grant writing coach, informational webinars)?	/5
	Do you provide the opportunity for grantees to express specific challenges they have faced (e.g., a budget narrative to explain circumstances around irregular financing)?	/5
	POINTS	/35
	TOTAL SCORE (%)	/100

Note: This toolkit intended to uplift the totality of interventions a grantmaker can undertake. Not all interventions are the same and weighting is directional.

Sources: [Equity in Philanthropy](#); [Philanthropic Initiative for Racial Equity](#); [The MacArthur Foundation](#); [Trusted Philanthropy](#); [Candid](#)

[1] Grantmakers should have an accurate idea of the resources required for applications and reporting. Grantmakers tend to underestimate application and reporting time burdens while overestimating the amount of information they need for decision making. Grantees spend an average of 27.45 hours on the application/proposal process and 20.48 hours on reporting



SELECTION | OVERVIEW



KEY QUESTIONS

- Does the selection process **adhere to any specific DEI policies and encourage a diverse pool of reviewers to help guard against implicit and explicit bias?**
- Does the selection process **recognize BIPOC & WOC applicants' unique assets, perspectives and challenges** based on historical racism?



WHY IT MATTERS

- **BIPOC-led organizations are systemically underfunded** – from 2015 to 2018, more than 1/3 of the top 20 philanthropic grant recipients were organizations spearheaded by white leaders advancing their own theories of change for Black and Brown communities
- **Biases in the selection process get particularly amplified** due to the binary outcome of the selection process, in which many applicants will walk away from the process with no funding



CASE STUDY

- The Kresge Foundation committed to **diversifying its endowment managers to reduce bias**
- Having a **more diverse group executing selection decisions** will allow the Foundation to improve on its objective to champion opportunities for women- and BIPOC-led firms that have been underrepresented in the foundation's endowment²





SELECTION | DIAGNOSTIC



DIAGNOSTIC TOOL

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:

	Do you use cohort demographic¹ reviews to ensure a diverse, balance cohort is advancing at each stage of the application process?	/5
	Do you ensure selection panels are diverse across race, gender, and seniority?	/5
	Do you incorporate mechanisms for bias removal (e.g., racial and gender bias training, using a consistent set of interview questions, etc)?	/5
	Do you prioritize organizations from marginalized communities in the selection process, understanding that those closest to the issue are often uniquely positioned to address it?	/5
	Do you provide feedback where grant requests are denied, to build transparency, and help applicants improve their chances of acceptance in the future?	/5
	Do you evaluate applicants' racial equity approach and goals (i.e., issues of racism are relevant across fields, sectors, and regions; understanding an applicant's approach to racial equity can ensure they are actively recognizing and addressing the role of racism in their work)?	/5
	POINTS	/30
	TOTAL SCORE (%)	/100

Note: This toolkit intended to uplift the totality of interventions a grantmaker can undertake. Not all interventions are the same and weighting is directional. [1] A practice in which there is a check at each stage of the review process of the demographic breakdown of the entire cohort before final decision making/selection to ensure a balanced and diverse cohort is advancing through each stage of the process

Source: [Peak Grantmaking](#); [Center for Effective Philanthropy](#); [The Kresge Foundation](#); [GrantCraft](#); [National Committee for Responsive Philanthropy](#).



PROGRAMMING | OVERVIEW



KEY QUESTIONS

- Does programming¹ **meet the needs of BIPOC and WOC grantees?**
- Does the funder **seek to amplify the efforts of grantees with direct, fit-for-purpose support?**
- What is the funder's **approach for integrating a racial equity lens** across its programs?



WHY IT MATTERS

- Directly funding projects is critical, but grantmakers can also **create impact in the communities they serve through fit-for-purpose programming** such as technical assistance to the grantee to help them amplify their efforts
- By ensuring that programming is developed with a racial equity lens, **corporate grantmakers have the opportunity to model trust and flexibility – the foundation of an equitable grantmaking relationship**



CASE STUDY



Lululemon case study: Making comprehensive commitments to meet the needs of grantees and BIPOC communities

Lululemon responded to the George Floyd murder in 2020 by **committing long-term grants to BIPOC-led nonprofits**, in addition to **providing training, product donations, business advice, and store space for workshops** while dedicating **\$3M to its social impact platform, 'Here to Be'**, which spotlights actors in the wellbeing space disrupting inequity.² Here to Be has supported up to 750 organizations.³

Notes: [1] Programming includes all support offered from the grantmaker to the grantee – including programmatic support, technical assistance, or public relations support. [2] [Lululemon's Sustainable Action Towards Racial Equity - Savoy \(savoynetwork.com\)](#)
[3] [Here to Be | lululemon EU](#)



PROGRAMMING | DIAGNOSTIC



DIAGNOSTIC TOOL

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:



Do you **design programming to include multi-year, unrestricted support** where possible to support the stability of grantees, encourage innovation, and support grantees' long-term planning?

/5



Do you **recognize the unique challenges BIPOC often face and work to provide flexible and responsive support and resources?** Do you ask grantees, regularly, through the course of funding, if they have needs beyond financial support and work to meet their needs?

/5

POINTS

/10

TOTAL SCORE (%)

/100



LANGUAGE | OVERVIEW



KEY QUESTIONS

- Is the language in funder material **guarding against white supremacy and bias**?
- Is the language inclusive and does it explicitly encourage applications from women- and BIPOC-led organizations?



WHY IT MATTERS

- DEI has a different meaning in different contexts – **using shared language around key concepts** (e.g., white supremacy, racism, anti-racism, People of Color) **helps to ensure a coherent and impactful strategy**.
- While easy to view as superficial, **language that is rooted in white supremacy and biases introduces implicit power imbalances** and assumptions that can harm grantees, particularly those led by BIPOC.



CASE STUDY

- Ceres Trust uses **clear and compelling language to describe the racial equity lens it applies** in its grantmaking approach:
 - **Practicing ‘radical generosity’** in the distribution of funds and relationships with others, **acknowledging the history of unequal accumulation of wealth** in the U.S.
 - **Explicitly encouraging BIPOC-led organizations to apply**: “Ceres Trust profoundly values the knowledge and cultural teachings of Native peoples”





DIAGNOSTIC TOOL

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:



Have you **ensured all language is accessible and unbiased**, avoiding the use of jargon and emphasizing partnership instead of funder hierarchy?

/5



Have you **ensured language does not perpetuate white supremacy** or white dominant culture (e.g., use words like “partner organizations” instead of “beneficiaries”)?

/5



Do you **incorporate racial equity language** explicitly in your strategy and goals?

/5



Do you **use race and gender explicit language**, acknowledging intersectionality of experience to ensure BIPOC is not used in a monolithic way¹?

/5

POINTS

/20

TOTAL SCORE (%)

/100

Note: This toolkit intended to uplift the totality of interventions a grantmaker can undertake. Not all interventions are the same and weighting is directional. [1] Using race and gender explicit language acknowledges the differences in experiences represented and systems of oppression experienced by different racial groups, allows for an understanding of the representation (or under representation) of different racial groups within a cohort and helps examine the range of challenges and needs of different racial groups

Sources: [Equity in Philanthropy](#); [Philanthropic Initiative for Racial Equity](#); [GrantPlus](#).



DECISION-MAKING | OVERVIEW



KEY QUESTIONS

- Is **decision-making shared** by diverse stakeholders or **concentrated among a few**?
- Is decision-making **reflective of company-wide values and norms**, or are business activities causing harm to BIPOC communities?



WHY IT MATTERS

- Given the distribution of financial resources, **grantmakers hold much of the power in relationships with grantees**
- **Prescriptive decision-making by funders** is commonly informed by top-down perspectives on how work 'should' be done, and can be **misaligned with how communities themselves see success**¹
- Grantmaking with a racial equity lens allows grantmakers to **amplify the voices of their grantees and the communities they serve, treating grantees as equal partners and experts** in their work
- Given the magnitude of the business side relative to the grantmaking side, a racial equity lens in grant decision-making will only go so far if the company does not **actively assess how corporate decisions, priorities, and policies are impacting BIPOC consumers and communities**²



CASE STUDY



- Recreational Equipment, Inc (REI) **shares decision-making power by working with an external BIPOC Advisory Council** to guide REI's racial equity strategy and ensure resources are applied in equitable and culturally relevant ways.
- This approach **enabled more holistic responses to the murder of George Floyd**, as REI committed to providing long-term grants, resources, and trainings to BIPOC-led nonprofits, in addition to advocating for a more inclusive outdoors community.



DECISION-MAKING | DIAGNOSTIC



DIAGNOSTIC TOOL

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:

	Do actively shift decision-making power over aspects of your grant allocation process to grantees to equalize power imbalances between funders and grantees and increase the responsibility, power, and influence of non-grantmakers?	/5
	Do you or your grantees demonstrably consult communities of color before planning programs that will impact their lives to generate buy-in at the community level and increase the diversity of the stakeholders involved?	/5
	Do you create relationships between the corporate side of the company and the grantmaking side to review how company policies may be impacting BIPOC consumers and communities?	/5
	POINTS	/15
	TOTAL SCORE (%)	/100



Monitoring Evaluation and Learning (MEL) | OVERVIEW



KEY QUESTIONS

- Do MEL practices **facilitate improvement of grantmaking processes** and **improved outcomes for BIPOC grantees** and the communities they serve?
- Are **equity and inclusion embedded in the design and implementation of MEL** processes?



WHY IT MATTERS

- As the final step in the grantmaking pipeline, **MEL serves as the critical moment to reflect and evaluate impact.**
- Measurements and evaluations are only as good as the standards and tools that are used—**inequitable standards and tools will disproportionately affect how BIPOC-led grantees perform.**
- In particular, taking a **racial equity lens to the MEL process creates a positive feedback loop that can continually improve grantmaking practices for BIPOC-led organizations** and/or organizations that serve communities of color



CASE STUDY



- **Headwaters Foundation for Justice** evaluates the success of its grants by asking the community it serves and other funders questions about the impact of its community-centered approach



- **Global Greengrants Fund** provides an advisor to grantees where language is a barrier to help complete the impact reporting form (which can also take the form of a recording)



DIAGNOSTIC TOOL 1/2

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:

-  Do you ensure all data collected is race and gender disaggregated to allow for differences based on race and gender to be understood, analyzed, and acted upon as appropriate? /5
-  Do you analyze and reflect on feedback from grantees on their experiences with the grantmaking process to assess whether the process is executed in equitable and inclusive ways (e.g., asking questions on whether grantees feel included and whether grant requirements are burdensome)? /5
-  Do you collect anonymous feedback through CEP's Grantee Perception Reports to benchmark grantees' experience with you, compared with other funders? /5
-  Do you capture how grantees' impact addresses structural inequities to understand the pathways and the extent to which the overall grantmaking strategy promotes equity and inclusion? /5
-  Do you align with grantees on the qualitative and quantitative datapoints to be collected to ensure a shared definition of impact that allows grantees to have ownership of their narrative (i.e., data collected by the funder is the same type of data used by grantees to understand their work)? /5

CONT. ON NEXT SLIDE



DIAGNOSTIC TOOL 2/2

On a scale of 1 (never) to 5 (consistently), rate your corporate grantmaking practices on the following questions:



Do you **integrate opportunities for grantee leadership and participation in the design of MEL** to shift and build power with grantees and allow the communities served to drive the process of knowledge production (e.g., co-creating the data indicators to be collected with grantees)?

/5



Do you provide **funding for grantees to evaluate the impact** of their work?

/5



Do you **collect grantee input before making changes or updates to MEL expectations**, so they are involved stakeholders in the process?

/5



Do you **report back progress to grantees** including how their input was or was not used to inform decisions in order to encourage trust and transparency while showcasing the insights gained from grantees' time and effort?

/5

POINTS

/45

TOTAL SCORE (%)

/100

TO ACT ON THE TOOLKIT, GRANTMAKERS CAN IDENTIFY AREAS OF STRENGTH AND WEAKNESS, AND TRACK PROGRESS OVER TIME

DIAGNOSTIC TOOL SUMMARY

ELIGIBILITY	APPLICATION	SELECTION	PROGRAMMING	LANGUAGE	DECISION-MAKING	MEL
/100	/100	/100	/100	/100	/100	/100

AREAS FOR GROWTH

If you score under 50% on the following areas, it may indicate you have a **root cause** problem in the following areas that indicates an area for growth:

ELIGIBILITY OR
APPLICATION



ACCESS

The ways grantees **access** the support provided by your organization may privilege white grantees

PROGRAMMING
OR MEL



SYSTEMS

The **systems**, policies, and programs that support grantees once they are accepted maintain the status quo, implicitly or explicitly, which can do more harm to BIPOC-led organizations

LANGUAGE,
SELECTION, OR
DECISION-MAKING



CULTURE

The broader **culture** at your organization may privilege white voices in decisionmaking processes, and/or make BIPOC feel less welcome than white grantees



4.

ACTING ON RESULTS

SCORING LOW ON ELIGIBILITY OR APPLICATION WILL REQUIRE THINKING MORE SYSTEMICALLY ABOUT EQUITABLE ACCESS

ACCESS



Consider that **there may be systemic barriers to entry in the grantmaking pipeline** that disproportionately affect BIPOC , including women of color. Your organization will need to develop solutions that not only circumvent barriers but actively break them down

Steps to breaking down barriers could include:

- **Reviewing where previous funding has flowed** and what patterns – either intentional or unintentional – may have contributed
- **Actively seeking out BIPOC-led organizations** working in the communities of focus and commit to building partnerships with those that align with your areas of focus
- **Seeking feedback from people external to your organization** on types of initiatives to prioritize for grant funding and the organizations they respect to consider for future grant cycles as one way to help expand your perspectives on eligibility

Peloton – The Peloton Pledge: For their \$100M investment in racial equity, Peloton conducted independent research to identify leading BIPOC-led organizations they could partner with, leading to six partnerships over a four-year commitment. **This active work on Peloton’s part to build these relationships with BIPOC-led organizations reduces the burden on grantees to seek out applications; instead, the work is on the corporate foundation to actively build these relationships.**

Goldman Sachs - One Million Black Women Initiative: For this \$10B initiative, Goldman Sachs is holding listening sessions across the country on the types of organizations, companies, and solutions that would be most helpful to improve the lives of Black women and their communities. Additionally, anyone can submit an idea for feedback through Goldman Sachs’s online portal. While grantmakers do not need to seek feedback on this scale, **seeking ideas from people outside the firm – especially from those with lived experience – expands the set of ideas that are considered to receive grant funding to expand access.**

LOW SCORES ON PROGRAMMING OR MEL WILL REQUIRE A GRANTMAKER TO RE-SHAPE SYSTEMS THAT SUPPORT GRANTEES

SYSTEMS



Consider how systems that maintain the status quo implicitly or explicitly do more harm to BIPOC led organizations and uphold dominant ways of working

Steps to ensuring equitable systems could include:

- **Providing timely and personalized TA beyond funding, especially for BIPOC grantees**
- **Building personal, one-on-one relationships with grantees to foster relationships of trust, rather than relying on impersonal MEL systems**
- **Offering flexible funding to remain responsive to community feedback throughout the grant lifecycle**

Peloton – The Peloton Pledge: In addition to providing financial support to GirlTrek’s main initiative, Peloton chose a GirlTrek route for one of the walking routes they share with all Peloton subscribers. **Given Peloton’s strong brand and reach, this individualized support furthers GirlTrek’s mission to spread awareness about healing generational trauma through exercise and wellness.**

Home Depot – Support of Community Solutions / Brownsville Partnership:

The Home Depot Foundation provides general operational support to Community Solutions, an intermediary of the Brownsville Partnership. In regular town hall meetings organized by Brownsville Partnership, community members – including teachers, parents, social workers, and government leaders – determine how they see progress is being made. Flexible general operations funding from Home Depot allows Brownsville Partnership to **listen to community voices and remain responsive to community-identified priorities.**

LOW SCORES ON LANGUAGE OR DECISION-MAKING MAY INDICATE A NEED TO SHIFT ORGANIZATIONAL-WIDE CULTURE AND MINDSETS

CULTURE



Consider that the organization may need to **deepen commitments to changing organization-wide values and norms**, which are often embedded in language or decision-making processes

Steps to changing organization-wide culture could include:

- **Re-visiting internal diversity, equity, and inclusion practices and norms** and investing in racial equity trainings for your entire organization to understand how implicit bias in language and decision-making processes can affect grant funding
- **Embedding racial equity principles into company-wide values and norms** to begin to embed a broader ethos of racial equity across the entire organization

JPMorgan Chase – Harbor Bank Partnership: In an Op-Ed about JPMorgan’s partnership with Harbor Bank¹, JPMorgan named their partners who have long been working in racial equity; named racism and encouraged peers to act, rather than simply making public statements; and acknowledged JPMorgan’s limitations and remained humble about their work. **By doing so, JPMorgan amplified the impact of their program by being transparent about what the program will and will not do and using their brand and reach to draw attention to their racial equity partners.**

Goldman Sachs - One Million Black Women Initiative: The selection committee responsible for all decision-making of this \$10M initiative is comprised of 17 Black leaders within the firm, who are advised by additional external leaders such as Forbes 500 business leaders, philanthropists, government leaders, and artists. Making the committee exclusive to Black **embeds lived experience in the decision-making process and can potentially lead to more creative solutions**

GRANTMAKERS CAN ALSO USE THE TOOLKIT TO BUILD A RACIAL EQUITY LENS ACROSS THE ENTIRE PORTFOLIO OVER TIME

NEAR-TERM WINS & INTERNAL LEARNING

- **Prioritize elements of culture first** by hosting all-team training on racial equity – this will help ensure that the full team is bought in on the importance of a racial equity lens and its relevant background in order to sustain longer-term changes
- **Implement quick wins** listed in this document in the checklists per stage of the grantmaking pipeline
- **Consider contributing to a pooled fund** driven by BIPOC to responsibly engage in racial equity while your team is building its internal capabilities

MID-TERM PLANNING & EXECUTION

- **Create a timeline** for how to focus longer-term efforts related to root causes – e.g., listed on p. 29-31 - and invite grantees and internal leaders of color to have decision-making power
- **Continue implementing quick wins if there is capacity to do so**, but focus on longer-term shifts as these will drive the most progress

LONG-TERM MONITORING & AMPLIFICATION

- **Revisit this toolkit on at least an annual basis**, inviting grantees of color to share optional feedback as part of the organization’s assessment process
- **Continue building relationships with grantees** to ensure their long-term needs are met
- **Publish results of progress to amplify efforts**, including on success stories of grantees of color
- **Build relationships with the corporate side of the company** to ensure that grantmaking with a racial equity lens reflects company-wide values



How an organization defines a ‘quick win’ or a longer-term effort will depend on the organization’s existing capabilities and priorities, but grantmakers can use the items listed throughout the toolkit to surface a list

LASTLY, GRANTMAKERS CAN TAKE ADVANTAGE OF THE FACT THAT THIS MOMENT HAS A WEALTH OF RESOURCES TO DRIVE FURTHER LEARNING

ADDITIONAL RESOURCES

Grantmaking with a Racial Equity Lens | Philanthropic Racial Equity, 2019

An excellent review of the core principles of a racial equity lens

Philanthropists Bench Women of Color, the MVPs of Social Change | Vanessa Daniel & New York Times, 2019

A review of the legacies that have limited philanthropic funding for women of color; although the funding landscape has changed, the roots of these biases still hold true today

Funding from a Place of Trust: Exploring the Value of General Operating Grants and Capacity Building Grants | Citi Foundation, 2020

A review of the importance of general operating grants as a signal of trust and inspiring case studies

How Nonprofits Can Incorporate Equity into Their Measurement, Evaluation, and Learning | The Bridgespan Group, 2022

An article on using MEL methods that engage, respect, and benefit the constituents and communities served

Shifting Power to Communities in Grant Funding | Marcus Haymon, Rodney Foxworth, & SSIR, 2022

An essay on the importance of a racial equity lens and shifting power in grant funding, with practical tools on how to do so

Two Years After Historic Uprisings, Where Does Philanthropy's Commitment to Racial Justice Stand? | Inside Philanthropy, 2022

A review of funding trends since 2020, including identifying areas still needed for funding to further racial justice

White Dominant Culture & Something Different | Cuyahoga Arts & Culture, 2019

A list of white dominant working norms to review, which can help ensure language is inclusive and anti-racist

Centering Racial Equity in Measurement and Evaluation | Leiha Edmonds, Clair Minson, Ananya Harihan, & Urban Institute, 2021

A brief on how racial equity and inclusion can strengthen the MEL work of nonprofits

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