



Facing Power & Privilege in Capacity Building

2019 CAPACITY BUILDERS CONFERENCE



Capacity Building Through a Race Equity Lens: Building the Plane as We Fly

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Building Movement Project

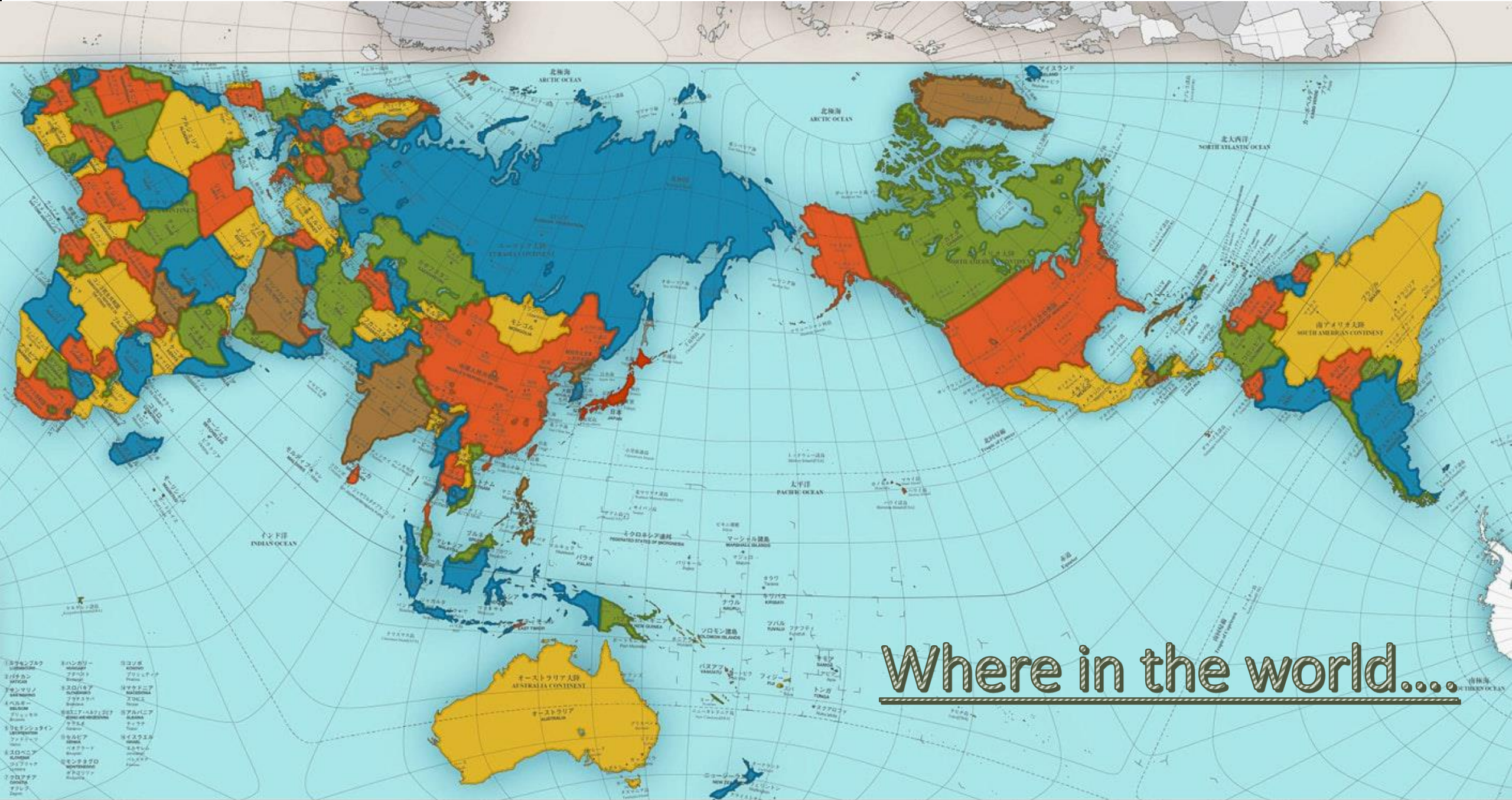
Session Goals

Connect around the **importance** of and **challenges** associated with *capacity building through a race equity lens*.

Models and **approaches** that a NYC capacity building **coalition** have *put into practice*.


Discussion of the role that **data** and **assessment** plays in this work.

Lessons learned from the coalition.



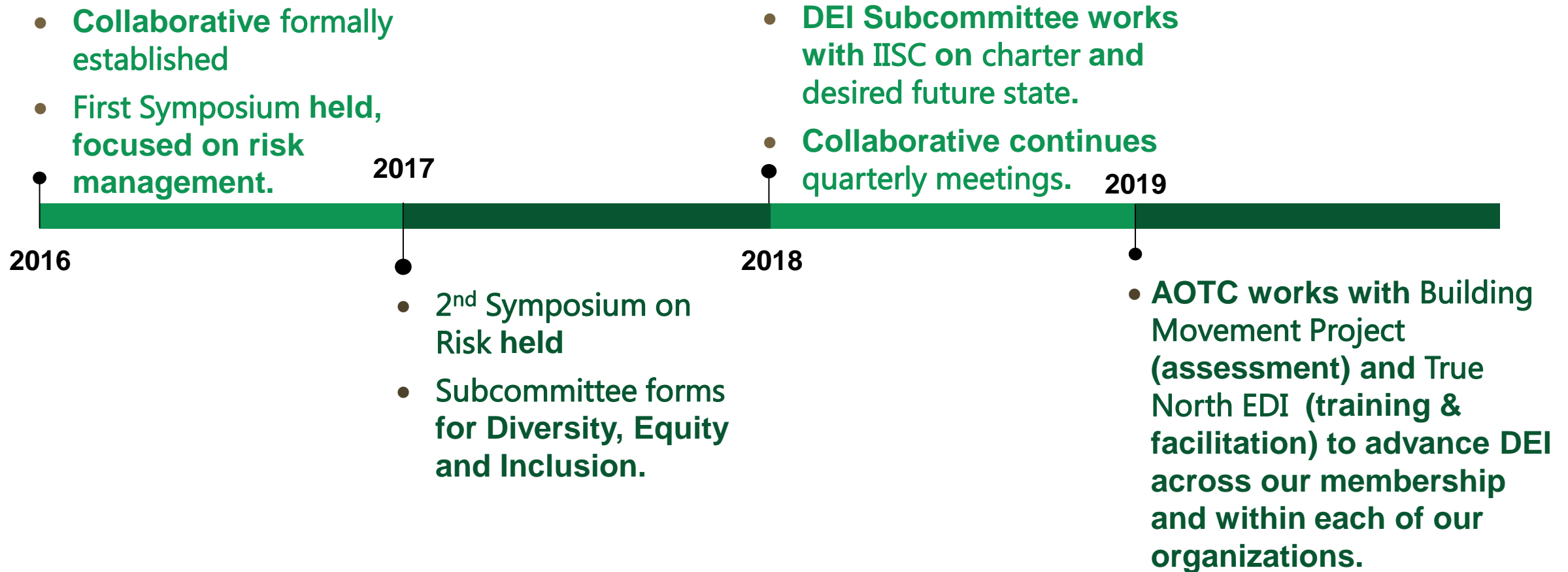
Where in the world....

Our Journey Towards Racial Equity and Inclusion

A wide-angle photograph of a long, straight asphalt road with yellow dashed center lines and solid yellow edge lines. The road stretches from the bottom center towards the horizon. The landscape is a dry, open plain with sparse, low-lying yellowish-brown vegetation. In the distance, a range of mountains is visible, with several peaks covered in snow. The sky is a clear, vibrant blue with some wispy white clouds near the horizon.

Where are *you*
on the journey to address
racial equity and inclusion **in your own work?**
With your client/partner nonprofits or individuals?

Our Journey



AHEAD OF THE CURVE



**NONPROFIT
NEW YORK** | A relentless,
collective
force for good.

SeaChange
CAPITAL PARTNERS



Candid.



Cause Effective

cause generosity
cause community
cause change



**GOVERNANCE
MATTERS**
LEADING GOOD GOVERNANCE FORWARD



NYLP I
**JUSTICE THROUGH
COMMUNITY POWER**

Framework and Target Audiences

1. Capacity Builders
2. Sector Members
3. Beneficiaries

Ahead of the Curve Collaborative - Basic Outcomes Framework - February 12, 2018 Discussion

Who AOTC Aims to Serve & their Related Needs

- 1) Organizations represented in AOTC Cohort
 - a. Opportunities to network, share announcements about initiatives/events, make/share referrals, collaborate/create more intersection
 - b. Space to reflect together on state of beneficiaries, capacity builders, and sector as whole (including gap analysis, identification of important issues in need of a cc
 - c. Platform to create a uniform point of view/collective voice to influence change, set standards/trends and/or maximize impact
- 2) Nonprofit capacity builders as a whole - members of AOTC and beyond (in NYC and nationally), including consultants, intermediaries, and orgs
 - a. Similar needs to those in the AOTC cohort, as listed above
 - b. Knowledge of AOTC (its work, successes, challenges, how collaborating), so that they can collaborate in their communities
 - c. Info/knowledge/tools on trends and best practices in the sector ("landscape")
- 3) Nonprofit sector as a whole - service providers, funders, government that serves the nonprofit sector
 - a. Knowledge about what capacity building is, what it can do for them, what is available, and how best they can utilize it
 - b. Info/help building their capacity, strength, and impact with comprehensive/360 degree outside help of capacity builders; complementary approaches to capacit
 - c. Understanding from the community about the value of the nonprofit sector (avoid misperceptions)
- 4) Beneficiaries of nonprofits - served in some way by nonprofit orgs
 - a. Strong organizations serving their needs (not needs of funders or others) and doing no harm
 - b. Supportive policies, healthy communities, better quality of life/standard of living

Proposed Approach / Activities	Desired Outcomes (those in bold were flagged a priorities for 2018, number = vote)
<p>Assemble (X number of) NYC capacity building orgs interested in sharing resources and collaborating to support each other and sector</p> <p>Host quarterly member meetings (that allow participants to share details on upcoming events, initiatives and collaboration opportunities and provide a forum for identifying, discussing and collaborating on pressing issues in the sector)</p> <p>Use BaseCamp and other forums to internally share resources, information, etc. in between meetings</p> <p>Host teambuilding activities (e.g., field day, cocktails)</p>	<p>AOTC Members will:</p> <ul style="list-style-type: none"> Learn about and build community with fellow members <ul style="list-style-type: none"> Understand the offerings, strengths, and opportunities of group members (and ourselves) Make connections and build trust Share client information - understand overlaps and how clients are using capacity building services Leverage our respective strengths / build on one another's work (9) <ul style="list-style-type: none"> Avoid unneeded duplication/conflicts in our work (while recognizing there is value in discourse that comes from different points of view) Collaborate (in groups of 2 or more) on specific projects Make referrals / better match community with capacity building <p>Nonprofit Capacity Builders:</p> <ul style="list-style-type: none"> Have a common uni (lexicon), values, and collaboratively (4) Have tools, framework building work and th Think and act more c Secure more funding <p>Nonprofit Sector Members:</p> <ul style="list-style-type: none"> Have better access to Are better

The Benefits of a Coalition





Our Internal Journey Towards Racial Equity and Inclusion

Do you believe it is **necessary to address racial equity and bias *yourself*** in order to address racial equity and inclusion ***with others?***

If so, ***what kind of work do you think is necessary?***

Our Approach

Shared Agreements: Documents

Charter

Project Timeline

Points of Entry phases

Desired Future State

Funding – What it was used for

Self-pay/Funder/in kind

Paid for facilitator, training, food

Consultants

Interaction Institute for Social Change (IISC)

True North EDI

The Assessment

Why Build an
Organization
Assessment?

Reach the **most organizations** ...

Reduce **funding** as a barrier ...

And create a **new norm**
for nonprofit organizations
to address race equity

Assessment Goals

1. Easy to Use
2. Offers information on **basic capacities needed** to develop DEI
3. Helps orgs see **where they stand** on these capacities
4. Identifies **initial steps** orgs can take
5. Collects **data to inform** the nonprofit sector
6. Creates a **culture change** in the sector through widespread use of the assessment.

Why pilot with AOTC participants?

1. Expertise to **respond critically** to survey questions & presentation.
2. As capacity builders, would be **capable of managing difficulties/emotions** that might (and did) arise.
3. Coalition members had already **developed readiness** for the work

WHAT AN ASSESSMENT CAN & CAN'T DO

CAN

Make the case for hiring a consultant / capacity builder

Start dialogue within organizations

Identify opportunities for cohort-based learning

Track orgs / interventions to learn from

CAN'T

Replace a skilled consultant / capacity builder

Sustain deep culture / organizational change efforts

Manage / mitigate internal **resistance**

Continuously measure progress for individual organizations

Structure of Pilot Assessment

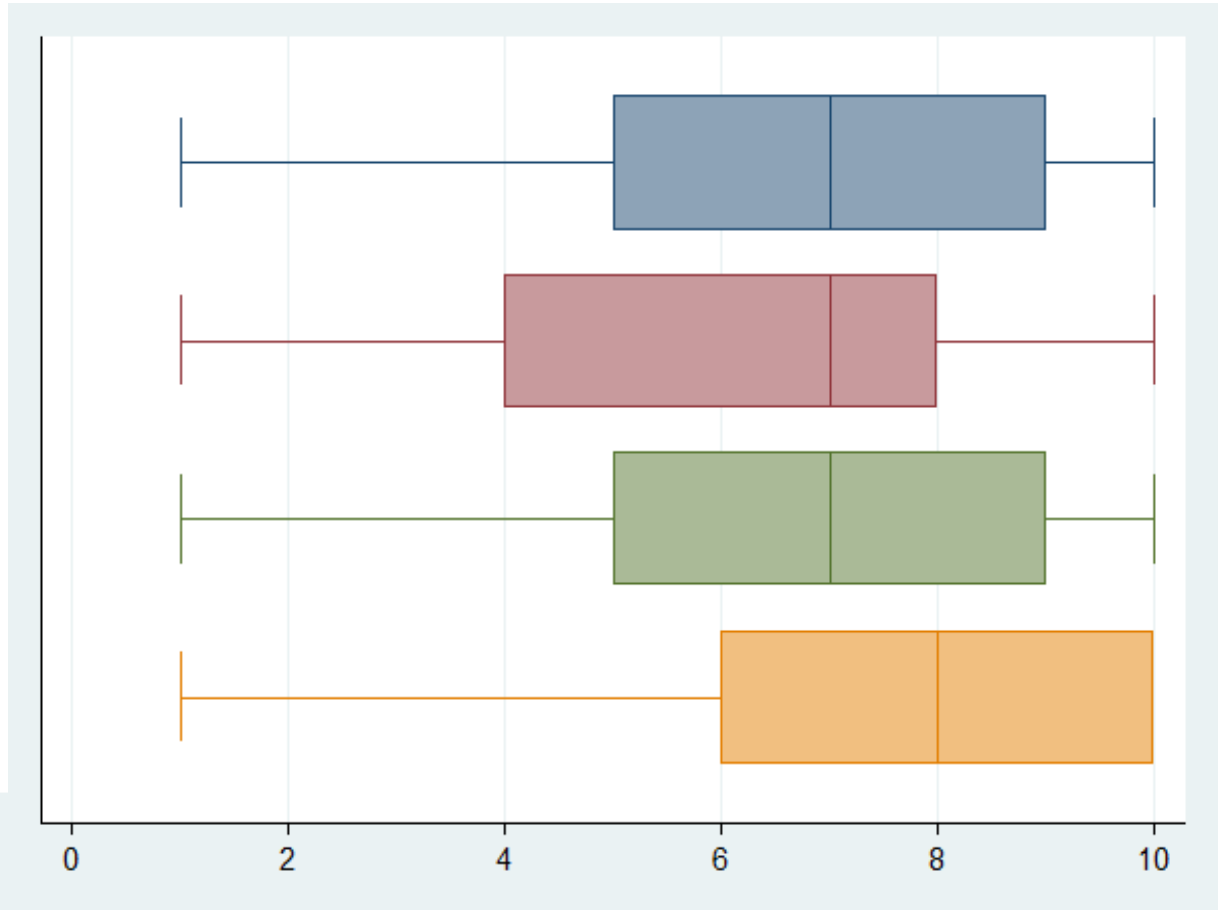
1. Individual demographics
2. Personal experience
3. General organization culture
4. Current experience of race equity, inclusion and diversity
5. Opinion / perception of strategies to increase equity, inclusion and diversity

The Pilot Sample

Organizations	8
Staff	114
Board Members	64
Total Respondents	178

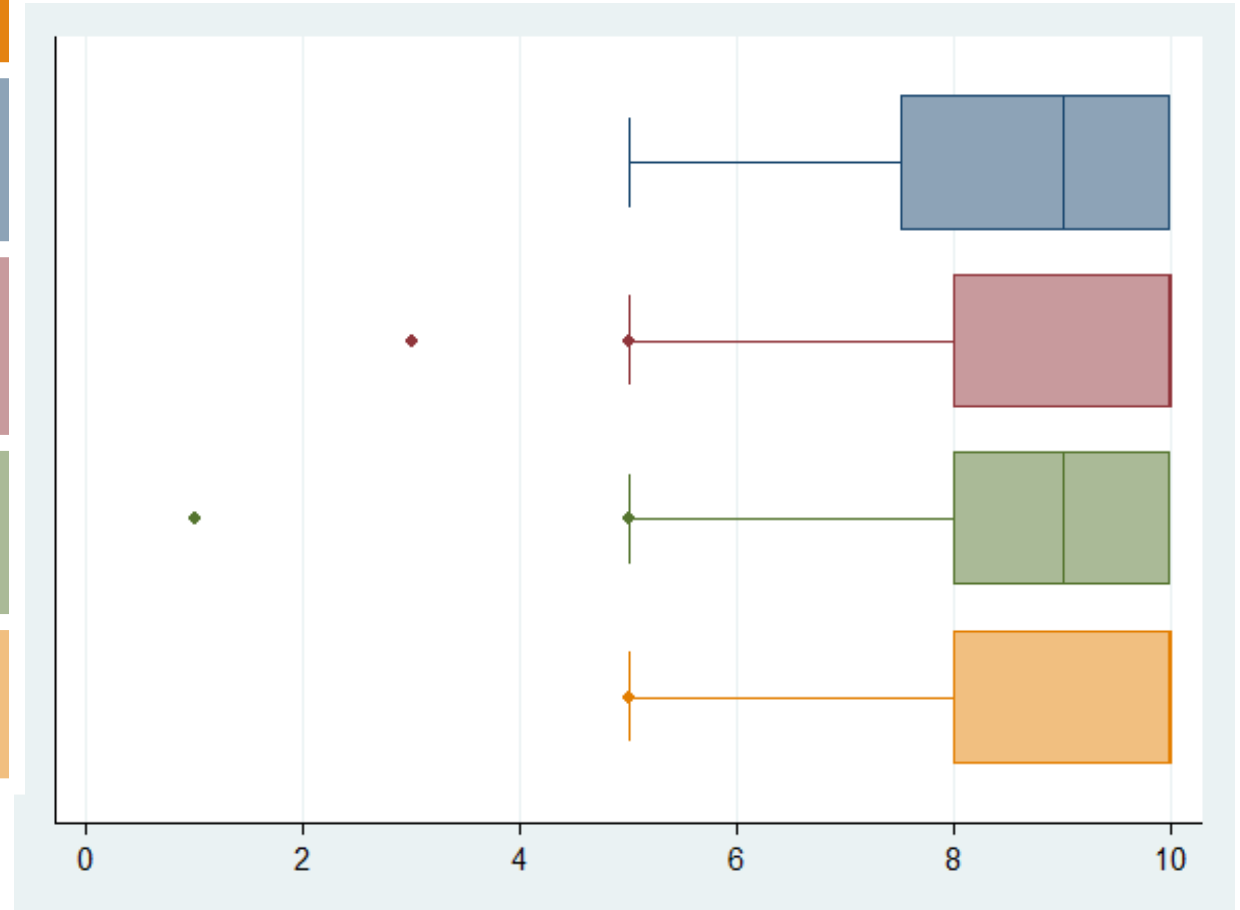
Feelings About the Org. (Staff)

	Mean
Org supports wellbeing of staff	6.9
Top leaders in org ask for feedback	6.2
Would be happy working at org in 3 yrs	7
Would recommend the org to a friend	7.4



Feelings About the Org. (Board)

	Mean
Org supports wellbeing of staff	8.7
Top leaders in org ask for feedback	9.0
Would be happy working at org in 3 yrs	8.7
Would recommend the org to a friend	9.1



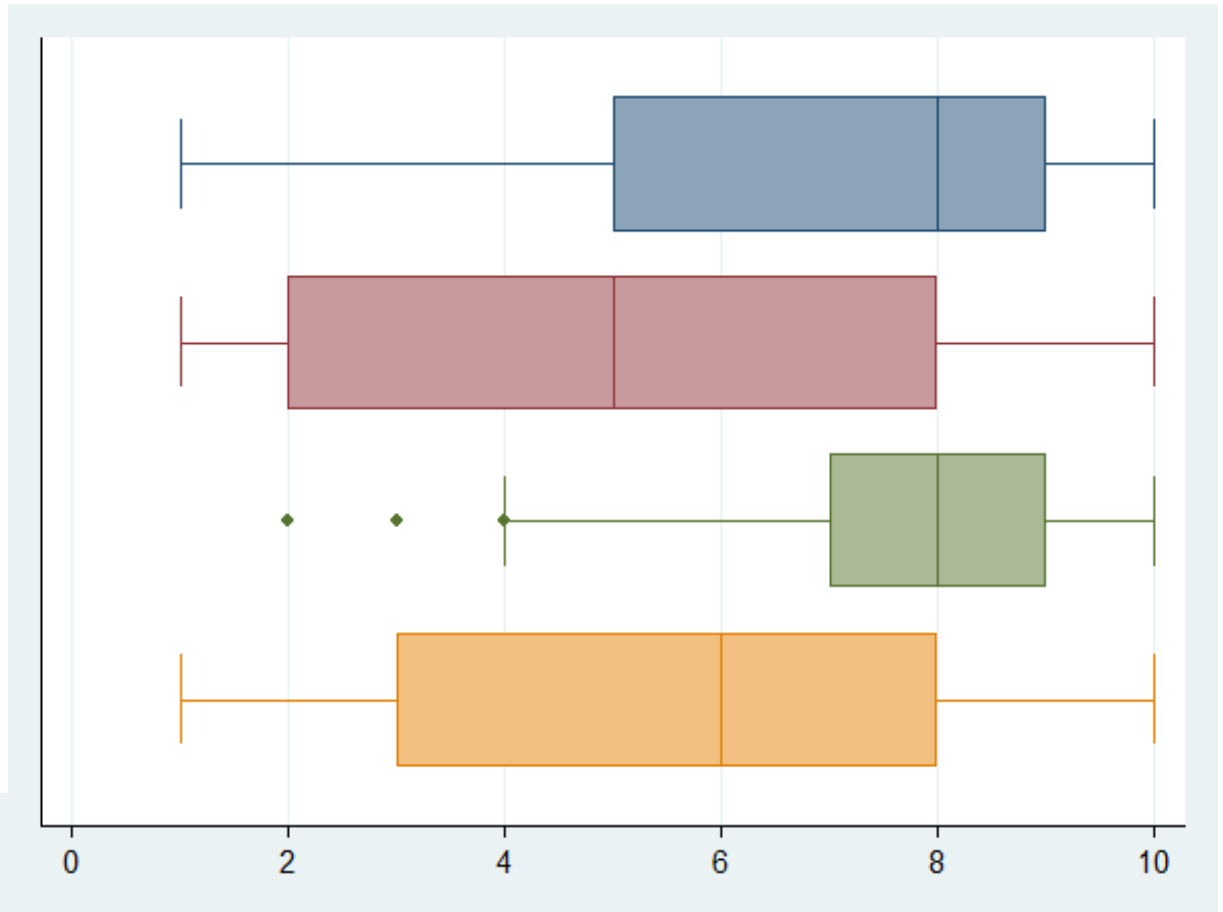
Perception of Equity & Inclusion

17. Please indicate the extent that you agree or disagree that each of the following factors reflects your organization's reasons for engaging in initiatives about equity, inclusion and diversity (like this assessment).

[illegible]

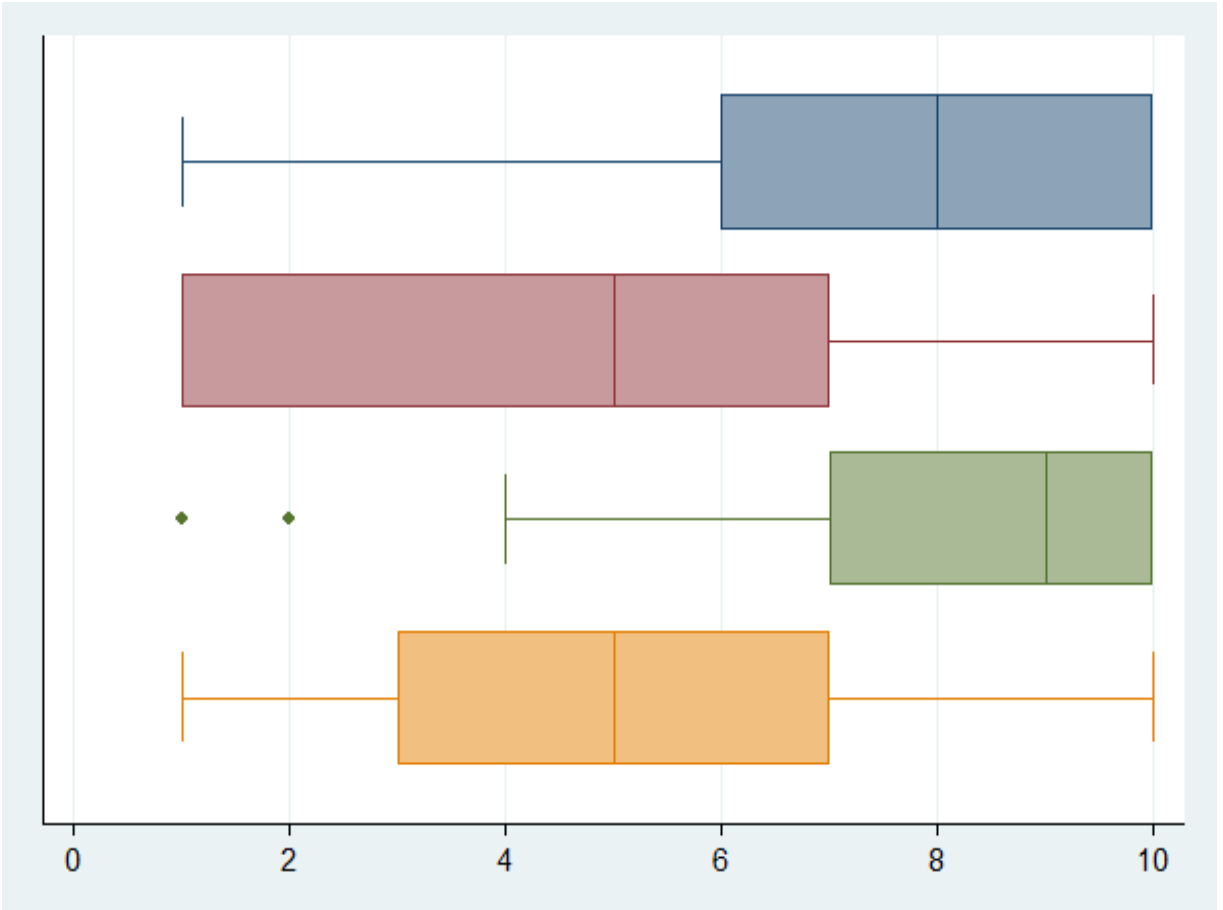
Perception of Equity & Inclusion (Staff)

	Mean
Reflect or rethink core values	7.1
Respond to crisis	5.0
Improve hiring/retention of diverse staff	8.0
Dismantle white dominant culture.	5.7



Perception of Equity & Inclusion (Board)

	Mean
Reflect or rethink core values	7.5
Respond to crisis	4.9
Improve hiring/retention of diverse staff	8.3
Dismantle white dominant culture.	5.3



Does *Rationale*
predict or inform
prioritized *Strategies*?

Perception of Organization's Rationale for DEI work

	Mean	
	POC = Yes	POC = No
Reflect or rethink core values	6.7	6.9
Respond to crisis	5.5	4.7
Improve hiring / retention of diverse staff	7.0	7.8
Dismantle white dominant culture	5.6	6.0

Our Hypothesis

Org Rationale: Reflect or Rethink core values

Org Rationale: Respond to Crisis

Org Rationale: Improve hiring/retention of diverse staff

Org Rationale: Dismantle white dominant culture

Strategies we tested

1. Address one or more ways that racial inequity and/or systemic bias impact **the issues our org works on**
2. Clarify that equity, inclusion and diversity are **central to our organizational purpose/mission**
3. Provide **training** on equity and inclusion for: staff, top leadership, Board of Directors
4. Develop new **recruitment and outreach strategies** to increase staff diversity
5. **Measure and track organizational diversity** (i.e. staff composition, turnover, etc.)
6. Increase the representation of under-represented groups on the **Board of Directors and/or Advisory Committees**
7. Create **affinity groups / employee resource groups for employees** with shared characteristics

Our work with clients

WHAT'S DIFFERENT FOR CAPACITY BUILDERS?

Awake to Woke to Work

Under your assigned **rationale**,

brainstorm potential strategies an organization might undertake at each stage in the Race Equity Cycle

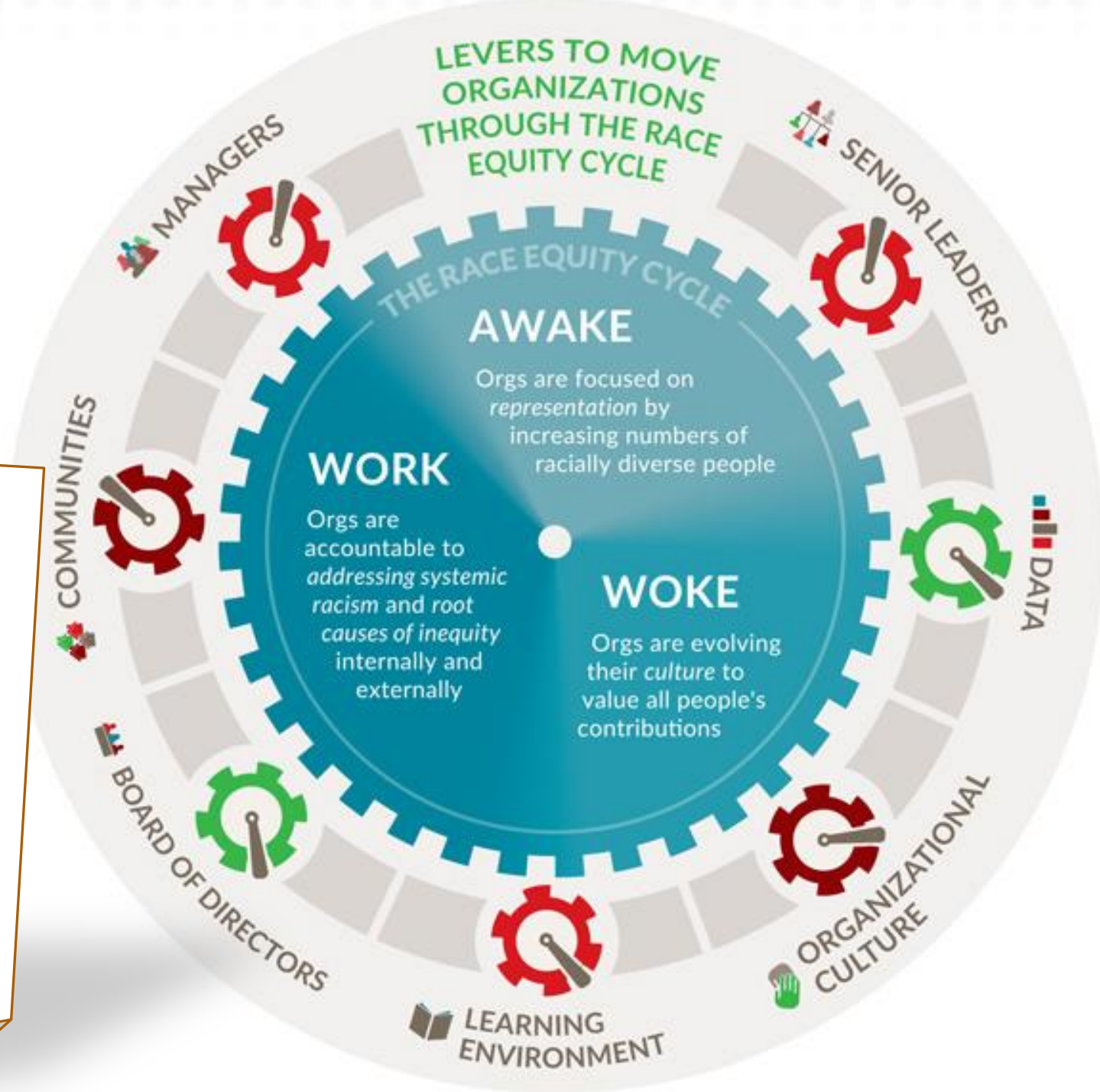
Rationale:
Respond to Crisis

Pre-Awake Stage

Awake Stage

Woke Stage

Work Stage



YOU. CAN. DO. IT.
