



Conservation, Environment, and Race: Implications for Funders

Exploring opportunities, challenges and best practices to educate conservation and environmental funders and connect them to Black, Indigenous and People of Color leaders and new partners

FINAL REPORT • MARCH 2021

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Executive Summary

INTRODUCTION

The COVID-19 pandemic, compounded by the reemergence of national discourse on long-standing racial injustice (e.g., police brutality and countless other demonstrations of anti-Blackness) and the divisive national political campaign, revealed deep disparities in Black, Indigenous, and people of color (BIPOC) communities, including those requiring an urgent response from the conservation and environmental fields.

As part of this response, Keecha Harris and Associates, Inc. (KHA), KHA collaborated with the David and Lucile Packard, Doris Duke Charitable, and William and Flora Hewlett foundations (“the funding partners”) to develop and implement the Inclusion, Diversity, and Equity in Environmental Philanthropy (InDEEP) Fall 2020 Virtual Learning Series. KHA is a trusted consultancy and thought leader in helping clients build a racially equitable and inclusive culture in the nonprofit, philanthropy, government, and corporate sectors through research and evaluation, organizational development, and project management. InDEEP (led by the Institute for Strategic and Equitable Development in collaboration with implementation partner KHA) is a professional development series that engages a network of foundation staff, including senior leaders, committed to integrating racial equity and social justice throughout their environmental and conservation philanthropy.

The funding partners determined that the purpose of this particular InDEEP series was to catalyze a transformation of the conservation and environmental sector to center BIPOC leaders and BIPOC communities’ lived experiences and for funders to consider how their grantmaking practices and priorities can support this transformation.

EVALUATION ACTIVITIES AND METHODOLOGY

As a part of the InDEEP initiative, KHA led the collection, analysis and reporting of data from 14 interviews with BIPOC leaders in the field. Data were also gathered via four webinars offered through the InDEEP 2020 Fall Virtual Learning Series. Responses to the webinars came primarily from funders; however, BIPOC leaders also participated in the third webinar. The webinar data included chat logs, polls, small-group discussion notes captured via Padlet, and session evaluations.

In addition to measuring accomplishment of webinar participant learning outcomes, this study sought to identify strategies for implementing racial equity and justice. The following overarching learning questions were used to inform the curriculum design, research design, and the development of the survey and interview questions:

- How do funders engage with BIPOC leaders?
- In what ways are funders centering BIPOC leaders and communities within organizational strategies?
- What are the challenges to advance racial equity and justice in the field?
- How do funders engage with BIPOC leaders in times of crisis?
- How can funder perspectives about and understandings of the history of racism in conservation be deepened to build an equitable funding future and improve collaboration with BIPOC leaders and communities?

RESULTS

Results are presented by learning question.

Learning Question 1: Funder Engagement with BIPOC Leaders

The interviews with BIPOC leaders and the webinars, which generated responses from funders, surfaced overarching challenges and barriers to progress in the field involving the following themes or areas of exploration: power; trust; transparency; and funders' inability to apply an intersectional lens to conservation and environmental work concerning BIPOC communities.

These barriers are reported as contributing factors in the observed disparities faced by BIPOC leaders and organizations in access to funding and other resources as well as relationship and partnership development. Both BIPOC leaders and funders identified these four categories as being of great concern.

Learning Question 2: Centering BIPOC Leaders and Communities

In their interviews, BIPOC leaders provided several examples of progress in the sector and barriers to progress. Grantmaking strategies and processes were reported as the leading area of observed progress. BIPOC leaders also reported observing greater investment in professional development opportunities ranging from pipeline opportunities to the provision of sponsorships for grantee partners. The most recognized areas of progress in the sector were an overall increased awareness of the need to amplify BIPOC voices and “get more money flowing” into BIPOC-led organizations and communities in a time of crisis.

Data collected from funders through the webinars illustrated a number of existing strategies employed by participating funders to center BIPOC leadership and BIPOC communities within their organizational strategy or strategies. Funders provided examples of current grantmaking strategies and described internal organizational change processes underway within their organizations to advance and center BIPOC-led efforts in the field.

Building on these funder responses, BIPOC leaders were asked in interviews to rate the value of each proposed funder strategy and additional researched best practice strategies to center BIPOC leadership to advancing their organization's conservation and environmental goals. Funders and BIPOC leaders found mutual value in the following strategies: establishing, expanding, and utilizing networks for Black and Brown conservation professionals; prioritizing foundation diversity, equity, and inclusion efforts in foundation strategic plans and action plans; and establishing funding goals and priorities specific to BIPOC-led organizations and communities.

Learning Question 3: Challenges to Advance Racial Equity and Justice

Funders and BIPOC leaders provided insights into the barriers and challenges they experience in advancing racial equity in the field of conservation and the environment.

Funders identified 1) a lack of cohesive organizational strategy around centering racial equity and 2) a lack of organizational capacity (e.g., expertise, knowledge, time, and financial resources) designated for planning and implementation of DEI/racial equity work as the two leading challenges to advancing toward racial equity goals.

Collectively, the barriers identified by BIPOC leaders were bureaucratic systems reflecting a lack of trust in BIPOC leadership; lack of sustained, holistic, multiyear funding; funder perceptions of BIPOC-led conservation and environmental groups as only community organizers; and lack of funding opportunities for intersectional work.

Learning Question 4: Funder Engagement with BIPOC Leaders During Times of Crisis

The BIPOC leader interviewees were asked to provide an end-of-year assessment of the sector's support of BIPOC leaders and communities during times of crisis – notably, the COVID-19 pandemic and the events of police brutality and the movement for Black lives in 2020. The interviews indicated increased willingness of conservation and environmental funders to shift their strategies and/or priorities and reduce barriers within the grantmaking process to address concerns of BIPOC communities in response to the global health pandemic. However, participants did not report similar ratings when asked about funders' response to recently documented events of police brutality against Black men, women, and children in the United States. A great deal of skepticism and concern was expressed by BIPOC leaders about conservation and environmental funders' sustained commitment to and interest in recognizing these issues. This generalized sentiment is supportive of the observed likelihood for greater resources to be allocated toward efforts to combat the COVID-19 pandemic than for efforts led by BIPOC groups to eradicate systemic racism.

BIPOC leaders described the required monetary and nonmonetary support to mitigate challenges and sustain operations from funders in times of crisis. Each interviewee expressed the need for funders to understand and recognize the state of crisis BIPOC communities historically and perpetually exist within and the need for funders to

demonstrate the same level of power, trust, flexibility, and commitment to fully funding these communities as seen in the response to COVID-19.

Emerging monetary needs BIPOC leaders noted as necessary to achieving their programmatic goals were marketing and communications; multiyear general operating support; revision of funding policies, processes, and structures; capacity building support; and programmatic funding support.

Emerging nonmonetary support needs ranged from adopting restorative and regenerative funding models, relationship and partnership development, capacity building, marketing and communications, and recruitment and retention of BIPOC leaders as grantee partners and staff. Of particular note are two areas of need: 1) a move toward restorative and regenerative funding models (restorative funding models ensure that the needs of BIPOC leaders and communities are equally prioritized with funder needs, and regenerative funding models build systems that shift the management and control of financial resources from funders toward BIPOC communities themselves) and 2) increased capacity among BIPOC leaders and BIPOC-led organizations (especially given that BIPOC-led organizations are in a perpetual state of crisis).

Learning Question 5: Deepened Perspectives: Insights from BIPOC Leaders and Funders

The data presented in this section to build an equitable funding culture and improve collaboration with BIPOC leaders and communities are to be considered by the funding partners for this project and the general conservation and environmental funding community.

Building an equitable funding culture. BIPOC leaders and funders participated in a facilitated listening session during the third webinar in the series. The data highlighted similar ideology on how to build an equitable funding culture. BIPOC leaders and funders reported the importance of the following strategies in building an equitable funding culture: establishing relationships and networks with funders and other BIPOC groups; revisiting grantmaking strategies, processes, and practices to lessen burden on BIPOC leaders; centering BIPOC leadership in organizational grantmaking and learning; and creating, utilizing, and implementing marketing and communications strategies.

Improving collaboration with BIPOC leaders and communities. When asked to write a call to action to funders to focus their attention now and into 2025 to improve collaboration with BIPOC leaders and strengthen the impact of their work with BIPOC leaders and communities, BIPOC leaders viewed improving and altering the state of grantee-funder dynamics, capacity building, funder accountability, and shifting power as the most critical factors to improve collaborations with BIPOC leaders and communities. Three methods of improving collaboration were identified by BIPOC leaders:

- cultivating relationships and networks (including shared power, accountability, trust, and the removal of White supremacist perceptions of leadership);
- implementing nontraditional funding policies (including collaborative funding opportunities; simplification of reporting processes; needs assessments to identify community priorities; inclusion of rapid response investments; and provision of multiyear general operating support); and
- providing transparency and accountability (including sustained outreach and development of BIPOC leaders and BIPOC-led organizations; work with legislators and decision-makers by advocating for BIPOC-led movement work; investment in and growth of BIPOC leaders and BIPOC-led groups' capacity; donor affinity groups to accelerate learning and transformation; and external grantmaking processes with community advisory boards).

DISCUSSION

Implications for Practice

Based on the results of this study, the following implications for practice were identified:

- infuse frameworks promoting racial equity and justice in practices, policies, and processes;
- establish, expand, and utilize networks to develop relationships with BIPOC leaders;
- champion BIPOC-led movements; and
- utilize equitable data, disaggregated data by race.

InDEEP 2020 Virtual Learning Fall Series: Proposed Theory of Change

The analysis informed the development of a proposed Theory of Change model and Strategic Framework to serve as catalysts for accelerating racial equity and justice within the conservation and environmental funding community. The Theory of Change model and the Strategic Framework propose the following:

1. BIPOC leaders are increasingly promoted to leadership roles, and engagement of BIPOC leaders and communities is centered within grantmaking organizations.
2. BIPOC-led organizations and communities are well resourced to address community-specific conservation and environmental issues.
3. Conservation and environmental funders are champions internally and externally and engage in justice work in solidarity with BIPOC leaders and communities. A racial equity and justice champion advocates within their organizations to designate and sustain

resources for BIPOC-led organizations and facilitates connections between these organizations and their peer funders.

Limitations

The limitations of this study are informed by the data and best practices. The limitations are:

- Small interview sample size of n=14 is too small to be generalizable.
- Access for interviews of Indigenous leaders and other BIPOC leaders who engage in non-cross-movement work was limited due to competing priorities compounded by COVID-19 (e.g., virtual homeschooling, child care, family responsibilities, mental health, physical health) and prevented the amplification of an array of voices.
- Experienced psychological distress in interviews prevented capturing the BIPOC leaders' full thoughts and feelings on questions.

Recommendations

Study recommendations are divided into two categories – reimagine and democratize. Each recommendation was developed from the results and should be used in tandem with the proposed theory of change and strategic framework to inform organizational strategic planning and implementation of processes rooted in achieving racial equity and justice within conservation and environment.

Reimagine. A majority of BIPOC leaders expressed frustration and sadness about how current extractive ideology, priorities, and processes within conservation and environmental philanthropy displace, decentralize, and disconnect BIPOC from the environment. As a result, BIPOC-led organizations and leaders are underfunded, are perceived not to care about their environments, and are poorly represented in the field. To support the historic connection between these communities and the environment, funders should consider:

- Understanding the history of conservation and its implications on BIPOC communities and leaders;
- Investing in the necessary internal organizational change processes for board and staff members to identify and unlearn White supremacist values that perpetuate inequities and influence grantmaking;
- Building intentional relationships with BIPOC leaders and communities to amplify their voices and needs;
- Establishing and utilizing BIPOC advisory decision-making committees to review, vet, and identify intersectional strategies to center BIPOC communities' conservation and environmental needs within funding practices and priorities; and

- Embedding aspects of racial equity frameworks in foundation strategic plans, priorities, programming, and grant requirements.

Democratize. Funders and BIPOC leaders explicitly or implicitly identified power as a barrier to advancing racial equity and justice within the field. “Shifting power to empower” those most impacted by environmental crises and inequities requires transforming organizational practices and structures to reallocate power over decision-making and resources. The democratization of the sector would lead to well-resourced BIPOC-led organizations and BIPOC communities being free to self-determine, manage, and sustain their own environmental movements that bring about lasting change. The following strategies are ways the sector can empower BIPOC communities and leaders:

- Embed community-based participatory frameworks in foundation strategic plans and grantmaking processes;
- Increase funding to build capacity for BIPOC leaders and BIPOC-led organizations in marketing and communications, organizational operations and management, and professional continuing education opportunities; and
- Adopt restorative and regenerative funding practices resulting in the spend-down of endowments and the redistribution of wealth.

Introduction

In February 2020, The Institute for Strategic and Equitable Development (ISED), received grants from the David and Lucile Packard, Doris Duke Charitable, and the William and Flora Hewlett foundations (“the funding partners”) and partnered with Keecha Harris and Associates, Inc. (KHA) to survey, convene, and facilitate a cohort of conservation and environmental funders to engage in dialogue around grantmaking, examine how funders approach DEI issues, and identify potential areas of synergy to build a more inclusive and equitable movement and support sustainable protections for our land, water, ocean, wildlife, and communities. Due to the COVID-19 global pandemic and shelter-in-place orders, KHA shifted implementation of an in-person convening to a multi-session virtual format for the duration of the project.

The COVID-19 pandemic is a serious global health threat and has imposed and exposed devastating social and environmental impacts on Black, Indigenous, and People of Color (BIPOC) communities throughout the United States since its emergence in early 2020. The pandemic, compounded by the reemergence of national discourse on long-standing racial injustice after the murders of George Floyd, Breonna Taylor, and countless other Black Americans and the divisive national political campaign, revealed deep disparities in BIPOC communities, including those relevant to the environmental and conservation movement. These events sparked nationwide sustained protests against police violence, and businesses, philanthropy, nonprofits, and other institutions across American society responded with statements of solidarity and a national rapid infusion of funds across a spectrum of organizations working to mitigate the impact of the dual pandemic of COVID-19 and systemic anti-Black racism in America.

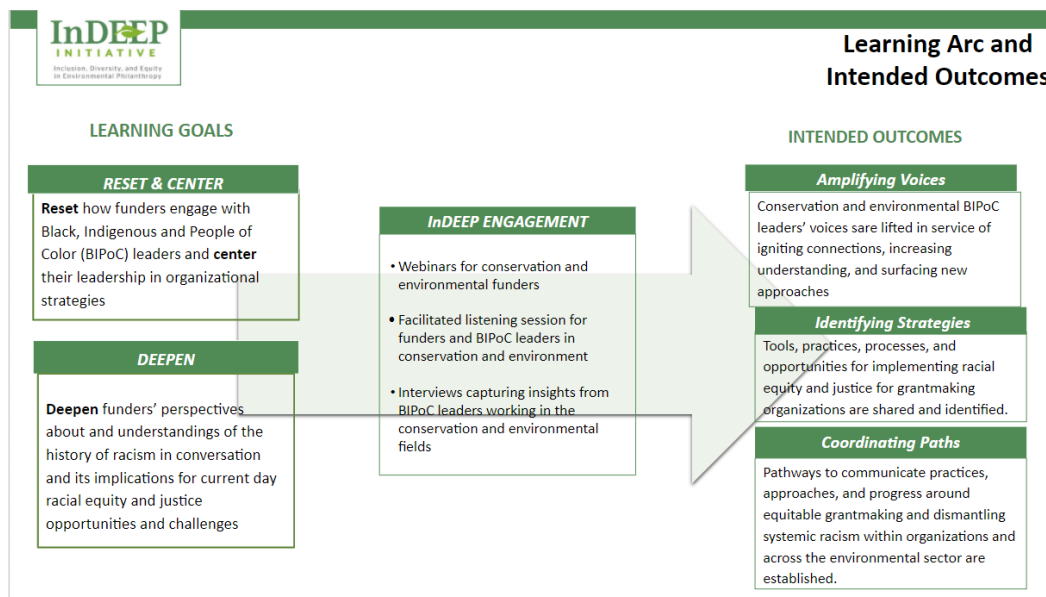
Convening the environmental philanthropic community was suddenly more urgent, and the funding partners and KHA met on June 8, 2020, to reimagine ways in which to engage conservation and environmental funders responsively at this critical juncture.

During the planning and design phase of the project, the funding partners determined that the purpose of the reimaged body of work was to catalyze a transformation of the conservation and environmental sector to center BIPOC leaders and BIPOC communities’ lived experiences and for funders to consider how their grantmaking practices and priorities can support this transformation. This engagement would serve as the launching pad for the third phase of the Inclusion, Diversity, and Equity in Environmental Philanthropy’s (InDEEP) professional development series. Led by the Institute for Strategic and Equitable Development in collaboration with implementation partner KHA, InDEEP is a professional development series that engages a network of foundation staff, including senior leaders, committed to integrating racial equity and social justice throughout their

environmental and conservation philanthropy. InDEEP supports grantmakers to increase funding for BIPOC-led and BIPOC-serving organizations, use a justice and equity lens in their grantmaking, and strengthen the capacities of grantee organizations and leaders to create a more diverse and inclusive environmental movement.

The intended learning arc and outcomes for the InDEEP Fall Virtual Learning Series were developed by the InDEEP project team in collaboration with funder partners. Figure 1 shows the learning goals, engagement activities, and intended outcomes for the series.

FIGURE 1. LEARNING ARC AND INTENDED OUTCOMES FOR THE VIRTUAL LEARNING SERIES



The work plan and curriculum for the learning series were updated to reflect an evolved vision, learning goals and intended outcomes for the field (see [Appendix A](#)).

Evaluation Activities and Methodology

KEY ACTIVITIES

This study sought to gain input from two groups of respondents: BIPOC leaders and funders. Data were gathered via interviews of 14 BIPOC leaders and via four webinars offered through the InDEEP 2020 Fall Virtual Learning Series. Responses to the webinars came primarily from funders; however, BIPOC leaders did participate in the third webinar, and when their responses are being cited, this is noted. The webinars were:

- Moving toward Racial Equity: Action and Accountability in Environmental Funding (September 8, 2020)
- Reckoning with the Past for a More Equitable Funding Future: Histories of Systemic Oppression in Conservation (September 15, 2020)
- A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space (October 1, 2020)
- Environmental Philanthropy's Post-Election, Anti-Racist Response (December 1, 2020)

[See Appendix B](#) for an overview of the four webinars and Appendix C for a summary of the related evaluation activities.

LEARNING QUESTIONS

In addition to measuring accomplishment of webinar participant learning outcomes, this study sought to identify strategies for implementing racial equity and justice. The following overarching learning questions were used to inform the curriculum design, research design, and the development of the survey and interview questions:

- How do funders engage with Black, Indigenous, and People of Color (BIPOC) leaders?
- In what ways are funders centering BIPOC leaders and communities within organizational strategies?
- What are the challenges to advance racial equity and justice in the field?
- How do funders engage with BIPOC leaders in times of crisis?
- How can funder perspectives about and understandings of the history of racism in conservation be deepened to build an equitable funding future and improve collaboration with BIPOC leaders and communities?

DATA COLLECTION

As a part of the InDEEP initiative, KHA led the collection, analysis, and reporting of data from 14 interviews with BIPOC leaders in the field as well as data from the four webinars, including chat logs, polls, small-group discussion notes captured via Padlet, and session evaluations.

Interviews

In designing the interview process and protocol, KHA researchers defined cross-movement work as organizational work that weaves conservation and environmental issues across themes such as civic participation, early childhood education, and economic development.

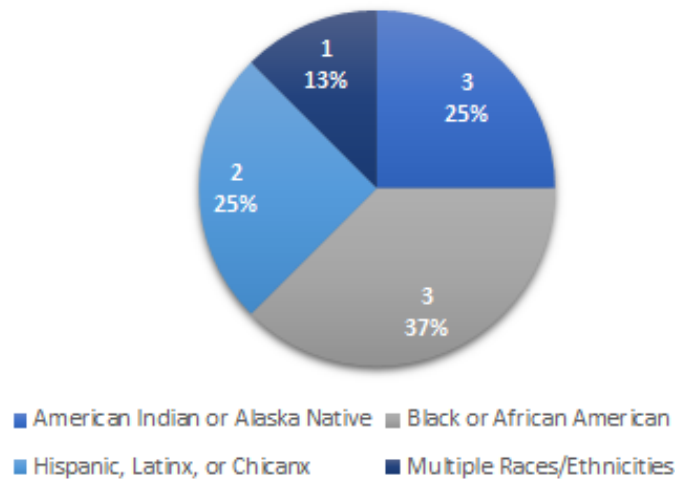
A series of 14, 60-minute interviews were recorded and transcribed using Zoom software. A preliminary list of emerging themes was developed and updated as interviews were conducted. Data from the preliminary codebook were used to guide the development of a theory of change and strategic framework. Identifying information was removed from transcripts, ensuring the anonymity of the interviewees, and data were reported at the aggregate level. The cleaned transcripts were analyzed for emerging themes using NVivo QSR International qualitative analytical software (Nvivo). The interview protocol is in Appendix D.

Figures 2-6 show the conservation and environmental issues addressed in organizational work, the racial demographics, and the number of grants received by the interview candidates over the past three years. BIPOC leaders self-reported their race and ethnicity using the following categories:

- American Indian or Alaska Native (e.g., Navajo Nation, Blackfeet Tribe, Mayan, Aztec, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.)
- Asian (e.g., East Asian, South Asian, and Southeast Asian)
- Black or African American (e.g., African American, Jamaican, Haitian, Nigerian, Ethiopian, Somali, etc.)
- Hispanic, Latinx, or Chicanx (e.g., Mexican or Mexican American, Puerto Rican, Cuban, Salvadorian, Dominican, Colombian, another country of Latin American or Spanish origin, etc.)
- Middle Eastern or North African (e.g., Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian, etc.)
- Native Hawaiian or Pacific Islander (e.g., Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese, etc.)
- White (e.g., German, Irish, English, Italian, Polish, French, etc.)
- Multiple races/ethnicities
- A race, ethnicity, or origin not on this list
- Prefer not to respond

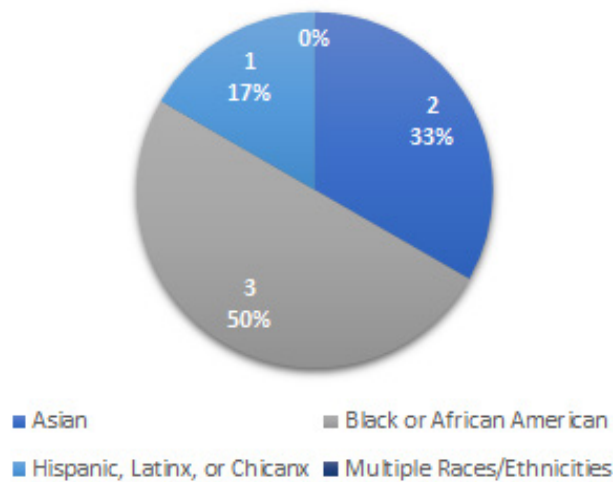
Six interviewees self-identified as Black or African American while very few identified as American Indian or Alaskan Native (n=2). Figures 2 and 3 show the racial and ethnic demographics of the BIPOC leaders who engage in cross-movement work and non-cross-movement work. Eleven interviewees reported receiving three or more grants from private foundations in the past three years (see Figures 4 and 5). Climate justice, food justice, and energy were the most common conservation and environmental subfields addressed in the work of the interviewed BIPOC leaders (see Figure 6).

FIGURE 2. CROSS-MOVEMENT INTERVIEWEES' RACE AND ETHNICITY



**Percentages were rounded to the nearest whole number.*

FIGURE 3. NON-CROSS MOVEMENT INTERVIEWEES' RACE AND ETHNICITY



**Percentages were rounded to the nearest whole number.*

FIGURE 4. CROSS-MOVEMENT WORK GRANTS RECEIVED

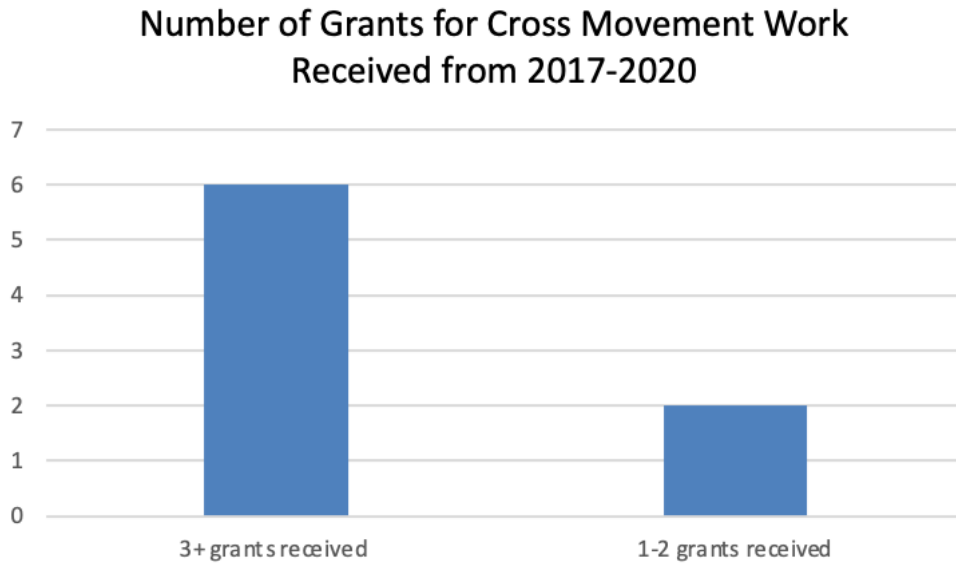


FIGURE 5. NON-CROSS-MOVEMENT WORK GRANTS RECEIVED

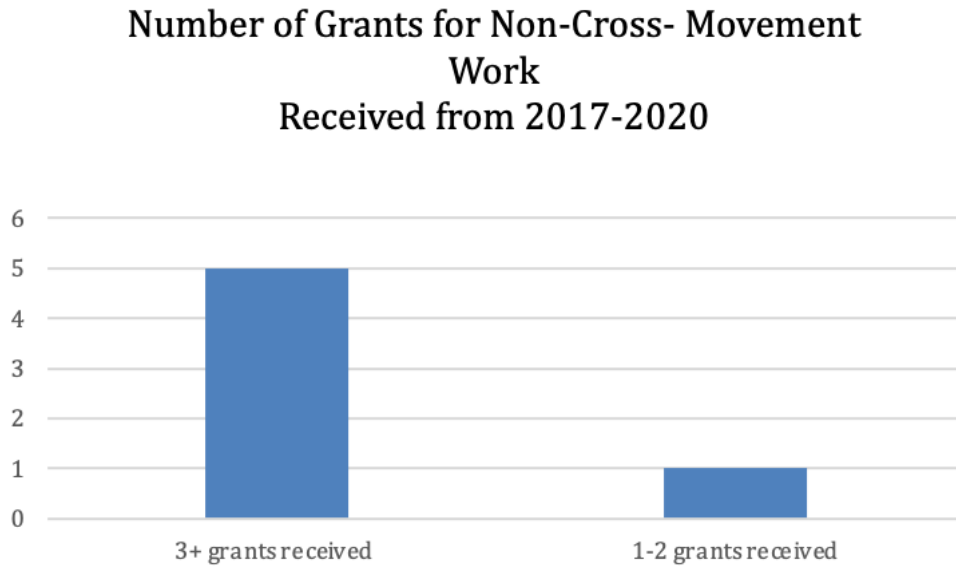
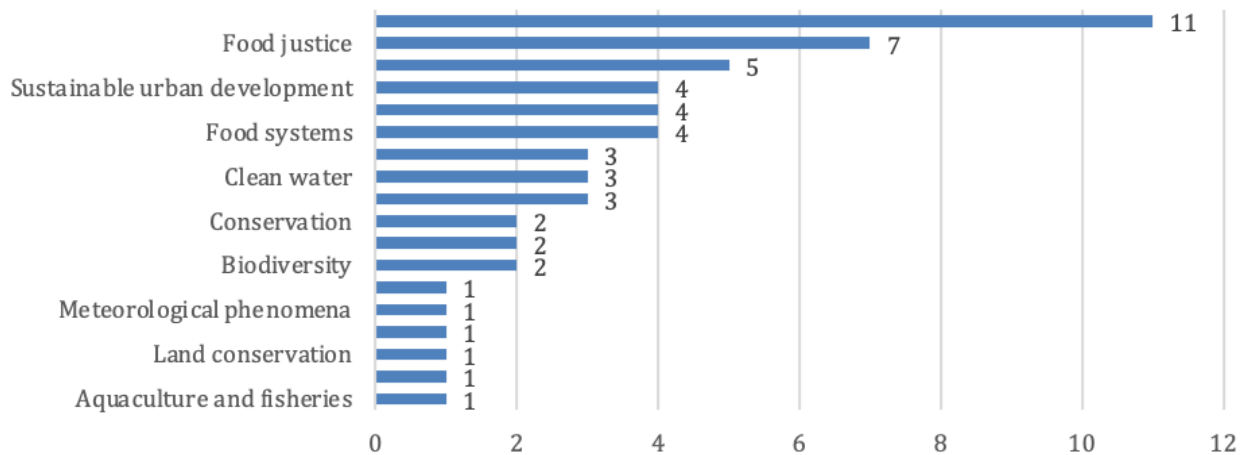


FIGURE 6. CONSERVATION AND ENVIRONMENTAL ISSUES ADDRESSED BY BIPOC LEADERS



Webinars

The webinars were recorded using Zoom software. Sources of data for this report include the chat logs, polling results, Padlet notes from small-group discussions, and session evaluations. The data were analyzed for emerging themes using NVivo. Responses to the webinars came primarily from funders. However, BIPOC leaders participated in the third webinar, and when their responses are included, this is clearly indicated. Data to inform the curriculum design for the first webinar of the learning series were collected using the form presented in Appendix E. See Appendices F-I for the high-level evaluation summaries for each webinar.

Based on the information gleaned from the data, a theory of change was developed by KHA as a replicable model for organizations to engage in racial equity and justice work centering BIPOC leadership and the conservation and environmental issues faced by BIPOC communities (see Figure 9). The strategic framework (beginning on page 36) provides specific actions that funders in the field can implement to accomplish the impact goals outlined in the theory of change.

Results

The InDEEP 2020 Fall Virtual Learning Series for environment and conservation funders results come both from BIPOC leaders (primarily via interviews, with some limited responses coming from the third webinar) and from funders (via webinars). Results are presented by learning question. Because the study seeks to center and amplify BIPOC voices, each emerging theme begins, where possible, with BIPOC leader responses before moving on to funder responses.

LEARNING QUESTION 1: FUNDER ENGAGEMENT WITH BIPOC LEADERS

The interviews with BIPOC leaders and the webinars, which generated responses from funders, surfaced overarching challenges and barriers to progress in the field involving the following themes or areas of exploration:

- power;
- trust;
- transparency; and
- funders' inability to apply an intersectional lens to conservation and environmental work concerning BIPOC communities.

These barriers are reported as contributing factors in the observed disparities faced by BIPOC leaders and organizations in access to funding and other resources as well as relationship and partnership development. Both BIPOC leaders and funders identified these four categories as being of great concern. These categories emerged as underlying sentiments in response to 40 percent of the interview questions, and funders surfaced these four barriers in the webinar evaluations after each virtual session. BIPOC leaders' responses included the following statements:

"Funders like to think that they listen to us, but I really think that they have already decided what they want us to do. And we try to make our work fit [their priorities]. It would be nice if they just acknowledge they have a lot more power, influence, and control. And just embrace that by saying 'we want you to do the right thing' and make us do the right thing."

"If we want to imagine a better world for all, we need to imagine that philanthropy's role is no longer needed, and so to me that means spending down. It also means in actual grantmaking, you're investing in community-led not only solutions but investments. And that means community-managed endowments."

“Funders are not seeing the relationship between the work that we do [in connection to the field]. I think part of combating anti-racism in the food system or in everyday [climate and environmental] issues is being able to see the interconnectedness of anti-Black racism, police brutality, and food access.”

LEARNING QUESTION 2: CENTERING BIPOC LEADERS AND COMMUNITIES

BIPOC Leaders’ Observations of Progress

Interviewees were asked the question “What progress have you seen from philanthropy or the mainstream environmental movement to amplify the leadership of BIPOC leaders?” In their responses, interviewees provided several examples of progress in the sector and barriers to progress. Grantmaking strategies and processes were reported as the leading area of observed progress (n=15). Conservation and environmental leaders also reported observing greater investment in professional development opportunities ranging from pipeline opportunities to the provision of sponsorships for grantee partners (n=8). Among BIPOC leaders’ responses were the following statements:

“They [funders] had one [training] on self-care that was really nice. I sent a couple of my co-workers to self-care and the sheltering-in-place environment. So like remembering somatic things like you’re constantly on a screen and like this is the science of Zoom fatigue.”

“You might be familiar with the Green 2.0 report. It was a report that came out about diversity within the big green organizations, and I think she [Dorceta Taylor] co-authored that one. [The report] was like a catalyst for the [diversity fellowship] program that I ended up being a part of because there were these big green environmental organizations doing marine work, conservation work, doing other things that were like, oh, we should do something about this [lack of diversity].”

In a time of crisis, defined by the disparate impacts faced by BIPOC communities during the COVID-19 pandemic and the events of police brutality and the Black Lives Matter movement, the most recognized areas of progress in the sector were an overall increased awareness of the need to amplify BIPOC voices and “get more money flowing” into BIPOC-led organizations and communities. Although many of the leaders recognized the ongoing historical crises existing in BIPOC communities that are not being addressed by providing adequate funding, they also acknowledged the funding community’s effort to be more responsive to these more recent crises. Such efforts include reevaluating funding structures, providing rapid response funds, increasing funding opportunities for racial justice and intersectional work, increasing collaborative work opportunities, and utilizing equitable data to inform decision-making.

More than half of the BIPOC leaders (57%) attributed sectoral progress to an increase in the intention and awareness of socio-political and environmental inequities through the amplification of BIPOC voices and leadership in publications and panel discussions and through centering racial equity and community specific needs in grant opportunities. One BIPOC leader said:

“There was a part of the grant criteria where the work must address equity and must be used to empower Latino low-income communities of color. So I think that was the difference between now and the beginning of the year.”

Twenty percent of the responses reported no real change experienced by BIPOC leaders in the sector as it relates to sustained funding for BIPOC-led organizations and shifting funding priorities. One BIPOC leader reported the regression of funding priorities to align and support movement work for Black Lives as an act of “sensationalism” with no real intention of progress. The BIPOC leader reported,

“Everybody got caught up in the sensationalism of Black Lives Matter this summer with George Floyd’s murder at the hands of the police. And all of a sudden, Black lives were put at the forefront. But as soon as they got tired, they started to digress, and now we’re back to the same old thing. Jeff Bezos just gave \$10 billion, and the people who got it are the same players. It didn’t go to any Black or BIPOC folks. It’s going to perpetuate the same nonprofit industrial complex where 80 percent of funding goes to White organizations and 20 percent is given out to BIPOC leaders.”

A general sense among these responses is that this type of funder response is cyclical with no long-lasting commitment to funding BIPOC-led efforts.

Funder Efforts to Center BIPOC Leadership in Strategy: Funder Responses

Data collected through the Fall 2020 Virtual Learning Series illustrated a number of existing strategies employed by participating funders to center BIPOC leadership and BIPOC communities within their organizational strategy or strategies. Funders provided examples of current grantmaking strategies and described internal organizational change processes underway within their organizations to advance and center BIPOC-led efforts in the field ([see Appendix J](#)). Table 1 presents the existing strategies provided by funders used within their organizations to center BIPOC leadership within their organizations.

TABLE 1. EXISTING FUNDER STRATEGIES TO CENTER BIPOC LEADERSHIP AND COMMUNITIES

EXISTING STRATEGIES	COUNT*	QUOTES
Establishing, expanding, and utilizing networks for Black and Brown conservation professionals	2	“[We’ve] integrated DEI in hiring practices including recruiting via networks for Black and Brown conservation professionals; funded initiatives led by Black, Indigenous, and People of Color; funded nonprofits with a mission or specific initiatives or programs focused on integrating diversity, equity, and inclusion into the conservation movement.”
Establishing funding goals and priorities specific to BIPOC-led organizations and communities	1	“We are setting funding goals specific to BIPOC-led organizations, have prioritized BIPOC communities, provide various means of capacity support (including operating funds), and are shifting to community-based decision making.”
Prioritizing DEI efforts in strategic plans and action plans	1	“Our senior leaders, board, and staff are all undergoing extensive DEI training and are putting together an action plan that will include how we undertake grantmaking and collaborations to advance BIPOC-led efforts.”
Collecting grantee demographic data	1	“We are exploring the possibility of including demographic makeup, specifically race/ethnicity of leadership (e.g., management staff, board of directors, etc.) of applicants to make grant funding decisions.”
Diversifying the demographics of final decision-makers within philanthropic organizations	1	“I have been given many opportunities to provide my insight on the local Latinx community, especially during these times of crises. In the sector as a whole, there is a large gap of intellectual and leadership diversity, so I am happy that my opinion is valued and incorporated into organizational decisions.”
Supporting funding requests for DEI training for internal staff and grantees	1	“[We provide] supportive funding requests to support internal DEI efforts at current grantee organizations.”
Shifting to community-based decision-making	1	“[We] are shifting to community-based decision-making.”

*Counts are the number of responses associated with each theme.

Funder Efforts to Center BIPOC Leadership in Strategy: BIPOC Leader Responses

After themes were compiled from funders’ responses, a Likert scale interview question was developed asking BIPOC leaders to rate the value of each proposed funder strategy and additional researched best practice strategies to center BIPOC leadership on a scale of 1 to 5 (with 1 being not at all valuable and 5 being very valuable) to advancing their organization’s conservation and environmental goals. Funders and BIPOC leaders found mutual value in the following strategies: 1) establishing, expanding, and utilizing networks for Black and Brown conservation professionals; 2) prioritizing foundation diversity, equity, and inclusion efforts in foundation strategic plans and action plans; and 3) establishing funding goals and priorities specific to BIPOC-led organizations and communities.

BIPOC leaders ranked each proposed strategy as being of value (average of 4.0 or higher) to advancing their organization’s conservation and environmental goals. Investing in community-driven campaigns was ranked the highest by BIPOC leaders. Diversifying the federal and state workforce was rated the lowest (see Table 2). For those who provided a low rating, it was due to the perpetuation of the assumption that diversity will bring forth progressive views and actions and/or the work on the federal and state level were deemed irrelevant to organizations focusing on international work. BIPOC leaders provided explanations for the proposed strategies expressing concerns of power in relationships between funders, BIPOC leaders and BIPOC-majority communities, trust in funders’ commitments to DEI, and definitions of community-centered approaches to philanthropy.

TABLE 2. BIPOC LEADERS’ RATED VALUES OF PROPOSED STRATEGIES

PROPOSED STRATEGIES	AVERAGE	QUOTES
Investing in community-driven environmental campaigns	4.8	“And what is the meaning of an environmental campaign because the way you define it matters a lot. I probably wouldn’t use that language in ‘environmental campaigns.’ I would probably say community investing in community-driven environmental justice initiatives. When I think of a campaign, I think of [it] as top-down because of the history of big greens campaigning in communities.”
Establishing, expanding, and utilizing networks for Black and Brown conservation professionals	4.7	“And I yeah, utilizing [Black and Brown professional networks] and I would say, you know, maybe even before expanding, uplifting [Black and Brown professional networks]. [Uplifting is] kind of like the idea of just making more visible.”

PROPOSED STRATEGIES	AVERAGE	QUOTES
<p>Establishing and supporting recruitment strategies and pipeline opportunities to increase BIPOC leadership within foundations</p>	<p>4.6</p>	<p>“Every time we talk that is like the same three names that come up. It’s like now there needs to be more people from these communities who are part of that community but also have been through the Western college system so they can kind of bridge this gap, and you know they can do that, so I think the recruiting pipeline is huge.”</p>
<p>Diversifying the demographics of final decision-makers within philanthropic organizations</p>	<p>4.4</p>	<p>“I worry about [BIPOC leaders’] philanthropic organizations put in those positions and whether they will become a part of the machine and not standing up and not being a disruptive force to change. Or if they’ll be targeted as angry or outspoken or not ‘a great fit.’ I don’t know a solution other than to maybe not make it one person [of color in organization] or three people [of color in organization] but to replace half of those organizations’ workforce with folks of color so that it’s harder to target one person or a team of three. Instead, half of your workforce is integrated.”</p>
<p>Prioritizing foundation diversity, equity, and inclusion efforts in foundation strategic plans and action plans</p>	<p>4.4</p>	<p>“I can only validate that as being a priority if the internal work is done first. If their organization doesn’t look like what you’re trying to promote, I won’t even entertain it.”</p>
<p>Establishing funding goals and priorities specific to BIPOC-led organizations and communities</p>	<p>4.4</p>	<p>“Is the input coming from BIPOC-led organizations? I would just ask ‘who is establishing these funding goals, and are these BIPOC-led organizations part of that definition of success, or is it going to be a room of rich White folks defining success for these BIPOC organizations?’”</p>
<p>Diversifying the federal and state workforce</p>	<p>4.2</p>	<p>“Have you ever been to D.C.? I mean, I feel like I would be spiritually attacked if I moved there. Like I think White supremacy is embedded in the city (Washington, D.C.) itself, like I can feel it in the stone of the buildings. I see a lot of Black workers that work in D.C., but they’re not like you know the policy aides or like the bulk of the interns. So that’s just like what comes to mind when that question is asked, is that federal workers like there needs to be a bigger push for DEI.”</p>

LEARNING QUESTION 3: CHALLENGES TO ADVANCE RACIAL EQUITY AND JUSTICE

Funders and BIPOC leaders provided insights into the barriers and challenges they experience in advancing racial equity in the field of conservation and the environment. One funder said:

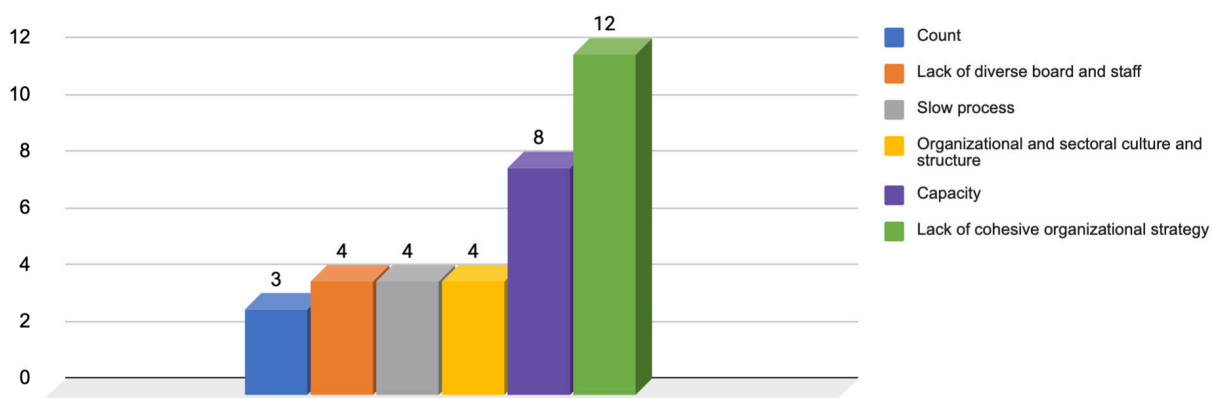
“How do we navigate taking immediate action to support new partners consistent with racial equity goals versus taking longer-term action and making strategic shifts?”

Barriers to Advancing Racial Equity and Justice in the Sector: Funder Responses

These data were collected from webinar data through poll reports and questions asked on session registration forms. The registration form for the first webinar in the series asked funders to describe or name a challenge that is preventing or delaying them from reaching their professional and/or organizational racial equity goals. Pre-webinar registrants identified 1) a lack of cohesive organizational strategy around centering racial equity and 2) a lack of organizational capacity (e.g., expertise, knowledge, time, and financial resources) designated for planning and implementation of DEI/racial equity work as the two leading challenges to advancing toward racial equity goals. Appendix K presents the themes and exemplar quotes illustrating challenges in advancing racial equity.

Figure 7 presents the challenges preventing or delaying funders from achieving their racial equity goals. The identified funder challenges were collected from the first webinar’s registration form.

FIGURE 7. CHALLENGES OR BARRIERS TO ACHIEVING RACIAL EQUITY GOALS

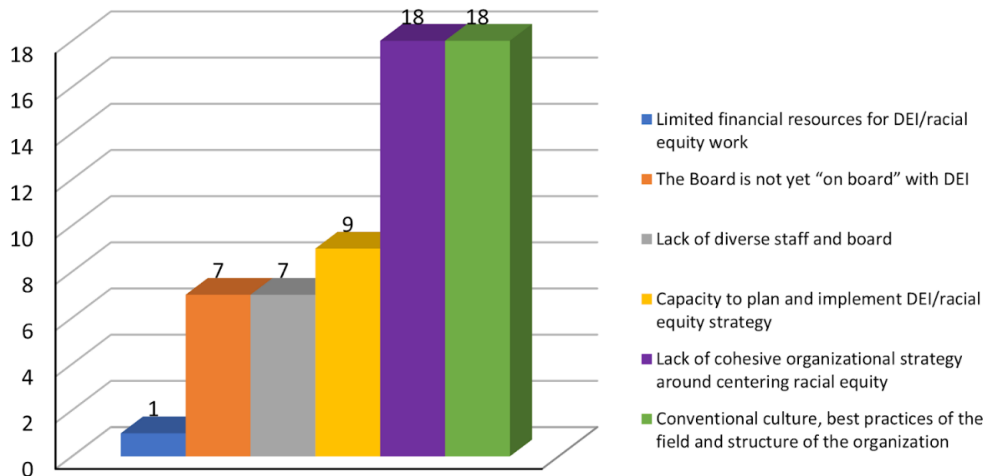


During the first webinar in the four-part series, funder participants were polled to identify the top two challenges or topic areas, from a predetermined list of challenges identified prior to the webinar, experienced in their work.

Figure 8 presents the responses to this poll. The top two emerging challenges were: 1) the lack of cohesive organizational strategy around centering racial equity and 2) conventional culture, best practices of the field, and structure of the organization. Thirty-one percent of polled funders reported not having any formal policies, procedures, or processes within their organization to center BIPOC leadership within their grantmaking portfolios as significant challenges. The following reasons for this limitation were reported:

- Organization is in the beginning of its DEI journey and process for organizational change (67%).
- Organization has not started or indicated any intention to begin a DEI journey and process for organizational change (17%).
- Organization does not have formal policies but centers BIPOC issues regardless (16%).

FIGURE 8. POLL RESULTS OF THE TOP TWO CHALLENGES FACING WEBINAR PARTICIPANTS



Barriers to Advancing Racial Equity and Justice in the Sector: BIPOC Leader Responses

Collectively, the barriers identified by both groups of BIPOC leaders were:

- bureaucratic systems reflecting a lack of trust in BIPOC leadership;
- lack of sustained, holistic, multiyear funding;
- funder perceptions of BIPOC-led conservation and environmental groups as only community organizers; and
- lack of funding opportunities for intersectional work.

These responses represent both the impacts of the philanthropic culture on BIPOC-led conservation and environmental organizations and on the broader field. As one BIPOC leader said:

"I feel like it will be ridiculous for a company to have to pitch to 15 different investors and write 15 different annual reports. Why do we do that for organizations that are trying to change communities?"

In the third webinar, titled *A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space*, BIPOC leaders identified the following as emerging barriers faced by BIPOC communities in securing or managing grants:

- funder perceptions of BIPOC-led conservation and environmental groups as only community organizers;
- role of regranters as gatekeepers that inhibit authentic relationships with funders;
- disparity in philanthropic dollars applied toward COVID-19 response versus organizational racial equity commitments;
- lack of funding opportunities for intersectional work;
- exploitative and extractive practices involving intellectual property of BIPOC leaders;
- bureaucratic systems reflecting a lack of trust in BIPOC leadership; and
- lack of sustained, holistic, multiyear funding.

During the interviews, BIPOC leaders were asked to describe any progress seen from philanthropy or the mainstream environmental movement to amplify the leadership of BIPOC leaders. In response, BIPOC leaders described one or more negative experiences related to seeking grant funds in addition to barriers that impeded the amplification of BIPOC voices in the field. Emerging themes were categorized into the following five areas: 1) organizational and sectoral culture and structure (n=13); 2) grantmaking strategies and processes (n=11); 3) capacity (n=8); 4) power (n=7); and 5) relationships and partnerships (n=4). Appendix L1-L5 highlights each topic area's emerging themes, counts, and associated quotes.

LEARNING QUESTION 4: FUNDER ENGAGEMENT WITH BIPOC LEADERS DURING TIMES OF CRISIS

The BIPOC leader interviewees were asked to provide an end-of-year assessment of the sector's support of BIPOC leaders and communities during times of crisis – notably, the COVID-19 pandemic and the events of police brutality and the movement for Black lives in 2020. The assessment included a set of five Likert scale statements highlighting challenges, benefits, and impacts of the sector's support during the aforementioned times of crisis. The interviewees were asked to provide an end-of-year assessment rating based on the sector's

current performance in regard to each of the following statements and to describe the way they believed current performance would evolve by the end of the 2021 calendar year.

The statements were:

- Conservation and environmental funders are reimagining the connection between current events (police brutality, systemic racism) to the field.
- Conservation and environmental funders are shifting their strategies and/or priorities to effectively address the needs of BIPOC communities as a result of the COVID-19 pandemic.
- My organization is experiencing reduced barriers with securing grants or managing and reporting on grants to address the needs of BIPOC communities during the COVID-19 pandemic.
- My organization is experiencing reduced barriers with securing grants or managing grants to address the needs of BIPOC communities during the most recent events of police brutality and anti-Blackness.
- Conservation and environmental funders have effectively shifted their strategies and/or priorities to address the needs of BIPOC communities as a result of the recent events of police brutality and anti-Blackness.

Overall, interviewed BIPOC leaders reported numerical ratings that support movement toward increased willingness of conservation and environmental funders to shift their strategies and/or priorities and reduce barriers within the grantmaking process to address concerns of BIPOC communities in response to the global health pandemic. However, participants did not report similar ratings when asked about funders' response to recently documented events of police brutality against Black men, women, and children in the United States. Table 3 illustrates the provided numerically rated averages for each statement by BIPOC leaders assessing the sector's support of BIPOC leaders and communities during times of crisis.

BIPOC leaders rated highest the likelihood of funders to reimagine the connections between current events (e.g., police brutality and policies that allow racial injustices to exist within the U.S. criminal justice system) and the field. However, a great deal of skepticism and concern was expressed by BIPOC leaders about conservation and environmental funders' sustained commitment to and interest in recognizing these connections. This generalized sentiment is supportive of the observed likelihood for greater resources to be allocated toward efforts to combat the COVID-19 pandemic than for efforts led by BIPOC groups to eradicate systemic racism. Additionally, table 3 provides the statements and relevant context from BIPOC leaders interviewed for this report.

TABLE 3. BIPOC LEADERS' END-OF-YEAR ASSESSMENT STATEMENTS AND ASSOCIATED QUOTES

STATEMENTS (RATED AVERAGE)	QUOTES
<p>Conservation and environmental funders are reimagining the connection between current events (police brutality, systemic racism) and the field. (3.2)</p>	<p>"I feel like we were beginning to see that shift, but I hope people don't see like, 'Oh, we have a Biden administration and we did it.' But we didn't do it, and we really didn't win, but we're on a better trajectory, and I just hope we keep following through with that."</p>
<p>Conservation and environmental funders are shifting their strategies and/or priorities to effectively address the needs of BIPOC communities as a result of the COVID-19 pandemic. (3.0)</p>	<p>"I feel like everyone's still stuck on reimagining, and they haven't quite gotten to the shifting part."</p>
<p>My organization is experiencing reduced barriers with securing grants or managing and reporting on grants to address the needs of BIPOC communities during the COVID-19 pandemic. (2.9)</p>	<p>"I don't even know that this is on anyone at the leadership at my organization's thought pool because I think the conservation world is still fairly detached from the idea; at least the Conservation Corps world is still fairly detached from the idea that they're also part of the society."</p>
<p>My organization is experiencing reduced barriers with securing grants or managing grants to address the needs of BIPOC communities during the most recent events of police brutality and anti-Blackness. (2.6)</p>	<p>"If they really want to make that shift and have a pair with anti-Blackness, then I think they need to do something much bigger than making granting requirements easier."</p>
<p>Conservation and environmental funders have effectively shifted their strategies and/or priorities to address the needs of BIPOC communities as a result of the recent events of police brutality and anti-Blackness. (2.4)</p>	<p>"I would say this is really epic.... My organization does not explicitly work with BIPOC communities, especially issues of police brutality or anti-Blackness. We don't do that kind of work. So we've never actually applied for grants for that type of work."</p>

One BIPOC leader stated:

"There are plenty of ongoing crisis situations in BIPOC communities that need attention all the time. So some of these protocols about flexible funding that were special for COVID should be considered for [BIPOC] communities as the norm in the future because the emergency didn't start this year and it's not going to stop this."

BIPOC leaders described the required monetary and nonmonetary support to mitigate challenges and sustain operations from funders in times of crisis. Each interviewee expressed 1) the need for funders to understand and recognize the state of crisis BIPOC communities historically and perpetually exist within and 2) the need for funders to demonstrate the same level of power, trust, flexibility, and commitment to fully funding these communities as seen in the response to COVID-19. The responses to this question were combined with the analysis of the interview question asking, “What types of funding and/or nonmonetary support would help you achieve your programmatic goals and maximize your impact in the field?” Thus, this section of the analysis combines the needs of BIPOC leaders and communities in evolving and emerging crises (e.g., natural disasters, pandemics, climate change) with the need to address the generational disparate inequities facing these communities. A collective definition of capacity extracted from the analysis is the attainment of the necessary knowledge, resources, and power for BIPOC leaders and BIPOC communities to self-determine, manage, and regulate resources to effectively eliminate inequities by prioritizing community-specific needs.

Emerging nonmonetary support needs ranged from adopting restorative and regenerative funding models (n=28), relationship and partnership development (n=23), capacity building (n=22), marketing and communications (n=15), and recruitment and retention of BIPOC leaders as grantee partners and staff (n= 5). Adopting restorative and regenerative funding models and capacity building emerged as the most critical and most often cited types of nonmonetary support needed. The need for inclusive recruitment, retention, and staffing models emerged as the least critical type of support required by BIPOC organizations.

Because BIPOC-led organizations are in a perpetual state of crisis, increasing capacity among BIPOC leaders and BIPOC-led organizations consistently emerged as one of the most frequently reported themes mentioned throughout the analysis.

“[The relationship between funders and grantees] shouldn’t be just about them giving us money. It should be more about, ‘how can I help you sustain yourself outside of this foundation funding?’ [And saying] ‘here’s some additional funds so that you can spin up a fundraising program.’”

Anchored in the principles of restorative economics, restorative investing “seeks to address systemic injustices that extract from and penalize communities of color, the poor, and the working class by making investments that generate community wealth, produce governance structures that benefit the whole, and build community power.”¹ While restorative funding models ensure that the needs of BIPOC leaders and communities are equally prioritized with funder needs, regenerative funding models build systems that shift the management and control of financial resources from funders toward BIPOC

¹ MoFo Impact. Restorative investing: How the impact investing model could be used to support vulnerable communities in the time of COVID-19. JD Supra. May 11, 2020. <https://www.jdsupra.com/legalnews/restorative-investing-how-the-impact-72758/>

communities, thus allowing them to produce for themselves, give to and invest directly in what their communities need, and retain the returns generated from these investments.² One BIPOC leader stated:

“I would like to be in community with their marketing folks and you know really understand how to responsibly market to our communities from within the community. We’re just trying to figure it out.”

The categories and themes of examples that BIPOC leaders provided for each category are depicted in Table 4. [See Appendix M1-M5](#) for the categories, thematic examples, and associated quotes for each category.

TABLE 4. CATEGORIES OF NONMONETARY SUPPORT REQUIRED TO SUSTAIN OPERATIONS: RESPONSES

CATEGORIES	THEMATIC EXAMPLES
Restorative and regenerative funding models (n=28)	<ul style="list-style-type: none"> • Review and reform funding practices to build resilience and self-determination. • Understand that BIPOC communities have always been in crisis mode. • Legitimize and support intersectional work.
Capacity building (n=22)	<ul style="list-style-type: none"> • Provide training. • Provide access to foundation infrastructures. • Provide scholarships at universities for continued learning. • Provide mentorship opportunities. • Teach self-advocacy skills. • Open up leadership pathway opportunities. • Offer certifications.
Relationship and partnership development (n=23)	<ul style="list-style-type: none"> • Invest in authentic trust-based relationships with BIPOC leaders and communities. • Remove power dynamics, and establish transparency and trust. • Give frontline organizations access to funder networks. • Facilitate introductions to other funders and donors of color. • Build capacity of peer-to-peer learning spaces. • Facilitate relationships between big green groups and BIPOC-led organizations.

²Justice Funders. Spectrum of extractive to restorative to regenerative philanthropy. 2021. <http://justicefunders.org/resonance/spectrum-of-extractive-to-restorative-to-regenerative-philanthropy/>

CATEGORIES	THEMATIC EXAMPLES
Marketing and communications (n=15)	<ul style="list-style-type: none"> • Provide advocacy to inform legislation, partnerships, and funding opportunities aligned with BIPOC-led organizations' work. • Elevate BIPOC work through foundation platforms. • Raise visibility. • Provide digestible and accessible research for frontline communities. • Elevate community-centered marketing and advertising strategies.
Recruitment and retention (n=5)	<ul style="list-style-type: none"> • Create healthier ecosystems for BIPOC leaders to thrive. • Honor diversity of experiences in board qualifications. • Establish long-term funder-led volunteer programs .

Emerging monetary needs BIPOC leaders noted as necessary to achieving their programmatic goals were:

- marketing and communications (n=18)
- multiyear general operating support (n=16)
- revision of funding policies, processes, and structures (n=11)
- capacity building support (n=8)
- programmatic funding support (n=8)

Thirty-five percent of interviewed BIPOC leaders reported receiving two-year, three-year, or five-year multiyear support from a private foundation, which means the vast majority still do not receive this preferred approach of philanthropic support for nonprofit organizations. Of the 35 percent receiving multiyear support, the average grant length was two to three years.

Flexible, intersectional, multiyear general operating support to fund organizational practices, policies, and processes to promote mental health and relationship development among BIPOC leaders, frontline workers, and communities emerged as a critical need. One BIPOC leader said:

“Some of these organizations are set up to fail. They don’t have enough money. BIPOC leaders have a lot of stress, expectations, pressure, and weight on their shoulders. The system is not set up for them to succeed. Investing in self-care should be like providing funds to offer paid time off for your employees, mak[ing] sure you have health insurance for frontline environmental workers, and ensuring that some of those wraparound needs are embedded within the grant for general operating support.”

The categories and themes of examples BIPOC leaders provided for each category are depicted in Table 5. [See Appendix N1-N5](#) for the categories, thematic examples, and associated quotes for each category.

TABLE 5. CATEGORIES OF MONETARY SUPPORT REQUIRED TO SUSTAIN OPERATIONS: RESPONSES FROM BIPOC LEADERS

CATEGORIES	THEMATIC EXAMPLES
<p>Marketing and communications (n=18)</p>	<ul style="list-style-type: none"> • Provide funding and expertise for relationship-building strategies targeting local media platforms (e.g., radio stations, television stations, and public transportation advertisements). • Provide expenditure funds for community outreach and relationship development strategies (e.g., travel expenses and honoraria).
<p>Multiyear general operating support (n=16)</p>	<ul style="list-style-type: none"> • Provide comprehensive funds for operations and to support the provision of living wages for staff and frontline workers. • Offer access and maintenance of equipment and technology used for operations. • Embed funds for paid time off (PTO), health insurance, and other wraparound needs in grants for staff and frontline workers.
<p>Revision of funding policies, processes, and structures (n=10)</p>	<ul style="list-style-type: none"> • Spend down endowments to create an equitable world. • Increase deliberate funding for BIPOC-led programming that addresses intersectional work (e.g., demonstrations of anti-Blackness, COVID-19, and the environment). • Eliminate sub-grantors and directly fund BIPOC-led organizations and BIPOC communities. • Prioritize the provision of mental health support for BIPOC communities most impacted by the socio-political and environmental crises.
<p>Capacity building support (n=8)</p>	<ul style="list-style-type: none"> • Collaborate with other funders to ensure BIPOC-led organizations are fully funded. • Offer capacity building grants to improve internal organizational processes (e.g., board processes, decision-making structures, and hiring and retention policies). • Sponsor and facilitate trainings, convenings, and discussions focusing on affecting synergies between movements, providing best practices for operational management, and educating BIPOC leaders on the emerging issues within the field.
<p>Programmatic funding support (n=8)</p>	<ul style="list-style-type: none"> • Invest in flexible, programmatic work. • Increase investments in BIPOC-led work that applies a restorative and healing justice practice lens to conservation and environmental work.

LEARNING QUESTION 5: DEEPENED PERSPECTIVES: INSIGHTS FROM BIPOC LEADERS AND FUNDERS

The data presented in this section to build an equitable funding culture and improve collaboration with BIPOC leaders and communities are to be considered by the funding partners for this project and the general conservation and environmental funding community.

Building an Equitable Funding Culture

BIPOC leaders and funders participated in a facilitated listening session during the third webinar in the series. The data highlighted similar ideology on how to build an equitable funding culture. BIPOC leaders and funders reported the importance of the following strategies in building an equitable funding culture:

- establishing relationships and networks with funders and other BIPOC groups;
- revisiting grantmaking strategies, processes, and practices to lessen burden on BIPOC leaders;
- centering BIPOC leadership in organizational grantmaking and learning; and
- creating, utilizing, and implementing marketing and communications strategies.

The examples provided in Tables 6 and 7 demonstrate the achievement of the InDEEP 2020 Fall Virtual Learning Series' intended outcomes to:

- amplify BIPOC voices in service of igniting connections, increasing understanding, and surfacing new approaches (Table 8, Table 9);
- identify strategies tools, practices, processes, and opportunities for implementing racial equity and justice for grantmaking organizations are shared and identified (Table 8, Table 9); and
- coordinate pathways to communicate practices, approaches, and progress around equitable grantmaking and dismantling systemic racism within organizations and across the environmental sector (Table 8, Table 9).

The overlap in strategies is designated by the bolded themes.

TABLE 6. STRATEGIES FOR BUILDING AN EQUITABLE FUNDING CULTURE: RESPONSES FROM FUNDERS

WEBINARS	THEMES	QUOTES
<p>Moving toward Racial Equity: Action and Accountability in Environmental Funding</p>	<ul style="list-style-type: none"> • Use the key learnings from data about providing financial support and capacity building efforts to those empowering historically underrepresented communities in the field. • Expand networks to directly fund small organizations and raise awareness of BIPOC groups.* • Share information gleaned from the Virtual Learning Series to facilitate internal discussions. • Advocate for the inclusion of more BIPOC groups in portfolios. 	<p>“It makes me think more about the history of orgs we work with and how we can challenge/learn/acknowledge that history and make sure we aren’t continuing any of that racism.”</p> <p>“I think the point about listening to other truths and trusting communities with unrestricted, long-term grants was significant.”</p>
<p>Reckoning with the Past for a More Equitable Funding Future: Histories of Systemic Oppression in Conservation</p>	<ul style="list-style-type: none"> • Understand conservation history to prevent the perpetuation of racism within the field. • Provide resources to those most impacted by conservation and environmental issues and those who are most underfunded. • Learn and revisit BIPOC stories of land connections to get a better sense of how to help these communities regain access to and control of their environments. 	<p>“I think the point about listening to other truths and trusting communities with unrestricted, long-term grants was significant.”</p> <p>“My org sometimes consults with [organization’s name] on grant proposals. The webinar taught me about some of the racist history when the [organization’s name] was started. It makes me think more about the history of orgs we work with and how we can challenge ourselves to learn/acknowledge that history and make sure we aren’t continuing any of that racism.”</p> <p>“Once the understanding of history is clearer, what steps/strategies can be employed to daylight, dismantle, work around, etc., the issues that an organization might take on to change the system?”</p> <p>“How do funders help communities of color successfully address environmental challenges in a society in which White people co-opt them?”</p>

WEBINARS	THEMES	QUOTES
A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space	<ul style="list-style-type: none"> • Develop funding practices that address the needs of both entities in the partnership. • Acknowledge the need to reevaluate grant requirements and change narratives for specific audiences. • Facilitate the relationship development of BIPOC networks. 	<p>“We need to work on getting information about our funding out to more BIPOC communities through key BIPOC leaders and other communication platforms.”</p> <p>“Engaging more with funders and providing key points that will give BIPOC better funding opportunities.”</p>
Environmental Philanthropy’s Post-Election, Anti-Racist Response	<ul style="list-style-type: none"> • Apply an environmental justice lens to programmatic work. • Center BIPOC leadership in organizational grantmaking and learning. 	<p>“I’m connecting my colleagues to these resources and supporting a discussion about 1) where environmental justice is showing up in their issue areas, even when the grantmaking is not explicitly naming that, and 2) how BIPOC leadership will play a role in shaping our investigations, grantmaking, and learning.”</p>

*The bolded strategies highlight areas of consensus between funders and BIPOC leaders.

Table 7 presents strategies suggested by BIPOC leaders for building an equitable funding culture.

TABLE 7. STRATEGIES FOR BUILDING AN EQUITABLE FUNDING CULTURE: RESPONSES FROM BIPOC LEADERS

THEMES	QUOTES
Build relationships to secure funding or refer other BIPOC groups.*	<p>“As someone new to the space, I recognize how important it is to make connections with funders, and this platform was great in introducing me to the world of funders.”</p> <p>“Use the connections I have made with funders to apply for their grants and refer other BIPOC leaders to them.”</p>
Revisit grantmaking strategies, processes, and practices.	<p>“I am thinking deeply about how current systems of funding are restricting futures that are collaborative and transformative.”</p> <p>“Rethinking the reporting process to verbal report-outs.”</p>

THEMES	QUOTES
Design funder programs using the inner and outer learning circle approach presented in the Virtual Learning Series.	"I would suggest to other foundations to follow this model for shaping funder programs."
Address harmful sub-grantors' gatekeeping practices.	"Openly and directly addressing the harm that gatekeeping by sub-grantors causes. I'm also curious how to address it with sub-grantors who depend on that funding for administrative functions, knowing that in some cases it may take away from what grassroots orgs are receiving."
Increase transparency.	"Clear objectives and outcomes...and paying people for their time. I know I won't hear from these funders again, and I'm okay with it because they mentioned it in emails."

*The bolded strategies highlight areas of consensus between funders and BIPOC leaders.

Improving Collaboration with BIPOC Leaders and Communities

When asked to write a call to action to funders to focus their attention now and into 2025 to improve collaboration with BIPOC leaders and strengthen the impact of their work with BIPOC leaders and communities, BIPOC leaders viewed improving and altering the state of grantee-funder dynamics, capacity building, funder accountability, and shifting power as the most critical factors to improve collaborations with BIPOC leaders and communities. The interview data augmented and elaborated upon these overarching themes by providing examples of improving collaboration with BIPOC leaders and communities by cultivating relationships and networks (n=14), providing examples of nontraditional funding policies, processes, and structures (n=10), and infusing transparency and accountability in partnerships (n=9).

Cultivating relationships and networks (n=14). Shared power, accountability, trust, and the removal of White supremacist perceptions of leadership emerged as important characteristics in the development of relationships between funders and BIPOC leaders. Twenty-eight percent of the BIPOC leaders' responses in this category supported a belief that funders should approach the grantee-funder relationship with humility and intention, should respect and value their expertise, and should acknowledge the mutually beneficial aspect of the work being done by them in overlooked communities. As one BIPOC leader noted:

"[I need funders to recognize] that there's a whole relational component that is critical to making those funds be manifested in ways that are really mutually beneficial."

Nontraditional funding policies (n=10). Fifty percent of those interviewed believed that funders should implement nontraditional funding policies, processes, and structures to improve collaboration with BIPOC leaders and communities. Examples provided by BIPOC leaders included:

- facilitate and provide collaborative funding opportunities that create synergies between movements;
- simplify reporting processes by using verbal and/or auditory reporting methods;
- conduct needs assessments to identify community priorities;
- increase and sustain rapid response investments; and
- invest in the success of BIPOC leaders and organizations with the provision of multiyear general operating support.

Statements from BIPOC leaders included the following:

“Just start having conversations about what folks need and what they don’t need. I’m sure if a donor had a conversation with a BIPOC leader about what the needs were, they might say, ‘oh, well, we didn’t realize that you just need, you know, extra access to vehicles, we can do that. We don’t need to give you a certain amount of money.’ I think there’s just this idea that the only way to support is to give money.”

“You know, trying to foster a mentality of abundance, sharing, and of collaboration is going to be some big work for foundations. The funders who have all the money and all the power, ultimately, have to say we want to foster collaboration. We want to foster teamwork between organizations that have an affinity for each other as opposed to, you know, ‘y’all duke it out, and we’ll pick the best org.’”

Transparency and accountability (n=9). Throughout the interviews, BIPOC leaders expressed the desire for the funding community to provide external accountability for grantees to center racial equity and justice within their work and internal accountability for organizational practices to reflect racial equity and justice. To improve collaboration through increased transparency and accountability, BIPOC leaders felt that funders need to:

- facilitate, lead, and invest in sustained outreach and development of BIPOC leaders and BIPOC-led organizations;
- inform legislators and decision-makers by advocating for BIPOC-led movement work;
- prioritize investing in and growing BIPOC leaders and BIPOC-led groups’ capacity;
- establish, expand, and utilize donor affinity groups to accelerate learning and transformation; and
- shift toward external grantmaking processes with community advisory boards.

Statements from BIPOC leaders included the following:

“Put whatever data you need to forecast our [BIPOC leaders] needs together and how much money that needs to be set aside to make that record investment in Black and Brown and Indigenous communities doing the work.”

“I think I had shared this: that grantmaking decisions need to be done externally. You need to engage community leaders to create external decision-making bodies for deciding who gets funding, how they get funding, and how much. They need to be representatives of the community.”

Discussion

IMPLICATIONS FOR PRACTICE

The results have implications for practice that are generally applicable to conservation and environmental funders. The following implications for practice are summarized in this section:

- Infuse Frameworks Promoting Racial Equity and Justice in Practices, Policies, and Processes
- Establish, Expand, and Utilize Networks to Develop Relationships with BIPOC Leaders
- Champion BIPOC-Led Movements
- Utilize Equitable Data Disaggregated by Race

Infuse Frameworks Promoting Racial Equity and Justice in Practices, Policies, and Processes

A critique by BIPOC leaders of the sector is that the sector decentralizes concepts of community within its strategies and priorities in solving leading conservation and environmental concerns. Many viewed embedding community-centered frameworks rooted in racial equity and justice principles into foundation practices, policies, and processes as a viable strategy to generate systemic change within the sector's leading concerns. To ensure that BIPOC communities are re-centered and free to self-determine priorities within foundation strategy, goals, and missions, it is imperative that principles of community-centered frameworks such as Biocultural Diversity, Jemez Principles of Democracy, and participatory grantmaking are embedded as a way of increasing sustainable environmental change.

Establish, Expand, and Utilize Networks to Develop Relationships with BIPOC Leaders

Despite being directly impacted by and responding to conservation and environmental challenges, BIPOC-led organizations are historically and continually underfunded, under-resourced, and underrepresented in the sector. Increasing access to high-quality partnerships and relationships with funders and larger green groups willing to share platforms, infrastructures, networks, and expertise to amplify BIPOC-led work will provide underfunded, underutilized BIPOC-led organizations an opportunity to maximize their impact and expertise in the field. As noted by both funders and BIPOC leaders, the ability to receive funding is highly relational. The granting of the monetary and nonmonetary support required for BIPOC leaders to maximize their impact in the field is contingent upon their organization's notoriety, reputation, and perceived capacity. Many BIPOC

leaders observed that funders are more likely to fund White-led organizations that are closer in proximity and likeness than BIPOC-led organizations operating at the margins of opportunity, access, and bias.

Funders must realize that the added values of expanding and utilizing networks that are more inclusive of BIPOC leaders increases the likelihood of achieving environmental justice, capacity to solve environmental issues from multiple perspectives, support for movement work by widening its constituents, and the branding of the movement by making it appear more heterogeneous. Ultimately, in order to be more effective, responsive, and impactful in addressing leading environmental concerns, funders must prioritize establishing, expanding, and utilizing networks to develop meaningful, trust-based, well-resourced relationships with BIPOC leaders and communities. To do so, funders should consider: 1) leveraging existing partnerships with grantees, other funders, and vendors to identify BIPOC-led organizations working on the frontlines; 2) utilizing BIPOC professional networks to identify BIPOC leaders and organizations working on local issues; and 3) developing networking opportunities for BIPOC leaders and funders.

Champion BIPOC-Led Movements

Funders and BIPOC leaders identified value in revising foundation strategic action plans, marketing and communications efforts, and grantmaking practices as strategies to center BIPOC leadership and communities within the sector. In acting as champions for BIPOC-led movements, funders' application of a racial equity lens to foundation strategic plans, priorities, practices, and policies increases the sector's ability to reduce disparities and address systemic and historical inequities and violence perpetuated by the funding community on BIPOC communities. Funders who champion the work led by BIPOC organizations will catalyze the transformation of the field toward greater financial investment in BIPOC-led movements.

Utilize Equitable Data Disaggregated by Race

The collection, analysis, and utilization of equitable data, disaggregated by race, are preliminary steps for conservation and environmental funders in working toward greater investment in and intensified support of BIPOC communities. Although BIPOC leaders and funders expressed the importance of collecting and utilizing updated demographic data of grantees, beneficiaries of programmatic work, and communities most impacted by conservation and environmental issues to equitize the sector, it was not a primary concern. KHA's history of demographic data collection to accelerate racial equity reveals it to be necessary for progress: collected demographic data highlight gaps in organizational reach, the cyclic nature of systemic racism within the field, and impact and can help foundations make informed decisions about investments and partnerships to shift their funds to BIPOC leaders and communities. Funders committed to organizational learning that maximizes impact, efficiency, and the alleviation of the conservation and environmental burden

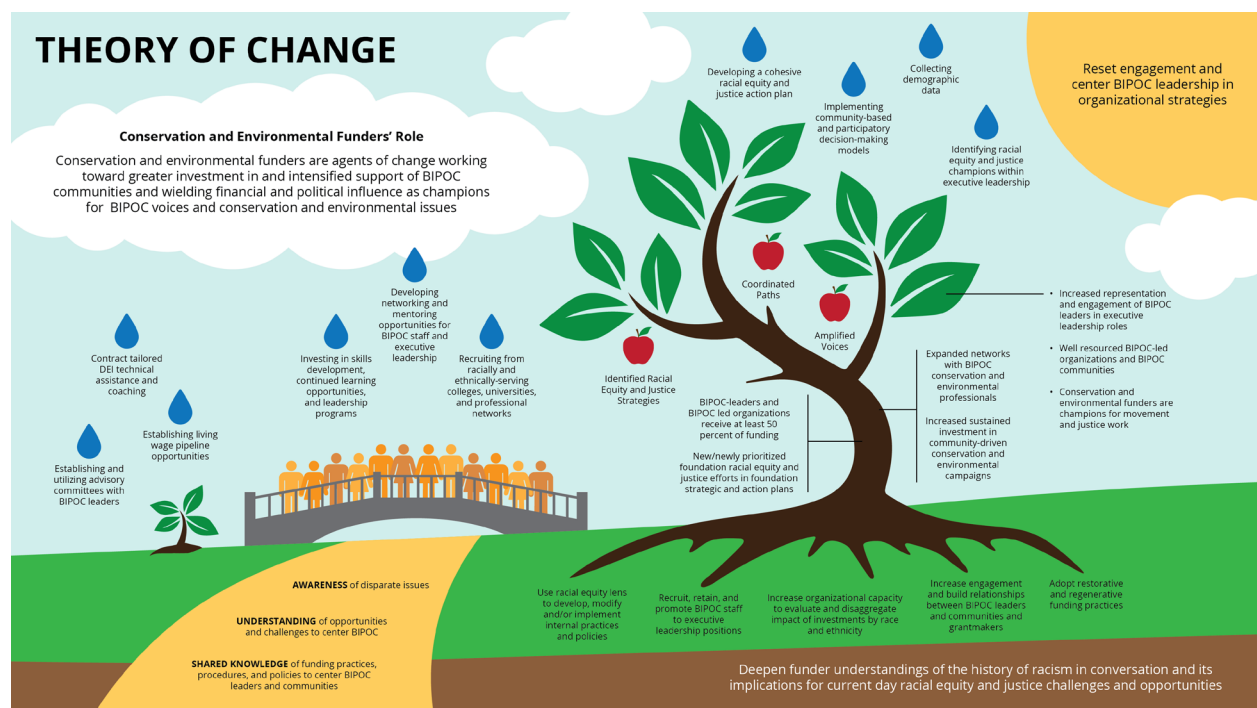
experienced by BIPOC communities should consider strengthening their organization's equitable evaluation capacity to effectively transform and solve many of the pressing environmental concerns within the sector.

INDEEP 2020 VIRTUAL LEARNING FALL SERIES: PROPOSED THEORY OF CHANGE

The analysis informed the development of a proposed Theory of Change model and Strategic Framework to serve as catalysts for accelerating racial equity and justice within the conservation and environmental funding community. The proposed Theory of Change model and the Strategic framework propose the following:

1. BIPOC leaders are increasingly promoted to leadership roles, and engagement of BIPOC leaders and communities is centered within grantmaking organizations.
2. BIPOC-led organizations and communities are well resourced to address community-specific conservation and environmental issues.
3. Conservation and environmental funders are champions internally and externally and engage in justice work in solidarity with BIPOC leaders and communities. A racial equity and justice champion advocates within their organizations to designate and sustain resources for BIPOC-led organizations and facilitates connections between these organizations and their peer funders.

FIGURE 9. PROPOSED THEORY OF CHANGE MODEL



INDEEP 2020 FALL VIRTUAL LEARNING SERIES: PROPOSED STRATEGIC FRAMEWORK

The proposed strategic framework is to be used in tandem with the Theory of Change as a field-facing guide for funding organizations to accelerate change and advance racial equity in the field. The outlined vision statement, impact goals, institutional goals, and core values are proposed tenets for transformation of the sector to amplify BIPOC leaders and communities, reset funder engagement with BIPOC leaders and communities, and coordinate pathways to communicate practices and approaches to equitable grantmaking and dismantling systemic racism. The proposed funding strategies are opportunities for organizations to implement racial equity within organizational culture and grantmaking.

Vision Statement, Impact Goals, and Institutional Goals

VISION STATEMENT	IMPACT GOALS	INSTITUTIONAL GOALS
<p>The transformation of conservation and environmental philanthropy that engages in racial justice work centering Black, Indigenous, and People of Color (BIPOC) leadership and the conservation and environmental issues faced by BIPOC communities</p>	<ul style="list-style-type: none"> • Deepen the impact of grantmaking toward greater investment in and intensified support of BIPOC communities. • Wield financial and political influence as a champion for BIPOC voices and conservation and environmental issues with messaging that reaches advocacy, civil rights, and political entities. • Increase efficiency in climate mitigation and climate resilience. 	<ol style="list-style-type: none"> 1. Develop, modify, and/or implement internal practices and policies through a racial equity lens. 2. Recruit, retain, and promote BIPOC staff within grantmaking organizations. 3. Increase organizational capacity to evaluate and disaggregate impact of investments by race and ethnicity. 4. Increase engagement of and build relationships between BIPOC leaders and communities and grantmakers. 5. Adopt restorative and regenerative funding practices to spend down endowments in support of the collective capacity of communities most impacted by inequities to self-determine and invest directly into their communities' needs and to retain the returns generated from these investments.

Conservation and Environmental Funder Core Values

- **Racial Equity and Justice:** We will use and apply a racial equity and justice lens to all of our internal strategies, policies, decisions, and partnerships. We seek to understand and reckon with conservation and environmental history to move toward a more equitable funding future.
- **Imagination:** We are committed to reimagining the conventional structures and grantmaking processes of conservation and environmental philanthropy. We align

organizational strategies and funding opportunities to address the socio-political and environmental realities of BIPOC leaders and communities. We hold space for alternative, innovative solutions for conservation and environmental problems and seek approaches that center the lived experiences of underrepresented BIPOC communities.

- **Sustained Commitment:** We believe a commitment to long-term, sustained investment of resources into BIPOC communities and BIPOC-led organizations will be the most impactful in solving the conservation and environmental issues we seek to change.
- **Shifted Power:** We believe addressing the conservation and environmental issues of the most heavily impacted populations requires prioritizing the leadership of and solutions from BIPOC communities. This includes a rejection of systemic and normalized discriminatory practices and organizational structures.
- **Transformation:** We intend to lean deeply into the principles of trust-based philanthropy and center BIPOC leadership in our decision-making, fund deployment, partnerships, and vendor engagement. We seek to transform, engage, realign, and commit to structures and institutions that follow the lead of BIPOC who are most impacted by environmental and climate issues.

Core Institutional Goals and Proposed Funding Activities/Strategies

The following information emerged from research and the data collected from the interviews.

Goal #1: Develop, modify, and/or implement internal practices and policies through a racial equity lens.

Proposed Activities/Strategies:

- Contract tailored technical assistance (e.g., external coaching, training) to center diversity, inclusion, and racial equity for individuals and at the organizational level.
- Develop a cohesive organizational strategy and action plan to explicitly outline racial equity and justice strategic goals, objectives, and initiatives.
- Identify racial equity and justice champions within internal board and senior-level leadership to support policies and model equitable practices and values.

Goal #2: Recruit, retain, and promote BIPOC staff within grantmaking organizations.

Proposed Activities/Strategies:

- Establish and support living wage paid pipeline opportunities to increase BIPOC leadership (e.g., fellowships, Conservation Corps, internships, youth programs).

- Develop, invest in, and utilize an internship pipeline effectively to recruit BIPOC staff.
- Recruit from racially and ethnically serving colleges and universities.
- Recruit from BIPOC-serving professional networking associations.
- Provide skills training and leadership programs for BIPOC staff.
- Develop networking and mentoring opportunities between BIPOC staff and internal leadership.

Goal #3: Increase organizational capacity to evaluate and disaggregate impact of investments by race and ethnicity.

Proposed Activities/Strategies:

- Collect demographic data of grantees and engaged communities.
- Invest in the skills, technical infrastructure, processes, and supportive networks of the organization's evaluation team.
- Contract technical assistance to strengthen equitable evaluation tools, methodology, and approaches.
- Publicly communicate data and information about how the foundation uses the data.

Goal #4: Increase engagement of and build relationships between BIPOC leaders and communities and grantmakers.

Proposed Activities/Strategies:

- Shift toward a community-based and participatory decision-making model that provides a deeper connection to local contexts and movements.
- Create an internal advisory committee of BIPOC leaders/grantee partners to aid in the organization's learning around equitable grantmaking.

LIMITATIONS

The limitations of this study are informed by the data and best practices. Also noted are strategies employed to mitigate the impacts of these limitations. The limitations are:

- Small interview sample size of n=14 is too small to be generalizable.
- Access for interviews of Indigenous leaders and other BIPOC leaders who engage in non-cross-movement work was limited due to competing priorities compounded by COVID-19 (e.g., virtual homeschooling, child care, family responsibilities, mental health, physical health) and prevented the amplification of an array of voices.

- Experienced psychological distress in interviews prevented capturing the BIPOC leaders' full thoughts and feelings on questions. When interviewees exhibited signs of distress (e.g., abrupt ending to responses, crying, anger), the researcher attempted to mitigate this by slowing down the interview's pace, inserting needed breaks, and providing the opportunity for clarification on incomplete responses.

BIPOC leaders' responses included the following statements:

"We allude to this in the article series that Indigenous women like many other women of color hold a lot of responsibilities. In their family, in their communities, and you know in their ceremonies..., they wear so many hats, and then in this time of ongoing embrace of Indigenous peoples and this constant inquiry to engage us in work, [there's no recognition that] we're already stretched really thin, and that is my observation into like why that gap for just trying to get Indigenous women in this conversation exists."

"It just made me emotional [tears up]. Things are bad. There's a lot to be hopeful about, but when you collapse all of the health impacts and displacement that comes with [the environmental crisis]..., it's heavy."

RECOMMENDATIONS

Study recommendations are divided into two categories – reimagine and democratize. Each recommendation was developed from the results and should be used in tandem with the proposed theory of change and strategic framework to inform organizational strategic planning and implementation of processes rooted in achieving racial equity and justice within conservation and environment.

Reimagine

A majority of BIPOC leaders expressed frustration and sadness about how current extractive ideology, priorities, and processes within conservation and environmental philanthropy displace, decentralize, and disconnect BIPOC from the environment. As a result, BIPOC-led organizations and leaders are underfunded, are perceived not to care about their environments, and are poorly represented in the field. BIPOC leaders shared feelings of distrust and hesitancy about believing and trusting that funders will provide flexible, unrestricted grants, fund organizations for engaging in non-cross-movement work, and commit sustained investments in the success of their organizations.

To support the historic connection between these communities and the environment, funders should consider:

- **Understanding** the history of conservation and its implications on BIPOC communities and leaders by engaging in structured study of critical race theory and

seminal texts about reimagining the relationships between BIPOC communities and the environment;

- **Investing** in the necessary internal organizational change processes for board and staff members (e.g., DEI external coaching, training) to identify and unlearn White supremacist values that perpetuate inequities and influence grantmaking;
- **Building** intentional relationships with BIPOC leaders and communities to amplify their voices and needs by attending community environmental campaign events, utilizing BIPOC professional networks, providing paid pipeline opportunities for BIPOC leaders and students attending historically Black and Indigenous institutions of higher learning, and hosting site visits for frontline organizations;
- **Establishing** and utilizing BIPOC advisory decision-making committees to review, vet, and identify intersectional strategies to center BIPOC communities' conservation and environmental needs within funding practices and priorities; and
- **Embedding** aspects of racial equity frameworks in foundation strategic plans, priorities, programming, and grant requirements by engaging tenets of biocultural diversity, environmental justice, Afro-futurism, Indigenous traditional knowledge of land stewardship, and anti-Black racism frameworks.

Democratize

Funders and BIPOC leaders explicitly or implicitly identified power as a barrier to advancing racial equity and justice within the field. "Shifting power to empower" those most impacted by environmental crises and inequities requires transforming organizational practices and structures to reallocate power over decision-making and resources. The democratization of the sector would lead to well-resourced BIPOC-led organizations and BIPOC communities being free to self-determine, manage, and sustain their own environmental movements that bring about lasting change.

The following strategies are ways the sector can empower BIPOC communities and leaders:

- Embed community-based participatory frameworks in foundation strategic plans and grantmaking processes;
- Increase funding to build capacity for BIPOC leaders and BIPOC-led organizations in marketing and communications, organizational operations and management, and professional continuing education opportunities; and
- Adopt restorative and regenerative funding practices resulting in the spend-down of endowments and the redistribution of wealth.

Appendices

- A. InDEEP 2020 Fall Virtual Learning Series Work Plan
- B. Overview of InDEEP's Fall 2020 Virtual Learning Series Webinars
- C. Summary of Data Collection Activities
- D. Conservation and Environmental BIPOC Leaders' Interview Protocol
- E. Webinar #1 Registration Form
- F. Webinar #1 Session Evaluation High-Level Summary
- G. Webinar #2 Session Evaluation High-Level Summary
- H1. Webinar #3 Funder Session Evaluation High-Level Summary
- H2. Webinar #3 BIPOC Leader Session Evaluation High-Level Summary
- I. Webinar #4 Session Evaluation High-Level Summary
- J. Overview of Funders' Current Strategies to Advance and Center BIPOC-Led Efforts
- K. Funder Barriers to Achieving Racial Equity Goals
- L. Polled Funder Barriers to Amplifying BIPOC Leaders' Voices in the Field
- M. Nonmonetary Support Required to Sustain Operations
- N. Monetary Support Required to Sustain Operations

APPENDIX A: InDEEP Fall 2020 Virtual Learning Series Work Plan

PURPOSE

Over the next six months, conservation and environmental funders will be intentionally engaged in the development of an intentional community of action for racial equity and justice. This body of work will create space for funders to share their current practices, engage with BIPOC conservation/environmental leaders, learn about ideas and resources that can inform progress, and surface funders' needs, including talent pipeline development.

The proposed process will provide much-needed community among funders wishing to take action, affect synergies among participants, create a plan of action for longer-term engagement, and establish an intentional framework that will have a sustainable influence on funding priorities and practices.

INTENDED OUTCOMES

The intended outcomes of this body of work are to:

- Amplify the voices of BIPOC leaders in conservation and the broader environmental movement in service of igniting connections, increasing understanding, and surfacing new approaches;
- Identify tools, practices, processes, and opportunities for implementing racial equity and justice for grantmaking organizations; and
- Coordinate and establish a path to communicate practices, approaches, and progress around equitable grantmaking and dismantling systemic racism within organizations and across the environmental sector.

PROCESS: PROJECT WORK PLAN FOR CONSERVATION FUNDERS

Dates: June 2020- January 2021

MONTH	CORE PRODUCTS	ROLE OF KHA	ROLE OF FUNDING PARTNERS
June- July 2020	Draft project work plan	Facilitate core group discussions (ongoing)	<ul style="list-style-type: none"> • Provide feedback on design and process • Review and provide feedback on final project work plan • Participate in planning team calls to discuss process, workflow, and contractual modifications • Market/promote body of work among peers
Aug 2020	Final work plan	<ul style="list-style-type: none"> • Conduct poll for August, September, and November online convenings with publicity to begin 6 weeks prior to each online convening • Develop agenda/content for September session, including discussion questions for breakouts (3 weeks prior to online convening) • Develop overarching approach to marketing and promotion (ongoing) • Cultivate list of 70 BIPOC environment, conservation, and cross-movement interviews and webinar participants • Develop materials (run of show, slide deck, discussion questions for breakout groups) (2 weeks prior to online convening) • Develop session evaluation (2 weeks prior to online convening) 	<ul style="list-style-type: none"> • Provide feedback on design and process • Review and provide feedback on final project work plan • Participate in planning team calls to discuss process, workflow, and contractual modifications • Market/promote body of work among peers

MONTH	CORE PRODUCTS	ROLE OF KHA	ROLE OF FUNDING PARTNERS
Sept 2020	<ul style="list-style-type: none"> • List of 70 possible BIPOC participants for September session • “Moving toward Racial Equity: • Action and Accountability in Environmental Funding” (Webinar #1) • “Reckoning with the Past for a More Equitable Funding Future: • Histories of Systemic Oppression in Conservation” (Webinar #2) • Draft interview protocol • Session evaluation and results 	<ul style="list-style-type: none"> • Contribute to the creation of a list of 70 potential BIPOC participants for September webinar • Co-cultivate list of funder small-group discussion hosts for September session • Data collection timeline • Schedule interviews of up to 12 BIPOC conservation grantees and 12 participants engaged in cross-movement work • Finalize format for dialogue session to include at least half of the time for participants to ask questions of funders <p>Note: Arvana Group was primary presenter for Webinar #2 while KHA organized and managed promotion and registration.</p>	<p>As noted above</p>
Oct 2020	<p>“A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space” (Webinar #3)</p>	<ul style="list-style-type: none"> • Develop preparatory and close-out activities as noted above for online sessions • Finalize questions for small group dialogue • Provide data analysis and reporting • Review emerging themes from webinars • Conduct preparatory activities as noted above for online sessions • Develop draft report outline and interview protocol • Present draft report outline and interview protocol to funders 	<ul style="list-style-type: none"> • Provide feedback on design, process, deliverables, and implementation of and participation in debrief on session evaluation results • Finalize the questions to be posed to BIPOC contributors • Contribute to list of potential speakers/ organizations to serve as case studies for this session

MONTH	CORE PRODUCTS	ROLE OF KHA	ROLE OF FUNDING PARTNERS
Nov 2020	N/A	<ul style="list-style-type: none"> • Conduct interview outreach and scheduling • Analyze interviews • Draft Theory of Change Model and Strategic Framework Model • Develop draft report of findings 	<ul style="list-style-type: none"> • Review and provide feedback on process and deliverables • Contribute to list of potential speakers for November webinar
Dec 2020	<ul style="list-style-type: none"> • “Environmental Philanthropy’s Post-Election, Anti-Racist Response” (Webinar #4) • Draft final report of learnings from the process 	<ul style="list-style-type: none"> • Provide facilitation and staffing for webinar, including preparation for and engagement with speakers • Conduct interviews • Analyze interviews • Incorporate interview themes into report • Develop report • Facilitate debrief on Theory of Change Model and Strategic Framework Model 	Review and provide feedback on process and deliverables
Jan 2021	Presentation of draft report of final learnings from process	<ul style="list-style-type: none"> • Present draft report • Finalize report • Debrief report findings and process 	Provide feedback on reports, and participate in debrief on report findings

APPENDIX B:

Overview of InDEEP's Fall Virtual Learning Series Webinars

DATE	WEBINAR TITLE	APPROACH	CORE LEARNING OBJECTIVES	WEBINAR ATTENDEES
9/8/20	Moving toward Racial Equity: Action and Accountability in Environmental Funding	120-minute convening to explore experienced successes and failures in implementing racial equity and justice within foundations	<ul style="list-style-type: none"> • Hear from two leaders in the environment/ conservation nonprofit space on their experience working with the philanthropic sector to advance their missions and highlight the qualitative and quantitative perspectives of BIPOC experiences with relationship development with funders • Engage in peer-to-peer dialogue and problem-solving using the Wise Council model to lift opportunities to improve upon efforts dedicated to centering BIPOC leadership within funding strategies and portfolios 	66
9/15/20	Reckoning with the Past for a more Equitable Funding Future: Histories of Systemic Oppression in Conservation	90-minute convening facilitated by The Arvana Group to reveal historical events showing the benevolent ways conservation inflicted harm on BIPOC communities across the United States.	<ul style="list-style-type: none"> • Highlight examples of how White-led conservation organizations have progressed as it relates to racial equity and justice work • Lift opportunities to change the arc of this violent history • Lift opportunities to engage in justice work in solidarity with those who have been most negatively affected. 	69

DATE	WEBINAR TITLE	APPROACH	CORE LEARNING OBJECTIVES	WEBINAR ATTENDEES
10/1/20	A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space	90-minute convening to provide BIPOC leaders and funders a mutually beneficial space to participate in small group listening sessions	<p>BIPOC leaders' core learning objectives:</p> <ul style="list-style-type: none"> • Explore and challenge the sector's assumptions about the racial equity and justice needs of BIPOC leadership and BIPOC-served communities • Engage in candid conversations with funders to define what an effective and trust-based partnership could look like <p>Funders' core learning objectives:</p> <ul style="list-style-type: none"> • Learn from the personal and professional experiences of BIPOC green leaders related to racial equity, justice, and inclusion within conservation and environmental spaces • Apply learnings to develop solutions to advance racial equity and justice within current societal and environmental realities 	55
12/1/20	Environmental Philanthropy's Post-Election, Anti-Racist Response	90-minute webinar to inform funders' advancement of racial equity and justice given the implications of the presidential election.	<ul style="list-style-type: none"> • Discuss the implications of the presidential election results on the future of philanthropy, racial equity and justice, and BIPOC leaders and communities • Develop goals and set the framework for an action plan to advance racial equity and justice for conservation and environmental philanthropy 	40

APPENDIX C: Summary of Data Collection Activities

DATE	ACTIVITY	PARTICIPANTS	ASSESSMENT FOCUS
11/30- 12/18/20	Interviews	8 BIPOC cross- movement leaders 6 BIPOC non- cross-movement leaders	<ol style="list-style-type: none"> 1) Personal and professional relationships to conservation and environmentalism 2) Demographics of engaged communities of mission-aligned work 3) Purpose, length, and amounts of received funding from private foundations 4) Opportunities to amplify BIPOC leadership and communities within the fields 5) Experiences of the sector’s support of BIPOC leaders and communities during COVID-19, most recent events of police brutality, and the sustained movement for Black lives 6) Opportunities to reimagine the sector’s future as it relates to racial equity and justice
9/8/20	<i>Moving toward Racial Equity: Action and Accountability in Environmental Funding</i>	7	<ol style="list-style-type: none"> 1) Assessment of the utility of the webinar’s content and activities 2) Recommended changes 3) The most meaningful aspects of the session 4) Concepts and/or topics for additional exploration 5) Examples of how funders would apply the webinar learnings to advance racial equity within their organizations

DATE	ACTIVITY	PARTICIPANTS	ASSESSMENT FOCUS
9/15/20	<i>Reckoning with the Past for a more Equitable Funding Future: Histories of Systemic Oppression in Conservation</i>	9	<ul style="list-style-type: none"> 1) Assessment of the utility of the webinar's content and activities 2) Recommended changes 3) The most meaningful aspects of the session 4) Concepts and/or topics for additional exploration 5) Examples of new connections made between the environmental and conservation space, BIPOC leaders, and funders
10/1/20	<i>A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space</i>	10 BIPOC leaders	<ul style="list-style-type: none"> 1) Assessment of the utility of the webinar's content and activities 2) Recommended changes 3) The most meaningful aspects of the session 4) Concepts and/or topics for additional exploration 5) Opportunities to improve the partnerships between funders and BIPOC leaders
	<i>A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space</i>	3 Funders	<ul style="list-style-type: none"> 1) Assessment of the utility of the webinar's content and activities 2) Recommended changes 3) The most meaningful aspects of the session 4) Concepts and/or topics for additional exploration 5) Opportunities to improve the partnerships between funders and BIPOC leaders
12/1/20	<i>Environmental Philanthropy's Post-Election, Anti-Racist Response</i>	3	<ul style="list-style-type: none"> 1) Assessment of the utility of the webinar's content and activities 2) Recommended changes 3) The most meaningful aspects of the session 4) Concepts and/or topics for additional exploration 5) Ideas to continue pushing the urgency to establish a more racially equitable playing field in conservation and environmental philanthropy for BIPOC leaders and communities 6) Learnings from the Virtual Learning Series experience and ideas for implementation

APPENDIX D: Conservation and Environmental BIPOC Leaders' Interview Protocol



ENVIRONMENTAL AND CONSERVATION BIPOC LEADERS' INTERVIEW PROTOCOL

1. How long have you worked in your current role at your organization?
2. In the context of the environmental and conservation field, what else should I know about your professional background?
3. In your work, what topical areas intersect with conservation and environmental issues?
4. If you know, what are the demographics of the communities engaged by your organization's work?
5. Can you describe why these are the communities you engage in your work, including how prioritization of this[these] population[s] align[s] with your mission?
6. Since the onset of COVID-19, recent instances of police brutality, and racial unrest, has there been a shift in the communities you or your organization engage?
7. If so, which new communities and why?
8. How did this shift impact communities you traditionally engage?
9. If you know about your organization's support from private foundations, and your organization has received one or more grants from foundations in the past three years, please share the purpose for the funding and the length of the grant period(s).
10. What progress have you seen from philanthropy or the mainstream environmental movement to amplify the leadership of BIPOC leaders?
11. On a scale of 1 to 5 (with 1 being not at all valuable and 5 being very valuable to advancing your organization's conservation and environmental goals), how would you rank the value of each of the proposed strategies that funders can take to amplifying BIPOC leadership?
 - a. Establishing funding goals and priorities specific to BIPOC-led organizations and communities

- b.** Investing in community-driven environmental campaigns
 - c.** Diversifying the federal and state workforce
 - d.** Diversifying the demographics of final decision-makers within philanthropic organizations
 - e.** Establishing and supporting recruitment strategies and pipeline opportunities to increase BIPOC leadership within foundations
 - f.** Establishing, expanding, and utilizing networks for Black and Brown conservation professionals
 - g.** Prioritizing foundation DEI efforts in foundation strategic plans and action plan
- 12.** Can you describe any other recommended tools, practices, processes, and opportunities for funders to incorporate that center racial equity and justice and address barriers faced by BIPOC-led organizations working on conservation and environmental issues?
- 13.** What types of funding and/or nonmonetary support would help you achieve your programmatic goals and maximize your impact in the field?
- 14.** Does the support needed from funders differ in times of crisis (e.g., COVID-19 and the national movement for Black lives)? If so, how?
- 15.** On a scale of 1 to 5, with 1 being not likely and 5 being highly likely, rate the following statements:
- a.** Conservation and environmental funders are reimagining the connection between current events (police brutality, systemic racism) and the field.
 - b.** Conservation and environmental funders are shifting their strategies and/or priorities to effectively address the needs of BIPOC communities as a result of the COVID-19 pandemic.
 - c.** My organization is experiencing reduced barriers with securing grants or managing and reporting on grants to address the needs of BIPOC communities during the Covid-19 pandemic.
 - d.** Conservation and environmental funders have effectively shifted their strategies and/or priorities to address the needs of BIPOC communities as a result of the recent events of police brutality and anti-Blackness.
 - e.** My organization is experiencing reduced barriers with securing grants or managing grants to address the needs of BIPOC communities during the most recent events of police brutality and anti-Blackness.
- 16.** Please describe any additional challenges your organization has faced with addressing the needs of BIPOC communities during the most recent events of police brutality, the COVID-19 pandemic, and anti-Blackness.

- 17.** If you were to write a call to action now to funders, what would your action items be to focus their attention now and into 2025 to:
- a.** build an equitable culture within your organization, and the broader environmental movement
 - b.** improve collaboration with BIPOC leaders and strengthen the impact of their work with BIPOC leaders and communities
- 18.** Would you like to provide additional information for any of the questions I asked you today?

APPENDIX E: Webinar #1 Registration Form



Moving Toward Racial Equity: Action and Accountability in Environmental Funding

Guest speakers Kim Moore Bailey, Chief Executive Officer of Youth Outside, and Pat Gonzales- Rogers, Executive Director of the Bears Ears Inter-Tribal Coalition, will challenge your thinking about racial equity and justice practices as grantmakers while shoring up a sense of accountability and support for each other. Through small-group discussions, participants will provide advice and counsel to each other on internal racial equity and justice practices, procedures and policies.

11 a.m.-1 p.m. CT on Sept. 8

First name *

Last name *

Email *

Phone number

Organization *

Racial/ethnic/cultural identity

What are your pronouns?

Job Title

Tell us more about yourself (in 250 words or less)

https://share.hsforms.com/1POBzJ18nTYCjITZjUs-w_g3i4xg

1/2

1/21/2021

https://share.hsforms.com/1POBzJ18nTYCjITZjUs-w_g3i4xg

Please briefly describe any internal policies, procedures, or processes in your organization that aid in lifting up the leadership of BIPoC leaders and strategies in your portfolio

Please describe or name a challenge that is preventing or delaying you from reaching your professional and/or your organizational racial equity goals.

How did you hear about this webinar?

- KHA marketing email
- KHA social media
- Other social media feed
- From a friend/colleague
- From one of the presenters
- Other

protected by reCAPTCHA
[Privacy](#) - [Terms](#)

Submit

APPENDIX F: Webinar #1 Session Evaluation High-Level Summary

InDEEP Phase 3: Webinar #1 Evaluation Summary “Moving toward Racial Equity: Action and Accountability in Environmental Funding”

SESSION OVERVIEW

The first webinar of a four-part series was held online on September 8, 2020. The webinar was titled “Moving toward Racial Equity: Action and Accountability in Environmental Funding.” There were 66 conservation and environmental funders in attendance. The session evaluation was completed by 7 participants, and their responses are summarized in this report.

OVERALL ASSESSMENT

Participants were asked to rate the content and activities of the webinar on a scale of 1 to 5, with 1 being “Not at all useful” and 5 being “Extremely useful.” Overall, participants found the content, presentation by Pat Gonzales-Rogers, presentation by Kim Moore Bailey, and the Wise Council small group discussion very useful (each was rated a 4.1 or greater on a 5.0 scale). Participants did not provide a rating for the utility of the trio small group discussion.

CHANGES TO THE WEBINAR

Overall, participants were satisfied with the content and facilitation. In terms of logistics, two participants mentioned altering the length of time of the webinar. One funder mentioned shortening the overall webinar from 120 minutes to 90 minutes, while another funder expressed wanting to have more time for the Q&A portion with the speakers. Additionally, one participant mentioned that the execution of the Wise Council session was an aspect of the webinar that could be improved. The participant’s comment is below:

“The Wise Council could have been executed better. I’ve participated in this in other arenas and thought the moderator could have done a better job guiding the conversation. Also, there were two people from each organization in the room – if you wanted to have a deep conversation about something bothering you at work, that made it nearly impossible. And several people dipped into and out of the room, which hampered conversation as well.” – FUNDER

ADVANCING RACIAL EQUITY AND JUSTICE

In their survey responses, participating funders provided examples of how to apply the webinar’s learnings to advance racial equity and justice within their organizations. The provided examples were to:

1. Use the key learnings from the Youth Outside report to inform 2021 grantmaking;
2. Expand networks to directly fund small organizations and raise awareness of BIPOC groups;
3. Present tools used in the webinar to facilitate internal discussions; and
4. Advocate for the inclusion of more BIPOC grantees in portfolios.

MOST MEANINGFUL ASPECTS OF THE SESSION

Participants found the Wise Council small group discussion, Gonzales-Rogers’s presentation and his comments on the lack of Indigenous representation on boards, and the reiteration of there being “no finish line to this work” to be the most meaningful aspects of the session.

CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

When asked about the webinar topics they are interested in exploring on a deeper level, funders mentioned exploring grantmaking decisions using a community advisory board, identifying organizational barriers to doing racial equity work, navigating board understanding of diversity, equity, and inclusion, and establishing an organizational legacy that is aligned with the 21st century.

“Someone mentioned how the staff were ahead of the board on DEI, which I can definitely commiserate with. That particular point just feels like a big wall and I’m not entirely sure how to deal (or not deal) with it, especially as a staff member who is a person of color.” - FUNDER

“How to educate trustees/Board members that equity and environmental justice are not decoupled from goals, metrics and outcomes. You cannot do one without the other. Yet many boards fear taking that shift in grantmaking.” - FUNDER

ADDITIONAL COMMENTS

Funders expressed their enjoyment of the Wise Council discussion, the speakers, and the opportunity to convene with other funders in the sector to address issues related to racial equity. Additionally, there was an acknowledgment of the need for the webinar’s content and discussion within the sector and an enthusiasm for the subsequent webinars in the series.

"I really loved the Wise Council discussion format – it was really lovely to connect with folks. Also, the speakers were fantastic – please communicate how much I appreciate them sharing their expertise and experiences."

"It was a great webinar – the 2 hours went by and really liked the Wise Council format. It was the first time participating and found it very valuable. Well done!!"

"Looking forward to the next session – KEEP GOING! WE NEED IT!"

APPENDIX G: Webinar #2 Session Evaluation High-Level Summary

InDEEP Phase 3: Webinar #2 Evaluation Summary

“Reckoning with the Past for a More Equitable Funding Future: Histories of Systemic Oppression in Conservation”

SESSION OVERVIEW

The second webinar of a four-part series was held online on September 15, 2020. The webinar was titled “Reckoning with the Past for a More Equitable Funding Future: Histories of Systemic Oppression in Conservation.” There were 69 conservation and environmental funders in attendance. The online session evaluation was completed by 9 funders, and their responses are summarized in this report.

OVERALL ASSESSMENT

Participants were asked to rate the content and activities of the webinar on a scale of 1 to 5, with 1 being “Not at all useful” and 5 being “Extremely useful.” Overall, the presentations by Aparna Rajagopal- Durbin, Ava Holliday, and José González were very useful (each was rated a 4.6 or greater on a 5.0 scale).

CHANGES TO THE WEBINAR

Participants suggested changes to the webinar’s facilitation, logistics, and content. Four participants suggested extending the duration of the webinar; one of the four felt that the information was presented at a “dizzying pace” and suggested splitting the webinar into two or three subsequent sessions that could provide more detail and explanations. Related to requests for time, participants expressed their desire for extending the Q&A portion with the speakers to improve the webinar. Additionally, participants suggested incorporating more interactive components to the webinar.

CHANGING THE ARC OF CONSERVATION HISTORY WITH BLACK, INDIGENOUS, AND OTHER COMMUNITIES OF COLOR

Participants provided examples of how to apply the webinar’s learnings to change the arc of conservation history with Black, Indigenous, and other communities of color. The emerging themes were: 1) understanding history to prevent perpetuation of racism, 2) providing resources to the most impacted, and 3) revisiting BIPOC stories of land connections. Table 1 shows the emergent themes and associated quotes in order from the most frequently received responses to the least frequently received.

TABLE 1. IMPROVING FUNDER AND BIPOC LEADER RELATIONSHIPS

THEME	QUOTES
Understanding history to prevent perpetuation of racism	<p>“First, by better understanding history, I will point out how it’s been specifically engineered to perpetuate racism. Second, in working on new advocacy initiatives, ensure that history does not repeat itself in this way.”</p> <p>“My org sometimes consults with [organization’s name] on grant proposals. The webinar taught me about some of the racist history when the [organization’s name] was started. It makes me think more about the history of orgs we work with, and how we can challenge [ourselves] to learn/acknowledge that history and make sure we aren’t continuing any of that racism.”</p> <p>“My organization is beginning to design a way for organizations to explore the history of the place they work. As you all so aptly communicated, understanding the history is essential for making decisions about how to move forward.”</p>
Provide resources to the most impacted	<p>“I think the point about listening to other truths and trusting communities with unrestricted, long-term grants was significant.”</p> <p>“My work isn’t tied to conservation directly, but this is certainly making me think about how we search for stakeholder groups in our outreach efforts with local governments.”</p>
Revisit BIPOC stories of land connections	<p>“I think it’s important to get a better sense of how people of color and communities of color relate to and value their local environments to help them gain access and management control.”</p>

MOST MEANINGFUL ASPECTS OF THE SESSION

All of the participants found the reflection on White supremacy culture within the field’s history and the facilitation of the webinar to be the most meaningful aspects of the session. Table 2 shows the emerging themes and their associated quotes.

TABLE 2. MOST MEANINGFUL ASPECTS OF THE SESSION

THEME	QUOTES
Reflecting on White supremacy culture	<p>“The historical overview of the overlapping timelines of conservation history, Manifest Destiny, the Homesteading Act, and the GI Bill.”</p> <p>“The fact that we haven’t paid heed to how native peoples, blacks and other people of color value and use natural resources. And, the fact that white culture has not only dominated our views of environmentalism and conservation, it has obliterated the ways that people of color respect land, waters, wildlife and air.”</p> <p>“It was really important for me to learn some instances where America has been racist in the environmental space. It shows that racism has been weaved in so many aspects of American life. So, I have to reflect and think how are we working to counteract this racism in all spaces, especially the environmental space where I work?”</p>
Facilitation	<p>“An understanding and compassionate method of presentation from all presenters.”</p> <p>“The tone, the narrative arc, and absolutely the call to take action.”</p>

CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

Eight participants identified concepts and/or topics they are interested in exploring further on a deeper level. Exploring the racist history of the United States was referenced the most, followed by operationalizing equitable strategies to reckon with conservation’s past. The concepts and/or topics with the associated quotes are shown in Table 3.

TABLE 3. CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

THEME	QUOTES
U.S. history	<p>“I’m interested in learning more about the US racist history.”</p> <p>“I’m interested in diving deeper into the history and background of how we ended up here. I’ll be reading through the presentation resources section.”</p> <p>“Most of the concepts, though from an intellectual curiosity more than a practical job-related perspective.”</p>
Operationalizing equitable strategies to reckon with conservation’s past	<p>“How to operationalize some of the values and topics presented, especially in organizational goals around growth and fundraising.”</p> <p>“Once the understanding of history is clearer, what steps/strategies can be employed to daylight, dismantle, work around, etc., the issues that an organization might take on to change the system?”</p> <p>“How do funders help communities of color successfully address environmental challenges in a society in which white people co-opt them?”</p>

ADDITIONAL COMMENTS

Participants gave appreciation and gratitude for the session and described it as being “well conducted, educational, and impactful.” One participant suggested that KHA share the recording of the webinar and the attendees’ demographics. This participant said, “It was a very powerful session. It might have been interesting to know from a ‘demographic’ perspective who was participating. Maybe some info like nonprofits, government, consultants, etc. Where they are located by region? I think you had a huge reach.”

APPENDIX H1: Webinar #3 Funder Session Evaluation High-Level Summary

InDEEP Phase 3: Webinar #3 Funders' Evaluation Summary "A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space"

SESSION OVERVIEW

The third webinar of the four-part series was held online on October 1, 2020. The webinar was titled "A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space." There were 55 funders and BIPOC leaders in attendance. The session evaluation was completed by 3 conservation and environmental funders, and their responses are summarized in this report.

OVERALL ASSESSMENT

Participants were asked to rate the content and activities of the webinar on a scale of 1 to 5, with 1 being "Not at all useful" and 5 being "Extremely useful." Overall, the conservation and environmental funders found the content as well as the inner and outer learning circles to be very useful (each was rated a 4.0 or greater on a 5.0 scale). The participants found the group discussion of short-term and long-term strategies addressing issues related to racial equity, justice, and inclusion to be very useful (rated a 4.3 on a 5.0 scale).

CHANGES TO THE WEBINAR

The funders did not have any suggested changes for the content and facilitation of the session. Funders suggested that the activities of the webinar change in a manner that would allow BIPOC leaders to be heard more. Logistically, funders recommended that the webinar be extended to allow more time to network with the participating BIPOC leaders.

IMPROVING FUNDER AND BIPOC LEADER RELATIONSHIPS

Participants provided examples of how to apply the webinar's learnings to improve the partnerships between funders and BIPOC leaders. The emerging themes were shifting funding to serve more BIPOC communities, involving leadership of organizations to share more narratives of work, and engaging with other funders to share strategies that will improve funding opportunities for BIPOC-led organizations and BIPOC communities.

CONNECTIONS MADE BETWEEN ENVIRONMENTAL AND CONSERVATION SPACES, BIPOC LEADERS, AND FUNDERS

As a result of attending the webinar, the following new connections between environmental and conservation spaces, BIPOC leaders, and funders emerged:

- The need for funding practices that address the needs of both entities;
- Acknowledgment of the existence of opportunities to reevaluate funding asks and change the narrative for specific audiences; and
- Networking connections between participating funders and BIPOC leaders.

MOST MEANINGFUL ASPECTS OF THE SESSION

Funders found the amplification of diverse perspectives and exposure/engagement with BIPOC leaders as the most meaningful aspects of the session. A funder said, “The new connections [were the most meaningful aspect of the session]. I rarely am exposed to people who work in the sector and are BIPOC.”

CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

When asked about the webinar concepts and/or topics they are interested in exploring on a deeper level, funders inquired about funding strategies/methods better suited to serve the needs of BIPOC communities outside of grantmaking. Additional funders are interested in exploring strategies for diversifying boards and receiving more information about funding specific needs.

ADDITIONAL COMMENTS

None

APPENDIX H2: Webinar #3 BIPOC Leader Session Evaluation High-Level Summary

InDEEP Phase 3: Webinar #3 BIPOC Leaders' Evaluation Summary

“A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space”

SESSION OVERVIEW

The third webinar of a four-part InDEEP series was held online on October 1, 2020. The webinar was titled “A Time for Understanding: Lifting Up BIPOC Voices in the Environmental and Conservation Space.” There were a total of 55 BIPOC leaders and funders in attendance. The online session evaluation was completed by 10 BIPOC leaders, and their responses are summarized in this report.

OVERALL ASSESSMENT

Participants were asked to rate the content and activities of the webinar on a scale of 1 to 5, with 1 being “Not at all useful” and 5 being “Extremely useful.” Overall, the BIPOC leaders found the content, as well as the inner and outer learning circles, to be very useful (each was rated a 4.2 or greater on a 5.0 scale). The participants found the group discussion of short-term and long-term strategies addressing issues related to racial equity, justice, and inclusion to be moderately useful.

CHANGES TO THE WEBINAR

The most frequently received suggestions for changes to the webinar were in regard to the activities and content, followed by suggested changes to facilitation and logistics.

Activities and Content

BIPOC leaders felt that the session could have provided networking opportunities for the BIPOC leaders to listen to upcoming RFPs relevant to the work and share contact information (e.g., LinkedIn) for participating organizations. The participating leaders expressed a need for clearer instructions for the breakout rooms and Padlet tool. Two participants criticized the funders' engagement in the outer learning circles. Their quotes are below:

“The funders listening in felt very weird.”

"I didn't care for the overall format. Just seemed like a platform for white funders to take up space and to check a box to say they have engaged with BIPOC leaders."

Logistics

BIPOC leaders suggested extending the session to develop and present comprehensive strategies, practices, and solutions in real time. Two quotes are below:

"Add a prospect or presentation aspect where we can put the practices we are talking about into action in real time."

"I think quick fix solutions to systemic issues are unproductive. I feel the focus should have been more on brainstorming strategies, and developing an ongoing solutions landscape – there was not enough time to tackle or develop ambitious goals."

Facilitation

Participants suggested that both the grantees (i.e., BIPOC leaders) and funders co-create the agenda for the session.

IMPROVING FUNDER AND BIPOC LEADER RELATIONSHIPS

Participants provided examples of how to apply the webinar’s learnings to improve the partnerships between funders and BIPOC leaders. The emerging theme cited most frequently was building relationships to secure funding or to refer other BIPOC groups, followed by the need to revise grantmaking strategies, processes, and practices. Table 1 shows the emergent themes and associated quotes in order from the themes with the most frequently received responses to the least.

TABLE 1. IMPROVING FUNDER AND BIPOC LEADER RELATIONSHIPS

THEME	QUOTES
Build relationships to secure funding or refer other BIPOC groups	<p>"As someone new to the space, I recognize how important it is to make connections with funders and this platform was great in introducing me to the world of funders."</p> <p>"Use the connections I have made with funders to apply for their grants and refer other BIPOC leaders to them."</p>
Revisit grantmaking strategies, processes, and practices	<p>"I am thinking deeply about how current systems of funding are restricting futures that are collaborative and transformative."</p> <p>"Re-thinking the reporting process to verbal report outs."</p>

THEME	QUOTES
Design funder programs using the inner and outer learning circle approach	"I would suggest to other foundations to follow this model for shaping funder programs."
Address harmful sub-grantors' gatekeeping practices	"Openly and directly addressing the harm that gatekeeping by sub-grantors causes. I'm also curious how to address it with sub-grantors who depend on that funding for administrative functions, knowing that in some cases it may take away from what grassroots orgs are receiving."
Transparency	"Clear objectives and outcomes...and paying people for their time. I know I won't hear from these funders again, and I'm okay with it because they mentioned it in emails."

CONNECTIONS MADE BETWEEN THE ENVIRONMENTAL AND CONSERVATION SPACE, BIPOC LEADERS, AND FUNDERS

As a result of attending the webinar, participants made the following new connections between the environmental and conservation space, BIPOC leaders, and funders:

- Intellectual property and funders' extractive practices;
- Funding practices, policies, organizational culture, and the perpetuation of inequities;
- Role of sub-grantors in the disconnect between grantees and funders; and
- Networking connections between BIPOC leaders and participating funders.

MOST MEANINGFUL ASPECTS OF THE SESSION

Participants found the opportunities to engage with funders (5 responses), hear diverse perspectives (3 responses), explore the content of the small group discussions (1 response), and receive compensation for participation (1 response) as the most meaningful aspects of the session. Emerging themes and associated quotes are shown in Table 2.

TABLE 2. MOST MEANINGFUL ASPECTS OF THE SESSION

THEME	QUOTES
Funder engagement	"The fact that we were all in one (virtual) space and there was collegiality and interest from funders in hearing our suggestions." "Hearing some of the funder questions and challenges." "Funder humility."

THEME	QUOTES
Amplification of diverse perspectives	<p>"The diversity of regions and perspectives in the space."</p> <p>"Being able to learn/hear insight from other BIPOC leaders."</p> <p>"Being heard."</p>
Content of small group discussions	<p>"Small break out rooms were great! I wish we had a little bit more time in them, or had some questions/themes to think about beforehand!"</p>
Compensation for participation	<p>"Being compensated for our time and ideas."</p>

CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

When asked about the webinar topics they are interested in exploring on a deeper level, BIPOC leaders referenced the grantee-funder relationship most frequently. Table 3 illustrates the emerging themes and associated quotes.

TABLE 3. CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

CONCEPT AND/OR TOPIC	QUOTES
Grantee-funder relationship	<p>"How a small, new nonprofit can establish itself in the world of donors."</p> <p>"Solutions and reshaping grant processes, review, and reporting. I [am] equally very interested in the idea of perhaps entering the philanthropy field myself."</p> <p>"How to give feedback to funders about developing more funding and reporting practices steeped in liberation and non-oppressive systems."</p>
Capacity building through technical training and organizational development	<p>"Improving grant writing skills."</p> <p>"How a small, new nonprofit can establish itself in the world of donors."</p> <p>"I am also very interested in grants to support org development, strategy setting and capacity building. Lots of good work being fund[ed], but sometimes support for planning and development is needed to ensure that work is impactful AND strategic."</p> <p>"Are foundations interested in pursuing projects that will result in more environmentally just policies (e.g. no throughways built in or adjacent to poor communities for major trucking companies) at the state and federal levels? Could philanthropies help co-fund green job training and job creation programs in areas with high unemployment among people of color?"</p>

CONCEPT AND/OR TOPIC	QUOTES
Funder accountability	<p>“Funders doing research and providing unrestricted funding.”</p> <p>“Funder accountability and how to get funding into newer orgs with less relationships. I am also very interested in grants to support org development, strategy setting and capacity building. Lots of good work being fund[ed], but sometimes support for planning and development is needed to ensure that work is impactful AND strategic.”</p>
Shifting power to empower	<p>“Shifting power by shifting funding from foundations to be overseen by grassroots orgs or members of target populations. Thinking about identifying and working with foundations who are willing to issue non discretionary funds to grassroots work to be able to actually pay people living wages.”</p> <p>“Evolution of reporting back to funders.”</p>

ADDITIONAL COMMENTS

One participant described the experience of the outer learning circle of funders as a one-sided extractive exchange and noted a preference for engaging exclusively with other BIPOC leaders. The participant noted, “I do value the connections I made with funders in my breakout room, but it just came off very ‘I want to be less biased, help me understand and be less biased! Tell me your knowledge, tell me your experience!’” Another participant noted the difficulty in navigating/engaging her small group into a conversation about shifting power within the sector to BIPOC leaders and communities. The leader’s statement is below:

“I brought up the point that a majority of the folks working on behalf of the foundation were either white or white passing and that sparked an interesting conversation where some felt the immediate need to point out who was not white or didn’t seem white. I was curious because foundations being primarily white shouldn’t be news and is deeply reflective of the economic history of the U.S. I would have liked if the conversation moved from debating that fact to asking how we can shift power. I also appreciate the folks who stepped up to add the necessary complexity to that conversation.”

APPENDIX I: Webinar #4 Session Evaluation High-Level Summary

InDEEP Phase 3: Webinar #4 Evaluation Summary **“Environmental Philanthropy’s Post-Election, Anti-Racist Response”** **December 1, 2020**

SESSION OVERVIEW

The fourth webinar of a four-part InDEEP series was held online on December 1, 2020. The webinar was titled “Environmental Philanthropy’s Post-Election, Anti-Racist Response.” There were a total of 50 funders in attendance. The online session evaluation was completed by 3 funders, and their responses are summarized in this report.

OVERALL ASSESSMENT

Participants were asked to rate the content and activities of the webinar on a scale of 1 to 5, with 1 being “Not at all useful” and 5 being “Extremely useful.” Overall, the BIPOC leaders found the content, panel discussion on the election results and their implications for philanthropy, and the small group discussions to be moderately useful (the weighted average for each was a 3.0 or greater on a 5.0 scale).

CHANGES TO THE WEBINAR

One participant recommended extending the time of the session to allow for deeper engagement with the content and the discussion. The participant noted, “[We needed] a little longer in [our] small groups. We scratched the surface, and didn’t jump into the online tool.”

ESTABLISHING A RACIALLY EQUITABLE PLAYING FIELD FOR BIPOC LEADERS AND COMMUNITIES

Participants provided examples of how to continue pushing the urgency to establish a more racially equitable playing field in conservation and environmental philanthropy for BIPOC leaders and communities. Participants mentioned sharing the webinar’s resources with colleagues, supporting discussions about organizational opportunities to advance

environmental justice, and finding ways to utilize BIPOC leadership to shape grantmaking practices and organizational learning.

MOST MEANINGFUL ASPECTS OF THE SESSION

Participants found the small group discussions, panel discussion, session design, and peer interactions to be the most useful aspects of the session.

CONCEPTS AND/OR TOPICS FOR ADDITIONAL EXPLORATION

Participants are most interested in exploring implications for practice and peer learning cohorts further.

INDEEP FALL VIRTUAL LEARNING SERIES' IMPACT

Two out of three funders reported attending at least one other session within the fall series. One out of the two funders provided a response to the question: "What is one thing you have taken away from your 2020 InDEEP Fall Virtual Learning Series experience, and how do you plan to implement it within your organization?" The participant's comment is below:

"We're just getting into this work, and feel that as we learn, we are not alone. InDEEP has shown us where the practitioners are, what the values are, and how the agenda is unfolding."

ADDITIONAL COMMENTS

None

APPENDIX J:

Overview of Funders' Current Strategies to Advance and Center BIPOC-Led Efforts

OVERVIEW OF OPPORTUNITIES

The registration form for the webinar titled “Moving toward Racial Equity: Action and Accountability in Environmental Funding” asked registrants to describe any internal policies, procedures, or processes in their organization that aid in lifting up the leadership of BIPOC leaders and strategies in their portfolio. A thematic analysis was conducted on the 23 submitted responses as examples of opportunities for organizations to center BIPOC leadership. The following opportunities emerged:

- Provide various means of capacity support (operational funding).
- Collect grantee demographic data.
- Establish no-narrative reporting funding requests for grantees.
- Review finances with equity lens.
- Establish funding goals and priorities specific to BIPOC-led organizations and BIPOC communities.
- Shift to community-based decision-making.
- Support funding requests for DEI training for internal staff and grantees.
- Diversify demographics of final decision-makers.
- Establish and support pipeline opportunities to increase BIPOC leadership (fellowships).
- Establish, expand, and utilize networks for Black and Brown conservation professionals for recruitment.
- Prioritize DEI efforts in strategic plans and action plans.

Registrants' quotes highlighting opportunities were:

“Recently, [organization] launched an anti-racism grantmaking initiative. Each staff member can nominate a grantee; final decisions will be made by a black/African-American internal Advisory committee.” - REGISTRANT

“We are setting funding goals specific to BIPOC led organizations, have prioritized BIPOC communities, provide various means of capacity support (including operating funds), and are shifting to community-based decision making.” - REGISTRANT

“At [organization], we integrated DEI in hiring practices including recruiting via networks for black and brown conservation professionals; funded initiatives led by black, indigenous, and people of color; funded nonprofits with a mission or specific initiatives or programs focused on integrating diversity, equity and inclusion into the conservation movement.” - REGISTRANT

APPENDIX K:

Funder Barriers to Achieving Racial Equity Goals

The following funder identified challenges and quotes were collected from webinar #1's registration responses.

CHALLENGE	COUNT	CHALLENGE DEFINITION	QUOTES
Lack of cohesive organizational strategy	12	Registrants who expressed a lack of expressed institutional strategic goals, objectives, and understanding of issues related to racial equity and justice as a challenge	<p>"How do we navigate taking immediate action to support new partners consistent with racial equity goals versus taking longer term action and making strategic shifts?"</p> <p>"We do not have policies or guidelines around these goals, yet."</p>
Capacity	8	Registrants who expressed the lack of personal and professional capacity (expertise, knowledge, time, and financial resources) as a challenge preventing or delaying the attainment of their professional and/or organizational racial equity goals	<p>"Like all nonprofits, we are strapped financially, yet investing fairly heavily in DEI. So, funding for this work is an issue."</p> <p>"I'm trying to de-bias and broaden my networks and the set of trusted advisors I connect with. I see the bias and I'm frustrated by it and yet having trouble working to resolve the problems."</p>
Lack of diverse board and staff	4	Registrants who expressed the lack of diversity within the board and staff as a challenge to reaching and/or developing goals related to racial equity	<p>"Our organization must work towards having a more diverse staff and board, while also looking at ways that we can use our position as a community foundation to specifically address problems that affect the Latinx community in our service area."</p> <p>"Within the international context of our conservation grantmaking we have a lot of diversity, but with US-based environmental NGOs the membership is still too white."</p>

CHALLENGE	COUNT	CHALLENGE DEFINITION	QUOTES
Slow process	4	Registrants who expressed the slow, gradual pace of their professional and/or organizations's DEI journey as a challenge	<p>"I work for a white family foundation whose board has been willing to move along the path to DEI but I think it is fair to say [their willingness has been] only slowly with small steps."</p> <p>"Bureaucracy and the need to have coordinated efforts at the City level, which can make things take much longer and sometimes prevent timely and nimble responses."</p> <p>"The pace of change."</p>
Organizational and sectoral culture and structure	4	Registrants who expressed the conventional culture and structure of their organizations and/or the philanthropic sector (e.g., leadership, decision-making processes, interpersonal communication, best practices) as a challenge	<p>"Current 'best practices' in philanthropy create barriers, and we need to address them at the institutional and systems levels."</p> <p>"Would like to discuss conflict resolution more deeply on team, where there are racial equity dynamics playing out."</p>

APPENDIX L: Funder Barriers to Amplifying BIPOC Leaders' Voices in the Field

In the interviews, BIPOC identified barriers that impede the amplification of BIPOC voices in the field. The themes, counts, and associated quotes for each barrier are presented in appendices L1-L5.

APPENDIX L1. ORGANIZATIONAL AND SECTORAL CULTURE AND STRUCTURE (N=13)

THEME	COUNT	QUOTES
Not understanding, identifying, and reckoning with the historical context of BIPOC communities within the field and its impact on current issues	3	<p>"There's a lot of work to be done for conservation to understand its racist past. But I think the problem is that it doesn't sit well with people."</p> <p>"I'm sure they're going to be leaning into funding more BIPOC women-led organizations [in the future]. But as of now, they're cutting our funding. It's really weird, like, you know what's coming [with funding BIPOC women-led organizations], but like, in the meantime, we're kind of starving a bit and it's not okay. I think there's a disconnect with understanding, like, the immediate needs of particularly, you know, Black- and Indigenous-led and women-led organizations and connecting, like, adequate funding and multiyear funding to those missions."</p>
Lack of intersectional lens*	3	<p>"And so I think it's going to take a while for them to see, like, actual systemic changes where they're actually talking about [the issues]. At least most foundations still have a biodiversity program that's separate from a social justice program, that's separate from our primary program, that's separate from a housing program, you know. You talk about these big dogs [huge funding groups], and they still have all those things separate. They don't think of those things together."</p> <p>"You have to solve the climate problem by conserving lands, and you have to solve the justice problem by making what are now seen as luxuries and amenities available to poor Black people."</p>

THEME	COUNT	QUOTES
Board and trustee buy-in	1	"I'm hearing a lot of my program officers saying 'we really do want to lean into this more. We want to fund more BIPOC and more women-led organizations. It's something that we're prioritizing; we're just trying to figure out how.' And part of that, from what I've been hearing, is that they need to convince the trustees to do it."
Risk assessment metrics	1	"And to be perfectly transparent, I think we had a former executive director that soured relationships with some of our previous founders, but like, you know, I think that's the other, you know, the other thing is that I can't overcome what someone else did. You have to see me and my counterpart for who we are and how we're leading and, like, you know, reevaluate that."
Scarcity mindset infused in funding culture	2	<p>"[There is a need for more BIPOC-led organizations in conservation], but I mean, part of my challenge I think with the conservation's success in the movement is that there are too many organizations all competing for space, energy, and attention from the funders."</p> <p>"One of my friends was like, 'Oh, I got this grant, but I feel horrible about taking the salary.' And I told them 'yeah, be cognizant of the fact that, like, yes, you have to pay for things for the community. And you have to give your organizer stipends and things of that nature. Be absolutely mindful of that, but, like, give yourself some change. You can't keep devaluing your labor.'"</p>

*Overlapping themes between each of the categories are bolded.

APPENDIX L2. POWER (N=7)

THEME	COUNT	QUOTES
<p>Funder power in setting work priorities and opportunities</p>	<p>2</p>	<p>“Our community of givers are a bunch of rich White folks. And I’d love a community of givers of a bunch of color, rich people, you know, because then it’s because, then it’s a full circle.... We’re funding our own priorities, we’re leading our own issues, we’re defining success, you know, versus like or when the [funding] is coming from predominantly rich white folk, and then they feel good, and something shifts, Right?And then if it was just an entire new community of [BIPOC] givers, it’s like we get each other to a whole new level.”</p> <p>“No, I mean, let’s be honest here. Like the conservation movement is sort of just, you know, dances to the tunes of the funders. Funders like to think that they listen to us, but I really think that they have already decided what they want us to do. And we try to make our work fit [their priorities]. It would be nice if they just acknowledge they have a lot more power, influence, and control. And just embrace that by saying ‘we want you to do the right thing’ and make us do the right thing.”</p>
<p>Scarcity mindset infused in funding culture*</p>	<p>2</p>	<p>“[There is a need for more BIPOC-led organizations in conservation], but I mean, part of my challenge I think with the conservation’s success in the movement is that there are too many organizations all competing for space, energy, and attention from the funders.”</p> <p>“One of my friends was like, ‘Oh, I got this grant, but I feel horrible about taking the salary.’ And I told them ‘yeah, be cognizant of the fact that you have to pay for things for the community. And you have to give your organizer stipends and things of that nature. Be absolutely mindful of that, but, like, give yourself some change. You can’t keep devaluing your labor.’”</p>
<p>Lack of autonomy</p>	<p>1</p>	<p>“Funders should reassess any type of project-based funding and move towards general operating and letting organizations decide the projects and shape them.”</p>

THEME	COUNT	QUOTES
“Set up to fail”	2	<p>There’s no funding for capacity building for the infrastructure. So it’s like we’re receiving too little. And again, it’s only for very specific projects. It almost feels like we are being tested in terms of what is our real capacity, as opposed to really investing in helping us develop the possibilities.”</p> <p>“I can share with you that we approached one of our funders. I did present them with a very comprehensive proposal that would allow us to significantly expand our environmental work across the nation. And we were asking for too much money, but it was definitely for a national position in our organization [to increase civic participation during the 2020 election]. It was clear they decided not to fund that position. Again from that experience, I do not see that there’s the commitment that we will need from funders to really expand our environmental impact.”</p>

*Overlapping themes between each of the categories are bolded.

APPENDIX L3. GRANTMAKING PRACTICES, POLICIES, AND PROCESSES (N=11)

THEME	COUNT	QUOTES
Experienced “burnout”	2	<p>“A lot of EJ frontline folks get burned out. They don’t want to go back. I know this is a trend. There’s a pathway between, like, a couple of big green, White-led institutions and these EJ organizers. After a couple years, the EJ workers are burnt out and now are part of these, like, institutions and will prefer to be there, even though there’s BS happening there. And then on the front lines, even though they have, like, a nostalgia and connection to it because they live, some of them still live in that community, but they’re so burned out.”</p> <p>“It’s not their fault. Some of these organizations are set up to fail. They don’t have enough money, you know, and the distress. BIPOC leaders have...a lot of stress, a lot of expectations and pressure and weight on their shoulders, and the system is not set up for them to succeed. Maybe that’s investing in [the] self-care part of general operating to have paid time off for your employees, mak[ing] sure you have health insurance for frontline environmental workers, ensuring that some of those wraparound needs are embedded within the grant.”</p>

THEME	COUNT	QUOTES
<p>Lack of adequate funding to sustain operations</p>	<p>3</p>	<p>“We’ve had to lean into individual donors because we can’t depend on foundation fundraising. It’s not dependable. We just knew we were going to get that other \$75,000 this year, and it just disappeared.”</p> <p>“We need more from our foundations to help us think about things and provide that additional support and, like, offer discretionary funds.”</p>
<p>Lack of intersectional lens in field*</p>	<p>2</p>	<p>“And so I think it’s going to take a while for them to see, like, actual systemic changes where they’re actually talking about [the issues]. At least most foundations still have a biodiversity program that’s separate from a social justice program, that’s separate from our primary program, that’s separate from a housing program, you know. You talk about these big dogs [huge funding groups], and they still have all those things separate. They don’t think of those things together.”</p> <p>“You have to solve the climate problem by conserving lands, and you have to solve the justice problem by making what are now seen as luxuries and amenities available to poor Black people.”</p>
<p>Deliberate funding for relationship development and partnerships</p>	<p>2</p>	<p>“After getting our programming right or getting all the stuff that pays the bills, we’ve been trying to do extra by putting in those extra phone calls and sending those extra emails, just to make sure that we’re being [as] authentic as we can. But given this funding layer, the [relationship building with other BIPOC-led organizations] is something that’s not funded that should be funded in the new world that we’re trying to build.”</p> <p>“All of this relationship building has gone without funding, right? It’s not like someone gave us funding and the resources to go build those relationships. That is something that we’ve done on our own.”</p>

THEME	COUNT	QUOTES
<p>Prioritization of “land over people” without providing impacted communities with alternatives</p>	<p>2</p>	<p>“We do prioritize land over people. In some cases, I think it makes sense to prioritize land over people. Like when it’s the last meeting preserve or really important park. I’m willing to say, ‘okay, that it is more important than the group living there.’ But because in [conservation and the environment] we’re prioritizing something [related to land or the environment], [we’re] taking something away [from the communities living in the area]. [We should think] ‘what can I do to give that back and make up for what I took?’”</p> <p>“I think about what’s going on with the conservatives and the closing of the coal power plants. Like you’re closing down coal power plants by prioritizing the climate and energy over that person’s livelihood. That’s fine. There’s nothing wrong with that. But then, like, give them [coal miners] something else to do [to make money]. And help make them be whole.”</p>

*Overlapping themes between each of the categories are bolded.

APPENDIX L4. CAPACITY (N=8)

THEME	COUNT	QUOTES
Mental health capacity to balance socio-political and environmental crises devastating BIPOC communities with work demands	6	<p>“[When it was time for a work performance review,] I did my self-evaluation, and there was this gap where my productivity really dipped during, like, all those crises [recent instances of police brutality, wildfires, COVID-19]. And I had to write [an explanation] into my [performance] evaluation. I didn’t blame the wider context, like the national context of the police brutality crises and COVID. I didn’t [mention the way those things affected me] in my evaluation. I’m just lucky that I got my shit together later on in the year and I really excelled and my productivity went back up even before I got COVID. And that kind of covered for that gap. But when I was going through the process, there were a lot of moments when I was questioning my own ability. The main question for me was, like, ‘Is my lack of consistency going to ding me, and is it going to prevent me from getting a raise or, like, a promotion or title change?’ Did that [state of mental health induced by COVID and recent acts of police brutality] impact my long-term growth or bargaining chip for a raise and promotion later down the line? I don’t know if that’s something like White people have to deal with.”</p> <p>“Expecting someone to complete a report after they’ve poured their hearts into mobilizing hundreds of people to show up at a community hearing or whatever the case may be, whatever work that they’re up to, like, is hard for some people. It’s like how do we nurture and give people the space that they need in order to think?”</p> <p>“Before we could even heal from what was happening, I need that space and time away from being a super-productive worker and employee.”</p>
Deliberate funds for capacity building	1	<p>“But there’s no funding for capacity building for the infrastructure. So it’s like we’re receiving too little. And again, it’s only for very specific projects. It almost feels like we are being tested in terms of what is our real capacity, as opposed to really investing in helping us develop the possibilities.”</p>
Certifications to qualify for larger grants	1	<p>“There are certain certifications needed to qualify for government procurement. So, like, a local BIPOC-owned farm has to go through a lot of hoops to get the government purchasing from them and bigger contracts to develop their farm. (Certifications are a real investment).</p>

*Overlapping themes between each of the categories are bolded.

APPENDIX L5. RELATIONSHIPS AND PARTNERSHIPS (N=4)

THEME	COUNT	QUOTES
<p>Funding withheld for holding public and private institutions accountable</p>	<p>2</p>	<p>“We had a Democrat congressional candidate who was weak on border issues. Every time a small organization like ours wanted to hold them accountable by saying ‘hey, we were promised this, or maybe this is something we can look at together,’ around conservation and wildlife corridors and the Southern border [including border wall], some funders looked at that and said [my organization] didn’t know how to play the game. And we were just trying to keep her accountable. [As a result, our local funding] was hurt.”</p> <p>“All of this relationship building has gone without funding, right? It’s not like someone gave us funding and the resources to go build those relationships. That is something that we’ve done on our own.”</p>
<p>Transactional relationships with funders</p>	<p>1</p>	<p>“Can we [funders and BIPOC leaders] just really have a conversation like this [interview] and not for an application? Like, talk to me and build a relationship with me and with my organization. Relational organizing is really where it’s at. And if foundations really want to invest, they need to invest in the people and, yes, the movement and the work that they’re doing. But, like, you need to value the people that are doing the work, not just the metrics that are coming out.”</p>
<p>Funders underutilizing their networks to ensure BIPOC leaders and BIPOC-led organizations are well resourced</p>	<p>1</p>	<p>“You know their [foundations’] trustees are buds. It’s a very tight-knit community. [Funders] know who’s doing what, you know, who’s talked about doing what. Why are they not sewing those pieces together to help us make it easier? Why don’t the two of you [funders] say, ‘we will fund you over this gap, and then subsequently these other people [peer funders] will pick up the funding here and there?’”</p>

APPENDIX M: Nonmonetary Support Required to Sustain Operations

In the interviews, BIPOC leaders provided responses highlighting the types of nonmonetary support required for their organizations to sustain operations. Appendices M1-M5 present the emerging themes, counts, and associated quotes for each area of needed nonmonetary support.

APPENDIX M1. RESTORATIVE AND REGENERATIVE FUNDING MODELS AND PRACTICES (N=28)

THEME	COUNT	QUOTES
Review and reform funding practices to build resilience and self-determination	16	<p>“Ultimately, the idea of funding, I think, should be so that [funders and foundations] [don’t] have to exist anymore. Like, this idea that we have to keep putting money in these ways, I think it doesn’t make sense. Like, when we actually understand where the problems are happening, this wouldn’t be considered like a fix to anything.”</p> <p>“When there’s a future crisis like [COVID-19], sure there’ll be some short-term emergencies, which [funders will] have to chip in on, but maybe [they’re using this moment] to build some funding systems and supporting organizations so that shotgun emergencies are not as big as it was this time.”</p> <p>“I also think that there are cohort-based funding models that nurture more relational and story arc-based funding. I think that would be amazing.”</p>
Understand that BIPOC communities have always been in crisis	1	<p>“Funders change their minds, based on what’s happening or what context we’re in, and I feel like we’re always in crisis. So it’s just, you know, one trauma after the next. For funders, sometimes it takes a lot for them to get pulled into, like, what’s happening in reality and on the ground.”</p>

THEME	COUNT	QUOTES
Legitimize and support intersectional work	6	<p>“Funders need to see the legitimacy of the influence that communities of faith have on the overall societal conversation.”</p> <p>“People obviously have competing priorities. So when you’re trying to make the environment and conservation and climate a top priority for communities that are dying from so many other things and can’t even pay rent or [dealing with], you know, police brutality, like in the case of Santa Ana, like, that’s hard. Like, how do you compete with that? Well, you need additional capacity, more people, and a little bit more time than, you know, what you’re asking for, for like \$10,000.”</p> <p>“Whether it’s the movement for Black lives...or whether it’s about global climate justice or disaster relief or whether it’s about immigration issues..., I see all of these as belonging to the climate field because these are our social, economic, and ecological conditions impacting our communities. The responsibility and stewardship of channeling funds to folks that are doing this work and kind of, like, needing to do this work.”</p>

Appendix M2. Relationship and Partnership Development (n=23)

THEME	COUNT	QUOTES
Invest in authentic trust-based relationships with BIPOC leaders and communities	7	<p>“I think also opening their doors.... Like I think, I find it interesting that philanthropy, like, will do site visits, but nobody can go visit them.”</p> <p>“And I think building partnerships/relationships with these communities, whether they’re Black folk in rural towns or Hispanic folk or Native American, [relationship building] takes a lot of work. I mean, a lot of our organizations [similar conservation organizations] have exploited these [BIPOC] communities, and they’re not ready to work with us. So they’re not ready to partner with us, and we’re [organizations] not ready to embrace the issues. [The movement] still needs super-conservative White old men and Republican legislators in Wyoming, Montana, and Idaho to vote for the things that we [BIPOC leaders] want to vote for.”</p>

THEME	COUNT	QUOTES
<p>Remove power dynamics, and establish transparency and trust</p>	<p>4</p>	<p>“I think that, again, power dynamics, like, you know, letting those power dynamics dissipate, you know, and, you know, being more transparent with people and, you know, [being] forthcoming about who you are, what your intentions are, and, like, where your money came from.”</p> <p>“In a conversation with a potential funder, they were like, ‘we just want to do something, and we want it to be equitable, but we’re not sure what it is.’ So you want me to tell you what? And it’s, like, give us some funding, and I’ll show you what it is. But they didn’t fund us.”</p>
<p>Increase frontline organizations’ access to funder networks</p>	<p>3</p>	<p>“I didn’t get [the leadership award] because they gave it to someone else who, you know, they have closer relationships with and [whose organization] is on the other side of the county. So it’s more like a regional divide. A lot of the funders’ networks and all that is in, like, the segregated wealthier, Whiter side of the county.”</p>
<p>Make funder introductions to other funders and donors of color</p>	<p>3</p>	<p>“One of my personal missions before COVID was for us to really cultivate and create and identify an entire new community of givers, right? Our community of givers are a bunch of rich White folks. And I’d love a community of givers of a bunch of color, rich people, you know, because then it’s, because then it’s a full circle.... We’re funding our own priorities, we’re leading our own issues, we’re defining success versus when it’s coming from predominantly rich White folk, and then they feel good, and something shifts. With [BIPOC] givers, it’s like we get each other in a whole new level.”</p> <p>“Introduce our [BIPOC leaders’] work to another funder. Advocate on our behalf.”</p>
<p>Build capacity of peer-to-peer learning spaces</p>	<p>3</p>	<p>“For me, it has been that peer learning space where I’m working in community with other organizations that are confronting similar questions and issues as we approach conservation work. And for a small organization, that is huge. Like, I don’t have a lot of co-workers. I need those colleagues to be relevant and successful.”</p> <p>“Our five-year-olds [in our programs] are speaking a different language than [me and my staff]. I would like to be in network with early childhood development, you know, students and experts.”</p>

THEME	COUNT	QUOTES
Facilitate relationships between big green groups and BIPOC-led organizations	3	<p>“Again, just connecting emails, making us more equals, making BIPOC-led organizations more of an equal to the Sierra Clubs or the Wilderness Societies. And funders, being able to kind of help facilitate those conversations, I think would be super helpful.”</p> <p>“If you are giving a grant to the NAACP and also giving a grant to the local conservation league, bring those two people together so they can actually talk and figure out, like, how they can work together on some of the issues they care about.”</p>

Appendix M3. Capacity Building (n=22)

THEME	COUNT	QUOTES
Provide training	6	<p>“I know as a new executive director, I don’t know all the things. And because we’re a small organization, we don’t exactly have the resources to hire all these specialists to make sure we’re taking care of all the things, so just simple trainings of, like, making sure you’re running a good business.”</p> <p>“Making sure that leaders of color, that leaders in general but leaders of color in particular, have access to the latest education and access to other students that can help them, you know, figure out [how to engage best with targeted demographics].”</p>

THEME	COUNT	QUOTES
<p>Provide access to foundation infrastructures</p>	<p>5</p>	<p>“A lot of what comes up when interfacing with funders is really like this level of secrecy around, like, how they got their funding and, you know, where all that money comes from. And I think that as a community organization, like, doing nonprofit work, I think that foundations could really be supportive and, like, working to break down that, like, mysteriousness around all that money and providing, like, concrete knowledge. So many people need support on financial literacy, and they just seem to hold so much power and knowledge, and if there was a way that they could better share that knowledge.”</p> <p>“So finding a way to implement like long-term funder volunteers for BIPOC leaders and [BIPOC-]led organizations. I think what’s challenging, though, is it means that nonprofits have to be completely prepared to hand off work like that. And when organizations are not properly funded, they already lack the capacity to manage someone else to do the work for them. I wonder if there’s like long-term volunteer relationships that can be built as part of what foundations offer these volunteers from the foundation staff or like from their network. For example, here’s someone who works on budgets and will present with your organization for, you know, like six months to really learn the ins and outs and support you.”</p>
<p>Provide scholarships at universities for continued learning</p>	<p>3</p>	<p>“I see [philanthropy] creating those scholarships [for BIPOC leaders at universities and colleges in the United States]. I see it being money set aside where we don’t have to compete with each other and have to have this million dollar resume. Especially when it’s like I just want to know what accounting looks [like]. I need to know how to do a budget. I need to know how to talk to philanthropists on a higher level, than, you know, ‘kids don’t know where carrots come from’ [purpose of organizational work]. We’re still in an age where having a diploma, having a certificate, and a degree is still valued. So you know..., having that be an opportunity...within a community to be able to receive a degree that, you know, these foundations have paid for, that would go a long way.”</p>
<p>Provide mentorship opportunities</p>	<p>3</p>	<p>“I think mentorship would be really helpful. I’m, like, almost 50, and I don’t have a mentor, and I would love one, but I don’t know what that looks like. And I don’t know where to find one.”</p>

THEME	COUNT	QUOTES
Teach self-advocacy skills	2	<p>"I think just self-advocacy and learning how to negotiate salaries, negotiate contracts, and defend themselves and stand up for themselves and say 'this doesn't work....' I've seen from cohort members and friends [who have] been along the lines of not necessarily being taken advantage of but not feeling that they're being valued for their full worth...."</p>
Open up leadership pathway opportunities	2	<p>You know, there should be a little bit of an emphasis on BIPOC environmental leaders with experience in DEI work or, you know, grassroots work. Sometimes we [BIPOC leaders] are not even given those opportunities to build that experience."</p> <p>"Professional development on code switching. Like that's a really crappy thing to do, but I feel like there are things that are, like, dumb barriers to leadership. That if folks just know, like, 'what if I phrase it this way?' or 'what if I maybe not even phrase it this way?' But if this is your objective, like, 'how can I meet that objective without changing myself?'"</p>
Offer certifications	1	<p>"[Certifications involving] everything from like wilderness medicine to herbicide applicator licenses, like that kind of thing, or even any of the risk management training[s]. These are all things that definitely set folks apart when they're applying for federal land management positions."</p>

APPENDIX M4. MARKETING AND COMMUNICATIONS (N=15)

THEME	COUNT	QUOTES
<p>Advocate on behalf of BIPOC leaders and communities</p>	<p>5</p>	<p>“Introduce our [BIPOC leaders] work to another funder. Advocate on our behalf.”</p> <p>“So I think that nonmonetary support could look like assessing if there’s policy priorities both on a national, local level for funders to not be neutral because there’s no such thing, but help to amplify certain policies in environmental campaigns with government and really play a role there in facilitating, you know, discussions. Funders should be going to government and saying, ‘Look, we’re investing in this campaign.’ And going into government and really saying, ‘Hey, you got to do something about this. Our money is behind [this environmental issue], and we’re trying to resolve it. What are you going to do about it?’ Or, you know, they could work with organizations and be a bit more of an advocate.”</p>
<p>Elevate BIPOC work through foundation platforms</p>	<p>4</p>	<p>“Our individual donors and community are doing this [elevating organization’s work on their platforms] without even being asked, and foundations could be doing the same. And you [funders] can help bring in tons of resources that you might not be able to give yourself.”</p> <p>“I think they need to do better to, like, interview BIPOC leaders in the space because there’s a lot of us, but I only hear about so few. I only hear about like [names of well-known leaders]. I only hear about a certain few, and it would be nice if there was, like, a concerted effort to, like, actually interview them, hear their stories and find out more about them to, like, elevate them. I don’t know if it’s prestige or elevate, just recognition.”</p> <p>“If other funders begin to see you and other organizations on the same level, then funders might invest in the smaller organizations..., helping us close that gap. So there’s not \$34 million organizations and like the scrappy BIPOC-led organizations, but rather we’re a little closer, a little closer to each other.”</p>

THEME	COUNT	QUOTES
Increase visibility	3	“One of our biggest parts of revenue is actually individual donors. The large following that we have on social media and just, like, all of our platforms or email listserv accounts for a third of our revenue. And that is directly tied to our visibility, both one that we’ve created for ourselves but that those who are part of our community [have created].”
Provide digestible and accessible research to frontline communities	2	“Definitely research.... I mean, if founders were to provide.... I mean, there’s a lot of research already, right? But put [it] in a way that is digestible for on-the-ground [frontline] communities.”
Develop community-centered marketing and advertising strategies	1	“I would like to be in a community with marketing folks and, you know, really understanding how to responsibly market to our communities from within the community. We don’t have Walgreens money where we can say ‘this demographic really likes lotion.’ We’re just trying to figure it out.”

Appendix M5: Recruitment and Retainment (n=5)

THEME	COUNT	QUOTES
Create healthier ecosystems for BIPOC leaders to thrive	2	<p>“I’m the only person assigned to cover all of Orange County. I do get help from my supervisor/ executive director when I got COVID, like, or even when I asked her [for] time off. Like, I will, you know, it was very hard for my colleagues in a different region to replicate or to help the people that, you know, I directly work with on a regular basis, and so it was challenging for them. And it makes me feel guilty that I even take time off. How dare I?”</p> <p>“You’ll hear about conversations like, ‘Oh, how the sportsmen of Wyoming and Montana got together and helped a conservative Republican senator move conservation policy through, but you won’t hear about that sort of thing involving racial equity and racial justice in these places. That story is not there.”</p>

THEME	COUNT	QUOTES
<p>Honor diversity of experiences in board qualifications</p>	<p>2</p>	<p>“There should be a little bit of an emphasis on BIPOC environmental leaders with experience in DEI work or, you know, grassroots work. Sometimes we [BIPOC leaders] are not even given those opportunities to build that experience. But I also think that we don’t want to be like just giving it [a board position] to any old person of color. I mean skin folk ain’t kinfolk, and I’ve seen a lot of that happen.”</p> <p>“I mean, a lot of times the foundation boards look for people who are deep-pocketed, but that shouldn’t be the only reason why they bring someone on. It should, you know, also be for, you know, the kind of lens that they bring and, you know, the kind of life experience, lived experience they bring to the table that can help make better-informed decisions on how funding is appropriated.”</p>
<p>Establish long-term funder-led volunteer programs</p>	<p>1</p>	<p>“So finding a way to implement, like, long-term volunteers. I think what’s challenging, though, is it means that nonprofits have to be completely prepared to hand off work like that. And when organizations are not properly funded, they already lack the capacity to manage someone else to do work for them. I wonder if there’s, like, long-term volunteer relationships that can be built as part of what foundations offer these volunteers from the foundation staff or like from their network. For example, here’s someone who works on budgets and will present with your organization for, you know, like six months to really learn the ins and outs and support you.”</p>

APPENDIX N: Monetary Support Required to Sustain Operations

In the interviews, BIPOC leaders provided responses highlighting the types of monetary support required for their organizations to sustain operations. Appendices N1-N5 present the emerging themes, counts, and associated quotes for each area of needed monetary support.

APPENDIX N1: MARKETING AND COMMUNICATIONS (N=18)

THEME	COUNT	QUOTES
Provide funding and expertise for relationship-building strategies targeting local media platforms (e.g., radio stations, television stations, and public transportation advertisements)	13	<p>"I used to work in advertising, and I think funding for advertising and smart professional website support, social media training but funding for advertisement from TV to radio. I'm talking about, like, real radio, not like NPR, which is real, but I'm saying, like, to reach the global radio..., to reach Black and Brown communities, not NPR."</p> <p>"I think we should be doing radio right now. We should be talking about [current events and how our programming supports communities], and we don't know how. We have no clue on how to do that. We have no idea. But these foundations have marketing people, they have PR, they are buds with PR firms in New York. For example, they have access to every bit of our infrastructure, they are insured, they have access to payroll, they have access to everything. If we're funded by an organization, it would be nice to have access to their people, their resources. That would be super, super helpful."</p>

THEME	COUNT	QUOTES
Provide expenditure funds for community outreach and relationship development strategies (e.g., travel expenses and honoraria)	5	<p>“We have a really hard time getting into HBCUs [historically Black colleges and universities]. I’m a HBCU grad, and I can’t get into my alma mater. You have to go offering something, like, you just can’t go to schools that are actually in need and be like ‘hey, I need this thing from you.’ You have to go offering something. We don’t have much to offer them. There’s a certain level of marketing and comms that is absolutely invaluable. Because you need that for community building. You need to have an expense account to do those things like taking the dean of students to lunch to talk about what your program does. That’s what investment looks like to us. We would love to invest more in HBCUs and other minority-serving institutions.”</p> <p>“I think deliberate funding to help us cultivate relationships could be super powerful right now. Being able to partner at the national level with other BIPOC organizations from across the country has really helped us define some policies that might create more equitable access [to the outdoors and political land management processes] across the country. But all that has been time [spent on building those partnerships]. We’ve been just kind of bleeding out on our own.”</p>

APPENDIX N2: MULTIYEAR GENERAL OPERATING SUPPORT (N=16)

THEME	COUNT	QUOTES
Provide comprehensive funds for operations and the provision of living wages for staff and frontline workers	12	<p>“How can you get work done if you can’t pay people to do it? I wanted to really expand our impact. We will need to have the funding for our book for both our national and local program. It would have to be multiyear [funding] so that we can develop the capacity of the staff members and be able to retain them.”</p> <p>“How can we support a person’s work? And for me, their work starts with their ability to exist, to survive, to thrive, and to have the capacity and the creative energy to steward whatever it is that you’re helping to steward into the world. What are the ways that funding can increasingly support just, like, people’s existence and living so that their work can be a gift to the world, to the people they’re working with? I think getting back to the idea of the gift economy. Like, how do we [BIPOC leaders] have our resources met and the beauty that we [BIPOC leaders] create is what adds value?”</p>

THEME	COUNT	QUOTES
<p>Offer access to and maintenance of equipment and technology used for operations</p>	<p>3</p>	<p>“A barrier in the Conservation Corps world is equipment access and not just like camping equipment but vehicles and technology, that kind of thing. Vehicles for sure in the conservation world because so much of it involves travel. And even beyond just, like, vehicles in general but maintenance support on vehicles and things like that.”</p> <p>“There are so many folks that are, you know, using laptops that are on their last legs. A newer laptop would make a huge difference in the work that they’re able to do.”</p>
<p>Embed funds for paid time off (PTO), health insurance, and other wraparound needs in grants for staff and frontline workers</p>	<p>1</p>	<p>“It’s not their fault. Some of these organizations are set up to fail. They don’t have enough money, you know, and the distress. BIPOC leaders have...a lot of stress, a lot of expectations and pressure and weight on their shoulders, and the system is not set up for them to succeed. Maybe that’s investing in [the] self-care part of general operating to have paid time off for your employees, mak[ing] sure you have health insurance for frontline environmental workers, ensuring that some of those wraparound needs are embedded within the grant.”</p>

APPENDIX N3: REVISION OF FUNDING POLICIES, PROCESSES, AND STRUCTURES (N=11)

THEME	COUNT	QUOTES
<p>Increase deliberate funding for programming that addresses intersectional work (e.g., demonstrations against anti-Blackness, COVID-19, and the environment)</p>	<p>5</p>	<p>“Even if they’re all White-dominated foundations, when they have the criteria for applicants to do DEI work or have a heavy emphasis on low-income communities of color in their equity strategies, I think that’s really powerful because it weeds out people who are applicants and organizations that work.”</p> <p>“We were trying to put some content together and elevate [the issue of anti-Blackness within Indigenous communities], but funders just didn’t even see it as a [funding] priority. And we were unable to fundraise for [the effort]. Now, it still remains a priority [for our organization], and right now we’re just reassessing [how to fund this effort] on our own unrestricted support. We plan to put a program together for Black History Month in February to address anti-Blackness in Indigenous communities and elevate that narrative. But, yeah, we put out some calls to funders and with everything that’s going on around police brutality and anti-Blackness, that layer of it [intersections between anti-Blackness and Indigenous communities] just wasn’t a priority for the funders that we were engaging. I think also our funders don’t see the overlap of our communities [Indigenous and Black communities], especially in the environmental conservation field. One thing that we [organization] really believe in and we’ve shared in our work is that Black liberation and Indigenous sovereignty are interdependent and you cannot have one without the other. And so, um, but I don’t think that funders, understand that. I don’t think funders understand the overlap of our success.”</p>

THEME	COUNT	QUOTES
<p>Spend down endowments to create an equitable world</p>	<p>2</p>	<p>“As an institution, they [funders] should be thinking about how they’re going to spend down, you know, because like a world, a world that needs philanthropy is not a world that we should be living in, like we should, people should be able to be sustaining.”</p> <p>“Reparations are a real thing. One of my staff members received reparations from a live person when they needed money to move from their home state to this region [for a work opportunity] and like some White person randomly gave him \$10,000 as reparations. Philanthropy needs to do that because this is money built on the backs of Black and Brown people and they’re cleaning it. I fully believe in wealth redistribution, and that’s what I think philanthropy should be doing. They should be committing to giving their money away.”</p>
<p>Eliminate sub-grantors and directly fund BIPOC-led organizations and BIPOC communities</p>	<p>2</p>	<p>“I think putting things directly in the hands of people, for me, rather than, like, the trickle down [of funding]. You know, it’s just like, give people what it is directly that they need, and so I think doing that through organizations as maybe a way of getting out to people [beneficiaries of nonprofits’ work] more directly.”</p> <p>“I wonder if there’s a way to really broker direct relationships with the projects that they’re funding. I think that a lot of times what happens is there’s like a middle person or sub-grantor who acts as a gatekeeper. And I think that sometimes they take the credit for the work that the smaller...grassroots or community-based organizations are doing, without terminating the funding. Because a lot of times, a large organization or the organization that has the actual 501(c)3 status will be the ones who have the relationship with the foundation or a funder, and they’ll apply for the funding and get it because they say ‘Oh, well, we work with, like, five smaller community-based organizations that are doing this work.’ But I think oftentimes there’s a lot of questions about how much of the money is actually trickling down to those community organizations and how much of the money is getting caught up in, like, just the administrative part of that middle sub-grantor.”</p>

THEME	COUNT	QUOTES
Prioritize the provision of mental health support for BIPOC communities most impacted by the socio-political and environmental crises	2	<p>"I think that, you know, a lot of our members are young people that are experiencing different kinds of symptoms of the climate crisis. So I think having more sources of mental support and community support would be really good for us. And I think that's broadly important for everybody. I mean, we're kind of in the climate crisis and COVID crisis and the economic crisis and everything's all intersected. So I think that that's like a deep need for us to recognize the mental component of what it takes to do this work and attend [to] that funding support."</p> <p>"I can see a lot of people are not sure how to grapple with the climate crisis, and, you know, I think I see a lot of young people also, especially now just with the distance learning stuff, like, just feeling isolated. And so how do we build community with the limited mediums that we have and continue pushing the dial to make sure that climate justice is a tangible reality with logistics and with details and with resources?"</p>

APPENDIX N4: CAPACITY-BUILDING SUPPORT (N=8)

THEME	COUNT	QUOTES
Collaborate with other funders to ensure BIPOC-led organizations are fully funded	4	<p>"When they [funders] say, 'oh, you know, you're asking for \$100K and we can only give \$30K.' But if you really want to fund us, you should identify another funder who can co-fund with you. Pool your resources."</p> <p>"Facilitating the creation of well-funded coalitions. We had the [city's] endowment provide funding, where they called on 40 civic engagement organizations in the area. They actually paid for consultants to get all of these 40 organizations together, and we were able to create this institution. This created coalition helps us coordinate all of our civic engagement activities. Now the coalition has an executive director and staff. So there's funding that's coming from different sources, and they are the ones that are helping distribute the money to some of the different local groups. So funders could help create those types of well-funded multiyear coalitions that bring together all of the different groups and that also serve as a funnel to move money from funders to the organizations."</p>

THEME	COUNT	QUOTES
<p>Offer capacity-building grants to improve internal organizational processes (e.g., board processes, decision-making structures, and hiring and retention policies)</p>	<p>1</p>	<p>“Little capacity-building grants like anywhere between \$10K to \$20K can go a long way to just having this dedicated staff time to do basic things for [our] organization like improve [our] board processes or develop our hiring and retention policies and practices, things like that.”</p>
<p>Sponsor and facilitate training, convenings, and discussions focusing on affecting synergies between movements, providing best practices for operational management, and educating BIPOC leaders on the emerging issues within the field</p>	<p>3</p>	<p>“The other one would be really facilitating dialogue between leaders of these different movements because obviously, as you can see, the racial justice, the criminal justice reform, immigration...are movements that are definitely lived by people of color. I think if we could provide this space to have leaders of all these movements interacting with each other, that would be very helpful to inform the work.”</p> <p>“I do not know that people of color leaders are offered all of the possibilities for education and training – education, in terms of the issues and training for their own leadership development and leadership skills. People are spread so thin that they don’t make the time to attend like these larger conferences, and so I would recommend providing more in-depth education and training, specifically focusing on the intersection of movements, which goes back to one of your first questions: so how is it that the civic participation programs intersect with environmental or climate change?”</p>

APPENDIX N5: PROGRAMMATIC FUNDING SUPPORT (N=8)

THEME	COUNT	QUOTES
<p>Invest in flexible, programmatic work</p>	<p>2</p>	<p>“I can tell you the hardest funding sometimes is that super-specific programmatic funding, which has to be used on ABC. It’s usually the easiest to get right. No one wants to give you general operating cost funding. Everyone wants to pay for a specific program to make themselves sleep better at night, which is all great but doesn’t really give organizations the leeway to build relationships or get creative or do, or even pay for themselves to do, the programming.”</p> <p>“[Providing] funding for the connection of police brutality, COVID-19 pandemic, and anti-Blackness. Deliberate funding because that’s how things get done, and I mean, that’s like programming. If the work can get done with some deliberate funding to help us think about how we connect all those pieces, that’ll be impactful.”</p>
<p>Increase investments in BIPOC-led work that applies a restorative and healing justice practice lens to conservation and environmental work</p>	<p>2</p>	<p>“The healing justice aspect of climate work I don’t think is lifted up enough because there’s so much harm that’s been done to people, you know, through environmental and climate impacts. But again, like all of it, it directly influences gun violence, you know, because it directly influences poverty. All of those things where, you know, again undergirding and, you know, thinking about bringing healing justice and a restorative justice lens into philanthropy would be really helpful, I think, to them.”</p> <p>“I think that with resources to fund some of our current initiatives, especially because we’ve recently pivoted into a deep, transformative way to make this organization integrate all those things I was talking about before – the social, environmental, and economic issues. I think that what we’re trying to do is create a counter-narrative to American exceptionalism, which was like a such a big thing with the Trump administration.”</p>