TOWARD
ANTIRACISM NOW

Observations

Best Practices

Recommendations

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FOUNDATIONS

HOW TO DO BETTER ON RACIAL EQUITY?

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HOW TO DO BETTER ON RACIAL EQUITY?

Research report – Observations, Best Practices, and Recommendations

INTRODUCTION

Since the killing of George Floyd in May 2020, numerous philanthropic organizations have pledged to make progress on racial equity. These pledges were renewed and reinforced after the January 6th riots at the Capitol and following the March 2021 Atlanta shootings.

his research presents the efforts that philanthropic organizations have been making to do better on racial equity, the main challenges they face, the best practices they use, and recommendations to do better.

Using a qualitative approach, this report intends to complement the studies that have been published in the past months. Research took place from November 2020 to May 2021, through 50 interviews of 49 people coming from 47 organizations.

In order to get a comprehensive vision of the philanthropic sector, multiple perspectives have been integrated.
Board and staff members from foundations (large, family, public, and community ones), philanthropic networks, and networks of foundations across the country were interviewed. These foundations and networks range in geographic scope from local to regional, national, and international, and support a broad range of issues. The size of their teams and the dollar amounts they distribute vary greatly. The interviewees have diverse racial, ethnic, gender, and sexual orientation identities and backgrounds. The interviewees spoke anonymously so they could be candid on sensitive topics. As a result, they are quoted in the report in a way that preserves their anonymity.

To develop analysis and recommendations, the author used Harvard-led methodologies of change and diagnostic Overcoming Immunity-To-Change, Adaptive Leadership, and Public Narrative, as well as domestic and international experiences of resilient post-conflict communities and conflict resolution.

EXECUTIVE SUMMARY

01 **The BLM activist language is the new norm**
All individuals, regardless of their identity markers and institutional positions, pledged to "fight against systemic racism" and to "dismantle white supremacy".

02 **From Diversity, Equity, and Inclusion (DEI) to Diversity, Equity, Inclusion, and Antiracism (DEIA)**
Antiracism is seen as going beyond DEI, and buildinwg on its efforts. It is important to speak about race directly, and not through proxies.

03 **Sometimes, an old white heterosexual man is the best person to conduct racial equity work**
For the people leading this work to be able to push forward an antiracist agenda, the specific situation of each foundation in its racial equity journey has to be taken into account.

04 **Several communities in blind spots**
Despite the fact that they are also the targets of racism, the Latinx, Asian American, migrant, Muslim, and Native American communities are very often overlooked.

05 **Little work on losses and gains**
Very few people investigated what power means for the key decision-makers or tried to understand and address their concerns, although this is necessary to implement racial equity change.

06 **Little work on the origins and the meaning of the funds**
The lack of knowledge about this meaning prevents board and staff members from "seeing," questioning, and changing the racially loaded symbolic frame in which they evolve.

07 **Youth, an under-supported resource**
Young professionals are sensitive to antiracism, but often too poorly connected or equipped to bring about substantial change.

08 **How to best work with, and hear, communities**
Implementing institutional change to best listen to communities, to hear them and best work with them are key concerns, and emerged as another new norm.

09 **Few metrics are used**
Because of the nature of the issue and/or of a lack of previous work, little data is collected. This marks a difference with the usual data-driven approach used by foundations.

10 **Dealing with conflicts: a necessary discomfort foreign to Philanthropy**
Transforming the conflicts that are inherent to antiracist work and conducting uncomfortable discussions on race go against the usual conflict-avoidance norm in Philanthropy.

Through the 50 interviews of 49 people with a diverse range of backgrounds, identities, and positions from 47 philanthropic organizations of various natures and sizes, and based in various parts of the country, this qualitative research gathers the following main observations – the full report presents key challenges in more detail and identifies best practices:

Recommendations

Here are the main recommendations for foundations to do better on racial equity:

01 **Develop a precise diagnostic** of the specific situation of the foundation in its racial equity journey. It should include all stakeholders, as well as research about the origins and the meaning of the funds, for example through a shared "truth-seeking" process

02 **Get to know the deep concerns of all stakeholders.** Investigate stakeholders' symbolic and practical losses, and what these losses mean to them. No stakeholder should be overlooked.

03 **Educate yourself about race, to get a global vision.** Through readings, lectures, and various forms of arts, learn and work on an emotional connection to race. Include all communities targeted and look to domestic and international perspectives.

04 **Reinforce youth-oriented networks.** Through soft skills trainings and sharing of best practices, unlock the potential of the next generation in their foundations and in the sector.

05 **Get equipped with methodologies, frameworks, and tools to make change and address racial equity.** Build capacity to hold "uncomfortable conversations" on race and get equipped to conduct individual and collective change in an autonomous way.

06 **Implement change to best hear communities.** Develop capacity building and leadership programs to ensure the foundation constantly listens to the communities it serves, to best work with them.

07 **Build and use metrics; develop a Racial Equity Index for Philanthropy.** Inspired by institutions working on social change, build and use metrics, in partnership with communities. Develop a Racial Equity Index for Philanthropy to help foundations evaluate their own internal and external work. The whole sector will benefit from useful data for policy development.

MAIN OBSERVATIONS, CHALLENGES, AND BEST PRACTICES

01

The BLM activist language is the new norm

All individuals interviewed – board members and staff members alike, from various racial backgrounds and geographical locations – declared that they were committed to "fighting against systemic racism", to "dismantling white supremacy", to "shifting power", to "redistributing wealth", and that they understood the US were "built on racism and slavery". Resonating with some interviewees, a board member of a California-based network of foundations added that "the core problem of the US is that its economic, political, and social structures have been built on genocide and land theft."

Since the killing of George Floyd, the Black Lives Matter narrative has become the dominant one in the philanthropic sector. Prior to it, this narrative was confined to minority activist civil society organizations. Although some foundations began adopting this rhetoric some years ago, "using this language was not thinkable for us nor in a great majority of foundations," the President of a family foundation noted.

This situation opens possibilities for action and change, as is the case when a formerly dominated narrative becomes dominant, even if few people deeply understand all of the stakes at hand. "It is important that people know what these ideas mean and represent, otherwise there may be a slowdown when social pressure decreases, as I have been feeling it for about 5-6 months," the CEO of a South-East foundation, an African-American, told me in March.

Challenges

The BLM activist language being a norm entails educational, emotional, and policy challenges, since the depth of knowledge about US and international racism histories, the natures of the emotional connections with these issues, and the levels of understanding of their institutional consequences today vary greatly from individual to individual, and from organization to organization.

For the foundations working abroad, understanding and using the relevant, place-based languages, concepts, and approaches is a supplementary challenge.

Best practices to address these challenges include, at the individual level, self-education and awareness-raising through history readings, literature, arts, and attendance of public lectures and working groups; at the organization level, establishing reading and discussion groups, organizing speakers' series on history, sociology and policy; and developing workshops to help individuals find and express their emotional connections to racism.

02

From Diversity, Equity, and Inclusion (DEI) to Diversity, Equity, Inclusion, and Antiracism (DEIA)

Racial equity, or Antiracism, is widely seen as going beyond Diversity, Equity, and Inclusion. "Antiracism is not covered by DEI," the Chief of Staff of a national network of foundations told me. "It is a new frontier in philanthropy – this is a transformational work, which requires an organization to change," the Vice-President of a large network of foundations said. The consensus across interviewees is that DEI practices and policies have fallen short on relevantly addressing racial issues, and that their antiracist work should build on DEI's successes. "We thought of adding another pillar to our approach. Instead, we have included racial equity in all our existing pillars, to build on our previous DEI efforts," the President of a local East Coast foundation said.

Antiracism entails working not only on internal practices, cultures, and policies, but also requires focusing on external outcomes, including grantmaking practices and impacts. "We want to build power at the racial margins, this is beyond diversity and inclusion, and this is beyond the philanthropic sector," the President and CEO of a local Midwestern foundation said. Most foundations want to contribute to system change in society at large, which they see as necessary to advance their own internal antiracist agendas. To that end, some expressed willingness to get involved in policy design and advocacy.

Challenges

Transitioning from Diversity, Equity, and Inclusion to Diversity, Equity, Inclusion, and Antiracism entails challenges regarding capacity building, institutional evolution, and alliances.

Indeed, current DEI teams need to enhance their antiracism expertise; DEIA needs to be part of the missions of all the people working for the foundation, not only of a dedicated team; establishing alliances with diversified stakeholders is necessary to contribute to holistic society change; and, for foundations with an international scope, it is key to use the relevant languages and concepts that make sense in diversified national contexts.

> "We have to speak about race, and directly, not through proxies. Class can be a proxy for race, but class is not race"
>
> **The Chief of Staff of a Southern foundation**

Best practices regarding these challenges include building capacity of existing DEI staff members, and of board members, through training and the acquisition of frameworks and tools for racial change, and/or the hiring of antiracist experts; change in the mission statement of the foundation and in the definition of the missions of the employees and board members, to include antiracism; and having employees and board members dedicate more time to build alliances with other foundations and policy-related stakeholders.

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> to do this work. [...] And I know I could
> it because I am one of them "

The President and CEO of a Southern foundation

03

Sometimes, an old white heterosexual man is the best person to conduct racial equity work

Having racially diverse boards of directors and staffs is an objective for all foundations. In order to achieve this goal, each organization finds itself at a unique place in its racial equity journey. Some interviewees feared that nominating a BIPOC person as CEO/President or Board Chair now would be "tokenism": a positive short-term communication asset but with neutral or negative long-term consequences, since the institutional configuration would not make it possible to advance an antiracist agenda. "I feel it is hard for me to be heard when it comes to this work," the African American Director of a network of family foundations confessed. "I feel resistance, but I don't really know where to precisely locate it." It seems necessary to ensure board members are engaged, especially in family foundations. Therefore, the ability of the person leading racial equity work to understand, sensitize, and convince key decision-makers - including board members, operation and finance staff, lawyers and legal teams who are usually oriented toward compliance - through documentation, reports, research, and discussions, appears to be critical to greater staff and board diversity. "As a white-passing individual from a minority who is not African American, I use my privileges - through my skin color, my accent, etc. - to not trigger fear, and have my racial equity messages go through smoothly," the person in charge of racial equity work in an international foundation told me.

The current racial composition of the foundation's board and staff is not the only indicator of the effectiveness of racial equity work. To lead that work, the most efficient may sometimes be to have an old, white, heterosexual man speak with his peers. "It took a white guy to do this work," the President and CEO of a Southern foundation told me. "It took me time to build the necessary relationships and trust. I listened a lot. I discovered and understood my board members. And I know I could do all of this because I am one of them. That allowed me to conduct change. I see myself as a transitory CEO, who hopefully opened the way for a more racially diverse leadership in the future."

Challenges

A key challenge is to establish a clear analysis of the foundation's specific racial equity journey, and where it is currently standing. The development of a precise institutional diagnostic of the forces at play, to understand what identity markers and skills are to be mobilized to push forward an antiracist agenda, appears key.

Best practices include engaging current and past board and staff members to know more about the foundation's history on racial equity; having employees dedicate time, internally or with external support, to establish the needed diagnostic; developing a long-term plan to reach the objective of racially diversified leadership positions, starting from where the foundation is today.

04

Several communities in blind spots

"I feel we are not seen"

The Asian American CEO of a national network of foundations, in January

When speaking about antiracism, foundation leaders specifically mentioned wanting to support African Americans. No other racial or ethnic minority group was mentioned – except by foundations that work specifically with them. This changed slightly after the March 2021 anti-Asian Atlanta shooting. "I feel we are not seen," the Asian American CEO of a national network of foundations told me in January. This may be a consequence of the domination of the BLM narrative, structured around the "White vs Black" paradigm, and of the recent powerful awakening about the depth and the strength of anti-Black racism in the US. Despite the fact that Latinxs, Asian Americans, migrants, Muslims, and Native Americans are also the targets and the victims of racism, foundations did not speak of any urgency to support them. "Unless you center them, racial equity funding does not go to specific minorities," the Director of a network of foundations supporting women added.

Challenges

A key challenge is for foundations leaders and staffs to understand not only anti-Black racism, but also the other expressions of racism and discrimination, in the US and around the world, and to put all of these in a global perspective. In order to conduct efficient antiracist work, it seems important to give each of these expressions of racism its specific place, to understand their similarities, differences, and relations.

Best practices include lectures and conferences for board and staff members, on international perspectives on racism, and on the various expressions of racism in the US; and active mapping and engagement of various racially-targeted communities.

05
Little work on losses and gains

People do not resist change, they resist loss. When a change is only positive, hardly anyone resists it. However, very few interviewees investigated the losses – in power, in capital - that people in power feel they would experience if racial equity were implemented, nor the meanings of these losses. "Before you asked me, I didn't wonder why some of my board members resisted. I just felt that, in a way, that was wrong," the Executive Director of a Northern foundation admitted. The representation of power as a zero-sum game is prevalent: "You can share power and not lose it, but make it stronger – by letting go of a certain power, you also win a more just society – but I know most people in philanthropy don't share that representation of power," the CEO of a network of small foundations said. Very often, key decision-makers are expected to give part of their power to racial minorities because this is the "right thing to do" from an ethical point of view.

The lack of curiosity about the losses of the people in power might be related to the domination of the BLM narrative, which makes it difficult to get interested in the white people in power.

Challenges
A key challenge is to understand the nature of the losses feared and avoided by decision-makers, and the concerns that power addresses for them. Indeed, if their deep concerns are not addressed, they will not let go of power, they will not change their representation of it as a zero-sum game, and antiracist change will not happen. Power may have various meanings, for example: protection against dangers, the assurance that some values and traditions will be passed on to future generations, a social status, a role that family members expect the individual to play, and/or serving a life purpose. People with decision-making power may have their deep concerns better addressed, provided racial equity change is implemented with the intention to do so. That requires to first get to know these deep concerns.
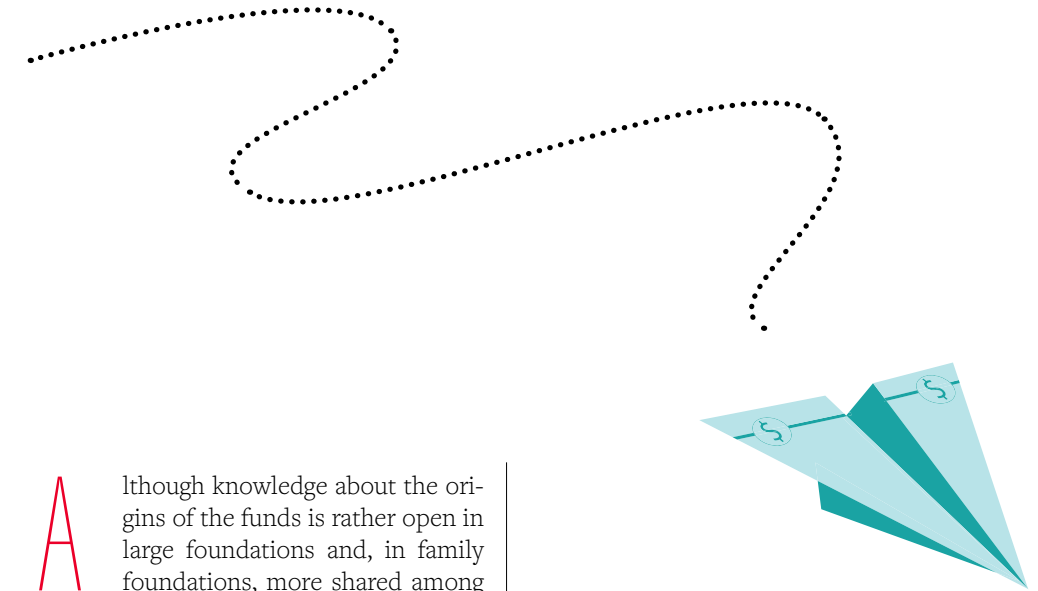
Best practices
There are very few best practices regarding this issue, if any. Some recommendations help best address it.

> Before you asked me, I didn't wonder why some of my board members resisted. I just felt that, in a way, that was wrong "
>
> **The Executive Director of a Northern foundation**

06
Little work on the origins and the meaning of the funds

Although knowledge about the origins of the funds is rather open in large foundations and, in family foundations, more shared among board members than among staffs, there is overall little work on these origins. "I feel it would be a little indiscreet, like breaking a taboo, or a lack of respect, to ask too many questions about the origins of the funds," the Executive Director of a Northeastern foundation, which wealth comes from manufacturing, said about discussing the source of the foundation's assets.

When it exists, knowledge about these origins is often superficial: the story that is told is the narrative developed by the wealth creators. There is no work on the history of the industry, of the policies and social contexts by which funds were amassed, and on the racial weight they carry along with them. "We know that our founder, and how he made money, was quite controversial, but we concentrate on how we create something new, something better," the Executive Director of a West-based family foundation told me.

It is as if board and staff members evolve in a frame that has a racial dimension of which they are not aware, which they cannot "see", and even less question and change. That is true also for other "weights" carried on by the funds, such as the gender one, for example.

Best practices include having staff members conduct interviews of board members, especially of family members in family foundations; organize speakers series focused on the racial history of the industry from which the funds come; delve into the archives of the foundation; and conduct historical research, with the support of experts.

> "I feel it would be a little indiscreet, like breaking a taboo, or a lack of respect, to ask too many questions about the origins of the funds"
>
> **The Executive Director of a Northeastern foundation**

Conducting research about the origins and the racial weight of the foundation's funds is a difficult challenge, which requires finding ways to have all stakeholders together, including family, board, and staff members, go through a truth-seeking process that may look to some as a lack of respect to the founders.

Challenges
A key challenge is for foundations leaders and staffs to understand not only anti-Black racism, but also the other expressions of racism and discrimination, in the US and around the world, and to put all of these in a global perspective. In order to conduct efficient antiracist work, it seems important to give each of these expressions of racism its specific place, to understand their similarities, differences, and relations.

> I feel it's difficult for me even to have these discussions with my family members, so I try to use our family gatherings to initiate those, slowly, step by step."
>
> **A young board member of a family foundation**

07
Youth, an under-supported resource

Overall, people in their 20s and 30s value racial equity more than older generations. "The younger generations in the board are pretty open regarding antiracism, something has switched," the Executive Director of a family foundation, in her fifties, remarked.

In philanthropy, young people represent a force in the sector, but represent a small minority of leadership, staff, or board of individual foundations. Intergenerational discussions take place about issues relating to antiracism in family foundations and, to a lesser extent, in other foundations. "I feel it's difficult for me even to have these discussions with my family members," a young board member of a family foundation confessed, "so I try to use our family gatherings to initiate those, slowly, step by step. That's a long-term process to convince them to be onboard".

Speaking the same language as their families, knowing their codes, and being part of the family system, young people have channels of communication, and of conviction, that others do not have.

Challenges
Ensuring that intergenerational discussions about racial equity take place in foundations seems to be an important challenge to enhance it. Bringing knowledge and soft skills to help young people conduct these discussions appears important.

Best practices
There are few best practices, which include strengthening the skills and racial equity knowledge of young professionals in philanthropy.

08
How to best work with, and hear, communities

"Do you hear me?' my grandma used to say," the Executive Director of a rural Southern foundation told me. " 'I'm listening, grandma!' I answered. 'I want you to hear,' she always replied. That is fundamental: we listen, and we hear. We act only when it's clear that we have heard."

This represents another key norm: best listening to communities, especially communities of color, to hear them and best work with them, is considered a top priority by all. "This is our next top challenge. We want to learn more from communities, to best serve them," the Managing Director of a foundation focused on environment and local communities said. This is seen by most of the interviewees as part of the power shift that they call for, especially since people coming from communities are little represented on staffs, and even less represented on boards of directors. Most foundations state that they want to spend more time with communities and find personal and institutional ways to sustainably listen to them. However, their levels of acceptance to let go of some elements of their models – regarding the decision-making process, the evaluation methodology, as well as the share of wealth – to reach that objective seem to vary. "And it takes time for communities to give their trust, they have been disappointed so many times. They need to see consistency, and acts, not just words," the Vice-President of

> "This is our next top challenge. We want to learn more from communities, to best serve them"
>
> **The Managing Director of a foundation focused on environment and local communities**

a Black-led foundation noted. Consultation is seen as important not only for strategy development, but also for implementation, follow-up, and evaluation. Some warn about the risk for philanthropy to be extractive: "We have to be careful in the way we include communities in our decision-making process," the board member of a health-focused foundation warned. "We don't want to make the same mistakes as before. Each time we ask for a contribution, for example, we pay. Is it the right price? I don't know." The symbolic and financial ways by which foundations provide support are also at the heart of the concerns of the interviewees.

Challenges
Numerous challenges arise. Implementing changes in the foundations' resource management to find ways to constantly listen to communities of color is critical.

Managing the tension between working with the same communities in the long term and, at the same time, being open to innovation and to emerging communities, represents another challenge.

Shifting power to the communities and, at the same time, addressing some issues that these communities may overlook – for example, gender equity – is an important challenge. Generally, finding the right equilibrium between the value that the foundation brings through its skills and expertise and the shift in decision-making power toward communities of color, appears as a fundamental one to address.

Finding ways to build trust with communities, for them to express their needs and provide foundations with useful feedback for their actions to be most efficient, is another key challenge.

Best practices
Among best practices: the inclusion of members of communities as paid staff, in panels to recruit staff members, especially program managers, and in the teams developing strategies and grantmaking plans as paid "grantees partners" to not only listen, but "truly hear"; the establishment of capacity building programs and leadership fellowships as ways to ensure that foundations' members structurally listen to communities and their evolutions through meetings, the application processes, and discussions; focusing on youth for these trainings and fellowships to foster intergenerational dialogue and put purpose at the center; from a technical point of view: providing communities with unrestricted multi-year and stable funding, supporting communities that have otherwise a hard time getting funds, providing loans that banks do not accept, including 0% interest rate ones, and issuing bonds; and having grantees meet regularly with key decision-makers such as board members, for example through seminars.

09
Few metrics are used

When it comes to racial equity, the philanthropic sector lacks data, and few metrics have been built or are being used. "The fact that very few foundations have collected data on race reflects how deeply racism is embedded in philanthropy", the Vice President of a large network of national foundations told me. Not using metrics is unusual for most foundations, many of which use quantitative-informed approaches.

Some foundations state that the nature of racial equity makes it impossible, or even counter-productive, to use metrics. "Metrics are part of the racist system, rooted in white supremacy," the Executive Director of a California-based network of foundations supporting communities internationally told me, while some others disagree: "This is an excuse. You cannot not have disaggregated data to address the issue, although metrics are not sufficient, they are an input among others," the person in charge of racial equity work in a large US-based international foundation stated. "How to standardize data?", the question was raised by the Chief of Staff of a national network of foundations.

Among the existing metrics, the number of people working on racial equity is commonly used, although some consider that all people in the organization, including board members, should be involved. Similarly, the amount of funds distributed to communities of color, and the percentages they represent in the foundation's total funds, are used by some: "The percentage of our grantmaking provided to BIPOC-led organization is our reference today, although we should change criteria and ask ourselves 'what change are we making?' instead of 'how much money do we give?'," the Vice President in charge of innovation in a large regional network of

foundations told me. Some other foundations regard this dollar amount as a data point, and not a metric.

Some use the racial composition of boards and staffs to evaluate the state of racial equity of the foundation, and others compare the extent to which these racial compositions are similar to, or different from, the racial compositions of the communities they serve. Most of the foundations want to first better understand communities before building specific "inquiry metrics" with them, in a joint bottom-up and top-down approach.

The data-collection process is key to make it possible to use metrics. "We gather data in partnership with the communities," the Director of Evaluation of a large Western community foundation told me. "Along with hard data, we evaluate their commitment to advancing economic equity and the way they engage with other communities. We want to build together a culture of learning."

Challenges
This situation entails various challenges: taking into account the intersection of race with other identities that are oppressed in some communities - for example, the LGBT community - to ensure their representation on boards and staffs, is an important one from an anti-oppression lens; evaluating whether the resistance to build metrics is part of, and a step in, antiracist work, or an avoidance of it, is another one; ensuring access to standardized data, which would help foundations evaluate themselves and support policy and advocacy work, is another one.

> "We should change criteria and ask ourselves 'what change are we making?' instead of 'how much money do we give?'"
>
> **The Vice President in charge of innovation in a large regional network of foundations**

Best practices
There are few established best practices. Some foundations and networks develop their own, original metrics in working with communities, and gather quantitative and qualitative data with them.
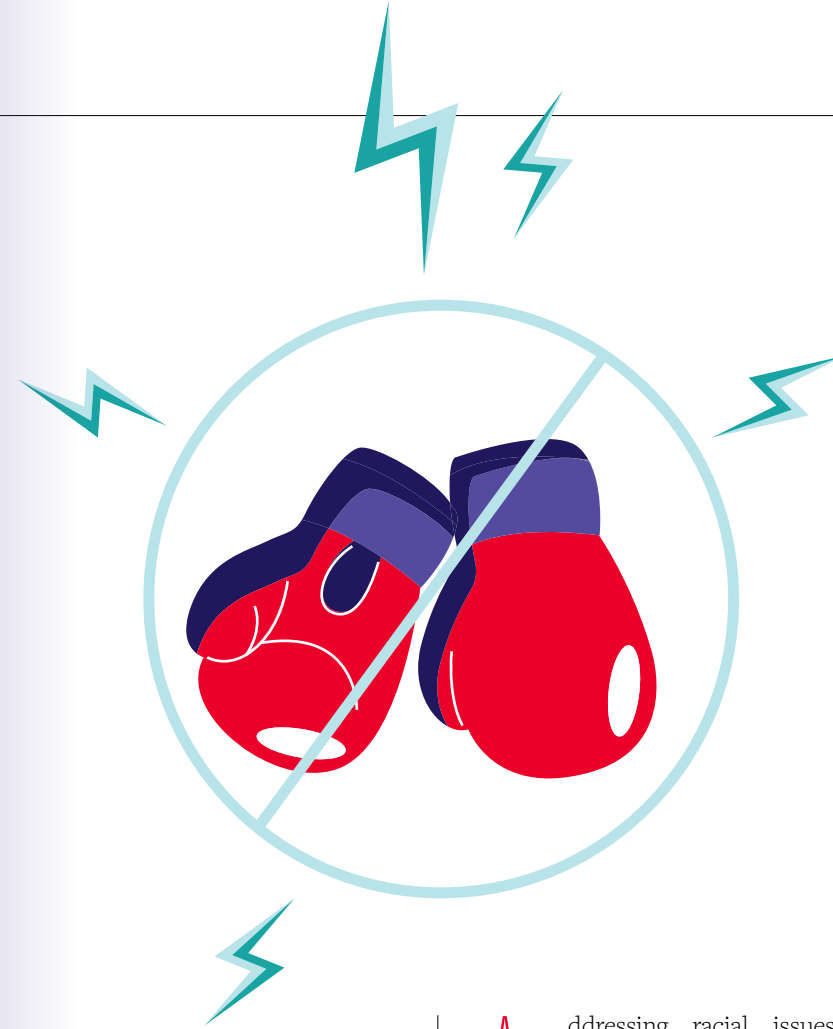
10
Dealing with conflicts: a necessary discomfort foreign to Philanthropy

Addressing racial issues entails addressing long-lasting conflicts. However, conflict avoidance is a widely shared norm in the philanthropic sector, and numerous leaders identify themselves as being conflict averse. "Anytime there is change, there is conflict with the current state. The problem is that a lot of leaders in philanthropy, including me, are used to avoiding conflict, but we must learn how to transform conflict, otherwise there will be no change," a board member of a national public foundation told me.

Many interventions are not successful because board and staff members, along with their advisors, do not know how to deal with conflict. "I feel it's not my place to raise the issue. I'm the white person there, I feel I should listen. I don't want to center the experience on whiteness. And, to be honest, I'm a little afraid, I don't want to make mistakes – it's so complicated on these issues," the President of a national foundation based in the North confessed. Fear is prevalent when it comes to potential discussions about race: from white people, fear to offend and to be seen as part of the white suprema-

cist system; for BIPOC people, fear of being hurt, and of being pushed aside.

Challenges
How to have uncomfortable discussions about race appears to be a key challenge. Providing people with agency to deal with their own discomfort seems necessary to that end. Ensuring professional and psychological safety for all people to express themselves without facing threatening consequences for their careers, is also key.

Best practices
include trainings in conflict management, resolution, and prevention; using the examples of post-conflict situations, in the US and around the world; and working with experts and advisors with experiences in these fields.

> "Anytime there is change, there is conflict with the current state. The problem is that a lot of leaders in philanthropy, including me, are used to avoiding conflict"
>
> **A board member of a national public foundation**

RECOMMENDATIONS

01. DEVELOP A PRECISE DIAGNOSTIC

of the specific situation in which a foundation stands in its racial equity journey.

This diagnostic should include **all stakeholders** related to the foundation. It should include research about the **origins of the funds**, including the racial weight that they

carry along with them and that are passed on to current and future generations.

To that end, a joint **"truth-seeking" process** will reinforce bonds among stakeholders, especially board and staff members and grantees.

02. GET TO KNOW THE DEEP CONCERNS OF ALL STAKEHOLDERS.

Beyond their positions on racial equity and change, understanding the values, fears, expectations, priorities, representations, and purposes of stakeholders, and how they relate to the mission of the foundation, will make it possible to address them and conduct change in mindsets, cultures, practices, and policies. It will be useful to understand the **symbolic and practical losses and gains** that implementing racial equity may entail.

No stakeholder should be overlooked, especially board members, white people, and other groups who may hold part of the decision-making power and may be seen by some as preventing antiracist change from happening.

03. EDUCATE YOURSELF ABOUT RACE, TO GET A GLOBAL VISION

while developing a diagnostic and engaging all stakeholders, and **work on your emotional connection** to it. Holding seminars, workshops, speakers series, reading groups, and exploring these issues through literature, movies, and other forms of arts, will provide enhanced conceptual and emotional content behind the antiracist language used.

It is useful to develop a **global vision of racism** and of how it plays a role today for all communities targeted. It is necessary for foundations with an international outreach, to **articulate US and international perspectives** on language, history, and concepts.

04. REINFORCE YOUTH-ORIENTED NETWORKS.

Through trainings, sharing of best practices, and acquisition of soft skills, young people will benefit from a stronger support system, and engage in intergenerational dialogues on racial equity with more openness and success, in the foundations in which they are involved, and in the sector at large.

05. GET EQUIPPED WITH METHODOLOGIES, FRAMEWORKS, AND TOOLS

to conduct change and to address racial equity issues.

In particular, building capacity to **hold "uncomfortable discussions" on race** is key. Getting to know how to conduct **individual and collective change,** and gaining agency to **autonomously implement racial equity innovation,** also appears fundamental to an impactful and sustainable approach.

06. IMPLEMENTING CHANGE TO BEST HEAR COMMUNITIES

will bring a meaningful contribution to long-term racial equity efforts. Having members of communities integrate boards and staffs, including them in the development of strategies and in recruiting processes, will be useful. Developing capacity building and leadership programs, for example, will ensure that foundations' members **constantly and structurally listen to communities and their evolutions**.

07. BUILD AND USE METRICS; DEVELOP A RACIAL EQUITY INDEX FOR PHILANTHROPY.

Building and using metrics will make it easier to measure and evaluate successes and identify the remaining challenges. Not using metrics, when they are used for all other processes, would create an exception that may fragilize efforts toward racial equity.

It is possible to build metrics regarding social change without perpetuating racism. Experiences of public institutions, NGOs, and companies in that field could be used as benchmarks and sources of inspiration. Working with communities to develop data-collecting systems and design metrics together will make the approach more efficient and sustainable.

Developing **a Racial Equity Index for Philanthropy** with standardized metrics will help each foundation evaluate itself regarding its internal and external work. It will also help the whole sector benefit from data that can be used to promote policy change and provide an example of a good practice that can inspire other sectors and industries.

THE AUTHOR

Benjamin is an international expert in racial equity, social innovation, and change, with over 20 years of experience at the policy level, in civil society, the private sector, philanthropy, and academia.

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e established *Toward Antiracism Now LLC* to help organizations change and do better on racial equity, through the innovative framework "Toward Antiracism and Resilience Together" based on the "TACT" pillars ("Truth, All, Change, and Togetherness").

He is a Senior Consultant to the World Bank and has conducted consultancy missions as a Senior Policy Advisor to the Open Society Foundations, regarding Europe, Africa, the Middle East and Latin America, on issues relating to racial equity, policy, empowerment, civic engagement, and change.

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Previously, he was an Advisor to the civil rights figures and Ministers of Foreign Affairs and of Justice in France, and to a 400-member international & antiracist network of Parliamentarians, which he founded.

He established consulting companies with international outreach, which provided public affairs services to luxury brands and created a network of the largest public financial institutions in the world so they could make socially responsible investments together.

Benjamin is a Fulbright Scholar, and a co-Founder of the Harvard Kennedy School Antiracism Policy Journal.

His work has been featured in *The Guardian*, *Le Monde*, *La Repubblica*, *El Pais*, *Die Zeit*, Le Soir, *The Sunday Times*, *Die Welt*, *Corriere della Sera*, and elsewhere.

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