

Strategic Funding

Why Challenging	How to overcome challenges
<ul style="list-style-type: none"> - Always focus here (too narrowly) - Now vs. Multi-Year - No strategy for how to address funding - Current \$ vs. new \$ in system (re-work what you have) - Uneven support for sustainable funding plan - Lack of information from grantee to funder - Lack of trust - Funders created this problem <ul style="list-style-type: none"> o Can't fully abandon old approach 	<ul style="list-style-type: none"> - Strategic-financing WG with TA around that plan: inventory of \$in, cost for plan, re-allocations vs. new, plan to fill gap <ul style="list-style-type: none"> o Structured fund-mapping approach - Clarify expectations up front about funding amount and time - Use funds to take risks with rapid prototyping, change funder practice (follow-on) - Get away from cyclical, isolated "chasing" funder needs - Build capacity to respond to new \$ - Develop trust and collaborative spirit - Help funders understand what CI is and how this might change their approach - Coordinated funding process across public/private \$ (e.g. DC public sector departments) - Use tools other than \$ (convening power)

Leadership

Why Challenging	How to overcome challenges
<ul style="list-style-type: none"> - Strong leader does not buy into process – lacked trust - How do you create a culture where this can happen without funder forcing - Chasing \$\$ vs. being about systems change - Authentic engagement - Ongoing transitions when leaders leave - Capacity building in a systems way - How do people take it back to organizations to build culture - Systems leader burnout <ul style="list-style-type: none"> o How do you respect this is a slice of work - Missed connections not bringing whole self/role - Complacency 	<ul style="list-style-type: none"> - Change in leadership – creating a renewed interest - Lay out what you want culture and norms to be at every meeting - MOUs – call out behavior - Balance and acknowledge that people have an expectation of getting resources - Also allow people to vent and build trust - Pay stipends - Talking about organizations not just people - Succession plans - Not just one person but bring several people from organization to come and build organization capacity - Bringing joy and fun <ul style="list-style-type: none"> o Find ways to re-fuel o Remind people why they do this work - Carry the knowledge forward

	<ul style="list-style-type: none"> - TA on individual understanding <ul style="list-style-type: none"> o Don't just get together - Create opportune space for future leaders to grow - Pass the baton
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Demonstrating Results

Why Challenging	How to overcome challenges
<ul style="list-style-type: none"> - Defending results to the funder - Defining the outcome - People want to start working - Aligning measurements - Access to data - Data doesn't tell the whole story - Existing culture of evaluation - Initiatives don't have requirements - Sharing data - Analyzing / using data - Reporting past data - Not enough qualitative - Balancing qualitative vs. quantitative 	<ul style="list-style-type: none"> - Gaining trust - Considering the grantee and or community perspective when deciding on measurements - Using 3rd parties for sensitive data - Consider audience's use of this data - Ask better questions <ul style="list-style-type: none"> o Seek the community input on developing questions o Consider their perspective o Invest time and resources in qualitative questions o Consider long-term evaluation to account for quantitative data that doesn't tell the whole story - Maintain both quantitative and qualitative - Explain the purpose of each to stakeholders

Fund for Shared Insights – Openness Report

	Top Challenge	Top "Working Well"
Building Trust	Overcoming power dynamics and historical barriers	Ask for feedback and model active listening
Listening Before Acting	Accessing underheard voices	Pursue a variety of feedback channels
Increasing Transparency	Conditional leadership/ how much is too much?	Admit when answer isn't known
Building Capacity for Community Engagement	Giving up control and letting the community set the table	Think of community as producers of results
Sustaining Openness Practices	Old habits die hard	Be intentional and vulnerable