Doris Duke Charitable Foundation - Environment Program

Diversity, Equity, and Inclusion Capacity Building Program for Conservation Organizations

Frequently Asked Questions

We will continue to update this document as we field new questions about the program. If you have questions that are not answered here, please email DEIcapacity@ddcf.org. We hope to respond to inquiries within two to three business days.

Doris Duke Charitable Foundation (DDCF) Background

1. Who was Doris Duke and what is the history of DDCF?

Doris Duke was the only child of James Buchanan (J.B.) Duke, a founder of the American Tobacco Company and Duke Energy Company. When J.B. Duke died in 1925, he divided his fortune between his daughter, Doris, who was then only 12 years old, and the Duke Endowment—a foundation he established to serve the people of the Carolinas. When Doris Duke passed away in 1993, she directed through her will that her fortune be used to establish and endow the Doris Duke Charitable Foundation, a private grant-making foundation which made its first grants in 1997 and also funds and operates Duke Farms, a center for environmental stewardship, as well as two other of Doris Duke's former properties that now serve as museums.

DDCF is governed by a board of 12 trustees, and its mission to improve the quality of people's lives through grants supporting the performing arts, environmental conservation, medical research and child well-being is guided by funding priorities detailed by Doris Duke in her will as well as causes she supported throughout her life. More information about DDCF's history can be found here. Additional details about Doris Duke can be found here.

2. What is the demographic make-up of DDCF's staff and board?

As of early 2019, 66% of DDCF's 29 staff members identified as female, 24% identified as male, and 10% declined to respond. At the board level, 60% of DDCF's 10 board members identified as female and 40% identified as male.

Forty-five percent of staff members identified as White, 14% as Black or African American, 10% as Asian or Asian American, 10% as Hispanic or Latinx, 7% as Multiracial, and 14% declined to respond. At the board level, 40% identified as White, 30% as Black or African American, 10% as Asian or Asian American, 10% as Hispanic or Latinx, and 10% as additional ethnicities not listed. DDCF submits its demographic data to Guidestar, and our profile can be found here.

3. What type of diversity, equity and inclusion (DEI) organizational change efforts has DDCF undertaken?

DDCF initially formed a DEI Working Group in April 2018 with the goal of launching our DEI change efforts and identifying a facilitator for a foundational/101 racial equity training. We worked with Race Forward on the training and have since also held monthly informal DEI learning sessions that DDCF's staff organize and a few facilitated book discussions (e.g., "White Fragility" and "The Person You Mean To Be)." In Fall 2019, we worked to formalize the DEI Working Group by crafting a charter and developing DEI organizational goals. We're currently in the process of identifying a consultant to work with the foundation longer term to support our DEI organization change efforts and learning and implementation of our DEI goals. While we have made some headway, we still have a long road ahead.

DDCF Environment Program Background

4. What does DDCF's Environment Program support?

 DDCF's awareness of climate change as the greatest existing threat to biodiversity — and the need to aggressively mitigate it without unnecessarily sacrificing wildlife habitat — shapes its environmental grantmaking priorities. The Environment Program's grantmaking focuses on work at the intersection of land and wildlife conservation and climate change. The Environment Program's annual grantmaking budget is $15 million. A separate [special initiative](#) on natural climate solutions is funded at $20 million across 2015-2021. More information on the Environment Program's funding priorities can be found [here](#).

5. How does DDCF's Environment Program usually make grant decisions?

While DDCF accepts [letters of inquiry](#), most of the Environment Program's grantmaking is done through a "curatorial" process, meaning organizations generally come to us through existing networks of grantees, consultants, and other funders. As appropriate, we also rely on advisors in the field to help shape our strategic priorities and programs and identify potential grantee organizations. If we feel the organization is a good strategic fit and have resources available, we then invite organizations to submit proposals. Grants of more than $100,000 are approved by our Board during meetings that take place four times a year. Grants of $100,000 or less are approved at the staff level throughout the year.

6. In what other ways has DDCF's Environment Program supported diversity, equity and inclusion efforts in the conservation field?

In 2013, we began to explicitly address the lack of racial/ethnic diversity in the conservation field through the [Doris Duke Conservation Scholars Program](#), which is supporting the next generation of diverse environmental conservation professionals. Since then, the Environment Program has grown to support a broader set of projects including:
- Increased transparency on environmental organization demographics and research on diversity, equity and inclusion (DEI) issues ([Green 2.0](#))
- Engaging environmental grantmakers in strengthening their internal DEI practices and cultivating opportunities to increase funding for Black-, Indigenous- and people of color-led organizations ([InDEEP](#))
- Supporting conferences and gatherings of individuals who identify as Black, Indigenous or people of color in the environmental field ([PGM One](#), [Next100 Coalition](#) and [Green Latinos](#) summits)

To further build on this work, in late 2019, DDCF's Board approved funding for two new programs to support a more diverse, equitable and inclusive conservation field: $1.2 million for the [Building a More Inclusive Conservation Movement Program](#) and $700K for the DEI Capacity Building Program.

7. Why did DDCF's Environment Program create a diversity, equity and inclusion capacity building program?

Our creation of a DEI capacity building program was an evolution in our DEI-related grantmaking. We are committed to a more diverse, equitable and inclusive conservation field and recognize many - if not all - organizations need support to advance their internal culture change efforts. We believe financial resources are important to help move this work forward.

In 2019, we helped fund _Transforming a Movement: How foundations can support effective Diversity, Equity, and Inclusion capacity building efforts in environmental organizations_, a report by Marcelo Bonta that explored how environmental funders are currently supporting DEI capacity building and the needs of environmental NGOs and staff who identify as Black, Indigenous and people of color in their internal culture change. This research helped strengthen the case for DDCF to support this work and informed the shape of our program.

As conservation organizations become more diverse, equitable and inclusive, they – and the field as a whole – likely will become more attuned to the racist history of the conservation movement and the modern inequities and disparities within the field steeped in systemic and institutional racism, as well as the value of a diversity of voices and perspective in the movement. Organizations will become more inclusive and culturally competent, more relevant, and ultimately more effective at achieving their conservation outcomes.

8. How might the DEI Capacity Building Program influence the Environment Program's work moving forward?

The Environment Program sees this program as an opportunity to learn alongside our grantees as DDCF continues its DEI journey. We also anticipate this program will influence how we engage with current and future grantees, for example, by being more proactive in asking and learning about grantee's DEI change efforts. We also hope there are learnings from this program to make our grantmaking processes more inclusive and transparent.

Diversity, Equity, and Inclusion (DEI) Capacity Building Program

9. How are you defining DEI capacity building?

We are defining DEI capacity building as efforts that support an organization's internal work to change their organizational culture, structure, policies or practices to foster diversity, equity and inclusion.

This does not include public-facing work such as marketing, external communications, outreach, audience development/engagement, or and programming.

10. How are you defining diversity, equity, and inclusion?

Diversity is the representation of all our varied identities and differences (race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, socio-economic status, thinking, values and communication styles, etc.), collectively and as individuals.

Equity is the fair treatment, access, opportunity and advancement for all people, while at the same time identifying and eliminating barriers that have prevented the full participation of some groups.

Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate.

11. Why does the program seek to support organizations that center race in their DEI organizational change efforts?

Racial inequities persist in every system across the country, and there are inequities based on race within every other dimension of identity. Leading with race provides the opportunity to introduce a framework, tools and resources that can also be applied to other areas of marginalization and brings focus and specificity to what can otherwise be a vague and ranging discourse on equity in general. Focusing on racial equity for these reasons has become a common practice of DEI practitioners and is the emphasis of DDCF's DEI organizational change efforts.

12. What are the program's goals?

The program has the following goals at various levels:

Organizational Level Goals
- Advance DEI learning and growth within grantees funded by this program
- Support grantees in meeting their own DEI goals

Cohort Level Goals
- Support a diverse portfolio of organizations (e.g., budget/staff size, demographics and geography) to provide examples of what DEI looks like in different contexts
- Support a learning community of grantees organizations

Field Level Goals
- Advance learning and growth across the conservation, environment and philanthropic fields by sharing learnings/best practices from grantees through case studies and other communications efforts (see question 54)
- Through an open RFP process and other communications efforts, articulate the importance of advancing DEI organizational change efforts in challenging times
- Coordinate with other funders supporting DEI capacity building

DDCF Goals

- DDCF engages in its own DEI learning alongside grantees and the Advisory Community
- Experiences from this program will inform the Environment Program's grantmaking and grantmaking process/practice more broadly

13. What are the values for implementing the program?

We developed a set of values to help ground the development and implementation of the program:

- How we engage in this work is as important as funding the work itself. This includes ensuring that our processes are inclusive, transparent and collaborative;
- This program provides an opportunity to challenge our own norms and biases that support white supremacy culture, try to do things differently and co-create an inclusive and equitable culture;
- We recognize the expertise and the perspectives that each partner brings to the table (we are all learners and teachers). We look to the experiences and expertise of our Advisory Community for guidance and we will listen to the needs of grantees;
- It's important for DDCF to continue building its own DEI capacity. This will help promote authenticity, integrity and mutual appreciation for the importance of this work. DDCF should demonstrate vulnerability on these issues to help build trust and foster deeper sharing and connections on these issues;
- This program/process provides a space to engage in community alongside our Advisory Community partners and grantees; and
- This program provides an opportunity to learn alongside our grantees. Let's welcome this opportunity with openness and come to the work with a growth mindset.

14. Why is the program structured as an open competition?

We structured the program as an open competition in order to reach more conservation organizations beyond those in our current networks and grantee cohorts. We recognize there are trade-offs, benefits, and limitations to this approach and will continue to find ways to reduce the burden on applicants and create more inclusive and transparent grantmaking processes.

15. How did DDCF determine the amount allocated to the program?

DDCF's Environment Program anticipates spending $12.4 million in grants related to diversity, equity and inclusion over the next three to four years. The vast majority of those resources ($10.5 million) support the Doris Duke Conservation Scholars Program. With remaining resources of $1.9 million, we decided we wanted more resources to go towards Black-, Indigenous- and people of color-led organizations ($1.2 million) through our new Building an Inclusive Conservation Movement Program while still supporting a pilot program for DEI Capacity Building ($700K).

16. How did DDCF determine the grant amount and grant term?

With $700K available for the DEI Capacity Building Program, we aimed to balance the number of organizations we could fund with a grant amount that would help organizations sustain or accelerate their DEI organizational change efforts. The report, *Transforming a Movement: How foundations can support effective diversity, equity, and inclusion (DEI) capacity building efforts in environmental organizations,* identified a range of DEI capacity building grant sizes from $13,000 to $45,000, with a median of $20,434 and an average of $24,717. In order to support the most number of groups possible, we ended up determining a grant size of up to $60,000 over two years.

We determined that a two-year grant term would provide some multi-year support to organizations and allow them to sustain or accelerate their DEI change efforts over a period of uncertainty during the next couple of years.

17. Why does DDCF hope to fund a diverse cohort of organizations? What does a diverse cohort look like?

We believe DEI learning and growth is important for all different types of organizations and recognize that DEI change may look different across these different organizational contexts. It is our hope to fund and showcase examples of different organizations and their DEI learning. We are looking to fund a diverse cohort of grantees based on demographics, organization size and geography.

18. Will there be future rounds of the DEI Capacity Building Program?

Future rounds of the DEI Capacity Building Program will depend on broader resource conversations and decisions within DDCF. At this point, we are not anticipating launching another round in the immediate future.

19. Is there a consultant working with DDCF on this program? How were they selected?

Marcelo Bonta, President of J.E.D.I. Heart and author of the J.E.D.I Heart blog, is consulting with DDCF on this program. Marcelo recently authored *Transforming a Movement: How foundations can support effective diversity, equity, and inclusion (DEI) capacity building efforts in environmental organizations,* a report which DDCF helped fund and is how we first came to work with Marcelo. Marcelo's 15+ years of experience in supporting environmental organizations in their DEI organizational change efforts, his knowledge from the report, past experience as a funder and strong program development and facilitation skills made him a great fit for the consultant role.

Advisory Community

20. Who is on the Advisory Community? How were they selected? Why is it called an Advisory Community?

The Advisory Community consists of the following members:
- Charles (Chas) Lopez, COO, Catholic Charities San Francisco
- Cristina Watson, environmental philanthropy consultant and former program officer for Meyer Memorial Trust's Willamette River Initiative (Oregon)
- Donna Hope, President, U-Hope Consulting
- Gabriel Jones, Senior Associate, Arabella Advisors
- Jennifer Allen Aroz, Senior Vice President, Community & Civic Engagement, League of Conservation Voters
- Keren Alfred, Doris Duke Conservation Scholars Program @ University of Washington alum
- Marcelo Bonta, President, J.E.D.I. Heart
- Melanie Allen, Co-Director, Hive Fund for Climate and Gender Justice

The demographic make-up of the Advisory Community is 57% female, 43% male, and 14% genderqueer or non-binary. Twenty-five percent of the Advisory Community identify as Black, African American, or Black Caribbean, 25% as Hispanic or Latinx, 50% as multiple races/ethnicities (including Black, African American or Black Caribbean/Hispanic or Latinx, Bi-racial Latina, Bi-racial Asian, and White/Basque). One Advisory Community member declined to share their demographic information. Note that these do not total 100% as individuals may identify as more than one race/ethnicity.

The Advisory Community was selected through DDCF staff networks based on their knowledge of DEI organizational change and grantmaking, as well as their alignment with the program's values (see question 13). We're calling it an Advisory Community because, in addition to advising on the program and grant decisions, we're intentionally building relationships among the group and fostering mutual appreciation for the perspectives each brings to the process.

21. How are you handling potential conflicts of interest with Advisory Community members?

The Advisory Community members will share their conflicts of interest with DDCF. Where there is a conflict, Advisory Community members will not review that organization's proposal, nor will they participate in any discussion of that particular application.

Eligibility

22. What are the eligibility criteria for the program?

In order to be eligible for funding, organizations must:

1. Be a 501(c)(3) non-profit organization or be a project that has an existing fiscal sponsorship by an 501(c)(3) organization.
2. Be based in the United States or its territories.
3. Have a minimum of five staff members (full-time or part-time).
4. Spend a significant portion of its resources (staff, financial, time) on conservation issues in the United States and its territories (see text box below for further explanation).
5. Demonstrate prior commitment to and action on DEI organizational change.[1]

Collaborative Proposals: Organizations may also apply in partnership with one or more other non-profits towards a collaborative proposal, whereby each partner organization is participating in a joint or collaborative DEI change effort. We expect there to be an existing partnership between applicants prior to applying for a grant. The primary applicant (i.e., the organization applying and which would receive and manage a DDCF grant) must meet the five eligibility criteria noted above. Partner applicants on the proposal must also meet the eligibility criteria but can have fewer than five staff. Collaborative proposals are eligible for grants of up to $60,000 over two years. Funding allocations across partner organizations, if applicable, are determined by the partner organizations and should be outlined in the application.

23. How were the eligibility criteria determined?

Eligibility criteria were determined by DDCF Environment Program staff. We determined them based on a few factors, including the types of organizations DDCF can legally make grants to (organizations with 501(c)3 non-profit tax-exempt status or projects that are fiscally sponsored by organizations with 501(c)(3) status based in the United States and its territories).

We determined the eligibility criterion of five staff members (full-time or part-time) because we want to support DEI organizational change within organizations that have at least a small team and some organizational infrastructure. We recognize organizational budgets are changing because of the pandemic and so did not set a budget limit.

Finally, because of limited resources for the program, we chose to focus our funding on organizations that have demonstrated prior commitment to and action on DEI organizational change.

24. How do you define conservation organizations?

For the purposes of this program, DDCF recognizes conservation organizations as those that center positive outcomes for biodiversity and nature in their work. Their efforts might also center positive outcomes for people, such as human well-being and access/cultural connections to nature, and engagement of people as stewards of and advocates for nature. This may include,

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[1] This grant program is not for organizations that are just beginning to think about their DEI organizational change efforts. Applicant organizations must be able to demonstrate prior commitment to and action on DEI organizational change. While there are no specific DEI activities that need to have been completed to be eligible for funding, organizations that have leadership buy-in, have conducted trainings or workshops, have demonstrated long-term planning and that emphasize internal culture change are some examples of organizations that could be eligible.

but is not limited to, organizations that focus on the protection, restoration, or stewardship of nature across different settings – from urban areas to remote geographies – or varied political jurisdictions – local, state, federal and/or tribal. This may also include work to address climate change through solutions focused on land and water.

Organizations may take a range of approaches to the protection, restoration or stewardship of nature. This includes, but is not limited to, environmental work that centers on-the-ground efforts, advocacy/policy work, and land protection/acquisition, reparations, or repatriations for communities who identify as Black, Indigenous or people of color. DDCF acknowledges the application of traditional knowledge or other culturally distinct conservation methods as essential to combatting white supremacy in conservation. Organizations that may use such practices alongside or instead of western science are eligible and encouraged.

We recognize that conservation is multidimensional and intersectional, and requires the engagement of many different communities, stakeholders and sectors to succeed. Organizations that work at these intersections or across multiple issue areas (e.g., education, health, religion, arts, etc.) are also eligible as long as there are clear connections to conservation or a significant portion of their work is focused on conservation.

25. How was the definition of a conservation organization determined?

DDCF staff developed a few drafts of the description and then shared the draft for feedback with the Building an Inclusive Conservation Movement Program Advisory Community (a separate advisory community developed to support a new program focused on funding Black, Indigenous and people of color-led organizations). Though we felt the need to describe or "define" a conservation organization for the purposes of this program, we recognize the description may be incomplete. We hope that our own understanding of "conservation" will continue to evolve in particular as it relates to learning more about broader, culturally driven approaches.

26. My organization has fewer than five staff. Can I still apply?

If your organization has fewer than five full-time or part-time staff, you'll need to apply under a Collaborative Proposal. See question 36 for more details.

27. My organization recently submitted its Form 1023 request to the IRS for recognition as tax exempt under IRC 501(c)(3); it is likely we will receive our exempt status by the earliest project start date of October 1, 2020. Are we eligible to apply?

No. Only organizations that have received determinations by the IRS that they are tax exempt under IRC 501(c)(3) as amended are eligible to submit an application. In order to access the application form, the organization's EIN must be matched to a database of tax-exempt organizations.

Application

28. Where can I find the application questions?

The application questions can be found [here](), but you must submit your proposal via the [online platform]().

29. What supplemental materials are required?

In addition to responding to the application questions, applicants are also required to submit:

- Letter of Support and Executive Certification (see question X below)
- Operating budget for current fiscal year
- Revenue and expense history for the past 3 years
- A list of your major funders (e.g., foundations, individuals, government, etc.)
- A list of your current board members (to be uploaded)
- Your organization's most recent audited financials (universities do not need to provide audited financials.).

These documents provide important organizational information that is important to foundation staff and reviewers.

30. My organization does not have audited financial statements. What documents can be submitted in their place?

Organizations can submit their IRS 990 Tax Filings, Income and Expense statements that have been reviewed by an accountant, or annual budget reports provided to their boards. In all cases, an explanation of why no audited statements are available must also be submitted.

31. Why do you require demographic data as part of the application?

We're requesting demographic data in order to assess whether our program is meeting its objective of supporting a diverse cohort of grantees that includes both Black-, Indigenous- and people of color-led and white-led/majority organizations). In addition, to the extent your organization has particular goals around increased diversity in your organization, it is also helpful for us to have the data to better understand your organizational context.

32. What should be included in the letter of support and executive certification from our organization's executive director/president? Is there a template?

The letter of support and executive certification should be written on your organization's letterhead that includes:
- A brief (1 paragraph) description of your organization's DEI organizational change journey
- A brief (1 paragraph) description of your personal change or growth on DEI
- A brief (1 paragraph) description of your role (as Executive Director/President) in driving or fostering DEI organizational change
- A statement attesting to the fact that they have reviewed this application and approves its submission to DDCF

33. Can an organization be associated with more than one proposal? (e.g., by partnering with other organizations on more than one proposal or submitting our own proposal in addition to being a partner on another organization's proposal)?

No, organization can be associated with only one proposal.

34. My organization offers fiscal sponsorship as a service; can we apply on behalf of more than one sponsored project?

Yes. You must be able to document that you provide fiscal sponsorship as a service and that the projects for which you are submitting proposals are distinct and separate projects for which your organization's role is solely as fiscal sponsor.

35. I am a development consultant working with multiple organizations that would like to apply. Can I support multiple applications to this program?

Yes, as long as you are supporting organizations that are submitting distinct and separate proposals.

36. What is a collaborative proposal?

A collaborative proposal is meant to support a group of two or more organizations that are working in partnership on DEI organizational change efforts. For example, a small organization may find it more cost effective to participate in a DEI-related workshop or training in partnership with another organization. A group of organizations may choose to collectively hire a consultant to conduct a DEI-related assessment or audit, develop hiring protocols or develop mechanisms to measure progress on their DEI organizational change efforts.

We expect there to be an existing partnership between applicants prior to applying for a grant. In addition, the primary applicant must meet all eligibility criteria, while the organization(s) joining the proposal must meet the criteria but can have fewer than five staff. If selected for funding, the primary applicant will receive and manage the grant. Collaborative proposals are eligible for grants of up to $60,000 over two years. Funding allocations across partner organizations, if applicable, are determined by the partner organizations and should be outlined in the application.

37. What are my chances of success if I apply for a grant from this program?

Since this is the first time we are launching this competition, we don't know how many applications to expect.

Consultants

38. Does my organization need to work with a consultant?

Applicants are not required to use a consultant.

39. If we plan to engage a consultant with grant funds, do we need to have a consultant identified before we apply?

No, you do not need to have a consultant identified before you apply. If you are seeking a grant specifically to hire a consultant, it would be helpful for you to share in your application any details on the type of consultant you are looking for, including their skills or any prospects.

Budget

40. What types of activities may be funded under this grant?

The program is meant to be fairly flexible in terms of the types of activities that organizations define as contributing to their DEI change efforts. Pages 5-6 of the Request for Proposals (RFP) document outlines some potential uses of grant funds, although the list is not meant to be exhaustive. Applicants should feel comfortable requesting funding for activities not listed in the RFP as long as they make clear connections between these activities and their DEI organizational change goals.

41. Will this grant support salaries?

Yes, the grant program may support staff salaries as long as those staff are directly associated with your organization's DEI change efforts (e.g., Chief Diversity Officer).

42. Does the grant cover overhead/indirect costs?

No, the grants do not cover overhead/indirect costs. Given the relatively small size of the grant and the fact that grant dollars specifically for DEI organizational change are limited, we wanted to ensure the grant would be solely dedicated to activities focused on DEI change efforts.

43. Is there a matching requirement for this grant?

No, there is no matching requirement for this grant.

44. Why do we need to share other funding for our DEI organizational change efforts?

We recognize that for some organizations, DDCF's grant will not provide the total resources needed for their DEI organizational change efforts. In that case, we ask organizations to describe other funding being put towards their DEI-related activities so that we have a better understanding of the organization's full scope of work and investment in their organizational change.

Grant Review Process

45. What will the grant review process look like?

Once applications are received, DDCF staff will review applications for completeness and eligibility. We will then assign Advisory Community members to review applications (they will not

review applications if there is a conflict of interest). Each proposal will be reviewed and scored by three Advisory Community members.

Once all proposals are scored, DDCF staff will compile the scores and identify higher scoring proposals that will then be discussed during the Advisory Community selection calls. Because of time constraints, we are expecting that we will not have the time to discuss all applications during the selection calls. As they are scoring proposals, we will ask the Advisory Community to provide written feedback to be shared with applicants.

During the selection calls, the Advisory Community will discuss the merits of the proposals and identify a diverse cohort of organizations to be recommended for funding. DDCF staff will gather feedback on proposals and any questions that advisors had on highly scoring proposals. Following the selection calls, DDCF staff will follow-up with organizations where there were questions. Assuming these questions are answered, the cohort of grantees will be recommended for funding to DDCF's President, who will approve the final grants.

46. What are the scoring criteria?

The following criteria will be used in the review of grant proposals:
- Organizational commitment to DEI change – the organization has embraced DEI change
- Demonstrated DEI action – the organization has advanced DEI change internally
- Learning/growth mindset – the organization demonstrates an ability to learn and grow from its previous DEI change efforts
- Role of a DDCF grant – the organization demonstrates that a DDCF grant will help accelerate or sustain DEI organizational change

47. How were the scoring criteria developed?

The scoring criteria were drafted by DDCF staff and then revised and refined in consultation with the Advisory Community.

48. How and when will DDCF communicate with me during the grant review process?

DDCF will confirm receipt of your application once it's submitted. For organizations that have been recommended for funding by the Advisory Community and where there are follow-up questions, DDCF staff will contact those organizations in early/mid-September. All organizations will be notified of grant decisions by mid-September.

49. Are applicants allowed to observe the grant review meetings? Will I receive feedback on my application?

Applicants are not allowed to observe the grant review meetings; however, we do plan to share feedback with applicants on their proposals.

Reporting/Outcomes/Evaluation

50. If my organization receives a grant, what will the reporting process look like?

We are still refining the reporting process and are exploring scheduling phone calls with grantees rather than requiring written reports. A financial report outlining how DDCF funds were spent will also be required.

51. What outcomes is DDCF looking for under this program?

DDCF is hoping that its support will enable funded organizations to achieve the DEI organizational change goals they develop for themselves. By funding a diverse cohort of organizations, we hope to demonstrate what DEI organizational change looks like across different contexts. Finally, we hope that the learning cohort will provide additional capacity building opportunities and that sharing lessons learned from this program will help stimulate change in the broader conservation, environmental and philanthropic fields.

52. With these hoped for outcomes in mind, we also recognize the uncertainty the pandemic has caused in many organizations, including how it may impact their ability to meet their DEI organizational change goals. Is DDCF planning a formal evaluation of the program?

At this stage, we haven't made any concrete plans to conduct a formal evaluation of the program. This would be something we'd like to explore in partnership with the cohort of grantees.

Learning Community

53. If my organization receives a grant, what can we expect from the Learning Community?

The Learning Community is meant to provide additional support to grantees beyond just the grant dollars. We do not have concrete plans for the Learning Community as we want those activities to be driven by the needs of the cohort of grantees. Some potential activities might include a convening of grantees (in-person should that be safe and permissible in the coming years or virtually, if not), a peer-learning exchange or a small group of organizations to learn from one another on specific topics, a shared resource list (of consultants or tools), etc. We will survey grantees after the grants are made and have further conversations about this later in the year/early 2021.

Communications

54. What can we expect from the communications work?

An intention of this program is to share some of the learnings and best practices from this program and grantees' DEI organizational change efforts with the broader conservation,

environment and philanthropic fields. DDCF will look to bring on a communications consultant who can help us tell the story (through a brief written or visual case study) about each organization and how their DEI change efforts have been sustained through a crisis. We expect that the consultant would work with each grantee to determine how to best tell their story. The pandemic may limit our ability to use certain mediums (e.g., video footage, in-person interviews with grantees), so we will develop the communications effort with that in mind.