NIRAS

Familiarization Report
Final report

BUILD Evaluation and Learning team

NIRAS

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Acronyms and abbreviations

BUILD	Building Institutions and Networks
CCTA	Cohorts, convenings, and technical assistance
DE	Developmental evaluation
DD	Deep dive (case studies)
DEI	Diversity, equity, and inclusion
DT	Distance travelled (case studies)
ET	Evaluation team
GOS	General operating support
IF	Internet Freedom (thematic area)
IS	Institutional strengthening
ITA	Initial trend analysis
LGBTI	Lesbian, gay, bisexual, transgender, and intersex
MXCA	Mexico and Central America regional office
NRCC	Natural Resources and Climate Change (thematic area)
OMT	Organizational Mapping Tool
PO	Program officer
RGA	Recommendations for Grant Approval

Executive summary

What is BUILD?

BUILD ("Building Institutions and Networks") is a five-year, USD 1 billion grant-making initiative, launched by the Ford Foundation in 2016. It is underpinned by the belief that a combination of grant-making strategies – unrestricted general operating support, multi-year commitment, core support for institutional strengthening, and cohorts convening and technical assistance – will enable more than 300 social justice organizations of different kinds around the world to accelerate and amplify their impact.

As at September 2018, 224 organizations working on social justice had been approved as BUILD grantees, each with a commitment of five years of BUILD support. Nearly 60% of these grantees are within the US, followed by 19% in Africa and the Middle East, 13% in Latin America, 7% in Asia and 3% in Europe. This represents approximately 73% of total BUILD grant-making that will be fully allocated by 2021. More grantees are anticipated to join the program, mostly from the Global South.

BUILD's primary goal is to foster a measurably stronger, more powerful set of civil society organizations and networks working to address inequality around the world. A second objective is to develop understanding within the Ford Foundation, and ultimately throughout the field of philanthropy, about how strengthening key institutions can advance social justice.

The BUILD evaluation

The Ford Foundation is keen to learn whether and how the BUILD approach to grant-making is nurturing the long-term viability of social justice actors to create measurable social change. It is also convinced that other foundations and funders should be engaged on the BUILD approach as a key strategy for advancing social justice in the fight against global inequality.

For this reason, and to generate the evidence required for it to learn about the impact of BUILD, the Ford Foundation commissioned NIRAS in February 2018 to undertake a developmental evaluation (DE) of BUILD. The evaluation is seeking to:

- examine the contribution of BUILD to the strengthening of grantee institutions and networks
- examine the contribution of BUILD to fostering more effective networks and ecosystems of social justice non-profits, and
- provide a deeper understanding of the pathways between institutional strengthening and programmatic outcomes.

The evaluation began with a familiarization phase, which combined an extensive desk review of all BUILD-related documentation (including recommendations for grant approvals, 154 BUILD proposals and various strategies and guidelines) with visits to selected BUILD thematic teams in the New York headquarters and regional offices. As part of this phase, the evaluation team met with 47 grantees, 13 Ford program officers, and 8 Ford directors from selected thematic areas and regional offices. A two-day co-creation workshop was subsequently held in New York to discuss emerging lessons and solicit input into the next stages of the evaluation from a smaller group of grantees, members of the BUILD and Office of Strategy and Learning teams, and other Ford Foundation program staff.

Emerging findings

This report is the first in a series of major outputs expected as part of the BUILD evaluation process. It is intended to inform the BUILD team, the Office of Strategy and Learning team and other core BUILD stakeholders at the Ford Foundation. However, recognizing that the Ford Foundation may wish to share the report with a wider audience, the report is intended to be accessible to other external stakeholders who may not be familiar with BUILD.

The report highlights key trends discerned so far, including some high-level insights that are already emerging about the "BUILD effect". Some of these headline findings are presented below. While indicative of a trend, we must emphasize that they have been derived from a small, opportunistic sample that does not reflect the rich heterogeneity of the BUILD cohort globally. We therefore classify them as "hunches" – statements that, while not backed up by a sizeable body of evidence, seem to be reflective of the BUILD experience across the familiarization phase cohort and to be indicative of BUILD's wider impact. So far, we are able to say with a degree of confidence that:

- **The promise of BUILD is evident.** It seems clear that BUILD – a combination of flexible funding and technical assistance that builds on the experience of the Ford Foundation as well as other philanthropic actors over time – shows considerable promise as a transformative approach to social justice grant-making.

- **A key feature is the dedicated focus on institutional strengthening.** The emphasis on supporting institutional strengthening and providing tools and instruments for this support to happen are enabling grantees to change how they work more intentionally. They are striving to become demonstrably and measurably stronger as leaders in the fight against inequality.

- **The five-year BUILD funding commitment is proving decisive.** The commitment to five years of predictable funding enables grantees to focus on strengthening the organization (as opposed to just thinking about strengthening it); it also enables a focus on strategy and long-term relationship-building (as opposed to dispersing energy chasing grants and delivering operations with sub-optimal staffing). This seems

to be true across the size of the grantee, the percentage of budget represented by BUILD, geography and programmatic focus.

- **BUILD is deepening relationships between Ford and grantees.** BUILD has provided a basis for a different, more constructive and trusting relationship, based on a mutual commitment to seeing how stronger institutions can contribute to social justice.

- **BUILD's convening could be a powerful lever.** Grantees are keen to learn from each other and to share experiences – whether related directly to BUILD or around issues related to their specific contexts. Where convenings and peer-to-peer exchanges have happened, grantees report increased levels of satisfaction and learning. As BUILD's Cohort, Convenings and Technical Assistance (CCTA) strategy assumes a more coherent form and greater structure, we expect it to be a powerful strategic lever.

- **There is growing external interest in BUILD.** Grantees regard the BUILD model as something they can actively showcase in their dialogue with other funders. Being part of BUILD has begun to endow grantees with the increased confidence to "crowd in" support from other funders, or at the very least to better define the kind of support they would prefer. Some regions and thematic programs are also reporting interest from other funders in the BUILD approach, and there are some examples of this interest leading to critical reflection over how to change donor–grantee relationships.

What conditions are needed for BUILD to work?

The familiarization phase has yielded a treasure trove of valuable lessons about BUILD as it unfolds, and these are presented in the report for the BUILD team's consideration as it moves to further advance the initiative. An important insight is that the heterogeneity of the BUILD cohort, considered an evaluative challenge from the outset, is also emerging as an opportunity to learn about what – despite the diversity – can be discerned as BUILD attributes and weaknesses across the cohort. This includes factors such as:

- **Context counts.** Grantees' experiences of engaging with BUILD have differed, in large part depending on how BUILD was introduced within different regions, themes, strategies, and timeframes. There is a range of understandings of what BUILD contributes depending on those differences.

- **Strategy revision impacting on BUILD.** The roll-out of BUILD cannot be viewed in isolation from the Foundation's previous and ongoing processes of revising its strategies. Synergetic relationships amid these changes can be fostered by the stability of a long-term commitment, but this remains challenging.

- **Transparency is key.** BUILD can actively harness transparency to generate a consensus on priorities. Transparency also creates the environment for grantees to speak openly about issues that tend to otherwise be kept hidden from donors and other partners.

- **BUILD needs to be adaptable and flexible.** Grantees recognize that social justice work is a dynamic and fast-moving terrain, and they see BUILD as providing them the stability they need to shift resources and respond quickly. However, that also requires that BUILD grant-makers accept that there will be many surprises during the five-year journey.

This report also includes: emerging learning on the "grantee in the driver's seat" principle, a fundamental value of BUILD; the ramification of decisions to award "straight-to-5" (year) versus "1+4" grants (starting with a one-year planning period); reflections on how BUILD has created space for grantees to focus on strategy as opposed to more existential concerns; insights into how grantees prioritize stabilization versus growth; BUILD impact on financial and strategic resilience; emerging evidence on leadership, governance and human resource management; and important pointers on security and safety, as well as diversity, equity and inclusion.

It is expected that, as the evaluation unfolds, successive reports will generate additional high-level findings to stimulate discussion about the "BUILD effect". In the meantime, this report documents a number of more operational "hunches" from the familiarization phase, and highlights a series of real-time lessons that could inform improvements to the BUILD offering, as well as fine-tune the evaluation.

Real-time lessons for BUILD to consider

- **For many grantees and program officers (POs), the Organizational Mapping Tool, used at the start of all grants to define and derive consensus on priorities, represents an underutilized resource.** Ford should open transparent discussions around how to make greater use of the tool, as well as to better leverage learning opportunities for the Ford Foundation itself (while still respecting needed confidentiality).

- **There is a real opportunity to deepen the value the CCTA strategy is adding to BUILD.** This an appropriate time to revisit the CCTA strategy to bring in recent lessons about the value of convenings. Special attention is needed to support regional offices and themes which have not widely or effectively used the CCTA tools. There is a strong desire and some demonstrated success in using CCTA to support peer exchange and learning, and for convenings to be a place where ideas and skills are shared, and a community of practice is nurtured.

- **Additional clarity, training, and support for both staff and grantees can help them optimize the BUILD grant.** Greater clarity is needed among the grantees about where they should draw on their own BUILD grants to contract technical assistance and where they can access additional BUILD support (and how).

- **Safety and security is a critical and growing issue and can be broadened in interpretation and actions to include protection and well-being.** BUILD allows organizations to practice what they preach in terms of caring for people's well-being.

As the new global strategy focuses more on safety and security issues, an important aspect of institutional strengthening will be to refine and define in a more ambitious theory of change for fostering a culture of protection.

- **BUILD should beware of overplaying attribution in "field-building," and instead focus on facilitation of greater exchange, collaboration, partnership, and network-weaving for grantees.** It appears that changes in the fields are an area which is primarily in BUILD's sphere of interest and modestly in its sphere of influence, but certainly not within the sphere of control. It is therefore essential not to overplay attribution, but to instead focus on how BUILD has enabled grantees to better position themselves in their respective fields, wherein they can then proceed to exert influence themselves.

- **Invest in training, on-boarding, and support of program staff to implement BUILD.** Program officers have a strong influence in the grantees' experience with BUILD, yet they seem to have widely varying levels of understanding and commitment to the principles, goals and mechanisms of BUILD. Ford should continue to foster shared understanding of BUILD among program officers, recognizing that different program officers with different types of grantees will have different views on the application of BUILD tools and structures. The BUILD team should not attempt to force a one-size-fits-all approach, but should actively promote shared learning about the different rationales applied in different themes and offices and among different categories of grantees. The evaluation should be used to contribute to this process.

- **Transparency is essential, "warts and all".** There is a strong desire among grantees for greater transparency now that the procedures for BUILD are becoming stabilized. Grantees are willing to accept that there was some confusion in an initial period of what they recognize has being a dramatic change for Ford, but there is an expectation that they should now be kept more in the loop as the process moves forward.

Generating the evidence – distance travelled, deep dives and ground-truthing

As this report details, successive phases of the BUILD evaluation will focus on pursuing a number of lines of inquiry to generate the evidence needed to interrogate the BUILD value proposition and assess the extent to which it is making a difference. As it moves into more operational mode, the evaluation will primarily deploy qualitative methods to gather the evidence needed. Each case study will cover approximately five to seven grantees with similar or contrasting characteristics and trajectories. The intention will be to explore those aspects which are expected to be teased out and explore "sentinel indicators" related to institutional strengthening and how this leads to more impactful programming. There will be two types of case studies – one set focusing on "distance travelled" and a second set on "deep dives".

The first type of case study will focus on "distance travelled", seeking to analyze changes among different categories of grantees over time. A key determinant for selecting these "distance travelled" cases is areas where we see an added value emerging from the collection of longitudinal data. In this way the most critical institutional variables affecting BUILD will be identified and analyzed. These will be planned during the initial trend analysis phase. Preliminary baseline data will be collected for those grantees that have received support as part of the earlier BUILD cohorts.

Box 1: BUILD's learning questions

The BUILD theory of change and initial evaluative questions have been workshopped collaboratively throughout the familiarization phase, and are distilled into the following learning questions, to be explored in the initial trend analysis and evaluative phases.

1. **Does strengthening key institutions and networks advance (or consolidate past advances in) social justice?** If so, how? In what context? What grantee characteristics matter most? Under what conditions?

2. **How has BUILD strengthened grantees?** Are there particular areas in the BUILD pyramid that are featured more or less in the strengthening? Has BUILD supported grantees' strategic clarity and coherence in the effort to dismantle inequality? Did BUILD help the organization "scale" or decentralize? How is the BUILD impact different from the rest of Ford Foundation or other donor grant-making? How have organizations strengthened or preserved essential organizational culture across growth, scaling and/or decentralization?

3. **Did BUILD impact grantees' roles in leading or taking part in networks in a way that strengthened those networks?** If so, how? Are BUILD grantees developing stronger capacities to catalyze, lead and/or support collaborative mobilization within the fields they engage in? Have BUILD grantees elevated the work of their partners to respond to the strategic challenges in the field? Do BUILD grantees influence the ways that power is distributed among members of a network and, if so, how?

4. **Has BUILD been organized and implemented optimally so as to achieve the desired impacts?** How, and in what ways, has the General Operating Support (GOS) of the BUILD grant contributed to the organizational strengthening of BUILD grantees? Have the BUILD GOS and Institutional Strengthening (IS) funds contributed to the organizational development of BUILD grantees in ways that are different than GOS or IS funding from other sources? If so, how? Has the BUILD GOS and IS funding contributed to increasing grantees' mission impact? If so, how? What is the impact of long-term funding on grantees' institutional strengthening and mission impact? To what extent has the technical assistance component of BUILD grants been utilized by grantees and to what effect?

The second type of case study will consist of one-off "deep dive" analyses that will explore how the grantees are dealing with a given challenge or opportunity, or even how BUILD as a whole is addressing potential gaps in the BUILD portfolio in achieving intended aims. Although both categories of case studies will be contextualized, the deep dives will pay extra attention to how the BUILD approach plays out in different contexts. In this way the most criti-

cal contextual variables affecting BUILD will be identified and analyzed. In agreement with the BUILD team, the evaluation team will initiate a limited number of these studies at the beginning and identify other priority cases on an ongoing basis during the course of the evaluative phase. A limited number of categories have been developed to inform selection of the case studies, identify the sample and ensure that lines of inquiry constitute a match with what is important for the community of interest around BUILD to learn.

For the longitudinal, "distance travelled" case studies, the proposed organizational categories are as follows:

1. **Established organizations** – leveraging BUILD to stabilize/grow and develop a clearer strategic focus, including in well-established organizations.

2. **Emerging organizations** – new, relatively young or having a longer history of operating as if they were a start-up and now formalizing (recognizing that formalization may have a variety of characteristics)

3. **Network organizations** – with special attention to those with highly democratic structures.

4. **Organizations with leadership transitions** – undergoing a leadership/governance transition, including transitions from being founder-led.

5. **Grassroots mobilizing organizations** – focusing on mobilizing large groups of people in a grassroots manner.

The following initial wave of "deep dive" case studies are proposed (with others to be determined later):

1. **Challenging environments** – organizations and networks that are mobilizing to confront an acute existential threat, including protection risks for both staff and constituents.

2. **Organizations led by people of color or indigenous people** – organizations founded and/or led by people of color in the United States and indigenous people in the Global South, looking at the impact participation in BUILD has had in mitigating or removing historic barriers to these organizations.

3. **Implications of changes in BUILD over time** – how regional offices and themes that invested quickly at the start of BUILD differ from those that have waited and started with BUILD once the approach had time to mature and be "baked-in" to overall Ford grant-making.

Bringing in perspectives from the broader cohort of BUILD grantees. Given that the sample for the "distance travelled" and "deep dive" case studies may not cover more than 15% of the total BUILD cohort, we also recognize the importance of generating comparable quantitative data from across the entire BUILD cohort of more than 300 grantees to complement and triangulate the evidence emerging from the case-study methodology. The range and diversity

of grantees, themes, and offices engaged with by the evaluation team will be increased considerably. Certain initial sample imbalances (e.g., between the US and Global South) will be addressed. Strong support from the BUILD team may be needed if the evaluation team encounters difficulties engaging with certain themes and regions.

"Ground-truthing". Additionally, it will be necessary to "ground-truth" grantees' own views on their mission impact with external perspectives. This will involve soliciting views from grantee partners, network affiliates, and program officers about what they believe has changed in the grantee's work over the past few years. In many cases, constituency voices, i.e., those affected or served by the grantees' work, will provide valuable information on impact. In the course of developing the individual case studies the team will explore how to best utilize these opportunities to enrich the evaluation with constituent voices.

Next steps. The second phase of the evaluation, the initial trend analysis (ITA), started in early November, is set to run until June 2019. During this phase the evaluation team will focus on putting in place the analytical framing for the case studies, as well as on building the sample. This will entail intensive consultations with grantees, primarily via bilateral engagement, attendance at scheduled convenings, and surveys.

As indicated above, the ITA will be followed by an evaluative phase, which will constitute the third and final phase of the evaluation, tentatively scheduled to run from June 2019 to March 2021. As detailed in Annex B, the focus will be on gathering data and preparing the two sets of case studies, learning sessions with grantees, and preparation of the final evaluation report.

1. Introduction

1.1. The BUILD initiative

The BUILD initiative is based on the belief that institutional strengthening, together with multi-year general support, will enable social justice organizations to accelerate and amplify their impact. From its inception, BUILD has articulated two overarching goals:

1. Foster a measurably stronger, more powerful set of civil society organizations and networks working to address inequality around the world.

2. Develop understanding within the Ford Foundation, and ultimately throughout the field of philanthropy, about how strengthening key institutions can advance social justice.

Figure 1: The BUILD theory of change

Improved capacities → More resilient to shock and adaptive to change → More effective in their mission → Long-term inpact on inequality

The BUILD theory of change envisions a pathway to achieving BUILD's goals (Figure 1). Two key outcomes of the BUILD initiative, and to which this BUILD evaluation is focused, include that:

- organizations and networks supported by BUILD are measurably more durable and resilient than they were before entering the initiative, and
- BUILD grantees become more powerful, more impactful, and more networked in their fields as a result BUILD support.

The BUILD initiative uses several strategies to achieve these outcomes: multi-year grant support; unrestricted general operating support; core support for institutional strengthening; and cohorts, convening and technical assistance for BUILD grantees.

Grantees are asked to develop and implement an institutional strengthening plan that encompasses selected activities on the Build pyramid (Figure 2). Although Ford Foundation staff engage with grantees on the development of these plans, the grantee is meant to be "in the driver's seat" in determining their own institutional strengthening priorities and how best to address them[1].

As of September 2018, 224 grantee organizations have been approved to receive BUILD support. Figure 3 shows the regional distribution of BUILD grantees (by headquarter location).

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[1] Ford Foundation Institutions and Networks Strategic Framework. January 17, 2017.

Figure 2: The BUILD pyramid

Figure 3: Regional distribution of BUILD grantees (September 2018)

Asia **7%**

Europe **3%**

Latin America **13%**

Africa/MENA **19%**

Unitet States/Canada **58%**

Source: Data presented by the Ford Foundation BUILD team at the
BUILD MXCA convening on September 24, 2018.

1.2. Objectives of the evaluation

In August 2017, The Ford Foundation invited requests for proposals for a developmental evaluation (DE) of the BUILD Initiative. The DE was to focus on both accountability and learning purposes to examine:

- the contribution of BUILD to strengthening of grantee institutions and networks
- the contribution of BUILD to fostering more effective networks and ecosystems of social justice non-profits
- provide a deeper understanding of the pathways between institutional strengthening and programmatic outcomes.

The BUILD evaluation is an important opportunity to learn if and how this approach to grant-making is nurturing the long-term viability of social justice actors to create measurable social change.

The evaluation is being carried out in three phases. This report summarizes the outcomes of the familiarization phase. An initial trend analysis has begun, which will be followed by the main evaluative phase. This report presents the process and findings of the familiarization phase, which sets the course for the next two phases.

During the first phase of the DE – the familiarization phase – the team sought to understand the nature, depth and breadth of BUILD, the kind of change that BUILD can optimally generate, and the opportunities and challenges of putting BUILD into practice in a range of contexts. The team met with 47 grantees, 13 Ford program officers, and 8 Ford directors from selected thematic areas and regional offices. The team also read all Recommendations for Grant Approval (RGAs) in the BUILD portfolio and the proposals of 154 BUILD grantees.

Following initial review of BUILD and grantee-related documentation and in consultation with Ford staff, the evaluation team (ET) derived a set of questions to guide interviews with grantees and Ford staff during the familiarization phase (Box 2).

> **Box 2: Areas of inquiry in interviews with BUILD grantees and Ford staff**
> - How did/does BUILD strengthen grantee organizations? What parts of the pyramid are most impacted? Most effectively supported?
> - What is it about BUILD that creates strength, and how? Money, five-year commitment, flexibility, CCTA, OMT and/or strategic planning?
> - How much of the institutional strengthening is about systems (efficient IT and finances, organized fundraising plan, administrative support so program experts do program work) and how much about "wellness" of the staff? Is this about anxiety reduction and grounding staff so they can focus and make clearer, strategic, and innovative decisions?
> - Which types of grantee most benefit from BUILD?
> - How did BUILD make grantees more adaptable? Resilient?
> - How has BUILD impacted work around inequality?
> - Did BUILD result in strengthening of other, non-BUILD, organizations through networks?
> - Did BUILD impact where grantees sit in their field and networks? How?

This report summarizes key learning from the familiarization phase and provides initial thoughts on what this learning means for the BUILD evaluation moving forward.

Findings from the familiarization phase are shared in Section 2 of this report ('Early findings') and are further analyzed in Section 3 ('Emerging lessons'). This is followed by a discussion of where we go from here in Section 4 ('Avenues for exploration and learning questions'). In keeping with the principles of developmental evaluation, stakeholders will continue to be involved in shaping the evaluation to help answer the question:

- *Can the BUILD approach to grant-making accelerate and amplify the impact of organizations and networks to address the drivers of inequality?*

1.3. The developmental evaluation methodology

Developmental evaluation

Developmental evaluation (DE) is an approach particularly well suited for social change initiatives in complex or uncertain environments. DE originators liken their approach to the role of research & development in the private sector development process because it facilitates real-time feedback to program staff, thus facilitating a continuous development loop. Developmental evaluation is particularly suited to innovation, radical program re-design, replication, complex issues, and crises. In these situations, DE can help by framing concepts, testing concepts, testing quick iterations, tracking developments, and surfacing issues.

DE was chosen for BUILD because the Ford Foundation wants to learn from and improve BUILD as it progresses, and because BUILD was not designed or implemented as a controlled experi-

ment. It is not a clinical trial, or randomized control test, nor should it be. Developmental evaluation has appropriate rigor for external validity while accommodating the complex nature and implementation of BUILD.

Developmental evaluation focuses on strategy, learning, innovation, adjustment, and adaptation. Box 3 compares developmental and traditional evaluations.

Box 3: Developmental evaluation and traditional evaluation

Developmental evaluation	Traditional evaluation
Purpose = Learning	**Purpose** = Assessment (performance or outcome)
Learning medium = Relationships and conversation (informed by data)	**Learning medium** = Data
Timing = Real time, iterative	**Timing** = End of project or milestones
Questions = What is happening? Why? Why not? What does this mean for strategy?	**Questions** = What happened? What did we learn for next time?
Questions – Changeable based on what is learned and/or experienced during project	**Questions** – fixed
Role of evaluator = Part of team, "subjective" and sees multiple perspectives	**Role of evaluator** = External, "objective", seeks correct answer
Response to complexity = Embrace, honor	**Response to complexity** = Simplify

The familiarization phase has seen multiple features of DE in use. Our meetings with Ford Foundation staff and grantees have focused on learning and relationship-building. Our questions evolved as we interviewed Ford Foundation staff and we have tried to capture and respect the complexity of BUILD in this evaluation design. We discuss what we are learning and coordinate the evaluation process during monthly calls, and our quarterly bulletin (first published in July 2018) presents our emerging findings and learning together with information about the evaluation process.

Limitations to the familiarization phase

Timing. The preparation of this familiarization report has been subject to a number of limitations. An overarching challenge of the evaluation is how to optimally learn how BUILD has evolved given the gap in time between the announcement of BUILD in early 2016 and the launch of the evaluation in February 2018.

Documentation. Towards addressing this knowledge gap, the evaluation team reviewed 154 BUILD proposals from across the cohort. It had initially been assumed that by coding the pro-

posals using software, we would be able to discern patterns and trends that cut across the cohort, which could be presented as quantitative data to validate what we were learning qualitatively. However, the variance in quality and format of the proposals, put together with the fact that some grantees submitted single ("straight-to-5") proposals while others submitted two proposals ("1+4"), meant it was not possible to derive data of meaningful quantitative value from the coding exercise. Nonetheless, the proposal review provided useful details about the diverse BUILD cohort, and the proposals are serving as a valuable resource in the process of identifying a sample for the upcoming phases of the evaluation.

Sample selection. One significant limitation is that the 47 grantees visited in May and June 2018 were not selected on any representative basis, accounting for barely 20% of the BUILD cohort globally. The familiarization visit sample was therefore not regionally representative, nor statistically significant, nor reflective of the BUILD cohort overall. Rather, the selection was based on who was available and willing to be visited. For various reasons, grantees in potentially significant countries and regions (such as Indonesia and East Africa) were not visited. We expect that the range and diversity of grantees, themes and offices will be increased considerably in the evaluative sample, and certain sample imbalances (e.g., between the US and Global South) will be addressed.

Heterogeneity. As had been flagged from the outset, and as we again discuss in this report, the tremendous diversity of BUILD grantees precludes definitive statements and rigid views about particular categories of grantee. What has been gleaned (and what we expect to glean in the future), nonetheless, is a rich collection of insights into how individual grantees are experiencing BUILD. This has enabled the evaluation team to offer preliminary perspectives in this report, supported to the extent possible by real-life examples.

As the evaluation process moves forward, we are focusing on developing waves of case studies that will shed light on the distance grantees have travelled on their BUILD journey. A major emphasis is on identifying significant aspects of these journeys that can potentially explain how the initiative is strengthening institutions, networks, and other forms of association in the fight against inequality.

2. Early Findings

Box 4: Key points from the early findings

- The process of implementing BUILD has deepened relationships between grantees and POs.
- True to the BUILD "grantee in the driver's seat" principle, grantees are assuming greater ownership of how they manage and spend the funds allocated.
- Convenings are providing grantees with welcome opportunities to share and learn.
- BUILD has enabled grantees to take a more thoughtful, inclusive, and critically reflective approach to thinking about strategies for both institutional strengthening and for using this to achieve greater impact.
- BUILD is helping organizations think through the best strategies for financial and other forms of resilience.
- BUILD has enabled grantees to make timely investments in facilitating leadership transitions.
- Tools and approaches are needed to optimize the impact of BUILD grantees organized as networks and social movements.

2.1. Grantee experience of the initial BUILD engagement

The emerging range of grantees

BUILD was created and assembled over time; its evolution has impacted the different stakeholders in a variety of ways and has influenced where BUILD is today. BUILD grantees were nominated by the Ford Foundation, invited to enter BUILD at different times, and approached to gauge their interest and how the grant might fit their needs for particular aspects of institutional strengthening. For most, BUILD was seen as being rather amorphous at the outset and the attractiveness related to various aspects of stable, flexible, long-term support to institutional strengthening and programming. These positive attributes have remained a consistent feature of BUILD as it has rolled out.

Figure 4: Number of BUILD grantees by thematic/regional program (November 2018)

Source: Grantee list (November 2018), 224 grantees. Thematic areas are in grey and regional offices in red. The typology reflects the thematic areas in use in November 2018. Please note that 'BUILD' is not a thematic area per se, but simply indicates that the grant is managed by a BUILD RPO.

BUILD grantees belong to various thematic and regional programs, as illustrated in Figure 4. This explains the diversity of organizations and thematic areas covered by the BUILD grantees. The heterogeneity among BUILD grantees can also be found in the grant size received by the different grantees (often related to the grantee size), ranging from USD 1.3m in Indonesia to USD 6m on average for the BUILD program (Figure 5). On average, BUILD grants under the thematic programs/US are larger than in those managed by the regional offices.

Figure 5: Five-year average BUILD grant size (in US dollars) by thematic/regional program

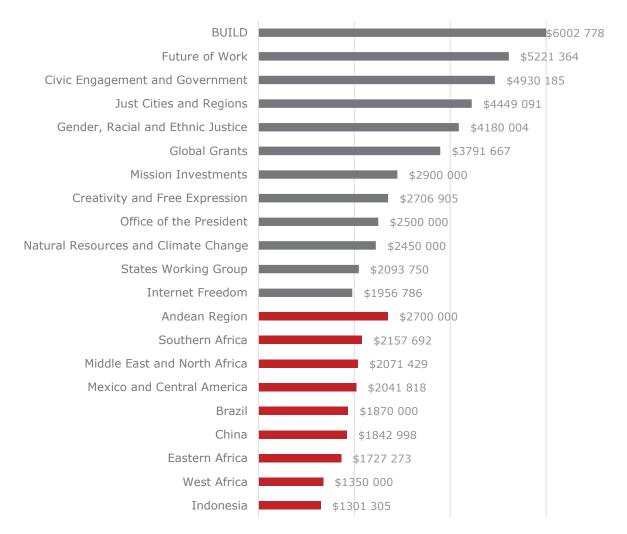| Program	Grant size
BUILD	$6002 778
Future of Work	$5221 364
Civic Engagement and Government	$4930 185
Just Cities and Regions	$4449 091
Gender, Racial and Ethnic Justice	$4180 004
Global Grants	$3791 667
Mission Investments	$2900 000
Creativity and Free Expression	$2706 905
Office of the President	$2500 000
Natural Resources and Climate Change	$2450 000
States Working Group	$2093 750
Internet Freedom	$1956 786
Andean Region	$2700 000
Southern Africa	$2157 692
Middle East and North Africa	$2071 429
Mexico and Central America	$2041 818
Brazil	$1870 000
China	$1842 998
Eastern Africa	$1727 273
West Africa	$1350 000
Indonesia	$1301 305

Source: Grantee list (November 2018), 224 grantees. Thematic areas are in grey and regional offices in red. The typology reflects the thematic areas in use in November 2018. Please note that 'BUILD' is not a thematic area per se, but simply indicates that the grant is managed by a BUILD RPO.

Figure 6 shows that grants have been made/approved by the different thematic program and regional office directors/POs at various points in time. Importantly, thematic programs such as Natural Resources and Climate Change and regional offices such as Southern Africa (OSA) have spent their BUILD funding envelope fairly early (2016) in the BUILD process, compared to other programs and regions (Figure 7).

Figure 6: Number of BUILD grantees by thematic/regional program for each cohort

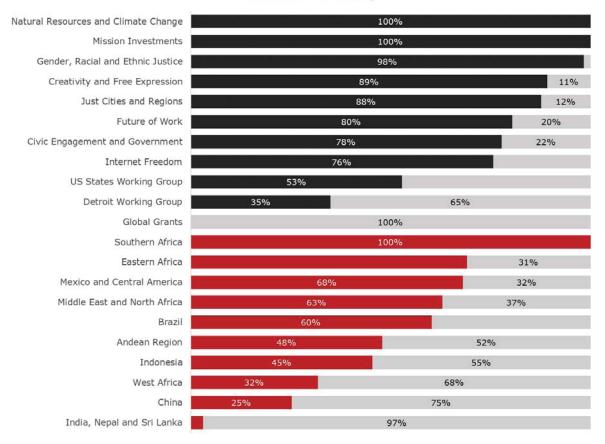**Source:** Grantee list (November 2018), 224 grantees. The typology reflects the thematic areas in use in November 2018. Please note that 'BUILD' is not a thematic area per se, but simply indicates that the grant is managed by a BUILD RPO.

Figure 7: BUILD budget commitment (November 2018)

■ % committed ■ % remaining

Natural Resources and Climate Change	100%
Mission Investments	100%
Gender, Racial and Ethnic Justice	98%
Creativity and Free Expression	89%	11%
Just Cities and Regions	88%	12%
Future of Work	80%	20%
Civic Engagement and Government	78%	22%
Internet Freedom	76%
US States Working Group	53%
Detroit Working Group	35%	65%
Global Grants	100%
Southern Africa	100%
Eastern Africa	31%
Mexico and Central America	68%	32%
Middle East and North Africa	63%	37%
Brazil	60%
Andean Region	48%	52%
Indonesia	45%	55%
West Africa	32%	68%
China	25%	75%
India, Nepal and Sri Lanka	97%

Source: Financial data provided by the BUILD team (November 2018), 224 grantees. The typology reflects the thematic areas in use in November 2018.

Grantees' experiences of engaging with BUILD have differed for various reasons, in large part depending on how BUILD was introduced within different regions, themes, strategies, and timeframes. There is a range of understandings of BUILD depending on those differences. Context counts and there is no *tabula rasa*. Indeed, an initial finding of the evaluation has been that the roll-out and varied interpretations of what BUILD represents cannot be viewed in isolation from the Foundation's previous and ongoing processes of revising thematic and regional strategies, and indeed the relationship within different components of Ford over time. Furthermore, certain BUILD themes and regional offices have faced unique constraints due to the country contexts and pre-existing institutional strengthening trajectories of grantees in their portfolios. This is evident in the testimony of a field-based Ford Foundation officer, who describes his office's experience as follows:

> More than any other [office] out there, we were more cautious in our BUILD investment. What informed this was that we had not concluded our regional strategy when BUILD was launched. So the first set of investments were "spray and pray". We were making a bet in an environment where our legs were not firmly on the ground. We were hoping that the informed bet would in the long run be validated when we planned at the conclusion of the strategy. We're moving

into a global program of grant-making which may change things even further. Understanding that even if certain areas will be driven by global strategy and outcome, there are others that even if the goal is global the strategy and outcome will be specific to the region.

In conjunction with this, in several cases, BUILD was described by Ford POs as being intertwined with discussions around the ongoing refinement of thematic and regional strategies and lines of work. The selection of BUILD grantees was, in many cases, directly linked to unfolding strategies, as one PO based in New York noted:

> When we were developing our strategies, we were asked "What are the groups you couldn't live without in your strategy?" The groups I selected for BUILD reflect this (strategic selection), and they are diverse: inside DC policy groups, high minded litigation, on the ground engagement, movement building grantees, and intermediaries.

The MXCA office effectively combined the consultative process of speaking with many grantees in the region about the difficult prioritization process around their new strategy with the discussion around who would join the first cohort of BUILD grantees. Though less consultative in other regions, there were similar combined processes of redefining strategies and selecting grantees.

Crucially, the roll-out of BUILD cannot be viewed outside of the selection criteria applied by specific programs and themes. In at least two cases, for example, decisions were taken to spend the BUILD budget at the outset. In other cases, it was decided to hold back on BUILD spending until a clearer understanding of the initiative and the ongoing strategic review processes emerged. Added to this, and in at least one case, a BUILD cohort was purposively selected to include a combination of "winners" – well-established grantees likely to do well with the BUILD grant – and newer, smaller grantees. Dynamics such as these are important when considering the "BUILD effect" across the spectrum.

As this report is being drafted, a new round of adjustments to strategies is underway, which – particularly in the Global South – will potentially have major influence on whether or not BUILD grantees will continue to receive Ford Foundation support after BUILD and, if they do, under what strategic objectives. There is much to learn from the BUILD experience in terms of BUILD's influence on Ford's strategic and programmatic coherence as a whole, and vice versa.

There are some similarities across the cohort, but also potentially significant differences between:

- the BUILD process in the US and in different regions of the Global South
- different themes
- for instance, large professional organizations, grassroots indigenous peoples' networks, professional associations and networks, and movements, and
- the varied sizes of the BUILD grant in relation to a grantee's overall budget, and relative size of the BUILD grant in the BUILD portfolio.

There are also significant differences in how cautious or proactive different offices and themes have been in their (re)interpretation of what BUILD represents for their respective portfolios.

The MXCA office has prided itself on being "a step ahead" of the emerging consensus in New York in its thinking about BUILD, whereas some other regions and themes have held back, waiting for the dust that was stirred up when BUILD was initiated to clear.

The evaluation has begun to try to gain an overview of these "dichotomies" and sees these as important to unpack in the "deep dive" case studies that the evaluation will undertake in the future. The evaluation team believes that it will be important to draw attention to these particularities in order to understand the diverse realms of relevance and effectiveness of BUILD for a highly diverse mix of organizations. This is likely to lead to a somewhat complex (but extremely important) narrative about how the BUILD mechanism is being adapted to and by a variety of grantees' own theories of change and organizational types, among other differences.

These factors, while experienced differently by different POs, are bound to influence how BUILD's impact is perceived and measured by Ford internally. Ford's expectations regarding grantees' roles in their respective fields are also changing. Indeed, we recognize already that this suggests significant variations in Ford's own broad, but often implicit, theories of change related to institutional strengthening and how this relates to more impactful programming. This suggests that the evaluation will need to track the different assumptions regarding how institutional and network strengthening can impact on inequality.

Uncertainties and expectations

The start-up was widely recognized by both grantees and Ford staff as having been "messy" – due largely to BUILD being launched in 2016 before the BUILD program team was established. This is not to say that the early grants were poorly conceived and structured, or that the grantees did not merit the BUILD support. Rather, the processes themselves were not as clear or streamlined as they have become, given the consolidation of the BUILD team and grant-making procedures.

The early period represents an important part of the story of trust-building that has emerged since the start of BUILD, and the evaluation team considers it a salient aspect of learning about how BUILD has become part of the changing relationship between Ford program officers and grantees. The pre-existing relationship between the program officer and grantee is an important factor to consider in assessing the BUILD process and its impacts. A related factor is the pre-BUILD history of grant-making to long-term Ford grantees who were later selected for BUILD.

Early BUILD entrants in particular faced a steep learning curve in aligning the way they conceptualized their work with the new BUILD language, guidelines, and categorizations. This was in some measure inevitable given that BUILD was itself under construction in 2016 and 2017, and that its guidelines were developed over time. Added to this, early engagement between Ford program officers and prospective BUILD grantees was subject to considerable iteration, exacerbated by gaps in knowledge – for instance around grant ceilings, understandings of the proposal development process, and clarity as to the balance between flexible funding for "institutional strengthening" as opposed to programming.

There was initial confusion among Ford staff about what BUILD was. A team was not yet in place in New York to design and lead the process. Procedures for applying for a BUILD grant evolved over time. There were different interpretations among both POs and grantees of the "rules", including whether BUILD funds could be invested directly into reserves and the leeway grantees had in deciding the relative proportions of investments in institutional strengthening versus general operating support (GOS).

This was reflected in the evaluation team's review of the initial proposals which revealed major variations in how grantees interpreted the vocabulary and conceptual frameworks behind BUILD. As expected, it appears that a more common understanding has emerged over time.

Seven (out of 47) grantees mentioned that they had already recently undertaken a strategic planning process with an emphasis on institutional change, and that they therefore could more clearly articulate what they wanted from BUILD. They were able to manage their relations with Ford in the proposal phase far more easily than those for which BUILD represented a significantly different way of receiving funds.

Some grantees were already involved in "BUILD-like" conversations with their respective Ford POs, in that the intended Ford Foundation support was to focus largely on institutional strengthening. In some cases, these grant negotiations were unfolding prior to the roll-out of BUILD or in contexts where country-level regulations made issuance of BUILD contracts problematic (e.g. Indonesia). As a result, many POs arranged use of non-BUILD resources to start processes, sometimes resulting in a "1+5' grant or other variations to adapt BUILD to prevailing conditions.

Ultimately, grantees generally describe the "messiness" factor of the start-up in the past tense and as an understandable part of an emerging grant-making initiative. At the same time, there is some criticism that roles and decision-making structures within Ford are still seen to be opaque and fluid, given the continuing strategy processes within Ford. BUILD is seen by some as still "under construction" in different ways and to differing extents in different themes and regions.

Grantees' judgments around the processes are often filtered by their experience with other donors' support to institutional strengthening (or lack thereof) – some of which have been far more arduous application processes than BUILD, some less and some about the same. Grantees' appreciation for the size and flexibility of the BUILD grant generally outweighs procedural frustrations. A clear early lesson related to the initiation of BUILD is that there is a strong desire for greater transparency now that things are becoming stabilized. Grantees are willing to accept some confusion in an initial period of what they recognize has been a dramatic change for Ford, but there is an expectation that they should now be kept more in the loop as the process moves forward.

Overall, even those grantees who were most critical of how the BUILD application and approval processes were managed, acknowledged that it was ultimately "worth it". No grantee expressed regret at having shifted from project support to BUILD (though some were continuing to receive both).

> It was intense, but considering the amount of money involved, it was worth it.

Although it is difficult to generalize, in most cases the BUILD grant-making process has changed – indeed deepened – the relationship between PO and grantee. Some grantees described the process as a "journey" they would undertake together with their PO, which they contrasted with the more arm's-length relationships they have with POs from other donors.

> The BUILD grant has given us entrée to the Board and Staff of grantee organizations that would have been alarming and weird to do otherwise. The promise of the size of the grant, and that the grant is for organizational development, lets us say "we need to understand the organization". The BUILD process gives the Ford Foundation a 360-degree view of the organization and enables communication with a larger swath of the organization.

2.2. Operationalization of BUILD

The OMT as common denominator

The Organizational Mapping Tool (OMT) was created to help the staff of an organization reflect on its strengths and identify areas for institutional strengthening by building organization-wide consensus. The survey provides the opportunity for an organization to consider itself as a whole, asking what works well and what could be improved. It also helps organizations to collectively identify priority areas for improvement and steps to address them.

Box 5: The Organizational Mapping Tool (OMT)

The OMT is designed to be used by organizations of different sizes and levels of capacity – from small or recently founded to mature and complex organizations. Perspectives of a range of people are valued in identifying the organization's strengths and areas for growth. As such, both program and administrative staff participate in the OMT exercise, as do relevant members of the board of directors or principal governing body of the organization.

There are 15 subject areas of the OMT: mission and strategy; programming; learning and evaluation; advocacy; field engagement; network leadership; external communications; governance; financial management; fundraising and donor relations; administration; human resources; safety and security; organizational culture; and executive leadership.

The OMT is applied in the initial stages of a BUILD grant. It is not meant to be a strategic planning exercise, although the priorities that are identified can support strategic thinking. A facilitator selected by the grantee leads the process, and the findings are shared with the Ford Foundation only if the grantee chooses to do this.

Originally developed by Wellspring, the OMT is an Open Source tool. It was modified by the Ford Foundation for BUILD, including translation into seven languages. More than 120 facilitators were trained in using the OMT prior to it being deployed at the start of BUILD.

Amidst these varying experiences, the Organizational Mapping Tool (OMT) has been a consistent feature of the BUILD process, and there are a wide range of views as to its effectiveness, relevance, and utility in refining grantee strategies and improving planning. For most grant-

ees (23 out of the 47 visited during the familiarization phase), it has proven to be a major and catalytic factor in bringing staff together for strategic thinking and even drawing attention to priorities of which there was little general awareness (e.g., safety and security).

> The OMT made us realize that aside from programming over and over again, we needed to put in place good mechanisms to enable us to be more efficient in our delivery, more systematic in our approaches, etc. We were able to identify gaps and BUILD offered the opportunity to address those gaps.

For others (9 grantees), it was seen as a somewhat rigid donor requirement that added relatively little to their ongoing strategic and organizational planning processes.

> We didn't discover anything new, but it got us on the same page and built consensus around what we knew and what we wanted to prioritize.

For a small number of grantees (6 out of 47), the OMT was seen as disruptive, in a negative sense, as participants saw it as imposing a false democratic consensus approach to planning for institutional strengthening that ignored the realities that different people in the organization have different roles and knowledge about the issues being discussed. Obviously, the varied skills of the facilitators recruited for the task had an impact on how effectively these concerns were managed. Most grantees were enthusiastic about their facilitators and about being given the leeway to choose who they wanted, but not all. Three grantees mentioned that their facilitators pushed too hard for a consensus around specific questions, despite there being no consensus (or common awareness) around a given issue. This was seen as creating unconstructive conflicts within their organizations.

> I'm pretty sure that the other organizations don't leave everything to consensus. It's not how it goes: "Hey everybody, what do you think about the financials?" It doesn't happen.

At this point it is too early to assess if and how the grantees are going to trace the implementation of the institutional strengthening priorities identified in the OMT, and the connection between those priorities and their overall mission effectiveness. In general, there is a lack of clarity among grantees and some POs regarding what the OMT means for Ford's own monitoring of a grantee's trajectory, and for learning about how to shape BUILD as a program. One grantee even suggested that the Ford Foundation uses the OMT more to demand accountability than for acting on the priorities identified in the OMT.

In some cases, because the OMT process is designed to be grantee-led, it is seen as a constraint on the accountability relationship. As one PO put it:

> In the true spirit of BUILD all we do is introduce them to the facilitator and leave it to them. You tell grantees they are not required to engage you any further once you've connected them with the facilitator. It will be interesting how many grantees actually share their OMT results with the POs. There should be no pressure on the grantees to share it. [However], that's one of the frustrations because it would be really nice to see how they went through the process. I suspect that of the ones that have shared, if you look at the report, if there was any feedback from the OMT assessor that could be seen as negative, the grantee would not want to share.

Ford processes and the "grantee in the driver's seat"

The notion of the "grantee in the driver's seat" has been stressed as a key principle underpinning the BUILD initiative. This is linked to the overarching philosophy of *FordForward,* which asserts that grant-making must enable the grantee to be stronger, more resilient, and better able to impact on the challenges faced. Interviews show different levels of engagement (and control) by Ford in relation to grantee planning for use of the grant. Some grantees describe surprise at the very high level of freedom. Others describe a coaching relationship. Others describe extensive negotiations and little leeway to be "in the driver's seat". This may reflect the relations between a given PO and grantee, the PO's interpretation of their role, or the PO's view and experience of BUILD-related grant-making rules. It may also have to do with the quality of the original proposals and the need for closer management. It appears that the extent to which a given regional office or thematic area was inclined or allowed to take the lead in decisions about proposals has varied. The following quotes from two different program officers illustrate these varied perspectives:

> We didn't want organizations to write and promise things in their proposals that they would not be able to deliver… It's more about discussing and having a conversation. So, the grantee is in the driver's seat. But we want them to drive carefully.

> The BUILD philosophy is that the grantee is in driver's seat, but we (Ford) will tell you what organizational development is. Partly to make sense of what I see as a contradiction, I've made it very clear that they (the grantee) can decide what to do with the money.

There are a variety of perspectives and differing understandings of how the "grantee in the driver's seat" principle plays out in practice. One aspect relates to the space that grantees are given to determine their own BUILD priorities and processes. Another aspect – linked to the heterogeneity factor – is the extent to which BUILD grantees feel sufficiently capacitated to develop their proposals. It appears that grantees with longer relationships with the Ford Foundation are more likely to determine their own priorities, whereas newer, smaller organizations tend to seek program officer guidance and approval in setting their priorities.

A clear finding regarding what the grantees see as being unique about BUILD is that many feel they can be honest and true to their own priorities in explaining what they wish to do. With other funders they need to "hide" overheads and investments in their organizations. Various comments indicated that, particularly in intensely value-driven organizations, the opportunity for this transparency is important for their well-being.

Interpretations of the breadth of this space to contextualize and innovate varies. MXCA has taken advantage of its distance from what it perceives to be constantly changing and conceptual discussions in New York to listen closely to its grantees and adapt BUILD to what they see on the ground through a highly participatory process. Other regional offices and thematic areas have been more cautious, either due to uncertainties within Ford or in order to deal with political constraints and obstacles within their own regions and countries.

A similar dichotomy can be found between thematic areas within BUILD. Both Natural Resources and Climate Change (NRCC) and Internet Freedom (IF) made strong proactive efforts to re-

spond to the unique nature of their grantees and their contextual challenges (e.g., working with organizations led by indigenous people and highly "bureaucracy-averse" innovators that required them to apply out-of-the-box approaches). Other themes were more circumspect, waiting to understand the implications of BUILD before committing resources. For example, IF is a newer field of work with many grantees that are young and operating in a less traditionally structured environment. As such, much of the grant-making is naturally geared to organizational development and supports an organic networked approach.

Early experiences with convening and technical assistance

It appears that not all of BUILD's "strategic levers" have yet been consistently deployed. One example is the Cohorts, Convenings, and Technical Assistance (CCTA) strategy (Box 5), which the evaluation team sees as a work in progress.

Box 5: Strategy on Cohorts, Convenings, and Technical Assistance (CCTA)

The CCTA strategy has been developed to provide a range of capacity-building supports to organizations and networks, using a wide range of modalities such as trainings, convenings, webinars, peer-to-peer learning exchanges, site visits, technical assistance and coaching. The cohorts are designed to be intentional learning communities that meet together (virtually and/or in person) over a period of time, while the convenings are fora in which grantees can share ideas and insights either through "one-offs" or as part of a learning series. Topics of convenings may include capacity needs, programmatic issues, geographic considerations, network-weaving, and/or issues specific to sectors or fields. Technical assistance is typically targeted support delivered by an external content expert and is focused on skills-building and knowledge-sharing and can also be a "one-off" activity or part of a multi-session learning series.

Convenings have so far been pursued differently in different regions and themes, and have been difficult to program due to planning issues and other priorities. It appears that convenings have been first used primarily for general information-sharing related to BUILD and "cohort-building" within some regions or themes. Specific topics and even narrower "sub-cohorts" are starting to receive greater attention, which is likely to be appreciated by many grantees who feel that this is a natural next step. In MXCA this has, for example, included the emergence of a grantee-led "Common Front Against Impunity" and a working group on security. In conjunction with a convening held in September 2018, an extra day was scheduled for grantees working with territoriality. Over time, some convenings have come to increasingly emphasize discussions around the implications of a rapidly changing political economy for both emergent needs and priorities and for civic space.

The technical assistance function has been much appreciated in terms of expanding awareness of areas where grantees had not realized or had a narrow perspective on the nature of their weakness, e.g., strategic communications and racial equity. For some grantees, however, this aspect of BUILD remains somewhat amorphous, even though there is clear enthusiasm for

how BUILD has allowed grantees to use institutional strengthening funds to hire consultants (and also to hire consultants they have chosen themselves).

When asked about what they want to learn from the evaluation, grantees in both the US and the Global South expressed strong interest in learning from one another, which may suggest lessons for how to organize more peer-to-peer learning and exchanges linked to convenings. Several grantees in the US, for example, mentioned that they would highly value the time and space to meet with similar organizations struggling with institutional strengthening challenges. Several also mentioned that they would like to hear from Ford POs about their perspectives on institutional change since the POs interact with a broad range of organizations. Some grantees that have not yet taken part in convenings are very eager to find ways to share experiences with others and are often unaware that convenings are an intended component of BUILD. The evaluation team sees the convenings as an extremely important way to engage with the BUILD community as a whole and over the course of the evaluation.

To date, the programming of convenings has been somewhat organic and ad hoc in a positive sense – reflecting a mix of global thematic preferences (e.g., gender, leadership transition) and regional priorities (e.g., financial sustainability, desire for cohort meetings to share and learn). As one regional office staff member described the experience:

> [It's been a] bottom-up approach at both ends. On some we're convening, and on others we're encouraging the partners to convene. For the first time last year we brought our BUILD grantees to our annual retreat. Ended up being a very useful conversation. We got to know them and their issues better. They also had an opportunity to bond, with many of them meeting for the first time. Some of them went on to set up their own platforms to interact and network. We committed to bringing them together every year on a learning journey that is co-agreed and co-created. In planning the meeting, we got in touch with BUILD office in New York, and they were gracious enough to set aside some funding for this work. So there's an organic annual learning opportunity where we would convene them, allow them to convene on a peer-to-peer basis, and also have the BUILD global convenings as well.

Another program officer described the emerging lessons of how the CCTA support should be organized:

> That's what the BUILD team should be doing. Take advantage of what is already going on in terms of events. Creating a network of institutions and making them aware of one another – US and other regions. Get them to talk about them as institutions, not about the content of what they do… The key is to do it bottom-up – instead of doing it from sitting in New York. Start from somewhere organic and intentionally, then institutionalize the process.

It appears that part of the challenge in getting CCTA off the ground in a reasonably consistent manner is that this is a new way of working at Ford. As a result, POs may lack administrative skills and procedures to undertake CCTA-related activities. Also, there is some uncertainty and discomfort around the CCTA process, partly due to fear that grantees will feel obligated to attend activities to keep their donor happy rather than because they want to. The evaluation team judges that a degree of caution is always warranted in this regard but we have no indica-

tion that this has been a factor in decisions about what BUILD offerings the grantees choose to take advantage of.

As convenings assume a more coherent form and the BUILD team evolves and introduces greater structure to its approach, the CCTA objective of putting resources at the disposal of grantees to enable them to convene remains an important intervention worthy of further study. As the evaluation unfolds, the convenings will be an important strategic lever to observe, and we expect to glean valuable insights to inform the case studies and "deep dives" envisaged.

Box 6: The conversation about "straight to 5" versus "1+4"

BUILD grants are structured in two ways: "straight to 5" (five years of funding given in year one of the grant) or "1+4" (a one-year planning grant followed by four additional years of funding). Most BUILD grants are 1+4, recognizing the importance of giving grantees time to identify and prioritize organizational strengthening needs that reflect the evolution and context of the organization. A planning year can catalyze strategic thinking among staff of a grantee organization, help clarify priorities for institutional strengthening, afford grantees the time to re-allocate staff time to dedicate to these efforts, and provide an opportunity to engage board members.

Organizations that receive "straight to 5" grants need to have already developed strategic clarity and coherence, a sharp sense of their priorities, and plan for what they will do when, and why.

There has been much discussion within Ford about the distinction between BUILD grantees awarded "straight to 5" grants, as compared to those who were initially awarded one-year planning grants with the expectation that they would then receive a "+4" grant. What we have learned so far is that the categorizations have themselves reflected the iterative way in which BUILD has been constructed since its launch. We have also observed a number of variations beyond "straight to five" versus "1+4", including "1+5" or "2+3".

In about a third of cases for grantees in the 2016 and 2017 cohorts, programs and regional offices deemed some grantees to be sufficiently mature and able to absorb the anticipated volume of funds that they were awarded "straight to 5" grants. This decision-making was usually informed by pre-BUILD relationships between Ford and its partners. One regional director explained:

> In some cases there has been a definite ring-fencing of Core Support – especially with the Straight to 5 grantees. With [one grantee] it was because of the Centenary year – they had a clear plan and had been through a process of internal evaluation, with a 5-year plan, etc. We looked at that and thought we should go straight to 5. They had a fairly well-articulated idea of that they wanted to do in the next 5 years.

In another case, the "straight to 5" decision was informed by the size of prior Ford grants, as well as the proportion of the BUILD grant being provided by themes versus regions. One grantee received a "straight to 5" grant made up 66% from global thematic funds and 33% from regional funds.

In at least one other case, the grantee insisted it had already undergone detailed planning processes that included using an internationally reputed organizational assessment tool. Although this organization agreed to go through the OMT process subsequently, its prior preparedness led BUILD to award it a "straight to 5" grant.

Inevitably, however, the realization that not all grantees could readily absorb a five-year grant, and the widespread consensus on the need to dedicate space to strategic and program planning, has led to the "1+4" grant becoming the default BUILD modality in most regions and themes.

Grantees' own strategic processes

An important process underway is that of learning how BUILD is made "fit for purpose" within regional and thematic program relationships. Due to the varying access to other donor support for strategic planning, often related to other grant applications or pre-existing planning cycles, there is a diverse range of experience with how much BUILD support to strategizing was something new. For some (as reported by 5 grantees out of 47), the ability to plan was entirely new. For others, the BUILD support was more about stability rather than ability in strategizing, since they had already done much of the groundwork beforehand. For some, BUILD arrived when they were in the midst of a strategic planning effort, often financed by another donor. One US grantee described how these processes should not be assumed to be part of a process of "maturing", but rather in how different organizations operate, stating that "I work at a 50-year-old start-up."

Overall the interviewees describe how BUILD enabled grantees to take a more relaxed, inclusive and critically reflective approach to thinking about strategies, more than really starting from scratch. Instead of struggling to get a paper product ready for a board or a donor, they could invest in building ownership and even "excitement" around their strategies.

> Making the space for the strategic plan is really important. There's real buy in from the rest of the staff that we will be able to do something productive with this. Not just come out with stickies. I've noticed more excitement from the staff that we'll be able to do some of this work. And with the strategic plan, be able to choose what issues we work on, a framework for how we pick issues and programs and how they fit together in a cohesive way. Not just a product of where we have funding.

Many grantees emphasized how BUILD provided "space" for taking the time to step back from day-to-day operational concerns to critically reflect on their work. This opportunity to reflect was due to several characteristics of BUILD, including BUILD's commitment to strategic thinking, the long-term and flexible nature of the funding, and, in a few cases, to the personal engagement of the POs who encouraged grantees to take the time and space to reflect. Two grantees mentioned past experiences with other donors who supported strategic planning (such as the Hewlett or MacArthur Foundations), but more as a discrete time-bound project, which did not necessarily contribute to a broader culture of critical reflection or a longer-term "journey".

Some grantees emphasized how they reconstructed the strategic planning approach to be more appropriate for institutions where nimbleness is of utmost importance ("BUILD supported us for thinking about if we need a strategy"). In essence, they used BUILD as an impetus to create an on-going approach to continuously imagine where the organization should be going, and how. This may have been related to realization of the need to respond in an increasingly volatile world.

Still others found that the BUILD grant enabled them to bridge institutional strengthening and efforts to achieve their programmatic vision through the flexibility in having the two aspects of the organizations' change processes mutually reinforce each other with the BUILD funds. As a CEO of one US grantee stated:

> Having predictable funding that is unrestricted allows us to plan differently. We are able to think differently, in a less constricted way, more confident in the future. It has meant everything to be able to focus on infrastructure: the admin units run the (organization) so the organization can run the theory of change. BUILD created a wonderful opportunity to say what is the right infrastructure to support the programmatic goals, instead of what can we eke out and what can we do with that.

A potential conundrum for BUILD is that of democratic membership organizations, especially those of indigenous peoples. Often, these organizations "plan" in a very different ongoing, consensual manner, that does not lend itself to the codification of strategic plans focused on results-based management paradigms.

2.3. Early evidence of BUILD in action

Growth versus stabilization

Grant proposals very often described the organizations' plans for growth, and BUILD support was important for these grantees.

> Ford meets us where we are – BUILD is focusing on unsexy aspects of growth: development, finance, communications, that is program-based. We had been scrappy and nimble; however some institutional infrastructure has to be in place to double our budget. And BUILD said, "okay, tell us what your priorities are'.

At the same time, interviews suggested that the stability provided by the BUILD grant was perhaps a more important feature. One PO described how an initial challenge with BUILD was to help grantees to understand that BUILD could be used to invest in the organization rather than the program, as some took for granted that any donor would demand that their money be spent on new and expanded program initiatives. The PO stated that "when more money comes, they tend to just do another project". Even where growth was envisaged, the uses of the grant were effectively seen as stabilizing what had become somewhat lopsided or distorted organizational structures that reflected efforts to chase resources and meet donor demands rather than what was needed. Stability has included addressing gaps such as financing the extra costs of having an overlap between existing and incoming leadership or otherwise investing in a strategic and thoughtful process of leadership transition.

A number of grantees interviewed were explicit that they saw BUILD as an opportunity to bed down and improve stability after a recent period of rapid growth, particularly as the volatile external environment meant that they were less optimistic about future expansion. For two of them, this consolidation has meant being able to adjust pay scales and benefits to reflect

market rates after a period wherein these aspects were neglected (or hindered due to donor restrictions). Others generally described how BUILD gave them a calm enough atmosphere to revisit organizational routines and programming to ensure that they were optimal (as opposed to operating in a constant crisis mode).

Similarly, the consolidation process has been seen as a shift from growing the number of staff members to one of increasing professionalism – and even to formalize. Six grantees have used the support to move from an "all-hands-on-deck" approach to management to one with clearer roles and structure. Aspects of the "maturity" that BUILD has enabled have included hiring human resource and finance managers, reassessing staffing and remuneration structures, and developing manuals for staff to ensure that all are aware of systems and expectations. For about a third of the grantees we interviewed, growth involved reinforcing common and mission critical capacities that were long recognized as needed, but unlikely to be funded by other donors.

The development of organizational capabilities, stability, and opportunities for growth provided by BUILD can be critically important for organizations led by people of color in the US, which tend to find themselves with weakened capacity by virtue of unequal access to funding and perhaps other marginalizing factors. This is particularly true in relation to access to sufficient and reliable funding, which keeps the organizations on an unstable footing. One Ford director talked about BUILD funding to organizations of color in this way:

> The stability (provided by BUILD) to invest in institutional strengthening and allowing organizations of color to choose how to do that, has been a game changer… People who help organizations of color are looking at "thriving and resiliency", not so much "sustainability".

Four grantees in our familiarization-phase sample have used the grant for geographic growth, especially – though perhaps cautiously – developing capacities to work closer to the people they serve, or at least reflecting over whether their structure of head and sub-offices is optimal. Focusing growth in their physical presence through multi-locational offices, many organizations feel, helps them recruit and retain the best staff as well as reduce susceptibility to being insular in a headquarters office model. In many cases it diversifies their constituent contact as well as professional networks.

One US-based BUILD grantee noted:

> In the organizing department, we were strengthened (through the BUILD grant) by thinking about a multiyear workplan. For example, what does membership look like in 5 years? We also set a goal for participation for our members – meeting them where they are at and starting with what they are willing to do, not what we want them to do. Having the coordinator on staff has helped us do that – expand our state memberships. When we put out an action alert, we know we have a whole network that makes calls. So now we are building power bases of people from impacted communities, and not just (our original constituency).

Regardless of whether growth was quantitative or geographic, grantees express a strong interest in successfully preserving the essence of what is valuable in their "organizational DNA and culture" throughout the growth process. They also see an opportunity in growth to shed

what some referred to as "toxic" and less constructive elements of the organizational culture and practices.

Resilience

Financial resilience

BUILD grantees *are* allowed to purchase property with the general support portion of their grant. Whether purchasing property is a strategy that contributes to financial resilience is a decision that is left to each individual grantee. That said, harnessing the BUILD grant to leverage assets – whether property, income or reserves – is an interesting component of BUILD to be explored further. This stands out as a particular dimension of building resilience, as it enables grantees to leverage the predictable multi-year funding from BUILD to diversify and stabilize their revenue streams and optimize their mix of revenues. With regard to financial resilience, there seem to be different interpretations of the parameters of BUILD support. Whereas one grantee put cash directly into their reserves, others thought that was not permitted. Some grantees suggested that BUILD provided the stability to start building up reserves (or planning for this), whereas for others this was still more of a distant dream. Greater clarity is needed from the BUILD team on what is and is not permitted with the BUILD grant. campaigns.

Financial resilience efforts involve a range of strategies, most often focused on diversification of funding sources to provide a secure base for the organization. In some cases, grantees have linked financial resilience with broader questions of strategic direction, including identifying their core constituency moving forward. One grantee notably stated that the question of core constituency is most important and that seeking a diverse range of funding sources can jeopardize the organization's ability to remain true to its mission. From our interviews, at least three grantees report they have used BUILD support to hire fundraising staff and engage consultants to support campaigns.

There is generally weak recognition of the intended BUILD emphasis on true cost recovery, perhaps due to the varied leeway that different grantees have for pursuing this among their financiers. One exception is MXCA, where this issue was discussed at the last convening –notably at the request of the grantees. Ford is in an early stage of starting this conversation – with both grantees and other donors – so this is an area for the evaluation to monitor closely in the future, perhaps as a "deep dive" case study.

Some grantees commented that the stability of BUILD support helps them deal with uncertainty and rapid change in the funding environment. Even though some grantees in the Global South were accessing more local philanthropy, one described this as being unreliable and uncertain. Ford has clearly reflected closely on areas where opportunities for stable financing are shrinking, whereas threats to equitable development are growing.

Grantees and POs also discussed the envy and frustration among some Ford grantees that were not chosen for BUILD, particularly in regions experiencing a general shrinking of the funding

space for civil society. For them, their lack of access to the narrower and more fixed portfolio that BUILD represents (compared to Ford's history of making many small but flexible grants), has been an additional constraint on their resilience.

Strategic resilience

Topics where we work change a lot and need adaptation. We need to be ready if things blow up and our voice needs to be heard.

Many of the comments made by the grantees indicated that resilience is not just a financial issue. The stability emanating from a long-term grant enables them to be not only financially secure but also more strategically resilient in responding to changes in needs and demands over time. As such, resilience is about becoming more effective in a turbulent environment. For example, investments in stronger communications and documentation could help organizations to prepare for public responses to emerging issues either directly or by enabling the artists and activists they support to do so. As a grantee puts it:

> The BUILD grant has created a degree of insulation against the backlash that can come from the emergence of new voices, etc. We're designing a mechanism to see how we can engage with pushback and protect the rights of our stakeholders.

Of course, the changes in the political context in the US and several other countries have reinforced the need for nimbleness. BUILD has enabled some organizations in the US to assume what appears to be a more strategically reflective approach to their growth. One PO attributed the readiness to encourage the Mexican grantees to be constantly reflective as partly being related to a recognition that this was glaringly needed in a country under threat along the US border. Other grantees describe how large, flexible GOS and an open dialogue with their PO means that they are able to rapidly position themselves in relation to expected needs (i.e., without waiting for a donor). In some cases, the Ford strategies that have guided the selection of grantees reflect assumptions that existed before the last US elections. In general, there is a view that interpretations of Ford Foundation strategies are sufficiently flexible to allow effective response.

This leads to a point raised (in different ways) by grantees about the role of BUILD in enabling them to be "nimble", both internally as organizations and also as actors in their respective fields. This relates to the links between institutional strengthening and GOS since being nimble means having both a stable organization and also being able to reallocate program resources *to respond to emerging needs*. As one grantee stated:

> We want to strengthen our strategic planning and use that to help us configure the programmatic agenda. We could clean up things that were taking too much time and energy. Now to apply those goals in a creative and innovative manner in relation to the political and social context. We are in the last stage of the current administration and there will be challenges and opportunities with the new administration. We will be capable to ask ourselves how to achieve our goals creatively. Open to new alliances, etc. We can experiment while still focused on our goals.

Strengthening financial management

A number of grantees (8 out of 47), including surprisingly large ones, indicated that they plan to use or have used BUILD support to revamp antiquated and weak financial management systems, including investments in software and staff. An important aspect of this modernization of financial management among a couple of grantees has been that of making finances more transparent for staff, and sometimes for partners, thereby fostering ownership of prioritization and other decisions. A couple of grantees described their past financial management systems as a "black box" for the staff.

Leadership, governance, and human resource management

Enabling critical reflection

Perhaps the strongest evidence thus far regarding the influence of BUILD has been on enabling organizations to critically reflect on how they operate. For some this has been a welcome opportunity to reflect on structures and roles, after many years of existence. For some emerging organizations, it has been a chance to think about what it means to be "an organization" (as opposed to a "program" or even an *ad hoc* grouping of activists). For most, in between, it has been a chance to create organizational systems that reflect conscious design rather than systems that have emerged by default.

A feature of BUILD that was mentioned repeatedly in conversations was how it provided "peace of mind" in general, as the grant provided the time and flexibility to allow the organizations to let discussions and decisions take their due course without imposing donor or fiscal constraints on these processes. In several cases this was associated with enabling the organizations to finalize and actually implement plans (in a timely manner) that had been under consideration long before BUILD arrived.

Some grantees also spoke specifically about how the BUILD funding enabled their organization to hire a grant writer and other professionals, releasing the CEO and senior staff to spend their time on mission-related responsibilities. As one US grantee said:

> We have a grant writer now, funded with BUILD money. This frees up the energy of senior staff (who had previously been writing grants) to be visionary and not spend their time on grant applications and reporting.

Grantees usually described a stronger degree of intentionality in their organizations as a result of their BUILD support, though four grantees rejected this notion and expressed strongly that they were already very intentional before BUILD. Concretely, the intentionality has been facilitated by employment of people to fill central roles that had been managed in an *ad hoc* manner or held by activists with skill sets not aligned primarily with management. In some instances, this has included employment of a human resource manager; in others, the opportunity to offer greater job security has enabled staff to think about their organization in a longer-term perspective. Some grantees have thought about the functionality of their overall organizational

structures, including the roles of intermediate management levels, field offices, etc. For some it enabled them to initiate a discussion around the role of governance.

> We started from scratch on governance. Have established a board, defining what their role and powers will be. Becoming clearer over time. Before BUILD the board was an idea.

In general, it appears that, with regard to governance, the US grantees are fine-tuning existing structures. In the Global South, grantees often need to start at a more basic organizational level to raise awareness of the need for appropriate governance structures and recruit appropriate individuals to boards and find ways to keep them engaged.

Facilitating leadership transitions, sometimes difficult ones

Quite a number of the grantees visited during the familiarization phase (16 out of 47 grantees) have received their BUILD support at a time when they were going through or needed to plan for challenging and/or ambitious leadership transitions. For some this involved the arrival of a new director or board. For others it was a transition from being led by founders to a new (and in some cases younger) generation. For others again, it was a combination of the two.

According to data gathered from program teams, at least five of the current cohort of BUILD grantees in Southern Africa were either going through or had completed leadership transition when BUILD started. In West Africa, the BUILD grant has reinvigorated discussions among grantees about how to make possible the transition of leadership from founders to a new generation of leaders. A fellowship program has been developed collaboratively by the Ford offices in Southern and West Africa to facilitate leadership transition. It appears this scheme pre-dated BUILD, and there is a likelihood of intersections with BUILD as it rolls out that could be of interest for further study. In MXCA a couple of interviewees described how access to long-term BUILD support stimulated critical reflection on the need for transitions from dysfunctional boards that had been largely taken for granted in the past.

Apart from the individuals involved, a shift from founding personalities has often carried with it a shift to focusing more on organizational systems, where previously the organization was overwhelmingly mission-driven, with more limited systems and procedures in place. The grantees frequently spoke in terms of a shift from being driven by personalities of individual staff to a more functional approach, though they also spoke about the need to avoid losing the spark and creativity that comes from charismatic founding individuals.

The BUILD contributions to transitions have often been in the form of having resources that can be earmarked for hiring consultants to find and integrate newcomers or to enable organizations to plan for restructuring. Some grantees describe the OMT as having played a significant role in reflection over (or initiating) these processes. For some, BUILD has provided the "luxury" of investing in an extended overlap between new and old leadership.

> BUILD is a godsend for a flat structure since otherwise things like this tend to be ad hoc. Now all of this is in the "BUILD envelope" and gives it a structure. This means that we have to address these issues since part of everyone's time is funded for this.

> The BUILD grant helped the leadership and Board to figure out the leadership transition and to map that out, to really think through what it meant and to support the founding leaders to hand over the reins. It's been amazing.

Issues faced by grassroots, membership-led organizations and networks

The visits during the familiarization phase did not provide sufficient time to gain a clear perspective on more grassroots, membership-led organizations and networks. It is apparent from anecdotes gathered, however, that the BUILD experience as related to these organizations may be subject to a number of noteworthy divergent dynamics that we touch on briefly here.

Some of these aspects relate to the democratic nature of organizations that are accountable to their networks and members. Particular governance-related challenges arise with BUILD grantees which are grassroots social movements. Paradoxically, while the federated governance structures associated with social movements may lead to delays in moving potential grantees through the BUILD process, the imperative of highly consultative processes within a movement can also be seen as a source of, and challenge to, legitimacy.

There is a sense that BUILD has not as yet arrived at a consistent approach to working around challenges related to elected leadership and governance through assemblies. The following excerpt captures concerns expressed by POs about the extent to which the prevailing BUILD narrative reflected institutions that are not "NGOs":

> Networks also have elected Boards, but they tend to be more professionalized. Social movements don't. With networks you can find ways to re-calibrate. But with social movements, BUILD's idea of a strong institution is a professionalized one, an NGO.

These challenges have been particularly notable among indigenous peoples' organizations. These "organizations" may actually consist of an intentionally weak (or non-institutionalized) secretariat that is intended to be completely responsive to the membership. These networks may not want their secretariats to be strong if this runs the risk of undermining their democratic ideals. It appears (but cannot be confirmed) that BUILD may mean something significantly different for these "organizations". Given the growing emphasis on indigenous peoples' organizations in the Global South portfolio, a specific focus on this set of issues will be important for the evaluation.

Safety and security

Divergent needs

In general, the injection of resources has enabled organizations to be more effective and strategic in their work to stay safe, though some have not yet taken advantage of this BUILD opportunity. Mostly this relates to the individual grantee organization, but one noted that the stronger networking they have developed with BUILD support enables them to work together when, for example, authorities try to criminalize and obstruct their work.

In the Global South the closure of civil society space is in some cases either leading to or exacerbating effective security threats. Safety and security needs are of course highly contextual, in relation to both physical and digital security. According to the list of priorities emerging from the OMT across grantees as of February 2018, Safety and security came 7th in the Global South and a little lower (10th) in the Global North. For example, both the US and Mexico face serious digital security threats. In the US, the digital security focus has been around changing legal norms that social justice organizations need to be aware of and understand, whereas in Mexico it has primarily been framed in relation to state surveillance.

Different advocacy areas can generate different threats to staff security depending on the political and cultural context as these can trigger hostile responses by either state or non-state actors.

Hardware, software and organizational culture

For one grantee in Mexico the investments that needed to be made in physical security installations, such as walls, alarms, lighting, etc., proved significantly more expensive than planned, for which Ford's flexibility was important. Even the earthquake in Mexico led to the need for unforeseen investments and recognition that natural hazards should be part of grantees' thinking about safety and security.

Software aspects have included investments in actual "software" (of course) as well as development of manuals and standard operating procedures to deal with risk in a more structured manner. One grantee mentioned their systems for dealing with legal risks as well (e.g., against suits for libel).

Some grantees (6 out of 47) stressed that safety and security were about an organizational culture of protection, and with that rethinking and doubling down on principled commitments to ensure that staff and partners were safe. Sloppy safety in the past, due to inappropriate prioritization, has increasingly been recognized as a fundamental failure to protect staff and partners. BUILD has enabled grantees to at least begin to respond to this gap. At the same time, despite this being an issue of "principle", they acknowledge the need to find pragmatic solutions that reflect overall resource constraints. With the exception of some IF grantees, there is a broad acknowledgement that safety and security are not the forte of the grantees, and that they are searching for ways to improve what they are doing within a reasonable space that reflects what they can manage and maintain.

Protection as an emerging cross-cutting theme

The ET notes that in discussions around the changing strategic emphasis in conjunction with the new global strategy process, there may be an emerging cross-cutting emphasis on protection of civil society, natural resource defenders, increasingly marginalized workers, vulnerable women and girls, and those experiencing digital risks. This could be interpreted as suggesting that safety and security may be an area that will come into focus in a much broader perspective than originally intended within BUILD. It is too early to judge if or how this should or could be

analyzed deeper in the course of the evaluation, but it is an area that deserves to be closely monitored in the coming months.

Diversity, equity, and inclusion

There is a range of levels and types of attention to diversity, equity, and inclusion (DEI) among the grantees. About a third of BUILD proposals (50 out of 154 reviewed by our team) mention diversity, equity, or inclusion. Most BUILD proposals were rather weak in this regard, either because they lacked plans or because they were not sure how to articulate their perspectives in the format provided. Interviews suggest that ambitions are significantly greater than those expressed in the proposals, but attention to DEI is clearly mixed. Where weakest, it is seen as bringing gender balance in staffing. Some grantees largely equate DEI with revisiting staffing patterns – some report that nothing has been done since they have not hired anyone recently.

In the US, there is significant investment in critical reflection on race (Race Forward training was often mentioned and widely appreciated) and gender. In the Global South there tends to be more focus on gender and indigenous people (and sometimes youth). Globally, there is little attention given to LGBTI issues (with some exceptions) and even less attention to disability. There are currently no disabled people's organizations in the BUILD portfolio, though one has been proposed. It appears that POs are being designated to lead on promoting such weaker aspects of DEI in Ford as a whole, but it is less clear to the ET at this point how this process will be managed. This may be an area where the evaluation process can contribute to some real-time learning.

Some grantees mention that with support from the BUILD grant they have been able to: (a) focus more internally on DEI issues; or (b) take a stronger intersectionality focus than other organizations within their sectoral fields and contribute to broader change. Overall there is a tendency to describe shifts in terms of intentionality rather than achievements at this point. In general, it seems that those organizations that shared these concerns, but had lacked the space for critical reflection, saw BUILD as an opportunity to "up their game", and see DEI as integral to their enhanced focus on overall strategy and principles. A couple of grantees were pursuing DEI as an integral part of their rethink of human resource management, for example by looking critically at unconscious biases and how they rank different qualifications when recruiting. Others have paid relatively little attention to these issues. It appears that many had already done significant work on gender before BUILD.

A major aspect of the link between institutional strengthening and more impactful programming among the grantees has been that of being able to take a broader and more strategic focus on changing prevailing narratives. Part of the recognition among some grantees of the need to invest in strategic communications has been related to BUILD providing opportunities. These allow not only defense of the rights of those being discriminated against but also actually talking about how – in contrast to prevailing messages in the press – those people being killed, disenfranchised, or losing their land are not "bad people".

Some comments were noted that grantees in the Global South saw the framing of DEI in BUILD as being anchored in a US discourse around race that did not directly translate into the discourses around exclusion and discrimination that they were facing, i.e. primarily concerning ethnicity and the rights of indigenous peoples. They did not suggest that the US framing of DEI was an obstacle per se, but that it was on a somewhat different wavelength from the dynamics in their environments.

2.4. Expectations for use of the BUILD grant going forward

Fields and networks

Fields and networks are often amorphously defined, including within the BUILD initiative. For the purpose of this evaluation, we apply the definitions in Box 7. These may be refined as the BUILD team and the evaluation team refine their approach to dealing with networks.

Box 7: Definitions of fields and networks

Field: an area of impact sought by many organizations. Fields tend to be defined by common issues that organizations and networks focus on addressing. Examples including immigration, women's rights, preservation and sustainability of natural resources, and internet privacy. Most organizations are not connected to all the other organizations and networks in their field but identify themselves as part of the field.

Network: an intentional set of connections between organizations that are created and maintained for mutual support and assistance. These are often created within a field, such law-based organizations seeking policy changes on immigration, as distinct from immigration organizations who provide shelter, transit, legal advice, or public awareness. Networks can also be groups of organizations who share other commonalities beyond their mission-related issues, such as geography, national or regional focus, or interest in particular areas of institutional strengthening.

Several POs reflected on the challenges posed by BUILD's focus on individual organizations per se, rather than networks and movements. They suggest that BUILD funds be available to support network strengthening, whether it matters to an individual organization's strengthening or not, and that this approach would benefit the Foundation's work overall.

> Our groups come together to get the whole picture done. How can Ford fund the things that fall between the cracks of the organizations – things that support work as a network, e.g., a lawyer that can help all the grantees on a legal strategy and state-based strategy or a political consulting firm that manages the network of organizations working on (an issue) so all Ford Foundation grantees can do their social justice work?

> There are important things that BUILD won't let us fund because we don't have a mechanism to support a network. We must fund organizations that then support networks since we can only use BUILD funding if the benefit accrues to an organization. [As a result], we are doing BUILD-like things but can't use the BUILD money or call it BUILD. We see this as a big limitation of BUILD that we work around with other funds.

Interviews indicated that grantees are beginning to reflect on how their BUILD grant is enabling them to reposition themselves within their "fields", but it is too early to observe significant or direct outcomes. Some acknowledge that this objective is important but is a conversation for the future. Others noted that placement in their respective fields has more to do with the broader landscape of donor funding decisions, and that it would therefore be spurious to attribute too much of the dynamics within their fields to BUILD. Some felt that attribution was also difficult as "networks have always come together on the basis of issues" and not funding mechanisms or institutional strengthening efforts. By contrast, a few grantees have highlighted that they value BUILD as an opportunity to network and learn from other social justice organizations with similar aims which are struggling with the same organizational development challenges, i.e., they are finding a new dimension to their fields. Some grantees have noted that they are rethinking their past plans for positioning in their fields to respond to political changes over the past two years. BUILD's flexible support for strategic planning, changes to staffing structures, etc., may have underpinned their capacity to do this.

Though very new to most grantees, convenings have already begun to be recognized as a series of events that are intended to help the grantees to address common problems and (hopefully) to reflect over how to develop their own fields.

Building and sustaining a field – grantees and the Ford Foundation

Some grantees describe a process whereby their initial discussions around BUILD have led them to partially reframe their efforts in their fields in relation to how Ford strategies are conceptualized. This is not described as a matter of departing from their own strategies, so much as applying a different lens or reflecting on their roles in relation to other Ford grantees.

For some, the *BUILD grant may be seen by the grantees as enabling them to think more strategically about their own field and relationships.* This may involve developing more long-term and stable relationships between grassroots and international research and advocacy organizations. Others have noted that access to BUILD may have raised their status among their peers. Some grantees are membership organizations that are entirely focused on supporting their grassroots members, implying that changes in their fields are related to how their members interact within or between networks (i.e., somewhat beyond the BUILD sphere of influence). One grantee noted that they had previously acted as an international voice for their members, but with BUILD were now developing capacities to support their members' institutionally as well, thus becoming somewhat more "introspective".

Grantee positioning efforts are likely to overlap, but not necessarily be contiguous, with Ford visions for "the fields". In some areas however, for example addressing the weaknesses in thinking intersectionally among peer organizations, there is a more direct match with Ford's work to strengthen intersectional approaches. As stated by a PO:

> Our recent strategy is about supporting a sector wide approach. We moved away from being an office that works with a specific organization in a country. It's more about building the infra-

structure for a sector. Organizations thinking beyond themselves and being anchored in a sector. We work with institutionalizing the sector through strengthening regional organizations and that's what BUILD is very much suited for… All of our BUILD grantees are networked and support the sector they belong to. Capacity building to the sector, they re-grant, they think about the strategic impact of the sector, not just their own organizations.

BUILD influence on grantee relations with other donors

We hope it can become a model for international cooperation. Project approaches are problematic. We tell the other donors good things about Ford.

Apart from some anecdotal examples and statements of intention, it was generally too early to suggest that BUILD modalities have begun to influence the grant-making of other donors. As anecdotal evidence, one grantee mentioned that they were initially discouraged by their PO from talking about being a BUILD grantee for fear that it could feed into existing tensions and rivalry. Comments indicated that, so far, the influence on other donors has more been about the "stamp of approval" conferred by such a large grant from a key donor in philanthropy, and that the grantees use this to justify their grant requests to other donors. Some grantees frame the decisions of donors on whether to fund them as "bets". They effectively said that they hoped other donors would see support to them as having better odds with the stamp of approval that BUILD represents. One observed that "Nobody has ever gotten fired for funding after Ford". The idea that other donors might change their modalities after seeing the advantages of BUILD was not something that most had even considered, though they saw it as a "nice idea". Another grantee described how a major, flexible Ford grant such as BUILD was, in itself, a way to ease the worries of other donors about following suit:

I took this grant approval on a road show with my other funders to show them they could take a longer-term risk with us and several did.

Linking institutional strengthening to programming towards greater impact

Addressing the drivers of inequality is in the DNA of the social justice ethos of most grantees and therefore BUILD has not represented a change in what they do. For some grantees, the inequality focus represented a different framing of existing priorities (e.g., from human rights to inequality). Grantees did not describe this as a problem or a departure from their strategic goals, but some needed to have internal discussions around what this different frame of reference represented.

At the same time, it is too early to determine how the grantees are becoming more impactful. Grantees frequently presented complicated stories of how their capacities for more impactful programming are being developed. Within this, the division between institutional strengthening and more impactful programming was blurred. Much of the uncertainty has to do with working within a space they were already well positioned in, but where that space may be shrinking due to attacks on civil society, xenophobia, shrinking government commitments, etc., and

where opportunities to address inequality may be increasingly blocked. As such, there appears to be a link between the nimbleness generated by both institutional strengthening and the ready and flexible access to cash from GOS. The ET may wish to develop case studies of potential synergies in this regard.

Most of the grantees frame their work on the drivers of inequality in terms of responding to discriminatory threats (including impunity/corruption) or working to shift cultural narratives. It is too early to confirm if this represents a genuine trend in grantees' framing of their work. Additionally, it is sometimes seen as being intertwined with institutional strengthening investments in strategic communications capacities, though some grantees emphasize that their role is to enable marginalized communities to speak for themselves. For some, the BUILD contribution to linking institutional strengthening to impactful programming is mostly framed as part of their DEI efforts, described above (Section 2.3).

> Our work is focused on fighting inequality. What the BUILD grant does is help us understand the challenges better within the organization as a means of being able to empower our beneficiaries at community level.

Overall decline of donor general operating support and the need for both aspects of BUILD

Some grantees told us stories about how BUILD GOS was not necessarily new for them, but was rather a way to get back to past ways of working, i.e., before the landscape of donor support had become more rigid and narrow due to the prevailing "results agenda" among most donors, seeking immediate "value for money". Even if the mix of support in BUILD is different, in the past they were given more leeway to determine what was impactful and how to achieve this over time. The negative effects of the "results agenda" have included being forced to deplete and weaken their organizations through cutting back on institutional development to show "efficiency". By using BUILD to again (re)invest in their structures and sustainability, they could better use the GOS they receive to position themselves to be more impactful in their fields by sustaining their work as a "going concern" (or at least that is their working assumption at this early stage).

> We get to answer the question of what is needed and right, and then get to do it. As opposed to "How can we, from this money, meet our basic deliverables and then spend the 50 cents left over to change America?"

> BUILD is unique. I've been working in INGOs for [a long time], and I've never seen a grant like a BUILD grant. The whole world is going in the opposite direction. The donor community is going more and more into earmarked funding, not covering overhead costs. So BUILD is almost unique in this world. It's a fantastic thing because it really releases the power of different NGOs.

There is a need to situate an understanding of the impact of BUILD support in the overall portfolio of assistance received by a given organization. This is particularly true given the overall decline in access to GOS. If BUILD is a small part of an increasingly instrumentalist package of funding, is it a mere lifeline or can it be a game changer?

One organization described the change generated with BUILD support as their increased stability and strategic vision to operate "as an organization" when mounting a campaign to confront a new issue. In comparison, they described others working on similar themes needing to use more *ad hoc* approaches to pull together teams with short-term and project funds. This exemplifies how institutional strengthening and stable GOS came together to enable them to be more impactful.

3. Emerging lessons from the familiarization phase

Box 8: Key points on emerging lessons

- BUILD shows considerable promise as a transformative approach to social justice grant-making.

- A key feature is the dedicated focus on institutional strengthening.

- The commitment to five years of predictable funding enables grantees to focus on strengthening the organization as well as on strategy and long-term relationship building.

- The BUILD process is deepening relationships between Ford and grantees.

- We expect BUILD's convening and technical assistance strategy to be a powerful strategic lever going forward.

- There is growing external interest in BUILD and this is set to grow as more results are shared.

3.1. "Hunches"

The evaluation team identified a number of emerging narratives, or "hunches", that seem to be reflective of BUILD as experienced across the familiarization-phase cohort. Although not yet backed up by sufficient evidence to be definitive, we consider these hunches to be potentially indicative of BUILD's impact, and list them in this section, mapped against the learning questions guiding the evaluation. These hunches should be viewed as a complement to and contextualization of the high-level statements on the BUILD 'effect' that appear in the Executive Summary (Box 1).

Sections 3.2 and 3.3 below highlight a number of real-time lessons, intended to guide adjustments in the design and implementation of BUILD by the Ford Foundation, as well as in the evaluation itself.

Question 1: Does strengthening key institutions and networks advance (or consolidate past advances in) social justice?

Hunch: BUILD has supported grantees to identify (and act upon) institutional strengthening priorities that can strengthen their efforts to advance social justice. It appears that, for most grantees, BUILD has afforded them the time and space to explore how institutional strengthening can contribute to programmatic and mission clarity, and how general operating support funds may facilitate the operationalization of this link.

Hunch: BUILD is enabling grantees to develop capacities for mission impact and potentially to leverage their position in their fields. However, the continuity of these gains for grantees may be tested by challenges and uncertainty about future Ford support given changes in Foundation strategies.

Question 2: How has BUILD strengthened grantees?

Hunch: The financial and psychological security provided by the five-year commitment gives grantees the time and space to develop more strategic approaches to their work, to be "nimble" in dramatically changing contexts, to invest in long-neglected organizational capabilities, and to strengthen critical institutional assets such as financial resilience and human resources.

Question 3: Did BUILD impact grantees' roles in leading or taking part in networks in a way that strengthened those networks?

Hunch: There appear to be significant differences in the types of networks that receive BUILD funds: formal secretariat-led networks, more consensus-style grassroots networks and variations in between. In the case of the grassroots networks, these tend to be led by the people who are directly affected by inequality – often indigenous people. It is a challenge and an opportunity to engage with a range of networks that requires Ford to clarify its approaches to networks in order to encompass the different formations.

Question 4: Has BUILD been organized and implemented optimally so as to achieve the desired impacts?

Hunch: BUILD support – financial and technical – may have different effects on smaller and newer institutions/networks in comparison to those that are larger, older and/or more formal. Similarly, the extent to which the BUILD concept resonates with different types of institutions may enhance or impede BUILD's role in advancing the work of its grantees.

Hunch: The role of the PO in the development and implementation of the BUILD grant and the relationship between the PO and grantee is an important dynamic influencing a grantee's experience of Ford's support and the ways in which BUILD is used to advance institutional strengthening and mission impact in a given organization.

Hunch: Convenings and peer-to-peer exchanges, though limited in their use so far, have revealed a strong thirst for shared learning and exchange about institutional strengthening and how to respond to an often increasingly threatening context. The planning and facilitation of these engagements impact the quality of learning and exchange.

Hunch: BUILD emphasizes the principle of "grantee in the driver's seat" which places grantees at the center of decision-making about organizational priorities. In theory, program staff play a supportive, enabling role. How this principle plays out in practice depends largely on the PO's relationship with the grantee, and the capacity of the grantee to lead in various ways.

3.2. Real-time lessons for the Ford Foundation

For many grantees and POs, the OMT represents an underutilized resource. Ford should open transparent discussions around what the next steps could be in using the OMT for the majority of grantees who found it useful, as well as to better leverage learning opportunities for the Ford Foundation itself (while still respecting needed confidentiality).

CCTA seems to provide value, and thus an opportunity to revisit and sharpen its complementary contribution. Now that experience with CCTA is accumulating, it would be an appropriate time to revisit the CCTA strategy. The value of convenings in particular has been demonstrated, so a proactive stance would be appropriate, with explicit focus on responding to the recommendations expressed by grantees. Special attention is needed to support program offices which have not widely or effectively used the CCTA tools. There is a strong desire and some demonstrated success in using CCTA to support peer exchange and learning, and for convenings to be a place where ideas and skills are shared, and a community of practice is nurtured.

Additional clarification, training, and support of both staff and grantees can help them optimize the BUILD grant. Greater clarity is needed among the grantees about where they should draw on their own BUILD grants to contract technical assistance and where they can access additional BUILD support (and how).

Safety and security is a critical and growing issue and can be broadened in interpretation to include protection and well-being, and support therein. Concerns about safety and security are not seen as just technical issues that can be dealt with by a "project" but are part of an organization's commitment to a culture that encompasses a duty of care. BUILD allows organizations to practice what they preach in terms of caring for people's well-being. As the new global strategy focuses more on what the ET judges to be safety and security issues, an important aspect of institutional strengthening will be to refine and define in a more ambitious theory of change for fostering a culture of protection.

BUILD (and foundations overall) has interest, but less control, in "field-building", focus on facilitation of greater exchange, collaboration, partnership, and network-weaving for grantees. It appears that changes in the fields are an area which is primarily in BUILD's sphere of interest and modestly in its sphere of influence, but certainly not within the sphere of control. It is therefore essential not to overplay attribution, but to instead focus on how BUILD has enabled grantees to better position themselves in their respective fields, wherein they can then proceed to exert influence themselves

Invest in training, on-boarding, and support of program staff to implement BUILD. Program officers appear to have a strong influence in the grantees' experience with BUILD, yet they seem to have widely varying levels of understanding and commitment to the principles, goals, and mechanisms of BUILD. For full implementation of BUILD and testing its theory of change, Ford should seek more shared understanding of BUILD among program officers. In-

evitably, different program officers with different types of grantees will have different views on the application of BUILD tools and structures. The BUILD team should not attempt to force a one-size-fits-all approach, but should actively promote shared learning about the different rationales applied in different themes and offices, and among different categories of grantees. The evaluation should be leveraged to contribute to this process.

Transparency is essential, "warts and all". There is a strong desire among grantees for greater transparency now that the procedures for BUILD are becoming stabilized. Grantees are willing to accept that there was some confusion in an initial period of what they recognize has being a dramatic change for Ford, but there is an expectation that they should now be kept more in the loop as the process moves forward.

3.3. Real-time lessons for the evaluation team

When strategies change, is BUILD a space for dialogue or a limitation to alignment? The roll-out of the new global strategy will affect relationships between the POs and the grantees (primarily in the Global South), presumably requiring further discussions around strategic alignment with others. This will be an important opportunity to explore the pros and cons of locking in funding within a long-term approach in a volatile world with shifting policy priorities and a shifting donor landscape.
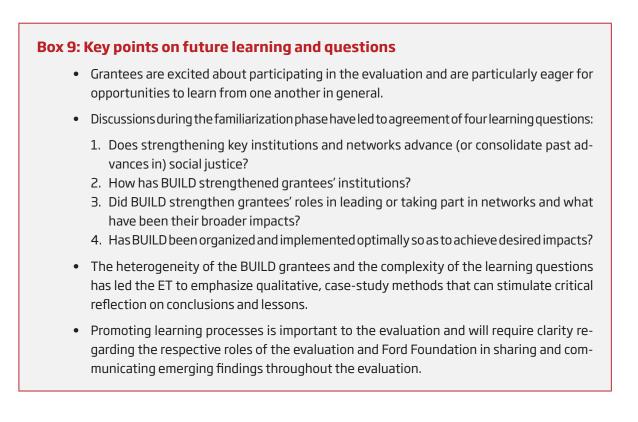
BUILD represents a very different equation for transaction costs for both Ford and the grantees. For some grantees it is higher, and for others lower. In order to learn how these costs can be managed efficiently, effectively, and transparently, the evaluation should map transaction costs and present recommendations accordingly.

By comparing the distances travelled by different categories of grantees over time, the evaluation should map and inform future strategic planning processes that can embrace adaptive and nimble management. This may have very different characteristics for different organizational categories, most notably grassroots organizations that do not follow conventional pathways to institutional change.

Safety and security are issues that relate to both the technical aspects of BUILD-supported organizations and the people who work in them and the grantees' constituencies. The evaluation should map and analyze if and how a broad "culture of protection" that encompasses these aspects is emerging among the grantees and what this means for grantees being more impactful where staff and constituencies are under threat.

BUILD has contributed to intentionality in DEI, but beyond inputs such as training and procedural adjustments, the path to institutional change has usually not yet been staked out. The ET should assess whether and to what extent organizations are learning how to generate real change or if DEI priorities fade from view over time.

4. Avenues for exploration and learning questions

Box 9: Key points on future learning and questions

- Grantees are excited about participating in the evaluation and are particularly eager for opportunities to learn from one another in general.

- Discussions during the familiarization phase have led to agreement of four learning questions:

  1. Does strengthening key institutions and networks advance (or consolidate past advances in) social justice?
  2. How has BUILD strengthened grantees' institutions?
  3. Did BUILD strengthen grantees' roles in leading or taking part in networks and what have been their broader impacts?
  4. Has BUILD been organized and implemented optimally so as to achieve desired impacts?

- The heterogeneity of the BUILD grantees and the complexity of the learning questions has led the ET to emphasize qualitative, case-study methods that can stimulate critical reflection on conclusions and lessons.

- Promoting learning processes is important to the evaluation and will require clarity regarding the respective roles of the evaluation and Ford Foundation in sharing and communicating emerging findings throughout the evaluation.

4.1. Stakeholder expectations of the evaluation Foundation

One grantee highlighted a view that the evaluation can help to obtain a broader overview of processes, beyond what can be understand from the narrower perspective as an individual organization.

> How can we use the BUILD program to strengthen ourselves through external knowledge? How to activate these additional resources? We lack knowledge of how to connect the dots and benefit from external knowledge.

The most common request is for sharing learning among grantees (as well as with POs and the evaluation team) about a broad range of issues related to institutional change, advocacy, and more impactful programming. This may involve not only a sharing of evaluative findings but also a sharing of information with other grantees (perhaps transcending a "hub and spokes" structure in BUILD's own networking). As part of this, grantees would like to self-organize learning networks with other BUILD grantees.

> I have lots of networks in my field, (but) I don't have a network of peers focused on organizational development.

All stakeholders (naturally) want the evaluation to inform Ford's programming going forward. There is a hope that BUILD will use the evidence generated to raise awareness and enhance Ford's own commitments to long-term thinking and deeper grantee relationships. The grantees are prepared for looking critically here about the extent to which there is evidence to confirm the underlying BUILD hypotheses about the benefits of long-term and stable support.

Many grantees have asked for more specifics around Ford's own theory of change regarding how the lessons are going to be applied after BUILD, and in relation to the different timing of the start and end of different grants. Although they recognize that decisions about the future are going to take time, and inevitably be impacted by the Ford Foundation responses to global political volatility, there is a strong desire for transparency as the end of some BUILD grants approaches.

As part of this, grantees also expressed hope that the evaluation can play a strategic role in the dialogue between Ford and the grantees regarding "what comes next". Indeed, several grantees expressed anxiety that decisions about their future funding will be made late and without full discussion. As one US-based grantee commented:

> As we (BUILD grantees) move farther into the five years of BUILD, there will be growing uncertainty about what comes next. Will there be another multi-year grant? Will there be the worst case scenario of "we are now cutting you off?" Ford should not wait until years 4–5 to develop and communicate a strategy for the future path of organizations and the Foundation.

Several grantees (and POs) talked about that end point as "the cliff". Others talked about BUILD 2.0. The enthusiastic response to the developmental evaluation approach noted by the team has been fueled by this desire for dialogue and transparency. This reinforces the importance of designing the evaluation (and its learning strategy) in an appropriate manner.

> I would be curious to know what Ford wants to learn from the evaluation. Is it about the shift, etc. Or will it be penance for 20 years of bad grant-making and then back to business as usual?
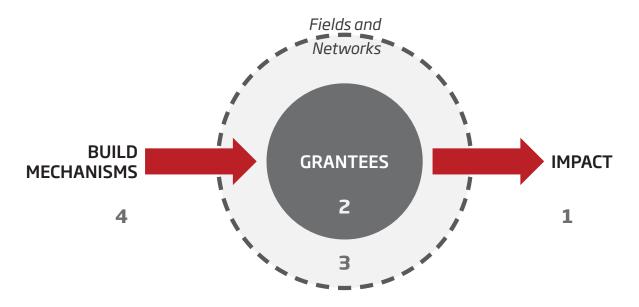
Finally, there is a recognized need to inform other funders about the need for and benefits of a BUILD-like approach. The grantees would be interested on being part of this process, possibly suggesting the need for a communications strategy that engages the grantees in using the evaluation to "spread the word" themselves.

4.2. Learning questions for the evaluative phase

Learning questions and priority areas of analysis

The four learning questions for the evaluation are structured so as to trace the contributions of the BUILD mechanisms to grantees' institutional strengthening and ultimate impact, both directly and through their respective fields. Figure 8 illustrates how the four questions approach the BUILD experience from different angles to triangulate and contextualize our understanding and draw lessons for future Ford support and to contribute to reflection in the broader philanthropic community.

Figure 8: The four BUILD learning questions

1. **Does strengthening key institutions and networks advance (or consolidate past advances in) social justice?**

   - If so, how?
   - In what context?
   - What grantee characteristics matter most?
   - Under what conditions?
   - What aspects of BUILD have been most/least important for making this link?

   Potential areas of analysis

   - ✓ Effect of institutional and network strengthening on mission impact
   - ✓ BUILD contribution to changing prevailing narratives that reinforce inequality
   - ✓ Aspects of BUILD that support grantee resilience and "nimbleness" to respond to contextual threats and opportunities for advancing social justice
   - ✓ Effects of organizational and contextual factors on institutional and network impact, e.g. size, history, or type of grantee; type and size of grant and support; political, societal, and financial context

2. **How has BUILD strengthened grantees' institutions?**

   - Are there particular areas in the BUILD pyramid that are featured more or less in the institutional strengthening?
   - Has BUILD supported grantees to develop their strategic clarity and coherence in the effort to dismantle inequality?
   - Did BUILD help the organization "scale" or decentralize?

- How is the BUILD impact different from that of other donors or other types of Ford Foundation grant-making?
- How have organizations strengthened essential organizational culture while undertaking major institutional changes?
- Are grantees becoming more resilient in relation to financial or contextual risks?

Potential areas of analysis

✓ Impact of BUILD support on different types of leadership transitions
✓ Role of a formal strategic plan in limiting/enhancing nimbleness
✓ Roles and tensions between agility and formality in organizational effectiveness
✓ Capabilities of organizations to analyze strategic challenges and implement an effective response
✓ Effect of scaling or decentralizing on organizational culture and practices
✓ What difference BUILD makes for an organization facing acute or chronic risks
✓ Differences between BUILD impacts and support from other donors or other Ford grant-making

3. Did BUILD strengthen grantees' roles in leading or taking part in networks and what have been their broader impacts?

- If so, how?
- Are BUILD grantees developing stronger capacities to catalyze, lead and/or support collaborative mobilization within the fields they engage in?
- Have BUILD grantees elevated the work of their partners to respond to the strategic challenges in the field?
- Do BUILD grantees influence the ways in which power is distributed among members of a network and if so, how?
- Do these networks generate broader influence in their respective fields?

Potential areas of analysis

✓ Contribution (if any) of BUILD grantees to strengthening leaders of networks
✓ Pathways through which BUILD-influenced networks become more impactful
✓ Pathways through which BUILD grantees affect the broader fields in which they engage
✓ Effect of BUILD-influenced networks on membership organizations, e.g. of indigenous peoples

4. Has BUILD been organized and implemented optimally so as to achieve desired impacts?

- How has the general operating support component of the BUILD grant contributed to the institutional strengthening of BUILD grantees?

- Has the institutional strengthening component of the BUILD grant been "fit for purpose" in relation to grantees' needs?
- Have the BUILD GOS and IS funds contributed to the organizational development of BUILD grantees in ways that are different than GOS or IS funding from other sources? If so, how?
- What is the impact of long-term, stable funding on grantees' institutional strengthening and mission impact?
- How have the convening and technical assistance components of BUILD been utilized by grantees and to what effect?

Potential areas of analysis

- ✓ Aspects of the BUILD grant structure and grant-making processes that are helpful or limiting
- ✓ Role and influence of POs/others in the grantees' experience of BUILD at different stages
- ✓ Value added or limitations of peer learning and exchange within BUILD
- ✓ Influence of OMT and/or other strategic thinking and planning processes catalyzed by BUILD

4.3. Methods for answering the learning questions

Qualitative methods based largely on case studies

The evaluation will rely primarily on qualitative methods that will reflect the DE features. The familiarization phase has led to tentative identification of a set of categories of grantees that are expected to be illustrative of types of changes underway in relation to BUILD, and also areas where there is a need and demand for more in-depth analysis. These two aspects will be largely unpacked through two types of case studies (described in more detail in Section 4.4 below). The first will be analysis of changes over time, reflecting the different temporal starting points described in Section 1.2 above. These case studies of "distance travelled" will involve annual contacts with cohorts of grantees that are representative of selected categories. The second type of case study will consist of one-off "deep dive" analyses of issues that are seen as particularly important for learning.

For example, to determine mission impact and its relationship to institutional strengthening, we can examine distance travelled through qualitative interviews by:

- Asking the grantee what change they have made and what its impact has been on their effectiveness. They probably have the most insight into what they would and would not have been able to do without BUILD. This line of questioning will include funding, CCTA elements, network positioning, and strategic planning and processes.

- Asking knowledgeable stakeholders and informed observers (network peer organizations, funders, constituents where useful and available) what has changed about the grantee's impact since they entered BUILD. This will "ground-truth" the grantee perspective on its impact. It must be acknowledged, however, that the scope and representativeness of these interviews will be limited.

Complementary quantitative data collection

As part of this developmental evaluation, we also anticipate exploring data of quantitative nature to complement and triangulate the evidence emerging from the case study methodology. From our understanding at the end of the familiarization phase, the following types of quantitative information can be gathered and analyzed:

- information systematically recorded on the Ford Foundation "FLUXX" database for each BUILD grantee (strategy alignment and annual budgets for all grantees, Financial SCANs for US-based grantees only, and financial health section in FLUXX for grants made after 2017)
- analysis conducted by Ford Foundation staff for specific sets of BUILD grantees
- data collected by BUILD grantees as part of their monitoring and evaluation routines, and
- information gathered by third parties (e.g. the Center for Effective Philanthropy).

Case study surveys

Since the case study methodology is framing and leading the evaluation approach, the quantitative information and analysis will be approached from a triangulation perspective, i.e., with the intention to support (or contradict) the evidence gathered during interviews, focus group discussions, and convenings that are part of the case studies. We expect to gather information of quantitative nature across grantees selected for the same case study, thereby enabling comparisons among grantees on a thematic area or topic they have in common. We believe we can survey other grantees who share thematic or topic areas with those in the frame of a case study, but with whom we do not have the bandwidth to study in as much depth. The surveys will be designed to be short, focused, easy to respond to, and web-based.

Full-cohort surveys

The team has explored ideas on how to further triangulate the data and at the same time give the full cohort of grantees an opportunity to engage with and contribute to the evaluation.

During the ITA phase, the evaluation team will unpack the learning questions to determine what aspects could be meaningfully quantified across the heterogeneous mix of grantees and use this to design a brief full cohort survey. The data gathered would be used to affirm or con-

tradict evidence patterns gathered in the case studies. In addition, grantees will be asked if they would be interested in additional contact with the evaluation team in order to further explore the questions from the survey. The survey will be conducted at the beginning and the end of the evaluative phase to trace changes in perspectives over the course of BUILD. Given the different times when grantees started receiving their BUILD grants, it will be acknowledged that the data will have limited validity in some respects.

Using traditional survey questions in a short and focused manner, along with inductive survey methods using short-answer and (possibly) wikisurvey methodologies, will help assess the degree to which case study findings are likely true across the BUILD cohort. Inductive surveying in the ITA and/or early in the evaluative phase may also contribute to the development of the case study questions.

Constituency voices

This is an important part of the larger methodological question of how to assess the mission impact of grantees. Only the grantees' staff and board will know what changes they made internally. They will also have some sense of their mission impact and how it was influenced by those internal changes. Nonetheless, we need to "ground-truth" their claims about impact with external perspectives. In most cases asking grantee partners, network affiliates, Ford Foundation program officers, and other major donors for the grantee about what has changed in the grantee's work over the past few years will be valuable. In many cases, constituency voices, i.e., those who are being affected or served by the grantees' work, will also be able to provide valuable information on impact. Site visits to relevant community organizing groups and relevant convenings could naturally include a conversation with some of their core constituents. In the course of developing the individual case studies we will explore how to best leverage these opportunities to enrich the evaluation with constituency voices.

4.4. Case studies framework and proposed topics

Overview of the case study process

Each case study will cover approximately five to seven grantees with similar or contrasting characteristics and trajectories. The intention will be to explore those aspects which are expected to be teased out, using "sentinel indicators" related to institutional strengthening and how this leads to more impactful programming. There will be two types of case study.

- The first category will consist of cases of grantees disaggregated into overarching categories to analyze the "**distance travelled**" in the BUILD process. A key determinant for selecting these "distance travelled" cases is areas where we see an added value emerging from the collection of longitudinal data. In this way the most critical institutional variables affecting BUILD will be identified and analyzed. These will be planned

during the initial trend analysis phase, and initial "baseline" data will be collected for those grantees that have received support as part of the earlier BUILD cohorts. Primary data collection will be initiated at the start of the evaluative phase. These case studies will involve two or three points of contact with the sample grantees. Where appropriate and feasible, comparisons will be made between grantees from the earlier and the newer cohorts.

- The second type of case study will be in the form of one-off **deep dives** that will explore how the grantees are dealing with a given challenge or opportunity, or even how BUILD as a whole is addressing potential gaps in the BUILD portfolio in achieving intended aims. Although both categories of case studies will be contextualized, the deep dives will pay extra attention to how the BUILD approach plays out in different contexts. In this way the most critical contextual variables affecting BUILD will be identified and analyzed. The ET will, in agreement with the BUILD team, initiate a limited number of these studies at the beginning and identify other priority cases on an ongoing basis during the course of the evaluative phase.

Proposed categories of "distance travelled"

1. **Established organizations** – leveraging BUILD to stabilize/grow and develop a clearer strategic focus, including in well-established organizations.

2. **Emerging organizations** – new, relatively young or having a longer history of operating as if they were a start-up and now formalizing (recognizing that formalization may have a variety of characteristics).

3. **Network organizations** – with special attention to those with highly democratic structures.

4. **Organizations with leadership transitions** – undergoing a leadership/governance transition, including transitions from being founder-led.

5. **Grassroots mobilizing organizations** – focusing on mobilizing large groups of people in a grassroots manner.

Proposed initial wave of deep dives

1. **Challenging environments** – organizations and networks that are mobilizing to confront an acute existential threat, including protection risks for both staff and constituents.

2. **Organizations led by people of color and/or indigenous people** – organizations founded and/or led by people of color in the United States and indigenous people in the Global South, looking at the impact participation in BUILD has had in mitigating or removing historic barriers to these organizations.

3. Implications of changes in BUILD over time – how regional offices and themes that invested quickly at the start of BUILD differ from those that have waited and started with BUILD once the approach had time to mature and be "baked-in" to overall Ford grant-making.

4.5. Learning and engagement strategy

The main purpose of a developmental evaluation is learning. In essence, by providing real-time feedback, the evaluator actively intervenes to shape the course of development, helping to inform decision-making and facilitate learning. Promoting relevant conditions for learning and establishing frameworks for the learning processes are therefore important aspects of the evaluation. It will also be important to ensure clarity regarding the respective roles of the evaluation and Ford Foundation in direct engagements and the production of evaluation outputs and tools. Concretely, the role of the evaluation team will focus on the following:

- Design of protocols and information tools (tailored introductory material) for engaging with grantees and POs.
- Presentations of evaluation findings and lessons at convenings and other relevant BUILD events.
- Production of quarterly bulletins (and possibly other outputs) to inform about evaluation progress and activities.
- Drafting of evaluation and case study reports.
- Drafting of other outputs tailored to inform various audiences about emerging findings and lessons.
- Dialogue with the BUILD team on how to best utilize evaluation outputs.
- Joint engagements, together with the BUILD team, with the philanthropic community.
- Sharing and validation workshop and related activities in conjunction with case studies.

Ford staff will have primary responsibility for the following aspects of learning and communication:

- Sharing outputs within and beyond direct BUILD stakeholders.
- Production of outputs and communications tools based on the evaluation findings for broader reach and to stimulate broader systemic learning based on lessons from the evaluation about BUILD.
- Ensuring that lessons from the evaluation are used to inform future Ford programming and grantee relations.

In particular, it has already become apparent that BUILD convenings offer an opportunity for learning. As noted in the findings above, the BUILD approach to convenings is emerging through an iterative process. An implication of this is that the role of the ET in these events has not yet been explicitly defined and is likely to vary between these diverse events. During the

course of the ITA the ET will discuss and define how to best utilize these events and respective roles and procedures.

The learning community consists of two key groups – the BUILD grantees and Ford Foundation staff. Within these groups there are different interests and needs. The Ford Foundation leadership, for example, needs knowledge on which to base its future decisions regarding the BUILD model. On the other hand, Ford Foundation program officers may be more concerned with specific components of the BUILD pyramid or may see the evaluation as a vehicle for sharing experience about BUILD implementation with their colleagues. As revealed during the familiarization phase, the BUILD grantees constitute a heterogeneous group, with some learning interests that are similar and overlapping, and some that are distinct. The learning community also includes other donors that the Ford Foundation would like to influence.

Already, the work of the Ford Foundation BUILD team and the evaluation team during the familiarization phase has helped to promote the evaluation as an inclusive learning process among the stakeholders. The active involvement of the grantees and Ford Foundation staff at the co-creation workshop provided an important starting point. Going forward, it will be critical to sustain engagement and involve a larger range of grantees in the evaluation. Engaging the broader grantee base will require regular information and evaluation updates from the BUILD team, POs, and the evaluation team.

This will include customized updates about the evaluation to be presented at grantee convenings going forward or specific evaluation learning events, and POs actively spreading information about the evaluation among their grantee contacts. To ensure that opportunities are maximized, monthly calls between the Ford Foundation BUILD team and the evaluation team will include identification of opportunities for messaging to the grantees (piggy-backing on other events or communications efforts) as a standing agenda point. The ET will coordinate and collaborate with Ford Foundation's Office of Communications and Office of Strategy and Learning, which will lead efforts to promote learning within Ford and among grantees, and communicate to the wider stakeholder community. The evaluation will seek opportunities to promote grantee-to-grantee exchange, as requested by the grantees themselves at the co-creation workshop.

The ET will use the ITA phase to reach out to and promote engagement among an increasing range of grantees. Upcoming convenings offer an opportunity to reach out to, engage, and inform additional grantees. We foresee that at these events we will provide updates on the evaluation process, the proposed case studies, and any key issues and concerns. We will furthermore use the events to validate baseline data that has been gathered.

As part of the case study conceptualization during the ITA, a learning plan will be developed that includes the methods and activities to be undertaken for each case study. The learning plan will identify the timing and frequency of learning/feedback loops, as well as the medium(s) to be used. In addition to written materials and possibly visual representations of findings, online interactive discussion forums will be considered, as well as webinars, presentations at convenings, and/or the sharing and verification workshops described in Annex B below. The form of

the final learning products will take into account the different audiences. During the evaluative phase, the main vehicle for learning will be the different case studies. In effect, each case study to be conducted presents a learning area, with its own subset of learning questions. The process and dynamics for each learning area are expected to be different, taking into consideration the distinctiveness of each case study.

4.6. Next steps

This section outlines the approach and next steps for both the initial trend analysis phase and the evaluative phase. For more details, a full list of activities can be found in Annex A.

Initial trend analysis phase (November 2018 – June 2019)

This phase will start with discussions with grantees identified to take part in the case studies. Sample-building and case study framing will take place until April 2019, at which point the case study approach and profiles will be discussed with the BUILD team.

The ET will also participate in BUILD convenings during this phase, aiming to raise awareness about the evaluation among grantees, share emerging findings and gather information for the case study profiles.

The phase will conclude in June 2019 with the initial trend analysis report, presenting the case study profiles and initial baseline information about each grantee involved in the case studies, as well as more general information gathered about the full cohort of BUILD grantees.

Evaluative phase (July 2019 – March 2021)

This phase will be launched in July 2019 and will involve data gathering with grantees taking part in the case studies throughout the phase, followed by learning sessions with the BUILD team, Ford Foundation, BUILD grantees, and philanthropy funders. A full-cohort survey will mark the start of the evaluative phase, as well as its end in March 2021.

Two evaluation reports will be produced during this phase: Evaluation report I in April 2020, and Evaluation report II in February 2021. This last report will conclude the BUILD evaluation.

Annex A: Evaluation process in relation to BUILD process

As Table 1 illustrates, there has been a considerable time lag between the announcement of the BUILD initiative in early 2016, the award of the first round of BUILD grants later that year, the establishment of a BUILD team in New York, and the commissioning of the evaluation, which was launched in New York in late February 2018. Ideally, a developmental evaluation should begin at the start of the initiative being evaluated and run in parallel through to the end. This was clearly not possible in the case of BUILD, given the nature of the initiative, the imperative of announcing it, and the tasks related to building capacity within the Ford Foundation to steer and manage the initiative.

As such, the ET has had to retroactively construct a map of how BUILD has evolved in its more than two years of existence, with more than 200 grants awarded to three different cohorts (in 2016, 2017 and 2018), and other grants in the pipeline. A recently held co-creation workshop[2] provided the latest opportunity for a group of BUILD stakeholders to inform the future design of the evaluation, which is moving into the analysis of initial trends from data gathered so far, as a means of informing the evaluative phase.

An important consideration is that the BUILD cohort is evolving and growing as the BUILD initiative becomes clearer and more structured. After an initial hold on new nominations in regional offices in light of the ongoing Ford Foundation-wide strategic review, 2018 BUILD grants have subsequently been announced and new grantees are coming on stream. As such, and assuming BUILD is a time-bound five-year initiative, additional new cohorts can be expected until 2020. Given that nearly all grantees have a commitment that they will receive a five-year BUILD grant, the ET foresees that the window for evaluating and learning about BUILD could remain open for at least the next three to five years. In the case of 2020 nominations, the BUILD initiative could even last until 2025.

Table 1: BUILD launch and evaluation timeline

Ford Foundation processes	BUILD timeline	Evaluation timeline
November 2015 – *FordForward* strategy launched		
January 2016 – Establishment of Office for Strategy and Learning	Early 2016 – BUILD initiative launched
May 2016 – Kathy Reich appointed BUILD Director	
	Fall 2016 – First round of BUILD grants awarded	
December 2017 – Ford Foundation's internal restructuring	January 2017 – BUILD team assembled	August 2017 – Call for Proposals, BUILD developmental evaluation
March 2018 – New program strategies and lines of work introduced	July 2017 – Second round of BUILD grants selected	February 2018 – BUILD evaluation launched
October 2018 – Ford Foundation's review of global presence and regional offices	July 2018 – Third round of BUILD grants selected	September 2018 – Co-creation workshop held in New York
November 2018 – familiarization phase completed

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2   Co-creation Workshop Summary Report (September 2018).

As we highlight in this report, the ongoing global strategic review at the Ford Foundation may have significant ramifications on future BUILD grant-making, as well as on how current BUILD grantees are categorized in terms of their alignment to global and regional strategies. All this presents both opportunities and challenges as the team moves to define a sample and refine its case-study-led method. The opportunities relate to observing how a program designed to provide long-term stability functions amid inevitably unpredictable shifts in strategic priorities. The challenges relate to the need to ensure that at least a majority of grantees participating in the case studies expect to retain a long-term relationship with the Ford Foundation when the parameters for that relationship become difficult to predict.

Familiarization phase components

Review and coding of documents

The evaluation was officially launched in late February 2018 at the Ford Foundation offices in New York. After the launch meeting the ET devoted significant time to reviewing the dossier of proposals on the basis of which BUILD candidates were admitted to the initiative. The documentation reviewed also included available Recommendations for Grant Approval (RGAs). The documents were coded using *Atlas.ti*, a software package that makes it possible to categorize and quantify emerging patterns, trends, and differences within the BUILD cohort. This process provided a very useful overview of grantee intentions and Ford Foundation program officers' perspectives and justifications for support for the BUILD grants. However, the ET found that the information presented in the proposals and RGAs often needed to be updated during the field visit interviews, and therefore the team focused the analysis presented in this report primarily on the findings from the interviews.

Familiarization visits and coding of findings

The ET began the familiarization phase of the evaluation, deploying to the field in April, May, and June to meet with selected grantees, thematic program teams and regional teams. The team spoke with 47 grantees, 13 Ford program officers, and 8 Ford directors from selected thematic areas (Gender, Racial and Ethnic Justice; Creativity and Free Expression; Internet Freedom; Natural Resources and Climate Change) and regions (Middle East and Northern Africa; West Africa; Southern Africa: Mexico and Central America). All interview transcripts have been coded and analysis of the findings has provided a major part of the basis for the analysis in this report. Two members of the team also had the opportunity to meet with the Eastern Africa cohort, which was not included in the familiarization sample.

Monthly teleconference calls

Regular calls between the NIRAS team and the Ford Foundation BUILD team have taken place on a monthly basis to review progress made and discuss questions arising.

Co-creation workshop

In September 2018, 16 grantees and 15 Ford Foundation staff from around the world gathered with the evaluation team in New York City. The workshop had three key objectives:

1. Understand the nature, type and degree of organizational change that BUILD grantees seek to achieve.

2. Identify learning priorities to advance knowledge about the role of organizational development in social change.

3. Shape the design of the evaluation process in a way that fosters open dialogue and learning.

Participants considered several key questions for the evaluation:

- What change is sought through BUILD – for organizations, their fields and mission impact?

- What is necessary to understand to achieve that change?

- What are the significant categories and characteristics of grantees to use to understand the impact of BUILD and test the theory of change behind BUILD?

- What indicators of change will be useful to determine the impact of BUILD for such a heterogeneous set of grantees and program offices? (Especially in relation to the previously identified learning questions.)

A full summary of the workshop is presented in the Co-Creation Workshop Summary Report[3].

Key activities during the initial trend analysis phase

The dates for the initial trend analysis phase are November 2018 to June 2019 (Table 2).

Table 2: Initial trend analysis

Activity	When	With whom
Discussions with selected grantees, sample-building and case study framing	November 2018 – March 2019	Grantees, FF POs and BUILD team
Participation of the evaluation team in BUILD convenings	November 2018 – June 2019	Grantees, FF POs and BUILD team
Discussion of case study approach and profiles; presentation of sample for the evaluative phase	April 2019	BUILD team – in-person meeting
Communication and learning discussions with grantees (either as side events of BUILD convenings or as separate gatherings)	March and April 2019	US (NYC BUILD Women's Leadership) and regional; grantees, FF POs and BUILD team

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3 Co-creation Workshop Summary Report (September 2018).

| Initial trend analysis report | May 2019 | BUILD team – in-person meeting |
| Communications and learning discussions with philanthropy stakeholders | May – June 2019 | BUILD team |

Key activities during the evaluative phase

The tentative dates for the evaluative phase are July 2019 to March 2021 (Table 3). The end date for the evaluative phase might be shifted depending on the overall BUILD timeline.

Table 3: The evaluative phase

Activity	When	With whom
5 case studies (~30 grantees) – distance travelled	July – December 2019	Grantees, FF POs and BUILD team
5 case studies (~30 grantees) – deep dives	July – December 2019	Grantees, FF POs and BUILD team
Survey(s)	September – December 2019	Grantees
Evaluative report	April 2020	BUILD team – in-person meeting
Communication and learning discussions with grantees (either as side events of BUILD convenings or as separate gatherings)	April – June 2020	US and regional; grantees, FF POs and BUILD team
Five continued case studies (~30 grantees) – distance travelled	August – December 2020	Grantees, FF POs and BUILD team
5 case studies (~30 grantees) – deep dives	August – December 2020	Grantees, FF POs and BUILD team
Survey(s)	August – December 2020	Grantees
Evaluation report II	February 2021	BUILD team – in-person meeting
Final learning discussions with grantees, FF and philanthropy funders	March 2021	US and regional grantees, FF POs and BUILD team

Annex B: Case study process

Here, we summarize the steps to be taken during the ITA in designing the case studies, selecting the sample, iteratively refining the indicators, and collecting background and baseline data for the case studies. At the end of the ITA a more detailed methodology will have emerged for each case study. The depth of the case study will reflect what needs to be learned, and some dives will be deeper than others.

Where appropriate, and depending on the availability of budgetary resources and opportunities, the evaluation will conclude a given case study with a sharing and validation workshop. In these, the participants in the case study will meet, preferably in person but potentially virtually or through other technologies that can provide a platform for exchange (e.g., exchanging videos), to discuss and validate findings, and also to share related experiences and learning.

Detailed case study profiles explaining the themes and methods, including descriptions of the categories to be used and learning and communications plans, will be developed during the ITA. For the "distance travelled" cases these are expected to be fixed during the ITA, whereas for the "deep dives" an initial set of cases will be identified.

Participants in both sets of case studies will be solicited and approached, partly in connection with ET attendance at convenings and other events and partly via broader direct contacts and support from responsible POs and BUILD POs. In both sets of case studies, an iterative approach will be used wherein feedback from potential case study participants will be solicited during the ITA, which will result in adapted and finalized case study plans at the end of the ITA.

The "sample" will reflect a process of discussions with the BUILD team, regional and thematic directors and POs, and of course the grantees. There will be a significant degree of self-selection among the grantees that express interest in participating. It is expected that the majority will come from the regions and themes that have been visited and engaged by the ET (but not necessarily from among the grantees already visited).

Some additional regions and thematic areas will be included, such as Indonesia. Strong efforts will be made to engage with a broader range and larger number of US grantees in particular. The ET will engage in some nudging if a grantee is known to be a highly salient example of the issue being explored, but there will be no demands on participation.
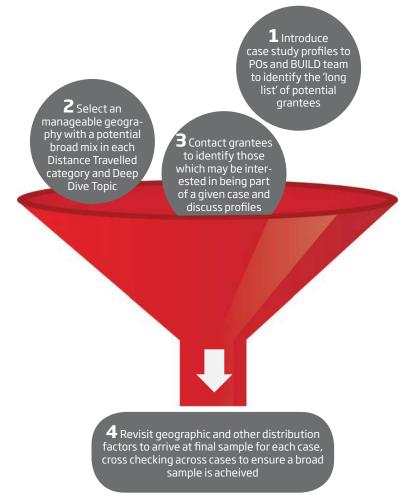
There will be an intention to arrive at a sample that is reasonably balanced across the different types and geographic locations of the grantees. Nonetheless, it will not be a randomized sample and it is recognized from the outset that the sample may miss some unique factors and processes and not fully reflect the diversity within BUILD.

Prioritization will reflect a balance between selecting/recruiting grantees that are dealing with issues that can shed light on the evaluation questions and ensuring a reasonable balance across the full cohort. Wherever possible and appropriate, the case studies will include a mix of

US and Global South regions. If it is apparent that US and Global South grantees differ greatly, a case study may be extended to include, e.g., four US and four Global South grantees that can provide a large enough number of grantees from each sub-cohort to derive generalizable conclusions. Furthermore, as the new global strategies are approved and defined, the implications of this for the sample will be considered in order to have a reasonable balance across the new strategic priorities so as to best inform future programming.

Figure 9: Overview of the sample selection process

1 Introduce case study profiles to POs and BUILD team to identify the 'long list' of potential grantees

2 Select an manageable geography with a potential broad mix in each Distance Travelled category and Deep Dive Topic

3 Contact grantees to identify those which may be interested in being part of a given case and discuss profiles

4 Revisit geographic and other distribution factors to arrive at final sample for each case, cross checking across cases to ensure a broad sample is acheived

The ET will strive to minimize intrusion on and extra work for the grantees and POs. It is difficult to generalize, but a "distance travelled" (DT) case study may include a two-day visit during the first year of the main evaluation, followed by a one-day visit a year afterwards. The deep dives (DD) will vary greatly, especially depending on if/how the case study will involve bringing in constituent and peer or observer voices, but be based around what may be a one-day visit to each grantee. Where appropriate, regionally based members of the evaluation team may undertake other forms of follow-up over the course of the evaluation. With both types of case studies, the evaluation team will make efforts to take advantage of opportunities to bring the participants together to discuss and reflect on their mutual experiences.

Full anonymity is nearly impossible and of little value in this evaluation, but confidentiality will be a primary concern. The evaluation team will anonymize data unless there is an important reason for learning the identity of a grantee or program staff member. In the latter case, the grantee or program staff member will be contacted about permission to be identified.

Table 4: Steps in developing the case studies

What	When and how (DTs to be developed during dates indicated, DDs to be developed on a rolling basis)	Who
Develop a "first take" on profiles for each case study	November 2018 (ASAP after familiarization report is approved), desktop analysis	ET in consultation with BUILD team
Gather background data and review literature related to given case study	December 2018 (ASAP after "first take" is approved), desktop analysis	ET in consultation with BUILD team
Define indicators and discuss other salient issues with key POs/ directors	November 2018 – February 2019, through attendance at convenings, limited Skype interviews	ET in consultation with key POs/ directors
Establish the "long list" for the sample for each case study	November 2018 – February 2019, through attendance at convenings, limited Skype interviews	ET in consultation with POs/ directors and BUILD team
Work towards the "shorter list" for the sample	November 2018 – March 2019, through a combination of attendance at convenings, limited Skype interviews and desktop analysis	ET in consultation with POs/ directors and BUILD team
Refine the case study plans and identify "volunteers" for the "short-short list"	November 2018 – April 2019, through a combination of attendance at convenings, limited Skype interviews and desktop analysis	ET in consultation with grantees
Determine final sample, collect baseline data and finalize case study profiles	April-May 2019, through desktop analysis and discussions with BUILD team	ET in consultation with BUILD team, confirmed by POs/directors
Approval of final case study plans	June 2019, through discussions in conjunction with board meeting and other meeting opportunities	BUILD team
Undertake case studies	Start in July 2019	ET

The categories of "distance travelled" and issues to be explored in the "deep dives" described in this report are presented as a starting point for consideration. We expect that how the cases are framed will be significantly adjusted through the discussions during the ITA. Furthermore, particularly in the "deep dives", the framing of the case studies may be narrowed, to unpack more explicit challenges that can inform broader programming. The first deep dive case study is proposed as a pilot case to explore a specific issue with an intention of highlighting broader issues facing BUILD grantees. It is expected that such an approach may be a way to ensure that the exchanges undertaken in the case studies are not seen to be overly abstract.