



The Robert H. N. Ho Family Foundation Global



CONTEMPLATION, INSIGHT,  
AND IMPACT (C2i)  
**PROGRAM LEARNING REVIEW**

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# CONTENTS

<i>Grant Recipients Included in C2i Learning Review and Abbreviations</i>	3
EXECUTIVE SUMMARY	4
BACKGROUND TO C2i PROGRAM AND LEARNING REVIEW	6
LEARNING REVIEW SCOPE AND METHODOLOGY	11
KEY FINDINGS	15
• Pre-Grant Organizational Readiness	17
• Development and Implementation of Wellbeing Skills and Practices	18
MAIN CHALLENGES	30
• Measuring Impact	31
• Competing Priorities and Sustaining Practice	32
• Culture Change	33
• Hourly Billing	33
RECOMMENDATIONS	34
MOVING FORWARD	37
ANNEX	39
• List of Interviewees	

## Grant Recipients Included in C2i Learning Review and Abbreviations

*Organizations listed in alphabetical order*

<b>Grantees</b>	<b>Abbreviations</b>
Commonweal	<b>Commonweal</b>
Fauna & Flora International	<b>FFI</b>
Healthy Minds Innovations	<b>HMI</b>
Kids In Need of Defense	<b>KIND</b>
Meridian Institute	<b>Meridian</b>
Mind & Life Institute	<b>MLI</b>
Ocean Conservancy	<b>OC</b>
Plastic Solutions Fund	<b>PSF</b>
Resilience Initiative	<b>RI</b>
The Nature Conservancy	<b>TNC</b>
The Wellbeing Project	<b>TWP</b>
Winrock International	<b>Winrock</b>
World Wildlife Fund-US	<b>WWF-US</b>

# EXECUTIVE SUMMARY

The Robert H. N. Ho Family Foundation Global (RHFF Global) program on Contemplation, Insight, and Impact (C2i) was established in 2018 to introduce and sustain contemplative practices within frontline nonprofit organizations working to promote social and environmental change.

The long-term goal of C2i is to contribute to positive social and environmental impact by strengthening the links between inner wellbeing, nonprofit effectiveness, and social change. This report seeks to distill what has been learned from the first three years of C2i grantmaking (mid-2019 to mid-2022) and to understand the benefits and challenges that program grantees have experienced to date.

During the period under evaluation, the C2i program encompassed 13 organizations. Twelve are featured in this report.<sup>1</sup> The grantees included in the review work on a variety of social and environmental issues, and on the science of mindfulness. Three were regranters, which multiplied the reach of C2i geographically across the Americas, Europe, Asia, and Africa, diversified the size of beneficiary organizations, and expanded the issues covered.

C2i responded to a series of needs that were heightened during the COVID-19 pandemic, the most significant being social turmoil in the US and across the globe, climate anxiety, burnout, and racial injustice. C2i grants covered a range of contemplative and wellbeing practices that organizations chose to suit their needs. Practices were generally applied to existing priority areas within each organization. These included: human resource management; diversity, equity and inclusion; and leadership development.

The program's initial Theory of Change posited that increased internal wellbeing of individuals, teams, and organizations would contribute to greater organizational effectiveness, and ultimately, to better external mission-related outcomes. By supporting employees' internal wellbeing, it was projected that organizational culture may change over time, creating work environments where staff would experience less burnout, empathic fatigue, and stress while increasing resilience, compassion, inclusion, and equity. As a result, people would behave differently – and more skillfully – as they interacted with one another, external stakeholders, and partners to further their objectives.

During the three years that RHFF Global has provided C2i grants, there has also been a shift in understanding across the nonprofit landscape to recognize that wellbeing is an underused, underdeveloped, and under-resourced set of skills in the sector's effectiveness toolkit, and development of this area could have significant positive impact on a frontline nonprofit organization's sustainability and effectiveness.

To carry out the Learning Review, the report team conducted document analysis and virtual interviews with key personnel in grantee organizations, RHFF Global current and former staff, advisors, experts, and peer

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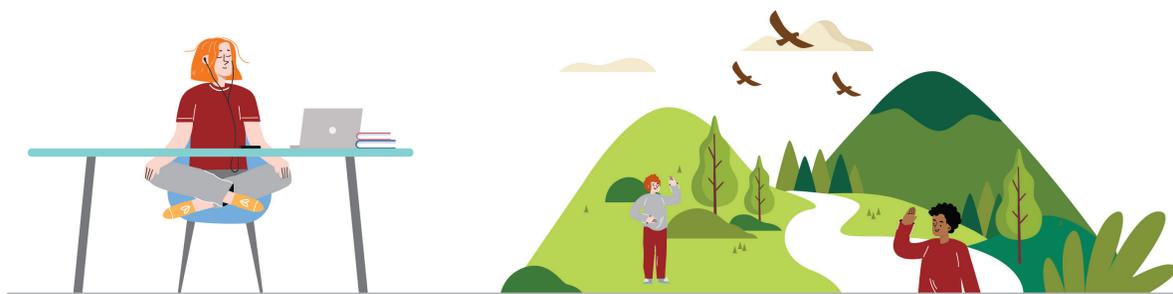
1. This report includes 12 of the 13 grantees in the C2i portfolio. Mind & Life Institute is not included as the organization bridges C2i work and RHFF Global's grantmaking related to youth, environment and mental health.

fundors. The resulting findings indicated that C2i has established a growing community of change-makers who are benefiting from contemplative and wellbeing practices, and highly value the program. Grantees reported positive differences in individual, team, and organizational behavior, including anecdotal mentions of improved interactions among staff, increased ability of staff to cope with day-to-day work challenges, staff retention and growth, among others. The review also found there is an expanding community of funders.

Several challenges for C2i's initial cohort of grantees were identified. One example was the lack of a baseline measurement of wellbeing at individual, team and organization levels before C2i grant implementation, making it hard to evaluate progress. Another was the time pressure felt by staff in sustaining contemplative and wellbeing practices due to competing priorities and the urgency of mission-related work.

However, findings showed that all the organizations participating in the review had experienced positive gains from C2i grants. Beneficiary organizations credited C2i support with increasing staff and client engagement, helping employees feel safer in their working environment, and training leaders to be more present in their work.

This report summarizes the background to C2i and the Learning Review, scope of evaluation and methodologies, key outcomes, insights, and challenges from C2i grantmaking, and provides recommendations for the next iteration of the program and grantees. In doing so, it seeks to enable both RHFF Global and others in the field to deepen their awareness and enhance strategies for future planning and decision-making.



# BACKGROUND TO C2i PROGRAM AND LEARNING REVIEW



In March 2022, The Robert H. N. Ho Family Foundation Global (RHFF Global) sought to conduct a review of the first three years of grantmaking (mid-2019 to mid-2022) for its **Contemplation, Insight and Impact (C2i)** program. C2i is guided by the central question: “Can supporting contemplative and wellbeing practices in the nonprofit sector bring about internal organizational changes that enhance external impact and ultimately contribute to transformative social and environmental change?” The objective of this report is to distill insights from C2i to understand what had worked, and the key challenges for grantees to date. It also sets out to provide insights for RHFF Global, C2i grantees, peer funders, and other interested actors in the field on how to achieve better outcomes by investing in the wellbeing of frontline nonprofit staff.

## Shaping the C2i Program

C2i was initiated in 2018 by David E. Lorey, then RHFF Global Program Advisor, and C.R. Hibbs, RHFF Global Senior Advisor/Director of Programs, working closely with The Robert H. N. Ho Family Foundation Global Chairman Robert Y. C. Ho and a subcommittee of the Foundation’s Board of Directors. **The aim of the new grantmaking program was to reflect long-held Ho family values of interconnectedness and compassion, and to “make a difference in the world”,** with a primary focus on frontline environmental organizations.

As part of research and exploration to identify how those early ideas could be translated into new foundation grantmaking, Lorey and Hibbs conducted interviews and held deep listening sessions with staff at leading nonprofit organizations around the world. The conversations identified the **profound stress, burnout, and anxiety experienced by many nonprofit staff in the context of climate chaos, political polarization, and racial injustice, and other crises.** The (then new) terms “eco-anxiety” and “climate-related stress” surfaced in the interviews as well as the fact that nonprofit staff often did not feel empowered to express such feelings to funders or engage in self-care because of perceived pressure to stay focused on the external mission of their organizations. Interviews also highlighted the prevalence of self-imposed guilt among social sector changemakers in taking care of themselves in the face of such intense external need.

**While private and government sectors had employed mindfulness practices for several years, there had been minimal support for internal wellbeing within the nonprofit sector.** From the conversations and research, RHFF Global hypothesized that frontline nonprofit organizations could benefit from investing in and incorporating contemplative wellbeing practices.<sup>2</sup>

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2. Early grants focused on contemplative practice. By late 2020, C2i grants included contemplative practices and broader wellbeing offerings.

## Theory of Change

The need identified by Lorey and Hibbs led to an initial Theory of Change for C2i that posited:

1) Internal organizational efforts to integrate contemplative and wellbeing practices into individual lives, leadership development and practice, and organizational culture would 2) enhance awareness, resilience and creativity of leaders, staff, and teams in their daily activities, and by doing so 3) positively advance the external impact of funded organizations.

Core to such thinking was that support for the internal wellbeing of individuals within organizations could, over time, help shift organizational culture, leading to work environments in which individuals would experience less burnout, empathic fatigue, and stress, and develop greater resilience, compassion, inclusion, and equity. As a result, individuals, leaders, and teams would act differently – and more effectively – as they engaged with each other, external stakeholders, and partners in service of their mission.

## External Context

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*Generally, there is a sense of burnout, and it becomes harder to do the conservation work with climate grief, which is very real. Several folks talk about how important it is to these resources and strategies to be able to keep going, even in the face of climate grief*

– Tracy Parsons, Senior Director for Conservation Support,  
Ocean Conservancy

..... ☹☹ .....

When the initial C2i grants were made in 2019-20, the world was experiencing a convergence of major challenges, including:

- Accelerating evidence and impact of climate change;
- Social and political turmoil in the United States and across the globe;
- Unstable financial markets; and
- The start of significant individual and organizational upheaval from the COVID-19 pandemic.

Since that time, **awareness and incidence of stress and burnout within the nonprofit sector has increased sharply, exacerbated by the ongoing global COVID pandemic, increased demand for nonprofit services, higher costs aggravated by inflation, and an extremely competitive labor market.** All of these forces have fortified the ideas motivating C2i, increasing both nonprofits' desire for wellbeing assistance and uptake by other funders interested in the potential of contemplative and wellbeing practices to help address the myriad challenges in nonprofit workplaces.

## Selection of C2i Grantees

From the outset, C2i was designed to be iterative and experimental in order to learn from a broad range of nonprofit organizations of different size, scope, structure, geographic reach, and issue focus. Thus, each organization in the initial cohort of grantees enabled a different test or experiment to be tried over the course of its grant.

The majority of C2i grantees focus on environmental issues. Others in the portfolio work to abolish human trafficking, advocate for unaccompanied migrant children, and practice conflict resolution for some of the world's most complex problems, including food security and nuclear disarmament. Through regranteeing partnerships with the Resilience Initiative, Commonweal, and the Plastic Solutions Fund, C2i significantly expanded its global reach to involve scores of grassroots organizations working across a range of sectors, including labor rights, reproductive health and justice, and plastic pollution, among others. During the period under review, a grant to Healthy Minds Innovations, at the University of Wisconsin-Madison, was C2i's sole grant focused on research, while a grant to The Wellbeing Project supported a donor-learning cohort focused on organizational wellbeing for the nonprofit sector, and a collaboration with Rubin Museum of Art to create a mobile Mandala Lab for the Wellbeing Summit in Bilbao, Spain.<sup>3</sup>

The first C2i grant was awarded to The Nature Conservancy in late 2019. By 2022, there were 13 grantees, including three regranteeing partners. During the period under review, C2i beneficiaries, both direct grantees and regrantees, spanned over 65 countries and included approximately 130 organizations.<sup>4</sup>

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*The program is an example of how important and unusual The Robert H. N. Ho Family Foundation is as a funder, with its interest in contemplative and wellbeing practices for nonprofits*

– Plastic Solutions Fund interviewee

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Key selection criteria included:

- A fit with C2i's Logic Model and strategy;
- Weighted toward environmental organizations;
- Non-environmental NGOs which were frontline and often already supported by the Foundation (e.g., Kids In Need of Defense), or reached by C2i via regranteeing partners;
- Preferably some organizational experience with contemplative practice or other staff wellbeing practices;
- Senior leadership that demonstrated genuine openness, participation, and signaling of support;
- Sufficient human resources/people functions, receptivity, and capacity to champion, operationalize, and oversee a new, experimental grant;

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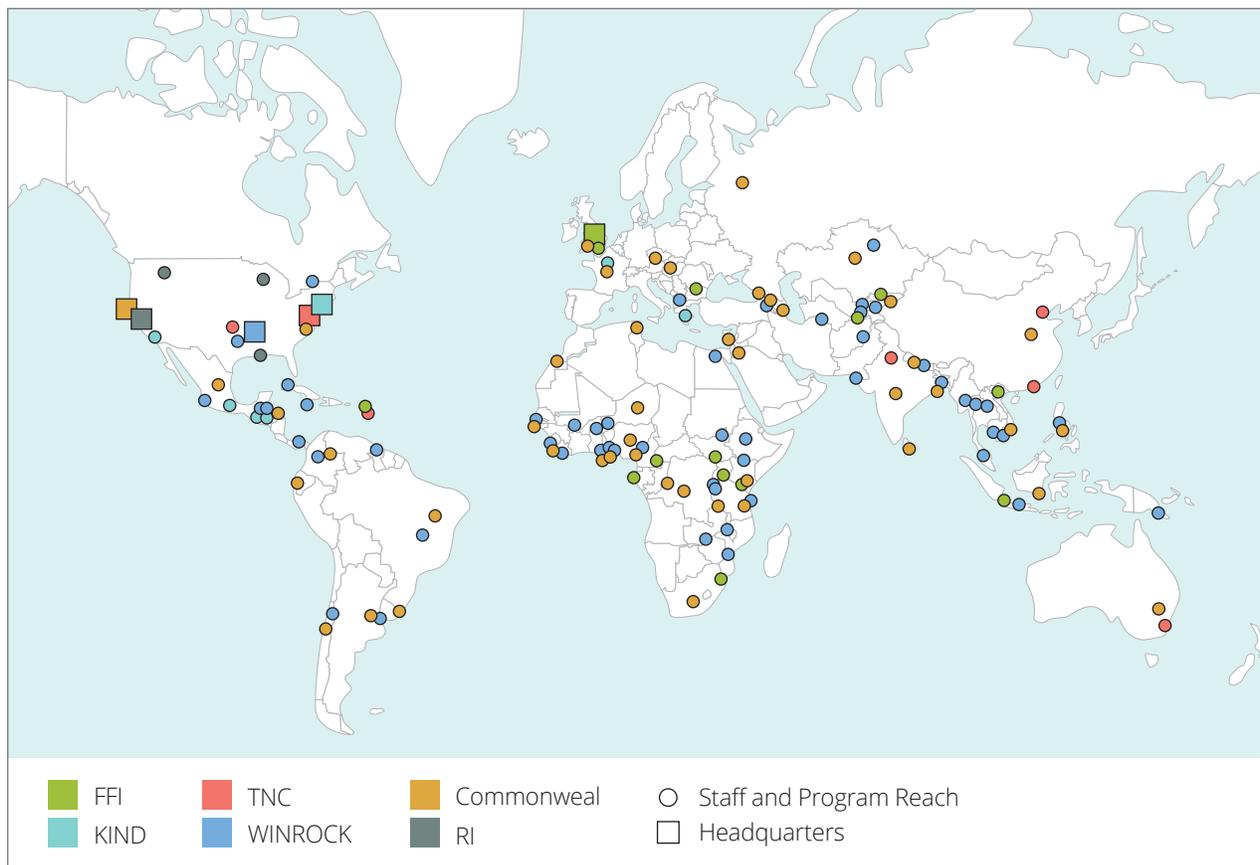
3. For a short film on the mobile Mandala Lab, see: <https://rubinmuseum.org/mediacenter/a-tour-of-the-mandala-lab-bilbao>

4. Depth of investment and interventions varied significantly among organizations, ranging from direct grantees implementing ambitious organization-wide initiatives to regrantees that received discrete mindfulness training and coaching opportunities, or organizational mini grants, to implement C2i work.

- Global geographic diversity;
- Diversity in size, including larger nonprofit organizations which could be field influencers, small grassroots organizations supported via regrants, and mid-size groups;
- Diversity in the application of wellbeing practices within grantee organizations.

Most C2i grantees received two-year grants in one of the following three categories:

- Direct C2i grants for internal wellbeing and/or regrants ranging from US\$30,000 to US\$300,000.
- Support to regrantees for training, workshops, and coaching opportunities via wellbeing mini grants up to US\$15,000.<sup>5</sup>
- Field-building (funder engagement and learning) and research grants ranging from US\$184,000 to US\$750,000.



**Figure 1: C2i grantees with transnational reach.**

5. Many regrantees were part of networks where members received access to mindfulness training and/or other wellbeing support, but did not receive direct financial support, such as Commonweal and Plastic Solutions Fund regrantees. Other regrantees, such as participants of Resilience Initiative's Mindful Leadership for Equity and Resilience Initiative (MERI) project, received organizational mini grants of US\$15,000 each for C2i-related activities.

# LEARNING REVIEW SCOPE AND METHODOLOGY



## Contemplation, Insight and Impact (C2i) Logic Model

Purpose: To achieve transformative social and environmental impact by strengthening the links between inner well-being, nonprofit effectiveness and social change.

### C2i achieves its goals through the following strategies:

- Grant-making to nonprofit organizations working on the front lines of environmental and social change, to support the inner well-being of leaders, teams and individuals within these organizations
- Working in partnership with thought leaders and practitioners in the field
- Working in collaboration with peer funders

### Short-Term Objectives (2020-2024)

Grantmaking and allied activities to support:

- A growing community of frontline change-makers who benefit from contemplative and well-being practices
- Sustained practice within frontline nonprofits supported by trainers specializing in contemplative and well-being services for nonprofit organizations
- Deeper understanding of how contemplative practice and other well-being approaches enhance nonprofit effectiveness, including:
  - A range of contemplative and well-being approaches and best practices to implement, integrate and sustain within frontline nonprofit organizations
  - Demonstration grants illustrating the return on investment in nonprofit wellbeing
  - Useful metrics that capture learning in ways it can be shared
- Increased donor interest in and commitment to the field

### Medium-Term Goals (2024-2028)

- Widespread integration of contemplative and/or well-being practices within nonprofit organizations working on the front lines of environmental and social change
- Shared preception within the nonprofit, funder and practitioner communities that well-being practices are critical for nonprofit effectiveness
- Compelling evidence demonstrating the value of individual and organizational well-being practices in enhancing nonprofit effectiveness and social change
- Increased resources for the field and growing investment to provide contemplative and well-being tools and best practices to nonprofit organizations

### Long-Term Goals

- Nonprofit field characterized by compassionate, resilient nonprofit changemakers
- Nonprofit organizations equipped with culture, resources and well-being practices to create positive social and environmental impact
- Transformational social and environmental impact globally

Figure 2: C2i's initial objectives and goals.

Learning and iteration are an integral part of C2i's design and strategy. The overall goal of the review was to develop an understanding of grantees' experiences to date, including how they implemented their C2i grants; what had been effective, and any benefits derived; what didn't work, including challenges, gaps, or blind spots; and how the impact of these grants might increase going forward. The review did not seek accountability for individual grants.

## Logic Model and Its Objectives

**The Theory of Change embedded in the C2i program's Logic Model is that increased internal wellbeing of individuals, teams, and organizations will lead to better organizational effectiveness and, ultimately, better external mission-related outcomes.** This underlying driver is supported by extensive research and evidence from the commercial and governmental sectors, with a more recent focus on the nonprofit sector.<sup>6</sup>

The C2i Logic Model is underpinned by short, medium, and long-term objectives and sets out the following strategies to achieve these objectives:

- Grantmaking to nonprofit organizations working on the frontline of environmental and social change to support the inner wellbeing of leaders, teams, and individuals within these organizations;
- Working in partnership with thought leaders and practitioners in the field; and
- Working in collaboration with peer funders.

**This report focuses on the C2i Logic Model's short-term objectives,** seeking to inform the development of the next iteration of the model.

## Evaluation Parameters

The initial portfolio of C2i grants focused on helping the recipient organizations introduce individual contemplative wellbeing practices to staff, as described in the Logic Model's short-term objectives (2022-24). Thus, this Learning Review centers primarily on grantmaking and allied activities to support these objectives, namely:

- A growing community of frontline change-makers who benefit from contemplative well-being practices, including support for effective communities of practice;
- Sustained practice within frontline nonprofits supported by trainers specializing in contemplative well-being services for nonprofit organizations;

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6. Some recent studies include:

**Jochen Reb and Paul W. B. Atkins.** 2015 *Mindfulness in Organizations: Foundations, Research and Applications*. Cambridge University Press.

**Stanford Social Innovation Review Website** 2020-22 Wellbeing Series: *Centered Self: The Connection Between Inner Well-Being and Social Change*.

[https://ssir.org/articles/entry/integrating\\_individual\\_well\\_being\\_with\\_environmental\\_systems#](https://ssir.org/articles/entry/integrating_individual_well_being_with_environmental_systems#)

ibid *Integrating Individual Well-Being With Environmental Systems*.

[https://ssir.org/centered\\_self\\_the\\_connection\\_between\\_inner\\_wellbeing\\_and\\_social\\_change#](https://ssir.org/centered_self_the_connection_between_inner_wellbeing_and_social_change#)

- Deeper understanding of how contemplative practice and other well-being approaches enhance nonprofit effectiveness, including:
  - Demonstration grants to explore individual and organizational outcomes from a range of contemplative and wellbeing practices, as well as different approaches for implementing them within nonprofit organizations;
  - Useful metrics that capture learning in ways it can be shared;
- Increased donor interest in and commitment to the field.

The scope further encompassed:

- Provision of greater understanding of whether the funded programs are a true reflection of C2i's Logic Model/Theory of Change and the effectiveness of C2i's approach in supporting contemplative and wellbeing practices in partner organizations;
- The range of contemplative and wellbeing practices employed by grantees and their perceived impact/value to their organizations;
- Insight for RHFF Global on the needs and challenges of NGOs in incorporating contemplative practices and other wellbeing practices;
- Identification of organizational development trends and practices at other NGOs to determine where/how RHFF Global can influence the field;
- Analysis of the effectiveness of the current Community of Practice and what support, if any, is needed to continue;
- Information-gathering on funding organizations beyond RHFF Global that support wellbeing programs; how such organizations view this kind of work; whether they know of RHFF Global; if RHFF Global is influencing this emerging field; and how it can support the field going forward.

## Methodology

The evaluation was conducted through document review and virtual interviews, involving almost 100 documents and over 20 hours of interview material. Relevant documents from RHFF Global and C2i grantees were reviewed to understand the history and genesis of C2i, formulate a snapshot of grantee projects, and inform the questions for interviews. Semi-structured Zoom interviews were conducted with 35 C2i stakeholders between 6 June and 13 July 2022, including participants from 12<sup>7</sup> of the 13 grantee organizations, RHFF Global current and former staff, advisors, experts, and peer funders. The semi-structured nature of the interviews also sought to allow sufficient space to explore what interviewees themselves wished to draw attention to through prompts and discussion.

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7. Mind & Life Institute was not included as the organization bridges C2i work and RHFF Global's grantmaking related to youth, environment and mental health.

# KEY FINDINGS



This section looks at the preparation process and outcomes of C2i grantmaking, as highlighted by the Learning Review, to provide deeper insight for RHFF Global and its grantees, and for other funders and nonprofit organizations seeking to increase organizational effectiveness through supporting the wellbeing of staff. It encompasses:

- i) Pre-grant organizational readiness;
- ii) Development and implementation of wellbeing skills and practices to explore what worked at each of these two stages. Challenges are featured in the next section.

## Summary of Lessons Learned

### Pre-C2i Grant Readiness

1. Importance of senior leadership support and engagement.
2. Capacity of individual NGOs to incorporate wellbeing practices into their organizations.
3. Usefulness of “taster” sessions to familiarize potential grantees with mindfulness practices in the workplace.

### Development and Implementation

1. Flexibility in applying C2i funding is a critical factor.
2. Recognition of individual organizational culture as well as local external culture for appropriate adoption of wellbeing practices.
3. Easier to weave C2i offerings into existing organizational initiatives.
4. Beneficial to diversity, equity and inclusion work.
5. Valuable for leadership and management training.
6. Positive human resources management changes after incorporating mindfulness and wellbeing practices.
7. Wellbeing champions at different levels of an organization add to impact of C2i investments.
8. Need to customize wellbeing programs to target audiences.
9. Community of Practice highly valued by grantees as a learning resource.
10. Specific internal wellbeing platform for communication can help staff integrate practices into their work schedules.
11. Anecdotal early indicators of constructive organizational shifts after application of wellbeing practices.
12. Small but visible mindfulness changes to daily work routines can significantly improve work culture.

## Pre-Grant Organizational Readiness

An important consideration for RHFF Global staff in assessing potential C2i grantees was whether the organization was in a position to take on the task of developing and implementing contemplative wellbeing practices. The following three criteria were used when selecting the initial cohort of C2i grantees:

### 1. Senior Leadership Buy-in

**Most important among the organizational readiness criteria was enthusiastic buy-in and engagement from organizational leaders.** Leadership support is pivotal for the uptake of any new organizational initiative. For C2i, leader engagement and signaling were critical indicators because of the novelty and potential skepticism with which the program could be received. The first C2i grantee, **The Nature Conservancy, had already embraced mindfulness as a core leadership skill and identified the development of internal awareness among staff as mission-critical, with direct application to its external work.** The Nature Conservancy's early experience with organizational mindfulness training, as well as input from the CEO and Chief People Officer, were influential in the development of C2i thinking and grantmaking, and offered RHFF Global an initial grantee that was organizationally ready to further develop and expand contemplative wellbeing work already underway.

### 2. Internal Capacity

While there was great desire from other early C2i grantees to incorporate contemplative and wellbeing practices within their organizations, many struggled to get started. **Nearly all grantees reported the need to build in sufficient time upfront to assess organizational needs and design a customized program.** The amount of time required depended on factors such as: prior knowledge of contemplative and wellbeing practices; level of involvement of key stakeholders; size of the organization; and organizational readiness for change. Grantees found that rolling out contemplative and wellbeing programs required extra capacity, in addition to using an external consultant to design, advise, and for some grantees, run the program. **Capacity was needed to properly honor the investment, keep up momentum, ensure learning and iteration, and have adequate logistical support.** Building this internal capacity into existing organizational initiatives or structures is included in the Recommendations section of this report.

### 3. Experience With Organizational Wellbeing Practices

Potential grantee organizations varied as to whether they had working knowledge of wellbeing practices in the workplace. To address this, RHFF Global offered "taster" mindfulness training to several organizations being considered for grants via the Potential Project's Mindset Program.<sup>8</sup> Participants reported varying degrees of success and resonance with the training but noted that the experience helped them understand the benefits that mindfulness and wellbeing practices could provide to their organizations and become familiar with implementation options.

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8. The Potential Project <https://www.potentialproject.com/> had provided training to The Nature Conservancy and came highly recommended as a provider of introductory mindfulness in organizational settings.

# Developing and Implementing Wellbeing Skills and Practices



*Based on feedback from staff, our mindfulness initiative offerings had a significant positive impact on their wellness, resilience, and productivity in these especially challenging times of the global pandemic, natural disasters, and unrest from civic and social justice movements*

– The Nature Conservancy grant report



The Learning Review indicated that many insights on the C2i program stemmed from the opening phase of grant implementation. For example, it became apparent early on that grants needed to be flexible to adapt to the broad range of participating organizations and there was a strong need for external support and guidance to implement grants effectively. Most grantees had not embarked on anything similar before. Thus, **being able to test and adapt was important so that grantees could determine through trial and error the best fit for their organizational needs.** Grant recipients also appreciated that RHFF Global trusted them to explore and experiment when learning how best to introduce and apply contemplative and wellbeing practices. Significant success factors and experiences for C2i grantees during the implementation phase, as highlighted by the Learning Review, included:

## 1. Flexibility and Support

**Whether grants were for regranting, internal application, or research and development, grantees indicated that flexibility was critical to applying grant funds effectively and responding to the individual and collective needs of their staff and/or regrantees.**

Several organizations, including Kids In Need of Defense, Meridian Institute, and regrantees of the Plastic Solutions Fund, found that **mindfulness and organizational wellbeing work helped staff and leaders as they were experiencing and managing organizational growth.** Wellbeing tools and skills provided opportunities to support new hires, help staff connect with each other, and set a positive tone.

Mindfulness eased stress from organizational change. Kids In Need of Defense, for example, found that integrating mindful and wellbeing approaches from the start of the recruitment process through to onboarding helped avoid the growing pains that often come with rapid growth. **By adopting this mindset, organizations also reported navigating change in general more smoothly.** As one grantee put it: “Mindfulness allowed us to see change as a positive and not as a process we were going through because we had done something wrong.”

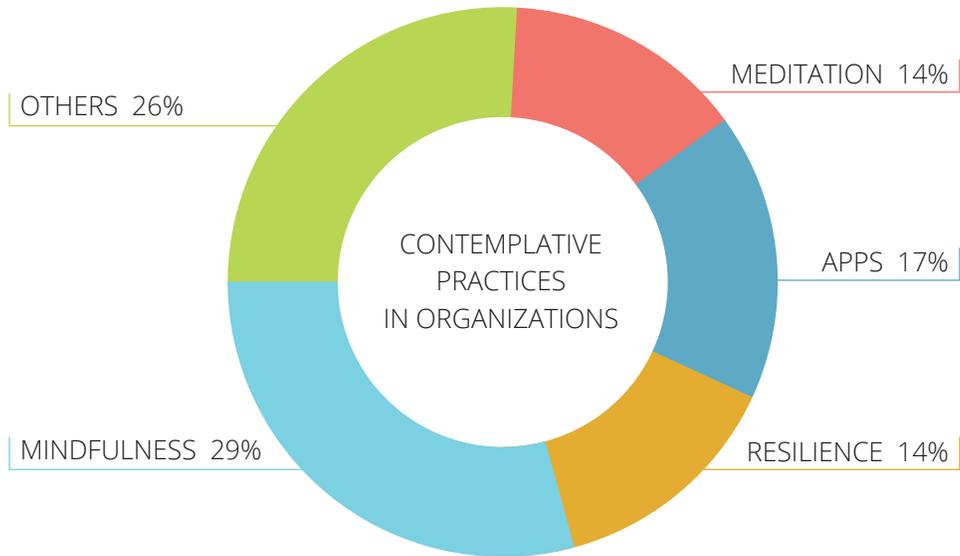


Figure 3: Types of contemplative practices instigated by the C2i program.

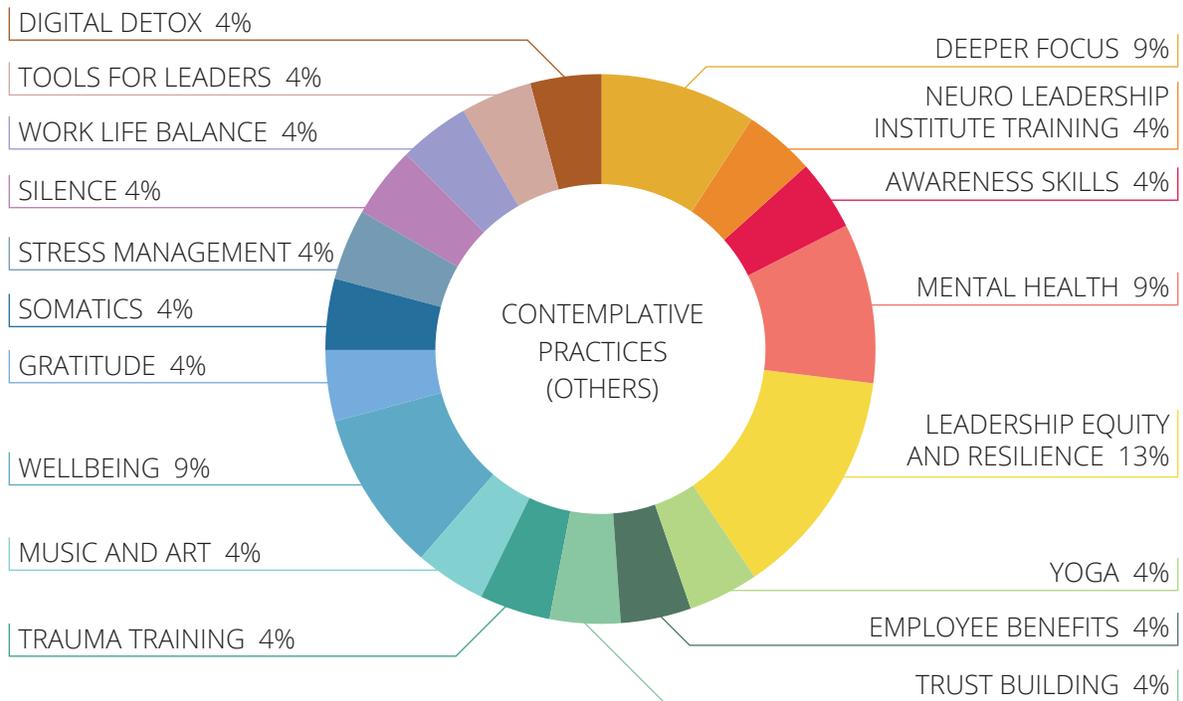
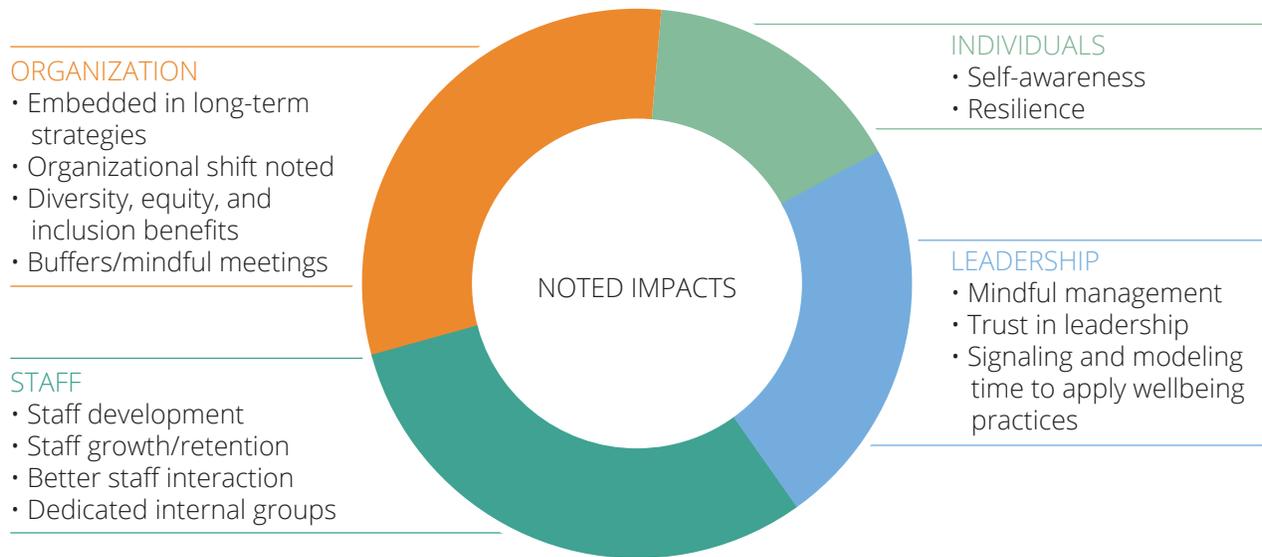


Figure 4: Forms of wellbeing employed by C2i grantees in the "Others" category.



**Figure 5: All-round effects of wellbeing and mindfulness on grantee organizations.**

## 2. Broad Global Appeal and Recognition of Cultural Differences

As indicated on the map on P10, C2i’s global reach is broad, with staff, members and volunteers from nonprofit organizations working in at least 65 countries currently applying contemplative wellbeing practices to their work. The program has directly and indirectly reached over 130 organizations.

Most C2i grantees work internationally with a broad range of internal and external stakeholders. While all C2i grantees embraced wellbeing support, organizations working globally reported **significant cultural differences and nuances, both geographic and organizational, that need to be taken into consideration when implementing C2i grants**. For example, Commonweal works with partners around the world, and its C2i regranting program touched 1,480 people in organizations across 65 countries.

..... “ “ .....

*In the context of my country and especially in the area where I am currently working, where community temperaments are aggressive and they have no concept of discretion, the training I received in Fauna & Flora International mindfulness has helped me a lot to develop qualities such as self-control, resilience, and patience to work well with the community to which we are assigned*

– Fauna & Flora International participant

..... ” ” .....

Commonweal found great variation in partners' understanding of contemplative and wellbeing practices. The organization addressed these differences in two ways:

- i) Defined the parameters so all partners had a common understanding and shared vocabulary of contemplative wellbeing tools and practices; and
- ii) Invested time and energy in adapting its approach with each regrantee by researching which practices would be culturally appropriate and maintain flexibility.

**Even within a single country, there were nuances in organizational culture that affected implementation of wellbeing approaches.** For example, some external consultants worked primarily in the corporate sector, where language and culture are different from NGOs and need to be adapted for the social sector.

For grantees working internationally, it was helpful to find local providers who could deliver programs in local languages and use examples relevant to the culture. **The process of adapting wellbeing approaches to local cultures, customs, and languages requires additional time and resources, and needs to be factored into the speed at which the program can be developed and rolled out.**

### 3. Incorporating C2i Grants Within Existing Organizational Initiatives



*We don't live in silos as human beings. We are different things and many things at once. The more we can weave mindfulness into things we're already doing as well as highlight how it plays into everything, whether it's the work we do or the different identities we have, I think that's going to make things even more robust and make things stick*

– Jessica Leung, Program Manager,  
World Wildlife Fund-US



Throughout the grantee interviews, one common thread was clearly visible: **weaving C2i offerings into already established organizational initiatives and work processes was an important factor.** Grantees observed that it was easier to add a new perspective to an area that the organization already prioritized, and this helped early adoption. Additionally, by embedding these practices into existing focuses, the practices would more readily be perceived as “part of the work”, rather than an additional responsibility for already overburdened staff.

**C2i grantees wove a broad range of contemplative wellbeing practices into a variety of existing areas of work, including diversity, equity, and inclusion; leadership and management training; and human resources policies and processes.**

## Experience-sharing 1

### Lasting Impact of Mindfulness Training

In 2021, Break Free From Plastic members held mindfulness training in each of its respective regions as part of the C2i initiative. Following the training, a three-person Break Free From Plastic team organized a Mindfulness Circle on a monthly basis to sustain and make such practices more widely available.

A year later, the training had proved itself to be a valuable undertaking, with many members continuing to incorporate what they had learned into their daily lives. An article in Plastic Solution Fund's July 2022 Newsletter highlighted some reflections from those who took part:

*"The mindfulness training was very helpful to me because I used to heavily multi-task, even during Zoom calls, and often I wasn't paying much attention... so since I started doing only one thing at a time, I [have become] much more productive. It also helped me support my team, especially during intense times like the UN Ocean Conference [when] I found the strategies from the training to be super useful"*

– Caterina, Scienza

*"The mindfulness training was a very valuable experience for me. It opened up a safe space for people to share certain difficulties or challenges they encounter in their work and also private life – so life in general – to find that they are not alone in this and that there are exercises/practices that can offer support. As said, the training provided theory to support the practices (knowing how and why a practice adds to a healthier lifestyle can really motivate one to actually do it) and also gave an explanation of why certain unhealthy habits exist and can be so sticky"*

– Suze, Recycling Netwerk Benelux

## 4. Diversity, Equity and Inclusion

Several C2i grantees adopted mindfulness and wellbeing practices to align and support their internal diversity, equity and inclusion (DEI) work. Winrock International, World Wildlife Fund-US, Resilience Initiative, Plastic Solutions Fund, Kids In Need of Defense, Commonweal, and The Nature Conservancy pointed out how **creating a practice of mindfulness had changed the way that staff communicate and engage with each other by promoting greater awareness, acceptance, compassion, and confidence**. Some organizations incorporated their grants into global diversity and inclusion modules that promoted a respectful workplace culture by using mindfulness to reduce microaggressions and bias.



### A Wellbeing Journey

Kids In Need of Defense (KIND) used its C2i grant to build the KIND Wellness Initiative, a scheme that “would not have gotten the light of day without this funding”, according to Hannah Chotiner-Gardner, Chief Development Officer.

The initiative has had positive impact on staff and volunteers within the organization. One major accomplishment has been the removal of barriers to mental healthcare. Another is the incorporation of the ideals of wellbeing into hiring policies. Chotiner-Gardner explained: “We are now not only looking to hire the right lawyers, we are also looking to hire the right number of lawyers.”

However, it is the Wellness Initiative’s benefit to the NGO’s external work that is most noteworthy, as staff learn to identify when they are dealing with trauma, and accept that their wellbeing would impact positively on clients.

In addition to self-care activities, KIND’s frontline staff have implemented a protocol to mitigate the cumulative and long-term impact of witnessing the adverse experience of migrating children and build staff resilience. These “Wind-Downs’ allow frontline staff to collectively process the emotional toll of their work during short team meetings where they pair case debriefings and strategies with a review of difficult interactions in a mindful, self-aware environment – and offer strategies ranging from chair yoga to mindfulness practices.

The sessions have helped to normalize feelings associated with working with traumatized populations while promoting help-seeking behaviors and emphasizing tuning into personal self-care and team support as part of best practices for working with migrant children. Most importantly, “Wind Downs” create a safe space to recognize the potential psychological hazards of the work and align the value of personal self-care with that of the organization’s trauma-informed care framework.



*The Mindfulness team at Meridian Institute coordinated regularly with Meridian’s Justice, Equity, Diversity and Inclusion (JEDI) team, collaborating on a review of internal policy documents to update language to be more inclusive and intentionally weaving JEDI into the fabric of how to engage staff around mindfulness, developing a curriculum of offerings that featured a diversity of voices, traditions, and techniques*

– Excerpt from Meridian Institute grant report



Winrock International reported integrating diversity, equity and inclusion as well as mindfulness concepts into its Leadership Development Program, with the aim of diversifying the workforce at all levels of staffing and instilling a culture that promotes mindfulness, equity, and inclusiveness globally. The organization also noted anecdotal evidence of positive impact, with staff who attended mindfulness training reporting increased awareness of their biases, a sense of inclusion, and that their voices were being heard. A key challenge was that participation was not always as high as expected or desired.

**Developing New Diversity, Equity and Inclusion Habits Through Mindfulness**



**Impact**

- Survey results have indicated that including mindfulness activities into Winrock International diversity, equity and inclusion programs has created a more positive and inclusive work environment for staff;
- Diversity, equity and inclusion is now part of every conversation, causing staff to feel more empowered to raise concerns;
- Mindfulness recruitment guidelines have contributed to more diversified candidate pools (by more than 50%);
- Leaders going through mindful leadership training have highlighted the importance of inclusion.

**Figure 6: Winrock International's conceptualization and expected outcomes of mindfulness programs in the workplace.**

World Wildlife Fund-US provided another important example of how a C2i grant was used to support the integration of diversity, equity and inclusion work and mindfulness. Its RHFF Global grant was used to cover the cost of mobile mindfulness app "Calm"; optimize the Intercultural Development Inventory to assess staff members' capability to shift cultural perspective and appropriately adapt behaviors; and teach mindfulness-centered work techniques and strategies to enable a deeper focus and awareness during diversity, equity and inclusion conversations. A member of World Wildlife-US's diversity, equity and inclusion team reported that while the organization was still feeling its way through the program, it believed it was important to be laying the groundwork for staff to feel safe being who they are at work.

## 5. Leadership and Management Training

The Nature Conservancy, Meridian Institute, Kids In Need of Defense, Winrock International, Ocean Conservancy, World Wildlife Fund-US, and Fauna & Flora International all applied contemplative and wellbeing practices to their leadership and management training to help strengthen the ability of leaders and managers to connect with others and lead change effectively. **By applying these practices, leaders are learning to increase self-awareness and manage their emotional reactions in an open and honest way.** In one example, Ocean Conservancy described how not only the leader but the whole team took mindfulness training together. All the participants cited heightened self-awareness and open communication to be the best tools they had found to achieve positive, productive teamwork.

Commonweal, one of the regranteeing organizations, reported that some regrantees applied contemplative practices to their leadership workshops, including sessions on personal resilience and incorporation of meditation and yoga practices into strategy meetings at the leadership level. The leadership workshops highlighted the need for a deeper understanding of the different cultural, national, and regional needs and approaches of participants. **Not all cultures were well-versed in contemplative and wellbeing practices. Therefore, it was important to modify leadership training for each cultural and organizational need.**

## 6. Human Resources Management

Fauna & Flora International and Kids In Need of Defense both reported that the application of mindfulness approaches to human resources management had led to changes in policies and processes reflecting the new approach. They believe this will also aid sustainability of mindfulness practices over time.

According to Fauna & Flora International, **teams managed with mindfulness techniques report feeling better managed and being able to cope with challenges they face in executing their work.**

Kids In Need of Defense has taken an important step toward bringing the positive impact of contemplative and organizational wellbeing practices to the external, client-facing work of the organization. Its Social Services Therapeutic Toolkit is an internal resource that service providers can use to engage with young and adolescent migrant youth. The toolkit includes a variety of activities appropriate for different age groups. One section in particular focuses on mindfulness exercises, such as the straightforward 5-4-3-2-1 grounding technique that can be used with children when they are experiencing anxiety or panic.

Kids In Need of Defense has also found the application of mindfulness to be beneficial to its hiring process at a time of significant organizational growth and expansion. Prior to its C2i grant, understaffing was impacting the mental health of staff. After taking a more mindful approach, the organization became more conscious of how workload impacts morale, wellbeing, and overall organizational effectiveness. It changed its hiring process to address workload issues. The organization created a Wellness Committee, headed by its Human Resources team and including representatives from all areas of the organization. This has now provided leaders within Kids In Need of Defense with a way to surface and discuss wellbeing within the organization.

## 7. Leaders and Champions at All Levels and Human Resources as Functional Lead

**Grantees that were the most positive about their C2i experience had wellbeing champions in place at various levels of their organization.** Internal champions can create consistent expectations throughout the organization and exemplify desired behaviors, together with formal leaders. Organizations indicated that it was important to have the support from all levels of management for a consistent approach in moving toward positive organizational culture change.

Human resources teams often took the functional lead in organizations such as Ocean Conservancy, Meridian Institute, Kids In Need of Defense, Winrock International, The Nature Conservancy, World Wildlife Fund-US, and Fauna & Flora International. Human resources policies, processes, and approaches were redesigned and newly implemented to reflect ways of working that incorporated mindfulness and wellbeing practices. Kids In Need of Defense even implemented changes to its benefits package to foster mental health and wellbeing.

## 8. Customization and Diversity of Provision

**All grantees described the importance of tailoring wellbeing programs to meet the needs of target audiences within their organization.** C2i grantees adopted online and in-person offerings to provide access to mindfulness and meditation practice. Online tools included the Healthy Minds App, Insight Timer, and Headspace. With C2i grant support, organizations also adopted other types of practices and training, including train-the-trainers to bring the programs inhouse (e.g., The Nature Conservancy, Ocean Conservancy); incorporating mindfulness tools into work planning processes; providing monthly webinars on a variety of wellbeing topics; and resilience training.

Grantee interviews revealed that **not only do different organizations need different approaches, but also that a variety of needs can arise within a single organization.**

## 9. Community of Practice

Part of the C2i grant to Resilience Initiative provided backbone support to sustain a Community of Practice (CoP) for C2i grantees. The CoP was mentioned consistently by all grantee interviewees as a valuable resource for learning from peer grantees and helping to develop their own programs. **Grantees found it particularly useful to look to the CoP for ideas on how to introduce, customize, and implement contemplative and wellbeing practices in the workplace.**

All C2i respondents suggested that the CoP would benefit from having a dedicated person to coordinate the community and curate content on a shared platform. Two interviewees added that a person with experience in organizational development and wellbeing would provide added value by supporting areas where the CoP does not have expertise.

A Community of Practice among Resilience Initiative regrantees was established as part of the group's C2i grant. The Mindful Leadership for Equity and Resilience Initiative (MERI) implemented cohort sessions for participants to share plans for mindfulness projects within their own organizations and to receive feedback from others in the group. Participants found the rich discussions of these sessions and the learning they were able to take back to their organizations to be invaluable.

The Wellbeing Project received a C2i field building grant to establish a funder cohort for philanthropic donors interested in learning about, and supporting, nonprofit wellbeing to achieve greater awareness across philanthropy and mobilize funder action to inner wellbeing for social change-makers.

C2i also developed grantmaking collaborations with The David & Lucile Packard Foundation and Leaders Trust, and with the Ford Foundation BUILD initiative for learning and information sharing.

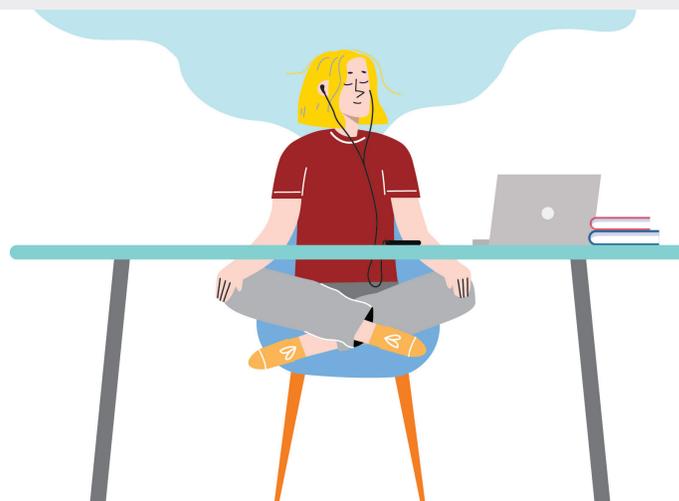
## 10. Internal Communication

**A specialized internal platform can help staff more readily integrate contemplative and wellbeing practices into their workday because information on provision, calendar, and upcoming events are all in one place.** By comparison, staff from organizations that did not have a systematic approach to internal communication found it more difficult to know what was available and how to access it.

Some organizations, such as Kids In Need of Defense, Fauna & Flora International, The Wellbeing Project, Plastic Solutions Fund, and Resilience Initiative, acquired, adapted, or commissioned internal online platforms to share tools, ideas, information, and related communication on contemplative practices and wellbeing in the workplace.

These organizations found that **dedicating a portion of internal communications to updates, information, and ongoing wellbeing provision was an effective way to reinforce learning, keep staff informed and connected, and support culture change.** For example, Fauna & Flora International created pages on their internal website dedicated to the wellbeing practices and tools on offer to members of staff. Kids In Need of Defense instituted a Wellness Committee to keep staff and senior managers apprised of tools, events, progress, and feedback related to their Wellness Program. Electronic newsletters were the tool of choice for other organizations, including Commonweal.

*Kids In Need of Defense's Wellness Program includes an all-in-one platform where staff can find everything on offer for their mental and emotional wellbeing, including links to apps such as Headspace, the organization's Employee Assistance and Resilience Program, workout sessions, meditation, monthly webinars, and newsletters. After a year building the program, Kids In Need of Defense incorporated wellbeing into its long-term strategy and in all 15 of the organization's offices around the world. The Chief Development Officer noted it is an ever-changing program: "It isn't something that will ever be achieved and perfect. It is an ongoing process, and we have to be flexible and able to adapt."*



## 11. Early Indicators of Cultural Shifts and Impact



*One of the most important lessons we learned was that human connectivity and everything that comes with that. Kindness and self-compassion have aligned with our values and who we want to be as an organization*

– Fauna & Flora International interviewee

*We have anecdotal evidence that retention has been high. Staff are reporting a real difference not just inside the organization. There is a difference in the work we do ‘out there’*

– Ocean Conservancy interviewee

*We are beginning to bring mindfulness into work with our stakeholders. We have done it with fishermen, for example, and initial results are positive*

– The Nature Conservancy interviewee



Grantees anecdotally mentioned the following indications of cultural shifts within their organizations as a direct result of the application of contemplative and wellbeing practices:

- Improved interactions among staff, resulting in more productive meetings, especially at the leadership level;
- Increased ability of staff to cope with day-to-day work challenges and the context in which they are working;
- Staff retention and growth, including a decrease, or at least stability, in turnover rates;
- An explicit desire and intention to create time to apply these practices;
- Managers reported being more mindful in their approach to work, resulting in teams better able to cope with challenges;
- The beginning of organizational shifts toward greater openness toward and appreciation of contemplative and wellbeing practices;
- Better staff interactions, where “microaggressions” had nearly disappeared;
- Increased staff self-awareness, to a noticeable degree in some organizations;
- Increased trust in the leadership of their organizations.

**Meditation and External Impact**

The Meridian Institute received a two-year C2i grant to support: leaders and staff in integrating mindfulness and contemplative practices with existing work; generational and cultural shifts within the organization during a period of great growth and change; and integration of mindfulness practices as part of Meridian’s justice, equity, diversity and inclusion (JEDI) work.

The first phase focused on bringing the benefits of mindfulness to internal staff. The next phase is for Meridian to integrate mindfulness and wellbeing practices into client-facing conflict resolution work. The organization is beginning to experiment with external applications, attaining initial positive outcomes. In one example, Meridian’s CEO led an intense meeting where tensions were running high. By taking time out for a three-minute guided meditation, all participants were able to relax. This led to a renewed and more positive mood, which not only set the tone for the following and final day of the meeting but helped lead to a successful result.

Meridian is now working toward integrating these practices into its overall strategic plan. More concretely, as a result of this meeting, Meridian is developing a set of principles and guidance for integrating mindfulness in [client-facing] work.

**12. Small, Visible Changes Make a Difference**

Organizations that introduced a variety of small, creative, tangible changes that made a difference to people’s everyday work lives experienced significant positive improvements to work culture. Some examples given by grantees of the more successful practices adopted included:

- An organization-wide approach of blocking off “focus time” on staff calendars, where there are no scheduled calls or meetings;
- Zoom-free Friday afternoons;
- Meetings scheduled with 5-10 minute buffers;
- Staff participation in hundreds of hours of mindfulness training;
- Internal mindfulness communications included in staff newsletters and on intranet sites;
- Meetings starting with a quick breathing exercise or other mindful moment.

..... ☺☺ .....

*For me, a key lesson was that we can train our mind like it was a muscle, train to un-plug or accept distractions and choose proactively the distractions we want our mind to focus on*

– Plastic Solutions Fund regrantee

*Mindfulness practice has given me a concrete tool to use when I’m in a difficult situation. By pausing, I’ve been able to bounce back much more quickly and move on with my day. I find myself recovering from strong emotions more rapidly, and able to move on both in my personal and professional lives*

– Ocean Conservancy survey comment

..... ☺☺ .....

# MAIN CHALLENGES





*“It must be recognized that this is a slow-burn; there are no quick results”*

– Charlotte Young, General Counsel, Chief Risk and Compliance Officer,  
Winrock International



It was clear from both the interviews and research that C2i is highly valued by all grantees; what is being achieved is considered powerful and game-changing; and the benefits of the program outweigh the challenges. This section outlines the key challenges that the initial cohort of grantees faced when developing and implementing their grants.

### Implementation Issues and Early Outcomes

- Without a baseline measurement of wellbeing at different levels (e.g. individual, team, organizational), it has been hard to gauge improvement following C2i grants, with mostly anecdotal evidence to date. However, grantees are starting to try to quantify impact.
- Continuity and variety of mindfulness practice can help to sustain wellbeing and overcome staff's internal struggle over looking after their own needs and the urgency of grantees' mission-related work.
- While changing organizational culture requires perseverance and time, there are already indications that C2i is subtly influencing perceptions of wellbeing and its value within grantee groups.
- Hourly billing creates a barrier to incorporation of wellbeing as time spent in mindfulness practice cannot be billed to clients. Some grantees are now exploring alternatives to address this.

## Measuring Impact

**One significant challenge has been the lack of a baseline measurement of wellbeing at individual, team, and organizational levels before implementation of C2i grants.** Without a baseline measurement of wellbeing components, such as employee engagement, work environment, work-life balance, and work stress, it is difficult to gauge improvement.

**However, there is anecdotal evidence among all C2i grantees of advances in individual wellbeing.** In addition, most grantees were in the process of moving from a focus on individual wellbeing to group or team wellbeing, and developing ways to measure impact. As such, there is currently little data from

grantees on impact on teams. In some cases, grantees were beginning to focus on external impact, though they are at different stages of implementation.

For example, Healthy Minds Innovation has received a grant to develop better understanding of how wellbeing and contemplative practices can be valuable to nonprofits. The organization's research will include a survey of the nonprofit landscape from an impact standpoint to determine which nonprofit sectors are the most viable candidates to use mindfulness applications or programs. This research aims to create a robust workplace-friendly version of the Healthy Minds Program App for Nonprofit Organizations. Healthy Minds Innovation will also conduct a study to compare the impact of digital and in-person interventions on wellbeing and important organizational outcomes, such as burnout, resilience, and eco-anxiety. Its research should go a long way toward supporting grantees who are beginning to quantify their findings.

Meanwhile, Fauna & Flora International, World Wildlife Fund-US, The Nature Conservancy, Kids In Need of Defense, Winrock International, and Ocean Conservancy are exploring impact as part of their culture surveys and including wellbeing metrics within existing tools. Kids in Need of Defense has hired an external company to help with this, and Meridian Institute was in the process of recruiting a consultant at the time of writing this report.

## Competing Priorities and Sustaining Practice



*It is ironic that this is the very time you need contemplative and wellbeing practices in an organization but [are] unable to apply [them] due to lack of time*

– Nicky Davies, Executive Director,  
Plastic Solutions Fund



**While the C2i grantee community has successfully introduced wellbeing practices, most grantees report it is challenging to find time to sustain contemplative and wellbeing practices at both the individual and organizational level.** The main reasons cited were competing priorities and the urgency of mission-related work. While feedback on mindfulness training has been highly positive, and demand consistently high, many staff experience an internal struggle to find the time to maintain contemplative practices without feeling they are cutting into work to achieve their organization's mission.

As part of C2i's offerings for grantees, The EWS Collective, comprising wellbeing and organizational performance experts who support individuals and organizations, was brought onboard to offer monthly drop-in sessions for all C2i grantees. The aim of these sessions was to provide continuity and variety to C2i participants seeking to sustain or broaden their practice.



*Time is a big factor. Some organizational leaders have a great sense of urgency about their mission-driven programs and this makes it hard to give themselves permission to engage in practice*

– Paula Morris, Executive Director,  
Resilience Initiative



## Culture Change

One of the long-term objectives of the C2i Logic Model is to support nonprofit organizations in fostering organizational cultures that create positive social and environmental impact. Many mission-driven organizations have work cultures where everything is top priority because staff believe so deeply in their NGOs' goals. This leads to overwork and overwhelm, which can lead to burnout.

However, changing a work culture takes time, persistence, and collective effort. **One of the benefits of C2i is that it subtly drives grantee organizations to revisit and reflect on their work culture as they consider how to apply and sustain** contemplative and wellbeing practices. Examples of subtle changes reported by grantees included:

- Ocean Conservancy reported that by making the initial mindfulness training compulsory for the leadership team, managers have begun to apply the concepts in their daily work and lives, thereby modeling positive behavior within the organization.
- By embedding wellbeing in its long-term strategic plan, Winrock International ensured that wellbeing would be a consideration at all levels of the organization, resulting in a significant step toward shifting the work culture.

Impact Visionary interviewee Carmen Morcos, a wellbeing consultant and coach, offered this insight into how to introduce and make wellbeing practices sustainable in an organization: "It has to be a participatory process with constant checking-in, like tiny pulse checks. In order to make it stick, you have to look at the whole organization through the lens of wellbeing. The processes, policies, rituals, human relationships; every component of how an organization operates and then create strategies and practices around those."

## Hourly Billing System

Kids In Need of Defense and Meridian Institute noted that an hourly billing system created impediments to effectively incorporating contemplative and wellbeing practices as time spent in contemplative practice cannot be charged to a client. Kids In Need of Defense were taking steps to reduce this barrier by introducing a model that integrates wellbeing into the list of benefits that the organization offers its staff. This innovative approach increases costs to the organization in the short term, and it will be interesting to see what the longer-term impact will be. Meridian Institute is actively looking for ways to address such issues.

# RECOMMENDATIONS



In light of the findings and challenges identified in the Learning Review, the following recommendations are offered to inform the next iteration of the C2i Logic Model, and to provide insights for current and future grantees and other wellbeing funders.

## C2i Program

### Communicate With the Wider Community

A communications strategy would be valuable for the medium term to share preliminary results from the first cohort of C2i grants with a wider audience. As a funder interviewee said: “Be more visible, consider going to new platforms to broaden the reach [of your message]... share with other funders the value of investing in wellbeing and tell the story of what it means to support an organization to be sustaining, healthy and thriving.”

**Nonprofit organizations are hungry for initiatives such as C2i, and storytelling may be an effective medium to share lessons learned.** A series of video diaries from C2i grantees could be an effective way to communicate with a variety of audiences, including current and future grantees and other funders.

### Strengthen the Community of Funders

Strengthen the platform for other funders to engage with one another. We recommend sharing the C2i story along with the experiences of other funders to encourage more philanthropic support of wellbeing for nonprofit changemakers. **Continue to offer “tasters” as an introduction to C2i.** “Taster” opportunities have provided a valuable way for organizations to learn about options for incorporating contemplative wellbeing practices in their individual organizational contexts.

### Clarify Necessary Time Investment at the Outset

Guidance from RHFF Global on the likely time investment required for a C2i grant would help organizations plan realistically for the assessment, development, and implementation phases of the grant. This includes the time needed to determine which contemplative wellbeing practices would be most likely to have positive impact, develop the program according to these needs, ensure buy-in from formal and informal leaders, and implement the program as well as any learning and evaluation efforts.

### Create a Plan for Internal Communications

As described in the Key Findings (P27), an internal communications platform has proved an invaluable tool for helping staff know what wellbeing offerings are available and where to go to find the tools they need to begin and sustain their practice, and to share experiences, challenges, and solutions.

### Reinforce the Community of Practice (CoP)

At the time of the interviews in summer 2022, there was no structure or process for sharing experiences, information, expertise, challenges, and solutions among C2i grantees. To facilitate learning and encourage collaboration and creative thinking among grantees, regranters, and researchers, a coordination platform for the CoP would be beneficial. The coordinator could be tasked with onboarding new grantees; convening meetings, and skill sharing; curating information, documents, processes, and research; sharing solutions and reporting back to RHFF Global on progress and breakthroughs.

## Grantees

### **Establish Organizational Owners and Champions**

Most C2i grantees found it helpful to have one functional area or department where C2i-related work sits or is “owned”. Human Resources was the choice for many grantees, but each organization needs to determine the best approach for its specific context. Prior to implementing the grant, a grantee should establish formal and informal champions to support progress throughout all levels of the organization. While owners are responsible for overseeing and coordinating the program and serving as liaisons between C2i work and the rest of the organization, champions can model desirable behavior and encourage staff to participate and try new tools. Kids In Need of Defense has a successful Wellness Committee, which includes representatives from throughout the organization and is coordinated by Human Resources.

### **Encourage Grantees to Establish Their Own Measurement Baseline**

Currently, there is no established baseline for grantees to gauge the impact of their C2i work. As wellbeing covers a broad range of potential provision, each organization will have to establish its own measurement criteria. As mentioned in the Measuring Impact section of this report (P31), some organizations are beginning to observe changes in organizational behavior through staff satisfaction and feedback surveys. These studies will help establish baseline measurements. We recommend this be a topic for the C2i Community of Practice so that, together, grantees can find better ways to measure progress and share with – and learn from – their peers.

# MOVING FORWARD





*Keep funding. It is such a beautiful thing. The Robert H.N. Ho Family Foundation holds this work so thoughtfully. Keep looking for the frontline communities, the grassroots movements, and keep pushing the boundaries*

– Shorey Myers, Senior Program Officer,  
Bloomberg Philanthropies



The C2i program’s goal is to achieve transformative social and environmental impact by strengthening the links between inner wellbeing, frontline nonprofit effectiveness, and social change. The Learning Review has shown there have been many positive outcomes in the C2i story to date, with such results far outweighing the difficulties that organizations have faced in implementing the program.

**Grantees noted beneficial changes in their human resources processes and policies, the structuring and running of more productive meetings, organizational growth, and staff retention,** among others. They worked to address challenges that arose in ways appropriate to their individual organization. Grant recipients also expressed gratitude to RHFF Global for launching the C2i initiative and indicated they were committed to the program for the long term. They voiced their appreciation for RHFF Global’s approach in offering contemplative wellbeing support that was not tied to any other project or outcome. This unique structuring gave grantees flexibility and freedom of choice as well as opportunities to learn from each other through the Community of Practice. Furthermore, during the interviews, conversations with staff, and document analysis, it was repeatedly confirmed that the **C2i program was powerful, timely, and wholly appropriate for the times in which we live.**

Looking ahead, review findings will be informative as future reference for RHFF Global, C2i grantees, and other funders in the field. The review has indicated that benefits are most likely when organizations can create time to lay the groundwork for C2i provision and have dedicated owners and champions in place to drive and support the work. The guidance provided at the onset by RHFF Global and a strong Community of Practice were both crucial.

There have also undoubtedly been overall advances as a result of C2i program’s first three years of grantmaking: a growing community of change-makers who are benefiting from contemplative and wellbeing practices; positive differences reported in individual, team, and organizational behavior; and an expanding community of funders. Most importantly, there are initial signs of the beneficial impact of contemplative and wellbeing practices on the external work of organizations.



*Probably the most important lesson we learned is that we should have been doing this all along and that it should be mandatory... The vision, trust, and funding from the Robert H. N. Ho Family Foundation Global allowed us to make this happen*

– Heidi Albritton, Director of Strategy and Culture,  
The Nature Conservancy



# ANNEX

## List of Interviewees

C2i Design / Implementation		
Organization	Interviewee	Date Interviewed
The Robert H. N. Ho Family Foundation (RHFF) Global	Phillip Henderson CEO	7 June 2022
RHFF Global	C.R. Hibbs Program Director	6 June 2022
RHFF (retired)	David Lorey Program Consultant	6 June 2022
RHFF Global	Ann Shulman Program Consultant	10 June 2022

C2i Grant Recipients		
Organization	Interviewee	Date Interviewed
Commonweal	Michael Lerner President and Co-Founder	22 June 2022
	Stanley Wu Director, The Resilience Project; Coordinator, OMEGA	6 July 2022
	Shorey Myers Senior Program Officer, Bloomberg Philanthropies	
Fauna & Flora International	Kathie Alban Head of HR	16 June 2022
	Amy Winterbourne Senior Trusts & Foundations Manager (Team Lead)	
	Jade Bedwell HR Advisor	
Healthy Minds Innovations	Andrew Burroughs VP of Customer Engagement	8 June 2022
	Katerina Lessard Senior Director of Development	

## C2i Grant Recipients

Organization	Interviewee	Date Interviewed
Kids In Need of Defense	Amanda Shilko HR Manager	21 June 2022
	Hannah Chotiner-Gardner Chief Development Officer	
Meridian Institute	Mallorie Bruns Senior Mediator and Program Manager	13 June 2022
	Meghan Massaua Senior Mediator and Program Manager	
	Lindsay Cope Mediator Program Manager	
Ocean Conservancy	Tracy Parsons Senior Director, Conservation Support	13 July 2022
Plastic Solutions Fund	Nicky Davies Executive Director	22 June 2022
Resilience Initiative	Paula Morris Executive Director	16 June 2022
The Nature Conservancy	Heidi Albritton Director of Strategy and Culture	14 June 2022
Wellbeing Project	Dana Preston Development and Partnership Lead	9 June 2022
Winrock International	Bethany Kurbis Former VP and CPO; current CEO and Founder, Integrative Coaching LLC	7 July 2022
	Charlotte Young General Counsel, Chief Risk and Compliance Officer	
	Edna Cruz Chief People Officer	
	Rosemary Okoiti Manager, Learning and Development	

### C2i Grant Recipients

Organization	Interviewee	Date Interviewed
World Wildlife Fund-US	Rebecca Lake Senior Director, Foundation Strategies and Alliance Partnerships	28 June 2022
	Jessica Leung Program Manager, Early Talent Diversity Programs	

### Other Funders

Organization	Interviewee	Date Interviewed
Ford Foundation	Victoria Dunning Senior Program Officer	27 June 2022
Ford Foundation	Kathy Reich Director, BUILD Program	11 July 2022
Packard Foundation	Jamaica Maxwell Director, Organizational Effectiveness Program	28 June 2022
The Leadership Trust	Holly Delany Cole Program Director, The Leaders Trust	30 June 2022

### Field Consultants

Organization	Interviewee	Date Interviewed
EWS Collective	Peter Weng Founder	14 June 2022
Impact Visionary (Ford Foundation BUILD Consultant)	Carmen Morcos Wellbeing Consultant and Coach	29 June 2022
Stillwater Leadership Group	Dana Pulley Consultant	21 June 2022



[www.rhfamilyfoundationglobal.org](http://www.rhfamilyfoundationglobal.org)