

MacArthur Foundation Executive Order Awards Evaluation

Summary of Findings
April 2018

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Background and Timeline

Upon taking office President Trump announced dramatic shifts in federal immigration policies and made sweeping changes to immigration law enforcement. These new Executive Orders affected Chicagoans, immigrant communities and organizations working in this field.

Recognizing the importance of this work to the city, its diverse communities, and all its residents, the Foundation awarded **\$1.2 million to 13 organizations** working to overturn laws and policies that undermine people's rights, and to protect the rights and liberties of racial, ethnic, religious and other social groups.



Evaluation Overview

The purpose of the Executive Order Awards evaluation was to help the Foundation understand the value and perceived benefit of the grants for the grantees and the communities they serve, and the potential for applying this mode of targeted and responsive grantmaking in the future.

The primary research questions for this evaluation included:

1. To what extent have these funds helped organizations respond to the needs of the immigrant and refugee communities they serve? What are perceived accomplishments? What additional benefits emerged for organizations? To what extent did the awards influence grantees' ability to network and/or coordinate efforts around the executive orders?
2. How has this package of awards supported alliances across immigrant, ethnic and religious communities?
3. What are the pros and cons of the process taken by the Foundation to make these awards? What can be learned from what worked? Or from what has not worked?

Executive Summary

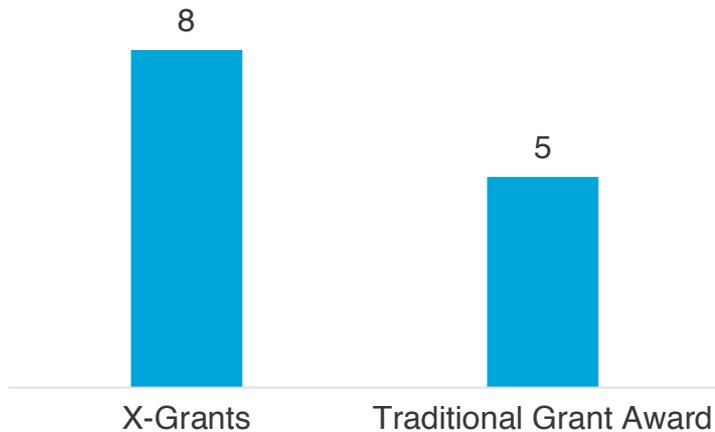
Overall the response to the Executive Order awards was extremely positive for both the Foundation and grantees. It provided a number of benefits for grantee organizations as well as for immigrant communities in Chicago.

- The Program team felt strongly that the Foundation’s response was appropriate, timely and important.
- Foundation staff felt that it was important for the community to understand that the Foundation cared about these issues but also wanted to be clear that there would not be ongoing grants in this area.
- The X-Grants were helpful for both the Foundation staff and grantees as a responsive and supportive grantmaking tool.
- The Foundation and grantees both noted that the Chicago Commitment team lead was the driving force behind vetting grantees and developing a thoughtful and diverse list of grantees. The Chicago Commitment team lead served as an invaluable resource in the area of immigration and associated policies.
- Organizations felt that receiving a grant from the MacArthur Foundation provided validation, positioned them as a leader and “opened other doors”.
- Grants supported organizations on the front lines of this “crisis” and provided services, supports and resources to the communities that they serve.

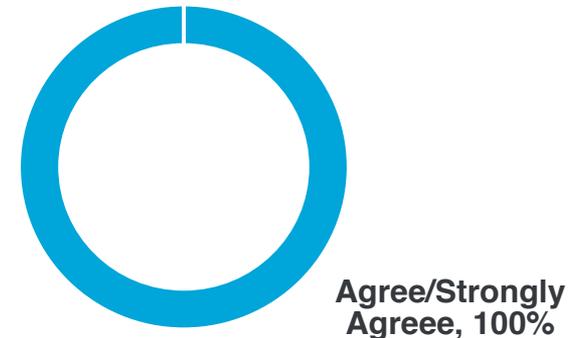
Executive Order Awards Overview

There were 13 awards among the Executive Order Awards, totaling \$1.2M and all of the grantees noted that the grant enabled them to meet a need in a timely manner.

Executive Order Awards



This grant enabled our organization to meet a need in a timely manner



Executive Order Awards were made to the following organizations: Roger Baldwin Foundation of ACLU, Chicago Community Foundation (Illinois Immigration Funders Collaborative), Chicago Cultural Alliance, Illinois Coalition for Immigrant and Refugee Rights, Inner-City Muslim Action Network, Ethiopian Community Association of Chicago, HANA Center, Logan Square Neighborhood Association, Raise the Floor Alliance, Southwest Organizing Project, Asian Americans Advancing Justice – Chicago, Latinos Progresando, and Arab American Action Network

Source: Executive Order Awards Tracking Tools and Executive Order Awards Grantee Survey (11 responses)

Findings

1a. To what extent have these funds helped organizations respond to the needs of the immigrant and refugee communities they serve?

The organizations represent a diverse group of community advocacy, direct service and coalition organizations all focused on different aspects of immigration and immigrant community needs.

Every grantee was grateful to be included and to receive a grant from the MacArthur Foundation.

There were tangible benefits both to the organizations and to the communities that they serve. In particular, the funding made available through these awards specifically helped organizations respond to needs of the immigrant and refugee communities that they serve through the following actions:

- Retained staff to support the needs of the immigrant communities
- Raised awareness through education and community outreach programs
- Educated staff and partner organizations on critical immigration issues
- Provided support to partners for response planning
- Operated and staffed a 24-hour crisis and response hotline for emerging immigration issues and questions
- Expanded marketing plans and outreach efforts regarding “Know Your Rights” workshops and information sharing

Findings

1b. What are perceived accomplishments?

The organizations reported significant accomplishments as a result of the grant. These included:

- Hired an immigration attorney
- Provided direct legal support services to residents
- Expanded 'Know Your Rights' education and other community conversations
- Coordinated youth outreach programs that trained local businesses
- Supported local efforts around the DREAM Act legislation
- Provided free information sessions for 8 months
- Led an organizing campaign
- Developed a hotline for questions, support and response
- Worked with local schools to develop emergency response and safety plans
- Created an entire neighborhood network plan that was ready to move and activate if ICE came to the area

“We trained 10 staff and approximately 50 volunteers on federal immigration policy changes. We provided information/education to over 900 community members at over a dozen events and meetings regarding the policy changes.”

-Grantee

“Convened an Immigration Response committee with membership from community groups and drafted a framework for emergency response in the event of an ICE presence in the community.”

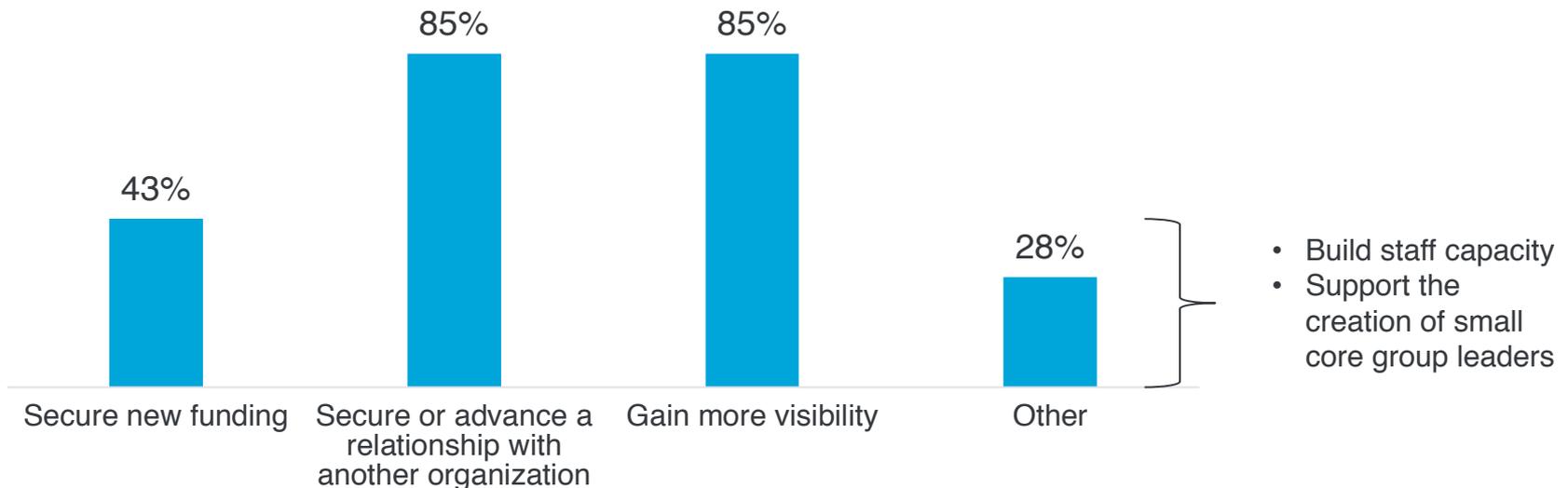
- Grantee

Findings

1c. What additional benefits emerged for organizations?

Grantees noted a range of additional benefits and opportunities as a result of the Executive Order Award their organization received.

Did the grant allow your organizations to access other opportunities?



Findings

1c. What additional benefits emerged for organizations?

- **Clear Commitment from Foundation to Issue:** Grantees noted that the Foundation has stayed involved despite the decision to exit their Migration portfolio. Given the times we live in, this is significant in and of itself as it demonstrated that there is a funding gap in this work and big prominent funders are supportive of this important timely issue.
- **Foundation Staff Expertise and Support:** The Chicago Commitment team lead's deep expertise and support helped educate other funders on the complicated and dynamic policy implications involved in this issue. Grantees valued the Foundation's staff expertise in this area.
- **Raised Profile of the Organization:** The awards gave smaller organizations a leadership stake in formal immigrant and refugee conversations, where they might not have been featured as a prominent player. The grant elevated their status as a leader in the Chicago community and in some cases nationally.
- **Association with MacArthur Foundation:** The grant allowed for an association with MacArthur, which provided validation and support of our work. One grantee noted: "The MacArthur name gave us leverage with other funders and it was an incredible stamp of approval."

Findings

1c. What additional benefits emerged for organizations?

- **Securing New Dollars:** The grant allowed some grantees to cover 100% of the administrative costs. This was a strategic move that allowed for a different kind of positioning to other funders (i.e. new funder requests were able to go directly to fund programs).
- **Expanding Operations:** For smaller organizations the grant funding was critical for sustaining and even increasing operations around key activities including:
 - Ability to staff the airport protests
 - Ability to provide “Know Your Rights” workshops
 - Ability to conduct additional outreach
- **Critical Support:** Allowed immigrant communities to feel heard, validated and supported.

Findings

1c. What additional benefits emerged for organizations?

- **Leverage Existing Work for Broader Purpose:** One grantee was not traditionally an advocacy organization, however given the anti-immigrant climate, the grant allowed them to think about how to leverage their work strategically for this purpose. It allowed this organization to position themselves as a conduit of information and to distribute key messages.
- **Expanding Existing Work:** One grantee noted that this grant built on work that they were already doing rather than needing to start or create a new program in order to secure funding.
- **Took Time to Plan:** Grantees acknowledge that they needed to take steps to be playful and the funding through this award gave them time and space to plan their approach and response.

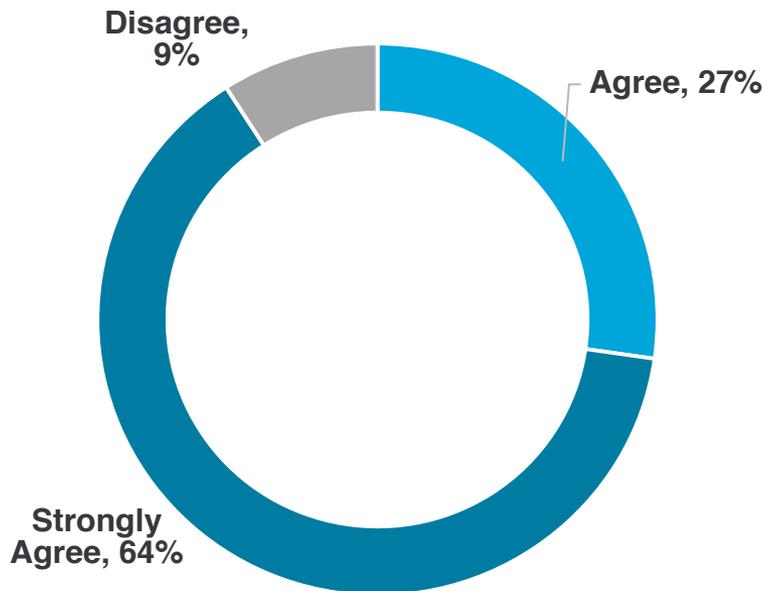
“Speaking with someone in this administration was not an option, protesting was our only key strategy. This grant allowed us the resources to mobilize, organize and be a leader in the protests happening across the City.” - Grantee

“Additionally we are a small organization with an even smaller marketing budget. This grant allowed us to amplify our messages in a way that we could not have done alone.” - Grantee

Findings

1d: To what extent did the awards influence grantees' ability to network and/or coordinate efforts around the executive orders?

The grant enabled our organization to network/meet with other organizations related to the Executive Orders.



“This grant allowed us to stop and plan. We were able to collaborate with others. It allowed us to build a community of people working on this issue.” – Grantee

“We built new relationships with the schools, which helped build our student leadership program. We also strengthened our relationship with the Chicago Teachers Union and it allowed us to share our messages more broadly.” – Grantee

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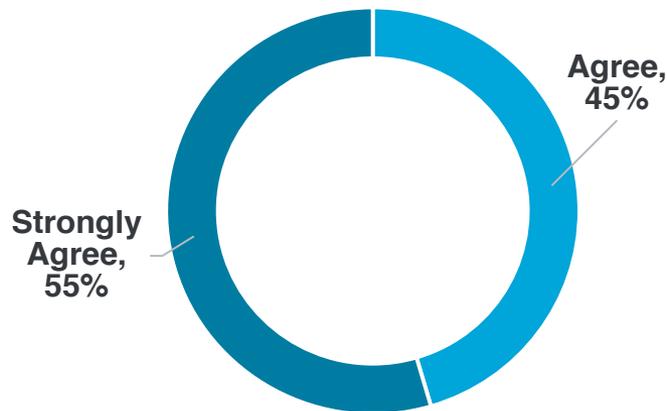
Findings

2: How has this package of awards supported alliances across immigrant, ethnic and religious communities?

Many organizations noted that this grant allowed for more coordination and collaboration across immigrant communities.

It allowed smaller organizations to be seen as leaders and sit at some new “tables” with more established organizations, it allowed for deeper or different relationships and it built new alliances to unite around a single issue.

The grant enabled our organization to coordinate efforts with others related to the Executive Orders on immigration.



“The grant positioned us a leader and we were able to connect with others (both grantees and other immigrant serving groups) across the city.” – Grantee

“We collaborated with others to shut down the airport and stood with other organizations for a joint press release.” – Grantee

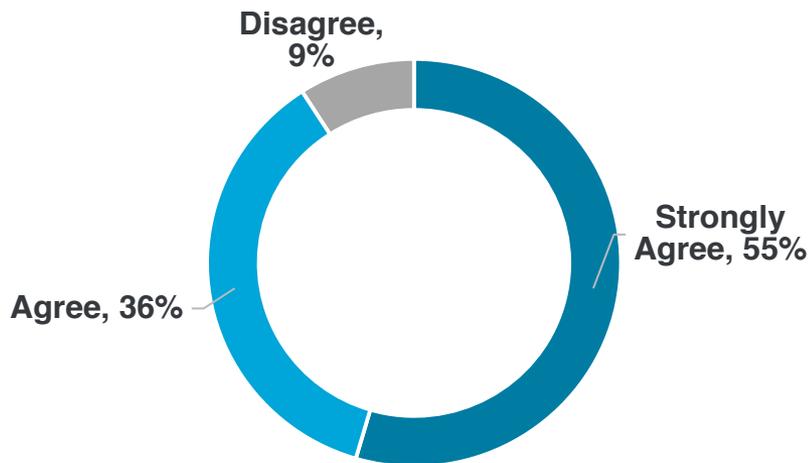
Findings

2: How has this package of awards supported alliances across immigrant, ethnic and religious communities?

Many organizations had alliances and connections across immigrant communities but this grant provided the context for new conversations.

A few smaller and less established grantees did note that they did not know who the other awardees were and it would have been helpful for the Foundation to convene them all together.

The grant enabled our organization to support alliances or relationships across immigrant, ethnic or religious communities.



“We already had a relationship with NIJC and were coordinating with their attorneys, but the grant enabled us to activate it in a different way. The relationship grew into one that was much more tangible and went from ideas to action.”

– Grantee

“We built an alliance with the Evanston community to strengthen our welcoming ordinance. This partnership allowed us to train youth leaders.” - Grantee

Findings

3a: What are the pros and cons of the process taken by the Foundation to make these awards?

This package of grants was valuable for many reasons

- **Platform for Involvement:** Many at the Foundation were very concerned about these Executive Orders, these grants gave the staff a platform for involvement. The leadership at the Foundation was very supportive.
- **Collaborative:** The process was collaborative and included the Chicago Commitment team, the Foundation's leadership and external experts (other funders and immigration experts)
- **Range of Grantees:** Grants provided awards to smaller organizations, that were located across the region, and represented a diverse group of immigrant communities. In addition, some of these groups were traditionally underrepresented in public forums such as rallies and marches.
- **Mission Aligned:** These awards directly supported the Foundation's mission to create a more just, verdant and peaceful world.
- **Leadership:** Allowed MacArthur to publically acknowledge those in the Chicago community that are affected by the Executive Orders on immigration and confirm support. These grants delivered as a package sent a strong message; "We stand with you and with the full weight of the Foundation will be there to support Chicagoans."

Findings

3a: What are the pros and cons of the process taken by the Foundation to make these awards?

This package of grants raised the following questions or concerns

- **Selection of Grantees:** This process caused concern across different nonprofits that did not receive grants and raised questions about why groups other than their organizations were selected for this grant opportunity.
- **The Need is Ongoing:** While the investment came at a critical time, immediately following the Executive Orders, the need and cost is ongoing and in some cases has grown. One grantee noted: “The context has not changed and it is only getting worse”

Findings

3b: What can be learned from what worked? Or from what has not worked?

- X-Grants was a perfect tool to use to provide a flexible and timely response.
- This nimble grantmaking approach is similar to that employed following a natural disaster. Using this tool to create surge capacity for grantees worked particularly well during trying times.
- This package of awards positions the Foundation to bring this group of grantees together to meet, learn from each other, see examples of the collective action and to create a community of practice.

Additional Findings

- **Increased Demand for Services and Supports:** Some grantees noted that there was an increased interest and urgency from communities to become citizens and apply for citizenship. In addition, some grantees noted an increased demand for Know Your Rights and information on citizenship (e.g. getting invited to do more presentations, come to other meetings/convenings, etc.)
- **Support is Available:** Provided an opportunity for grantee organizations to demonstrate to immigrant communities that there was a whole group of people who were ready to help them
- **Working Together:** Grantees were able to grow their presence in the community and be seen working with partners in front of the community which was really valuable as it builds a sense that we are “all in this together”

Additional Findings

- **Plan and Execute:** Grantees noted that the funding gave them an opportunity to stop, make a plan and execute the plan, rather than react.
- **Leveraging Community Partners:** Grantees noted that engaging with schools was valuable as it allowed them to provide support to teachers and administrators and offered access to families in a new way. When the schools introduced the grantee organizations to families they were more willing to engage as the organization was deemed a trusted partner by the school.
- **New and Diverse Voices:** Grantees described engaging youth in direct advocacy on DACA; raising visibility that Asian Americans are significant users of DACA and reported serving the following groups: Pan Asian (Southeast Asia, Koreans, Philippines, Chinese and other Asian refugees, Latinos (Mexico, Central America, Ecuador, El Salvador), Arab Muslims and African Immigrants