



6 Ways to Reimagine Fiscal Sponsorship in Service of Equity

THE CHALLENGE

BIPOC-led coalitions, movements, organizations, and other under-resourced groups often struggle to build human and financial capital due to systemic racism.

Under-resourced nonprofit groups are struggling to obtain the funding and affordable, culturally-proficient administrative services needed to maximize impact and scale services.

OUR SOLUTION

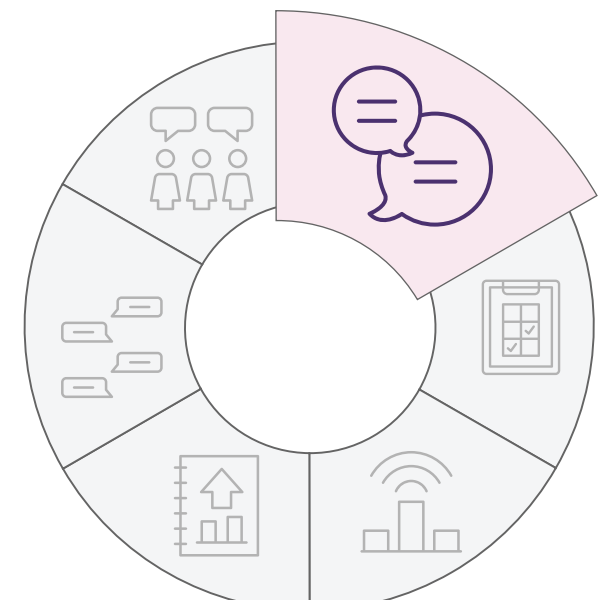
Reimagine fiscal sponsorship as a means to provide the critical foundational financial management, human resources, and legal supports needed to successfully support grassroots groups so that in return they may strengthen our communities.



EMERGING PRACTICE #1

Provide integrated and culturally aligned services

- ✔ Assess the needs and size of the grassroots organization. This could be through a survey, workshop, or roundtable
- ✔ Be specific in suggestions for capacity building and fiscal support. More established organizations will likely need very different services than grassroots organizations
- ✔ Organizational needs may evolve over time. Regular assessment will help identify when an organization needs to shift priorities
- ✔ Ask questions about terminology and frequently used phrases. Assuming that a universal definition of sector specific language can cause friction. Ask follow-up questions to ensure comprehension



EMERGING PRACTICE #2

Build an organizational culture that centers relationship building and mutual learning

- ✔ Ask yourself how your organization values or mission statement addresses listening to partner organizations to understand how they define leadership, capacity building, and effectiveness
- ✔ Offer meeting locations that are accessible to all attendees. Having meetings where you can see the partner organization in action can be very valuable
- ✔ Listen to the questions, comments, and concerns of the grassroots organizations and respond to those specific needs. Ask follow-up questions. Create and assign action items particular to those issues raised
- ✔ Embrace a partner mindset. Not only give suggestions and tools but investigate what is working and challenges through ongoing inquiry
- ✔ Understand the pace and style of communication both organizations can sustain. That can be impromptu meetings, ongoing conversations, monthly meetings and more



EMERGING PRACTICE #3

Use cross-functional service delivery models

- ✔ Consider using an integrated cross-functional team of staff with one staff member serving as project manager for each organization
- ✔ Streamline your service delivery model with options such one fee structure that allows you to offer additional services such as accounting or human resources
- ✔ Consider a thorough intake process and 360-degree assessments to begin conversations about their needs



EMERGING PRACTICE #4

Develop and leverage external partnerships

- ✔ Understand what municipal services are available to support the grassroots organizations. This could be at the city, county, state, or federal level
- ✔ Make sure your fiscally sponsored programs are aware of new opportunities and/or changes to existing ones
- ✔ Cultivate a network of capacity providers with similar organizational values with which to consult, draw expertise, and refer clients
- ✔ Develop new and leverage existing external partnerships to complement and supplement current service offerings for grassroots groups



EMERGING PRACTICE #5

Experiment with revenue models that allow for integrated fiscal sponsorship and capacity building services

- ✔ Develop rates that scale with organizational needs
- ✔ Annually review any rate scales or structures and consider if they are sustainable for all involved
- ✔ Consider building cross-sector partnerships with funders, businesses, and other partners to provide long-term operational and capacity building support that promotes equity



EMERGING PRACTICE #6

Use flexible criteria, multiple layers of assessment, and regular check-ins with organizations to determine and mitigate risk

- ✔ Understand who in your organization is involved in risk assessment and mitigation. Develop the tools to keep everyone aware of any concerns or challenges
- ✔ Consider how risk assessment is evaluated in any initial intake or review processes. Are the criteria clearly defined and reusable?
- ✔ Meet with your organizations regularly to review and understand their evolving work
- ✔ Make the implicit explicit by documenting and sharing your organization's risk criteria
- ✔ Assess if your organization's risk policies, procedures, and controls disproportionately impact under-resourced grassroots groups



READ THE FULL REPORT AT:

tsne.org/reimagining-fiscal-sponsorship-report