

Undoing Racism and Strengthening The Movement for Social Justice

Since its inception, Haymarket has been committed to advancing racial justice. It was only in the past three years that we committed ourselves to becoming an anti-racist organization, examining racial justice internally while remaining committed to racial justice in our programs and grant making. This document is one of many that will tell our story and process. We hope you will continue to be engaged with us.

We have taken steps at Haymarket to create a new culture, an anti-racist culture where everyone's contributions are welcome. It is still a work in progress! Some aspects of our new culture are visible in our new mission and vision statements:

Haymarket People's Fund is an anti-racist and multi-cultural foundation committed to strengthening the movement for social justice in New England. Through grant making, fundraising and capacity building we support grassroots organizations that address the root causes of injustice. Haymarket also organizes to increase sustainable community philanthropy throughout the region.

Haymarket envisions a world free of racism and other oppressions:

- ◆ Where peace and cooperation flourish
- ◆ Where people are valued and respected for their gifts and able to bring their whole selves to humanity
- ◆ Where vibrant communities thrive and different cultures are celebrated
- ◆ Where abundant resources and opportunities are equally shared and distributed while honoring the earth and all within it

Outcomes of this process

We want to share with you some of the concrete changes that have resulted from this process in addition to the new mission and vision cited above.

- ◆ We have restructured Haymarket's staffing, and have consciously lifted up the roles of staff of color that have been undervalued and underrepresented in addition to having a shared co-director model.
- ◆ We have restructured our grant making. We remain committed to funding both urban and rural organizing and having community organizers in the leadership of policy making and making funding decisions. However, instead of six funding boards, Haymarket now has one

regional New England Funding Panel to make grant decisions for the region. This will enhance movement building and cross fertilization.

- ◆ Haymarket has developed new funding criteria that increase our focus on self determination, accountability, leadership development and movement building.
- ◆ We now have two categories of grants, funding for startup and emerging groups as well as movement building groups that have a long history of grassroots organizing. We have also increased our grants sizes: up to \$7,500 for start up groups and up to \$15,000 for movement building ones.
- ◆ We have strengthened our capacity building work with grantees by providing scholarships

for them to attend Undoing Racism workshops in the New England region, and also by cosponsoring these trainings with other social change organizations and philanthropic institutions.

- ◆ We are making our finances reflect our mission, and are becoming more fiscally sustainable. Last year, and more so this year, we have made reductions in program and personnel expenses, with a focus on increasing Haymarket's grant making capacity again.
- ◆ We are breaking down the polarity between donors and activists – since many people are both.
- ◆ We are leveraging resources for social change and using our power as a gatekeeper. (see *Story of Social Justice Gatekeeping*)

Essential Ingredients in Our Journey

Before we share with you some of the process we went through to make Haymarket more anti-racist, we identified the following steps that were essential to us:

- ✓ **Patience** – Understanding that there is no “quick fix.” This work takes a long time, and is a continuous process of self and collective education and change. One workshop or training is not the same as changing behavior and structures!
- ✓ **Developing a shared definition and a shared language** for identifying how racism manifests in an organization or movement. With a shared analysis we can start working toward a common vision.
- ✓ **Having guiding anti-racist principles** for internal work and relationship building. The principles created by The People's Institute's for Survival and Beyond, the consulting organization that helped us through this process, have kept us grounded individually and institutionally.
- ✓ Working in separate caucuses to **address internalized racial oppression and internalized racial superiority**. In caucuses, people of color were able to build unity and address internalized racial oppression, and whites

Story of Social Justice Gatekeeping

This past year, we made our contacts in the investment world accessible to people impacted by the Hurricane Katrina and Rita Disasters. Our organizational support of activists in New Orleans has helped lead to the formation of Citizen's United for Economic Equity (CUEE), an organization which is providing capital to new and displaced businesses in the People of color communities of New Orleans. The group has received a commitment of \$25 million in matching funds from the City of New Orleans and is working with a number of Haymarket supporters and the Socially Responsible Investing community to raise the matching funds.

were able to address internalized racial superiority in order to be effective white allies.

✓ **Creating a sense of collectivity and addressing individualism.**

Through caucuses we were also able to build a sense of collectivity that is essential for building and supporting leadership that is sustainable and accountable.

✓ **Identifying dominant (white) culture** of Haymarket and developing an anti-racist culture. Haymarket's organizational culture is perhaps the hardest challenge in our process because organizational culture is invisible but pervasive. This culture is not written in policies, manuals and by-laws. It is contained in the daily norms that uphold racial oppression. Some of the norms we identified were disrespecting relationships, hoarding information and protecting the status quo.

✓ **Relationship building and humanizing relationships** is critical to transformation and effective anti-racist organizing. Addressing racism stirs up a great deal of pain. Honest and humane conversations can be very hard for the giver and the receiver, and time for healing is needed. Learning to trust each other is an ongoing process.

✓ **Tenacity** – not walking away because it was too hard. Haymarket stayed committed to the process.

✓ **Having support and ownership of the process from all levels** of leadership within the organization made a big difference.

Lessons for Using Philanthropy to Support Movement Building

In the US racism has divided all social change movements and has limited the effectiveness of our organizing work. Through the undoing racism process we have become much clearer about being a catalyst for movement building through our programs. Haymarket has developed a new framework for our programs that reflects our undoing racism learnings.

● Organizing efforts must be anti-racist and must recognize the intersection of racism and other forms of oppression. We have observed that progressive organizations that are white-led often have the hardest time with this, claiming “class is the real issue,” “there are no people of color in my community/region/state,” or “we’re already multicult-



Voices of Transformation

“As a person of color, I had to bring my whole self to the process. This meant bringing my culture, that which sustains me. As an elder in this organization I had to determine how to take my rightful place, especially in terms of my having a real voice and that voice being heard. The organization had to address how I would be supported in this role. Support, trust and accountability have taken place through caucus work, mentoring, and coaching from the team of People’s Institute consultants. It has been essential in this process for people of color to have consistent conversations and come to the table with a collective voice in regards to Haymarket’s policies and decisions...”

- Tommie Hollis-Younger

tural.” We see the interconnectedness of race and class and other oppressions. The lack of analysis about how racism is prevalent in all anti-oppression work has led to the failure of movements.

- Organizations must have strong constituency leadership and accountability, anti-racist and anti-oppression values and practices, and an overall commitment to building a movement.
- Anti-racist organizing and movement building is organizing on any issue that brings an understanding of racism and history and culture, and a power analysis.
- Building collaborations, relationships and unity is essential to building a movement. It enhances the opportunity for groups to increase the number of people who support their work. Groups are able to connect with other groups on issues that may be different, giving them an opportunity to build relationships and unity across race and class. In our own internal work we learned that to build real lasting relationships it takes time and effort. Many small grassroots organizations working together can achieve big changes.

The Next Phase — The work is not over! Our next steps are:

- To create a Strategic Plan focusing on the next 5 or more years, to strengthen the niche we do fill in the world of social change philanthropy and donor organizing. Our focus is to provide more ways to build relationships with existing and new donors through giving circles and other programs.
- To increase Haymarket’s visibility by reaching out to new potential donors of all classes through donor/activist convenings on pressing issues. We are also collaborating with the Boston Women’s Fund, the Women’s Theological Center, and WOFCI on expanding philanthropy with people of color.
- To continue our organizing efforts in the philanthropic community through a lens of racial and economic justice, especially in the Funding Exchange and the National Network of Grantmakers.
- To continue to document Haymarket’s organizational change process with People’s Institute, with whom we have really been in a “parallel process.” We plan to interview volunteers, grantees, and donors who have been part of our work for the past few years.

It has taken us years to build enough trust so that we could begin to change structures and practices in our organization. It has taken years for grantee groups to really see the need for anti-racist analysis grounding their work. It is important to celebrate this milestone!



Voices of Transformation

“I had to face that if Haymarket was going to change organizationally, the process had to be led by people of color, and moreover, not led by me. I had to confront how I felt about being a leader of an anti-racist effort and not being in charge. I had to confront my idea about leadership meaning “being in charge.” If leadership is equated with being in control, how effective can that leadership be?

I have had to learn critical lessons about myself in learning to give up power. I have had to face the depth of my feelings of superiority, my attachment to control, my love of being in charge.

Giving up power and helping to create anti-racist culture is hard and amazing work. It's challenging, but a relief to find a level of humanity I had not found prior to this.”

- Patricia Maher