

# Global Case Studies from the 2025 Hearth Summit

*Weaving Wellbeing into  
Shifting Systems*



SHIFTING  
SYSTEMS  
INITIATIVE



# Table of Contents

## Executive Summary

.....	<b>3</b>
<b>Top Recommendations for Funders</b> .....	<b>4</b>
<b>en.v (Kuwait) — Making Wellbeing Culturally Relevant</b> .....	<b>6</b>
1. Context: Belonging, Wellbeing, and Just Conditions	6
2. How en.v Makes Wellbeing Culturally Relevant	6
3. Key Takeaways from the Summit	7
4. Elisa Franceschinis' Personal Message for Funders	7
<b>EarthSeed (Sonoma County, California, USA) — Making Wellbeing Sustainable</b> .....	<b>8</b>
1. Context: People Care, Earth Care, and Resource Share	8
2. How EarthSeed Makes Wellbeing Sustainable	8
3. Key Takeaways from the Summit	9
4. Drew Glover's Personal Message for Funders	9
<b>Ubuntu Centre for Peace (Rwanda) — Making Wellbeing Community Led</b> .....	<b>10</b>
1. Context: Trauma Beyond Words	10
2. How the Ubuntu Center for Peace Makes Wellbeing Community Led	10
3. Key Takeaways from the Summit	10
4. Dr. Jean Bosco Niyonzima's Personal Message for Funders	11
<b>William and Flora Hewlett Foundation (USA) — Making Wellbeing a Priority</b> .....	<b>12</b>
1. Context: The So Called 'Boring Revolution'	12
2. How the William and Flora Hewlett Foundation Help Make Wellbeing a Priority for Grantees	12
3. Key Takeaways from the Summit	13
4. Jennifer Wei's Personal Message for Funders	13
<b>Antara Advisory (India) — Making Wellbeing a Duty of Care</b> .....	<b>14</b>
1. Context: Slowing Down in the Face of Urgency	14
2. How Antara Advisory Makes Wellbeing A Duty Of Care	14
3. Key Takeaways from the Summit	14
4. Aparna Uppaluri's Personal Message to Funders	15

## Executive Summary

---

The 2025 Hearth Summit was organised by The Wellbeing Project and took place in Ljubljana, Slovenia, between June 17-20, 2025. This was the second edition of the global Wellbeing Summit, which first took place in Bilbao in 2022. The summit served as a vital space for over 1,000 change-makers from over 80 countries to connect, reflect, and re-energise, fostering longevity, interconnectivity, and momentum within many different movements for change.

Following the Summit, I interviewed five leaders from India, Kuwait, Rwanda, and the US to gather practical and diverse recommendations for the RPA Advisory Council and beyond on how to weave wellbeing into shifting systems strategies. These recommendations focus on the opportunities and challenges of how to make wellbeing culturally relevant, sustainable, community-led, a non-negotiable element of philanthropic work, and even a duty of care.

As an overview, these leaders emphasised a critical need to reframe wellbeing as “the beginning of justice”, rather than a privilege and luxury, normalising and resourcing care and rest as part of an organization’s operations. Interviewees remarked that there’s often some resistance to centring wellbeing due to the optics of privilege or questions about ROI and trust.

Attention was also given to often overlooked foundations of wellbeing, like ancestral knowledge and spiritual power, nature and land, intuitive and embodied awareness, creative self-expression, and generative forms of conflict resolution that aren’t rooted in colonial pasts. Interviewees also highlighted the need for different frameworks around stewardship and ownership, to enable communities to define and lead their own versions of a well-resourced future. There was a sense that a lot of this language and infrastructure is still emerging and needs more investment to go mainstream.

Leaders also highlighted important cautions. For example, the individualisation of wellbeing can be counterproductive, potentially leading to shame and isolation for individuals, if not accompanied by a deeper understanding of systemic harms and trauma-informed approaches. Leaders also echoed each other in saying that wellbeing is not a simple metric, but an ongoing process of transformation, which needs time and a deeper understanding of histories, narratives, landscapes, and relationships.

The interviews concluded with several ongoing questions, like:

- How can we scale wellbeing while maintaining integrity and authenticity?
- How can we make a compelling case to fund wellbeing initiatives and approaches, in the face of resistance about their ROI and privilege optics?
- How can we more effectively take back the learnings from the Summit to our own organizations?
- How can we help to build the enabling environment for wellbeing to become embedded in systems change?

I hope that this brief report offers compelling and actionable recommendations that recognize the complexities around wellbeing, encouraging further research and support for wellbeing as part of the broader shifting systems agenda. Thank you to Heather Grady and RPA for the opportunity to attend the Hearth Summit 2025. Please enjoy the conversations that followed!

*Josiane Smith*

## Top Recommendations for Funders

The following 15 recommendations summarise actionable items for funders across all case studies. There were no contradictions *per se*, but multiple entry points: some leaders focused on *approach*, while others focused on *process*. Some focused on the *who*, while others focused on the *what*. This recommendation list can be used in one of two of ways:

- As a checklist — identifying the points which feel most embedded in your current practices, and those which need more time and attention.
- As a personal heat map — noticing which points create *resonance* or a reaction

However you move through this list, try to imagine the humans behind the words — the individual backgrounds and stories that these leaders have brought with them: some involving pasts of genocides and wars; others involving fresh family bereavements or shifting care arrangements; some speaking from air conditioned offices or in the rooms where their babies slept; and others from literal farms and fields. This is all to say that context shapes all of our ideas and is therefore lovingly acknowledged here.

---

### What advice do you have for funders who are interested in advancing wellbeing as part of their systems change work?

1. **Approach new initiatives and communities with intention and care:** Be aware of power dynamics and harmful histories, and design with intention, care, and collaboration to avoid further fracturing communities that are already resource poor.
2. **Embrace a slower pace:** Prioritise building deep, trusting relationships over strict processes and outcome metrics. This may take more time and require a creative approach when attempting to gather information for measurement and reporting.
3. **Invest in long-term relationships and flexibility:** Provide funding that supports sustained and interwoven relationships, recognizing that healing is often rooted in community and culture.
4. **Influence peers through sharing:** Actively share your learning and experiences with other funders, and where possible, be transparent about the wellbeing initiatives you are funding and approaches you are taking to encourage broader shifts in philanthropic practices.
5. **Advocate through conversation:** Engage in respected peer conversations and roundtables to drive systemic change in philanthropy and other sectors, beyond the one — way digital space of blogs and articles.
6. **Prioritise listening and transparency:** Create space for grantees to openly discuss challenges like burnout and the need for support and repair. Linking this at the outset to part of their grant can help to assess delivery challenges and preventative support.
7. **Support existing community efforts:** Invest in and strengthen established networks and initiatives, allowing communities to define their own governance, care, and pace.

8. **Foster a culture of experimentation:** Enable collectives to innovate, adapt, and even fail without fear, promoting learning and realignment.
9. **Fund holistically with local context:** Support initiatives that align with local cultures, indigenous practices, and nature, including those that may not fit Western frameworks.
10. **Amplify community-led models:** Prioritise and resource initiatives led by communities, ensuring that metrics and impact are relevant and contextualised by lived experience.
11. **Begin with small, tangible support:** Fund practical needs like stipends, specific line items, and policies that promote wellbeing and time off at an operational level.
12. **Resource systemic wellbeing initiatives:** Offer substantial grants to organizations focused on field-building and integrate wellbeing as an expected budget item.
13. **Recognize and invest in the 'care economy':** Acknowledge that rest is fundamental to sustainable change, and the work of a grantee often needs wrap around support.
14. **Be creative and embrace messiness:** Integrate art and music into your work and be prepared for unpredictable outcomes in the process. This often requires managing up!
15. **Rethink success indicators:** Move beyond traditional outcomes to value the evolution of concepts, the formation of new ideas and relationships, and validation from key audience groups as measures of success.

# en.v (Kuwait) — Making Wellbeing Culturally Relevant

**Who:** Elisa Franceschinis, Managing Director

**Field:** Community development, community-building, grassroots change, participatory action research

---

## 1. Context: Belonging, Wellbeing, and Just Conditions

Over nearly two decades, en.v has been building skills and capacity in communities across The Gulf Cooperation Council (GCC) and broader Middle East. They're passionate about fostering a dynamic ecosystem of local leaders, organizers, and community builders in order to promote a more united, compassionate and resilient society. Their work deepened in 2019, when they began integrating participatory action research and collaborative design processes to co-develop programs with youth, community leaders, and local creatives, researchers and organizers.

One example of en.v's work in action was a project to build governance capacity among migrant led groups in the region. Alongside their program partners, they noticed how unresolved trauma had the potential to fuel conflict and distrust, so they intentionally integrated team-building and psychosocial support throughout the process, which significantly shifted the organizers' attitudes towards relating to each other with care, courage, and coherence.

A significant part of the collective's work is in educational reform, particularly with university and high school students leading change, so en.v was recommended to join the Wellbeing in Higher Education Network and attend the Wellbeing gatherings regionally. Initially, the term "wellbeing" felt disconnected — too Western, too individualistic. But the frame of trauma as individual, collective, and systemic really resonated. That trio of belonging, wellbeing, and just conditions created enough curiosity to share more of en.v's critical perspective at the Hearth Summit.

## 2. How en.v Makes Wellbeing Culturally Relevant

- **Community led design:** Participatory research enables those who are often marginalized to name what matters most to them and to integrate wellbeing not as a tool for impact but as an enabling condition for impactful work to happen.
- **Iterative experiments:** en.v holds space for communities to test, adapt, and sometimes fail. This helps participants to feel that learning can be relational, messy, and ongoing rather than fixed and imposed upon them as a requirement.
- **Internal reflection:** Participants regularly examine their own perceptions, biases, and relational dynamics and see 'change' work holistically.
- **Trauma informed collective care:** Particularly with vulnerable communities, unresolved trauma can harm group dynamics. They responded by embedding psychosocial support and relational repair into all capacity building work.

### 3. Key Takeaways from the Summit

1. The individualization of wellbeing is dangerous — it can become a site of avoidance, particularly in the absence of contextual understanding and structural analysis of how harms happen, or trauma-informed work on a systemic level to address that.
2. Sometimes, joy, celebration, and play are enough — they don't need to serve a strategic function to be valid.
3. Time spent in nature, making art with flowers and leaves, sparked questions about how to ground environmental awareness in culturally relevant ways.

### 4. Elisa Franceschinis' Personal Message for Funders

- **Expect messiness.** Systems change is not scalable, controllable, or neat.
- **You might do harm just by entering the space.** Even with the best intentions, funders bring power dynamics that can fracture communities unless worked on with intention, care, and collaboration.
- **Fund existing efforts.** Don't build new networks — support what's already growing. Let communities define governance, care, and pace for themselves.
- **Invest in failure.** Enable collectives to iterate, unravel, and realign without fear.
- **Be cautious of wellbeing optics.** Mindfulness in luxury hotels doesn't land for communities facing daily survival struggles. Make it relevant — frame wellbeing as *peacebuilding, relational capacity, psychosocial resilience*.
- **Language matters.** Phrases like “change maker” can reinforce hierarchies. Who decides who leads? Leaders are not separate from the community — they *are* the community.

# EarthSeed (Sonoma County, California, USA) — Making Wellbeing Sustainable

**Who:** Drew Glover, Culture and Abundance Steward

Land acknowledgement: the ancestral lands of the Coast Miwok and Southern Pomo Peoples

**Field:** Afro-Indigenous permaculture, cultural regeneration, youth, community wellness

---

## 1. Context: People Care, Earth Care, and Resource Share

EarthSeed is a 14-acre Afro-Indigenous permaculture farm and retreat space that centers Black and Indigenous relationships to land, to the energy of ancestral return, cultural healing, and collective regeneration. The vision of EarthSeed rests on principles of *people care, earth care, and resource share* — shaped by cultural principles like **Sankofa** (look back to move forward) and **Wawa Aba** (endure with grace and resilience). They seek to shift harmful narratives of disconnection towards cultural, educational, and economic practices rooted in sovereignty.

EarthSeed was invited to the Hearth Summit through the [Waverly Street Foundation's](#) portfolio, [Joy](#). Professionally, the Summit was an opportunity to network, identify new funding sources, and learn how wellbeing frameworks could be integrated into the organizational culture of EarthSeed. On a personal level, it was a space for self-realization, vulnerability, and embodiment — a time to question the American identity, to dance in human circles, and to explore new resonance.

## 2. How EarthSeed Makes Wellbeing Sustainable

- **Transforming profit into an end goal:** Running a \$1.5M operation with only \$200K in earned income creates a tension around sustainable business models. So, they are starting to build out a long-term financial plan.
- **Non-extractive, non-performative logic:** EarthSeed prioritizes mutual exchange in partnerships. Their farmers are not just hired labor; they are treated as managers in the making, cultural stewards, and mentors — drawn by just compensation, community, connection to the land, and deeper purpose.
- **Creating spaces for healing:** Programs like *Back to Our Roots* welcome youth who often arrive burdened with grief or hesitation. EarthSeed offers a sacred space, physical acts of care and nurture, and a ritual of mullein, fire, and other natural resources — the experience of which encourages them to want to come back.
- **Deeper Engagement:** EarthSeed decided to close their social media channels in the current political climate, so they are reconsidering how to measure engagement and resonance beyond a digital footprint. One avenue being explored is building culturally regenerative communities through incentives when word of mouth and a culture of feedback are centralized.
- **Cultural Regeneration:** Workshops on food, herbalism, land use, African Life Centric Design Principles, and permaculture invite communities to remember what was stolen, hidden, or burned — and to *grow it again*. From Spanish speaking orchard teams to Black-led land-based healing work, they see culture as something

to build in rather than add on.

### 3. Key Takeaways from the Summit

1. **Wellbeing beyond the self (and beyond America!):** The Hearth Summit showed how to move from the 'American ego' and personal paths of consciousness and mindfulness, to incorporating collective wellbeing concepts from around the world into EarthSeed's culture and organizational strategies.
2. **Nonviolence and Cultural Resonance:** EarthSeed is exploring how nonviolence could be integrated into conflict resolution between groups based on their learnings about teachings and principles from the Global South.
3. **Narratives and Systemic Change:** EarthSeed is integrating Afro-indigenous permaculture principles into concepts of land stewardship and environmental sustainability.

### 4. Drew Glover's Personal Message for Funders

- **Be willing to slow down.** This is essential for trust-based funding. Reporting is necessary, but deep relationships are the real infrastructure of sustainability. So let trust, rather than outcome metrics, guide the relationship.
- **Sustainability is not always profitable or scalable.** Funders can look at how concepts evolve, or new ideas and relationships form, or new validations from key audience groups as indicators of success and regeneration.
- **Fund from up close with people and nature.** Become an endowment partner or a cultural collaborator ready to support initiatives that fall outside of Western logic.
- **Wellbeing is not a metric** — but ongoing culture shifting work. Ancestral knowledge and embodiment, community ownership, and non-Western frameworks of living and thriving are all tools that funders can work with folks to authentically draw on.

# Ubuntu Centre for Peace (Rwanda) — Making Wellbeing Community Led

**Who: Dr. Jean Bosco Niyonzima, Founder**

Field: Post-genocide social healing, trauma transformation, community-led wisdom

---

## 1. Context: Trauma Beyond Words

Dr. Jean Bosco Niyonzima was 20 during the genocide. A survivor of physical and existential trauma, he spent years seeking healing through Eastern philosophy, narrative therapy, and mindfulness. One day, walking through a university gate, he had a vision of a healing center. That vision became the Ubuntu Center for Healing. This is not just his job. It is his offering to the world that nearly broke him. Since it started, there's been an impact beyond imagination:

- Someone sleeps again for the first time in 30 years
- A genocide survivor now shares meals with someone who once killed their family.
- Divorced couples reconciled after seven years.
- A woman silenced by trauma reclaims her body's joy and pleasure.
- People long dismissed as "too broken" now facilitate healing circles themselves.
- Other districts now call for their help — they've seen change after nothing else worked.

Over 94% of Rwandans lack access to trauma support. Clinical, medicalized responses remain distant — physically and culturally. And yet Ubuntu Center for Peace found that healing is needed not only in bodies, but between neighbors, within families, across generations. Healing is not just delivered — it is co-created from *within the culture*, through practices rooted in **Ubuntu**: *I am because we are*. This was the presentation he gave to over 1,000 delegates at the Hearth Summit.

## 2. How the Ubuntu Center for Peace Makes Wellbeing Community Led

- **Community healing and evolution:** over 15 weeks, trained Community Healing Assistants guide groups through a structured process that begins with healing circles and progresses into self-help groups, lending circles, and livelihood pathways. These have led to major social and economic shifts — from reconciled families to helping individuals back from the brink of psychosis to economic resilience.
- **Cultural rootedness:** including breath, body, and mind practices drawn from Asia, collective storytelling, cultural rituals, and the [Tree of Life methodology](#).
- **Scientific credibility:** They generate evidence through participatory research, building legitimacy for policy engagement. They've also just completed a randomized control trial, showing measurable impact on wellbeing, resilience, and social cohesion.

## 3. Key Takeaways from the Summit

1. **Scaling healing models:** The center developed an investment roadmap and are actively engaging the Ministries of Health, Education, and Civic Engagement in Rwanda to integrate this model into national systems of health and education. But

the question remains how to scale with integrity, community ownership, and authenticity.

2. **Healing at different levels:** Stories of suffering and survival have played out in most people's stories at some point and are thus part of the social fabric. Healing trauma needs to happen at individual, relational, and systemic levels and around the world.
3. **Importance of Connection and Reflection:** The Summit was an opportunity to connect, reflect, and recharge with other change makers who carry emotional weight from their work, and to learn from different approaches to accelerate their work's scale up. This creates longevity and renewed energy within movements for change.

#### 4. Dr. Jean Bosco Niyonzima's Personal Message for Funders

- **Support Community Led Models and Local Initiatives.** Amplify lived experience and proximity to communities to ensure that metrics and impact remain relevant and contextualized.
- **Move Beyond Projects.** Some initiatives are not just projects, but invitations to hospice dying systems. This requires funding that honors the time that transformation and healing take, to become a foundation, not an outcome.
- **Fund Relationships and Be Flexible.** Funding can support long-term relationships rather than short-term fixes, acknowledging the ways in which healing can be rooted in communities and culture.
- **Unlearning the 'Aid' Paradigm.** The Ubuntu model does not fit within the neat boxes of modern aid. Trauma is often medicalized, but the spiritual and living elements are often neglected. Funding can be framed as accompaniment and repair rather than project support.

# William and Flora Hewlett Foundation (USA) — Making Wellbeing a Priority

**Who:** Jennifer Wei, Organizational Effectiveness Officer in the Effective Philanthropy Group  
**Field:** Organizational effectiveness, philanthropy and grant making, burnout

---

## 1. Context: The So Called ‘Boring Revolution’

The Hewlett Foundation moves over \$600M annually across eight programs, touching over a thousand grantees. The Organizational Effectiveness Program gives out \$10m USD a year. Around five to six years ago, they spotted a pattern of high turnover and rising burnout among their grantees, who were often underpaid, and emotionally threadbare from carrying the weight of transformation under extractive systems. The signs were clear: the people trying to change the world were breaking under the pressure.

And so began what we lovingly called in our conversation, The Boring Revolution — a slow, steady, pragmatic disruption. They started with giving \$10K wellness grants to 52 grantees who were eligible for this grant as they had previously received a grant from the Hewlett Foundation. Soon enough, organizations started rethinking their HR policies around religious holidays, paid leave, decoupled sick and vacation days (a critical issue in the US). They opted to pay for travel, staff retreats, training, and time to breathe. This sent a signal: Wellbeing matters here. Not as a perk, as a principle.

A combination of peer influence and the desire for a transformative experience brought them to the Hearth Summit this year. Following a strategy refresh, a new president, and being ‘on the go’, there was also a desire to be surrounded by other change makers at the Summit, to slow down, allow art and music to restore something deeper, and gain fresh ideas and inspiration for the work ahead.

## 2. How the William and Flora Hewlett Foundation Help Make Wellbeing a Priority for Grantees

- **Building honest relationships:** Grantees spoke openly with program officers about burnout for the first time, enabling the Foundation to get a better picture of where the leaders they’d been supporting were struggling and why.
- **Supporting internal conversations:** Grantees who had already received a grant from the Foundation were then discussing what they’d do with a wellbeing grant with their staff and Boards, opening conversations about what was working and what was not.
- **Wellbeing as a budget line:** The conversation around wellbeing is aimed towards being proactive and not reactive, anticipating critical issues and responding in advance. It began showing up in budget line items, and in strategic conversations — not just as emergency responses.
- **Funding wellbeing led them to start supporting sector-wide shifts,** not just individual relief efforts, through influencing other funders. Funder peers (like Luminate and Laudes Foundation) inspired the journey and continued cross-pollinating ideas, writing blogs, and replicating models.

### 3. Key Takeaways from the Summit

1. **Change from within:** Staff juggling 60-70 grantees each. How can they take back what they learned and felt during the Hearth Summit to people at the organization?
2. **Addressing resistance:** The Summit makes a strong case for funding wellbeing and measuring the impact of doing so. The field of philanthropy navigates considerations around funding work that may be perceived as carrying reputational risk, alongside questions about privilege optics, and approaches to assessing ROI.
3. **Interpretations of wellbeing:** The Summit moved beyond the false binary between collective and systemic change and individual nourishment and capitalist culture, but how can this narrative shift in the mainstream?
4. **Wellbeing is not a retreat:** Wellbeing is an equity issue. Framing it that way can seem radical to some, but it cuts through a lot of confusion and ambivalence about how game changing this really is to organizations and their movements.

### 4. Jennifer Wei's Personal Message for Funders

- **Start Small.** Fund stipends, line items, policies that support wellbeing and time off.
- **Use Your Name.** Share your learning, influence your peers.
- **Speak About It.** We can't change philanthropy with blogs alone. But one respected peer conversation at a time? That's where the shift begins.
- **Listen and Shed Light.** Let grantees speak directly about burnout and the need for repair and back up your commitment with funding and/or resources to support them.
- **Fund Systemic Wellbeing.** Offer large scale grants to organizations doing field building, not just frontline work; make wellbeing an expected budget line.
- **Get Creative.** Embed and enhance your work with art and music.
- **Build Equity.** Embed wellness into grant making programs, rather than an add-on for those who may feel confident enough to ask for it.
- **Pace Over Policy.** The conversation about scale can be misleading and ultimately a distraction from the real need to listen and slow down. Peer coaching, deeper conversations, learning about generational trauma, and relational repair are all important foundations to advance the effort of pushing to change organizational wide policies.

# Antara Advisory (India) — Making Wellbeing a Duty of Care

Who: Aparna Uppaluri, Founder and MD

Field: Biostatistics, public health, poetic imagination, organizational effectiveness

---

## 1. Context: Slowing Down in the Face of Urgency

Aparna, with a background in biostatistics and population health, initially approached wellness from a medical, quantifiable perspective. However, her journey led her to embrace poetic imagination and movement, recognizing the body's critical role in transformation and agency.

This shift informed the founding of Antara Advisory, an organization based in India that integrates these diverse perspectives into its work. Antara Advisory is rooted in the belief that social change is inherently linked to wellbeing, encompassing individual, collective, and planetary equilibrium.

The Hearth Summit provided a space to connect with a global collective of people sharing this vision and demonstrated the need to make this even more mainstream. Personally, the Summit led to a reconnection with the importance of body-centred practices, creativity, and centring rest and pause, especially in the face of urgency.

## 2. How Antara Advisory Makes Wellbeing A Duty Of Care

- **Reframing Systems:** Systems should be understood not just as structures but often just "collections of tired people" helps to shift towards a more human, compassionate approach to "change work".
- **A Radical Methodology:** This involves deep, long-term accompaniment with organizations, holistic approaches and metaphorical thinking to make sure wellbeing hits home.
- **Operationalising Care:** Care should be included throughout contracts, work plans, and performance management, prioritising both rest and foresight for both team and clients.
- **Rethinking Scale:** Antara Advisory aims to multiply their impact proportionally rather than simply scaling, focusing on replicable models in order to manage capacity and expectations.

## 3. Key Takeaways from the Summit

1. **Embodiment and Imagination:** The Summit highlighted the critical role of embodiment and poetic imagination in social change, emphasising that memory, perception, and dreams are as vital as resources and plans.
2. **Wellbeing and Creativity:** Wellbeing and creativity can form new spaces of thought and freedom for creative action. Both become important tools for fostering constructive discomfort in the face of growth and transformation.

3. **Challenges of Pace:** The work of fostering wellbeing and systemic change takes time, and the challenge lies in delivering at a pace that aligns with the deep, transformative nature of the work, rather than the speed people are accustomed to.

#### 4. Aparna Uppaluri's Personal Message to Funders

- **Invest in the Care Economy.** Funders should recognize and support organizations and infrastructure for whom care is a core part of the work, acknowledging that care, rest, and rejuvenation are foundational to sustainable change.
- **Embrace Long-Term Accompaniment.** Funding can support deep, long-term relationships rather than short-term projects, understanding that transformation and healing require time.
- **Rethink Metrics.** Success indicators can go beyond traditional outcomes to include the evolution of concepts, the formation of new ideas and relationships, and validations from key audience groups.
- **Support Proportional Growth.** Instead of solely focusing on scalability, funders can support models that multiply proportionally, allowing for replication and adaptation in diverse contexts.
- **Value Human Qualities.** Recognize that human qualities like memory, perception, and imagination are essential drivers of social change and can also be valued and supported in funding initiatives.

ROCKEFELLER  
Philanthropy  
Advisors