



## Pilot Recap and Next Steps

March 2022 – June 2023

## **About the Philanthropy Data Commons and the Pilot**

The Philanthropy Data Commons (PDC) is a shared sector-wide governance and technical infrastructure that fosters trust, enables new ways of managing data and information as a sector asset, creates more possibilities in our collective work, and spurs more equitable access to resources in philanthropy. After delivering a [Proof of Concept](#) in late 2021, stakeholders, including changemakers, funders, grants management system and data platform providers, collaborated to co-create the PDC pilot.

Launched in March 2022 and running through June 2023, **the goal of the PDC pilot was two-fold:**

1. To design and develop a collaborative governance framework to demonstrate a different way of managing, using, and governing data and information in the sector.
2. To develop and test the viability of a data commons and its use in delivering common data and information elements in the grant application and award process.

To that end, the pilot was focused on demonstrating both end-to-end data and transaction flows with involved parties (changemakers, funders, grants management system providers, and data platform providers) and collaborative governance of the data-sharing model in a manner consistent with the PDC core principles noted below:

- **Centrality of Changemakers:** Changemakers own and control their data and information and contribute to decisions about the use and users of their combined data from the PDC.
- **Interoperable & Extensible:** The PDC promotes equitable access, meeting organizations "where they are" while relying on a robust application programming interface ("API") model and protocols that integrate with existing and emerging technology platforms to facilitate the ingestion, integration, or sharing of data.
- **Shared & collaborative governance of, by, and for the sector:** The PDC is co-created, managed, and sustained by diverse sector stakeholders.
- **Transparent & Enduring:** The PDC seeks to leverage existing data and tools, not to replace existing ones, but to connect and enhance them and to create more equity, effectiveness, and impact in our individual and collective work.

Leaders from the following organizations generously contributed their time, expertise, and perspectives to the PDC pilot:

- **Changemakers:** AMPT, Thrive Chicago, Surge Institute, and Urban Institute.
  - These four organizations represent various organizational structures, budget sizes, and focus areas. Each was compensated for a portion of their time through a stipend from the MacArthur Foundation.
- **Funders:** Bezos Earth Fund, Circle of Service Foundation, Ford Foundation, Illinois Children's Healthcare Foundation, MacArthur Foundation, Miami Foundation, and Robert Wood Johnson Foundation (RWJF).
  - These funders represent local, national, and international foundations, a community foundation, a broad range of giving areas of focus, and grantmaking styles.
- **Grants Management System (GMS) Platform Providers:** Fluxx, Submittable, Smart Simple, and Blackbaud.
  - The seven participating funders use five different grants management system providers, including one custom-built system.
- **Data Platform Providers:** Candid and Charity Navigator

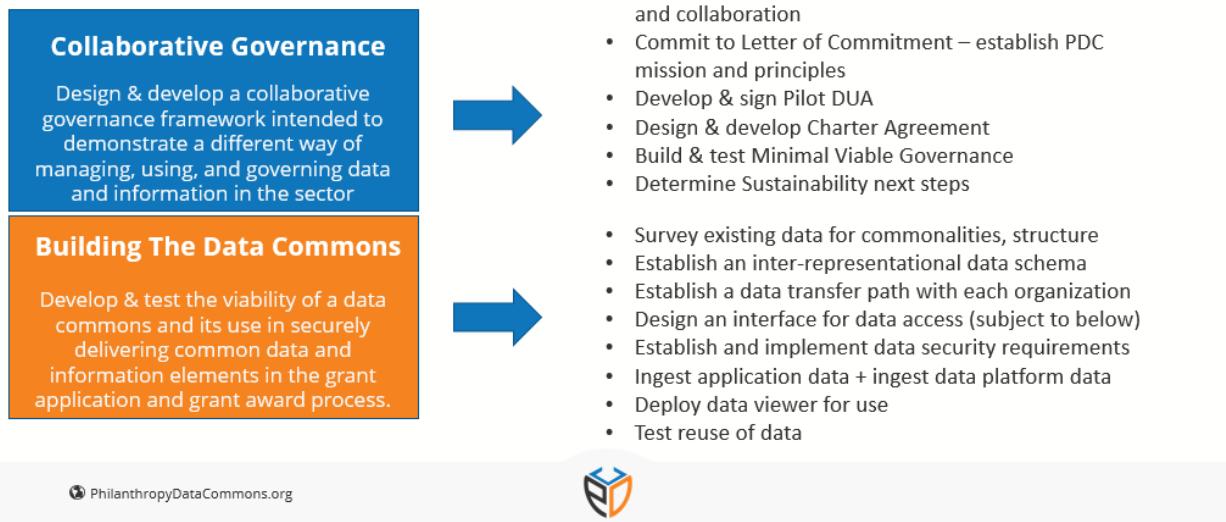
- Both Candid and Charity Navigator serve the sector by aggregating data and information of use to funders, changemakers, and other sector stakeholders.

The PDC proof of concept and pilot were funded by the MacArthur Foundation, which contracted a project team of independent consultants (project team) who drove the day-to-day work of the PDC pilot. For the proof of concept phase, the MacArthur Foundation invested \$230,000, and in the pilot, it spent \$1,226,767 (March 2022 – June 2023), including technology development, consultant fees, and changemaker stipends. Other pilot participants provided generous in-kind contributions of time, talent, and expertise.

### Pilot Goals and Outcomes

## PDC PILOT: GOALS TO ACTION

### PDC PILOT GOALS:



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### Goal 1: Design & Develop a New Framework for Collaborative Governance

Pilot participants recognized that while building the technology for the PDC was an important part of the pilot, the ways in which the full team worked together and made decisions for the pilot, and ultimately for the PDC, were perhaps the most innovative aspects of this project. To that end, the team understood considerable effort would need to be allocated to developing and demonstrating a new collaborative approach to governance. Building a successful framework would require deep trust amongst pilot participants, through which organizations would ensure that their individual needs, preferences, and constraints were considered while also delivering transformative benefits to the philanthropic sector.

The governance structure is a key differentiator from past attempts at sector-wide infrastructure change because of the commitment to collective decision-making and cross-sector collaboration. As pilot participants modeled, success required breaking from the sector's traditional data-sharing and

collaboration approach of limited, timebound, and often adversarial bilateral data-sharing agreements and embracing an ongoing and iterative collaborative governance framework designed, managed, and sustained by representatives of all the stakeholders in the sector.

The project team led the initial governance structure and process, working in alignment with the MacArthur Foundation, the PDC Steward. During the pilot recruitment process, the project team hosted numerous sessions with pilot participants to introduce the concept of collaborative governance, its value to the PDC generally and to individual organizations, and to begin to solicit input and feedback regarding organizations' needs, requirements, and constraints related to data sharing and governance.

The original timeline envisioned that the project team and pilot participants could navigate governance and legal concerns first – hopefully moving to an agreement on an approach to collaboration by all participants by September 2022. This timeline would have allowed for governance to be in place before sharing data into the data commons. However, the project team quickly learned that more discussion about collaborative governance was needed to create alignment in understanding and application to the grant application context. The team adjusted its approach to a more “incremental” and sequenced governance design and development. This approach involved gaining alignment on an initial Letter of Commitment, followed by a Data Use Agreement specifically for the pilot, and then a focus on developing the Governing Board section of the Collaborative Governance Charter Agreement, as detailed below.

- 1. PDC Letter of Commitment** - The [Letter of Commitment \(“LOC”\)](#) signifies each organization's commitment to the vision and guiding principles of the PDC. This was an essential first step to build alignment and buy-in from participating pilot organizations.
- 2. Data Use Agreement** – Given that the collaborative governance approach would take an incremental and sequenced approach, it was necessary to develop and execute an initial multiparty data use agreement (“DUA”) among pilot participants to collect and integrate their grant application data for purposes of creating, analyzing, and sharing a combined data commons. The commitment to using actual data for the PDC pilot elevated important questions from pilot participants that we worked through together. Each participating organization, including General Counsels from many pilot participants, reviewed the DUA draft and provided feedback and edits related to the specific data, technical, and governance requirements needed for their participation in the data commons.

The DUA development and execution process was critical to the PDC's overall collaborative governance framework. The DUA is the template for the future Collaboration Charter Agreement. Additionally, the process of developing the DUA provided participating organization staff, including grants management, IT, and legal teams, to become more familiar with the PDC, weigh in on the DUA, and join in the collaborative process – understanding and experience that is critical for continued buy-in as the process moved to the development of the Charter Agreement.

- 3. Collaborative Governance Charter Agreement** – The Collaborative Governance Charter Agreement (“Charter”), while not a legally binding document, represents and codifies how the PDC pilot participants intend to work together, their roles and responsibilities, how they make decisions, and other specifications for how they plan for the PDC to be managed and sustained over time. The Charter is similar to a “Master Services Agreement” (“MSA”) with specific use cases defined by particular data and approved uses of the data, like an individual “Statement of Work” within the MSA.

While there are different approaches to developing and executing a Charter, the pilot participants determined it was critical to take an incremental approach, starting with the Governing Board

section and using a Governance Working Group (“GWG”), made up of a subset of representatives from the pilot participating organizations, to develop it. The decision to use the GWG to focus on the Governing Board followed attempts to have all pilot participants engage in the development of the Charter. Building the data commons while simultaneously developing collaborative governance presented added complexities and burdens on pilot participants, as noted above.

The GWG developed a draft Governing Board section, including specifications for identifying, nominating, and electing the inaugural PDC Governing Board. The draft was submitted to all pilot participants for feedback, input, and recommendations. Once approved, the pilot participants will begin identifying and seating the inaugural Governing Board.

4. **Sustainability / Interim Legal Structure** – While some pilot participants felt that determining the long-term business model of the PDC was a critical initial step of the pilot, the Sustainability Working Group (“SWG”) ultimately decided to focus on the interim ‘home’ or legal structure for the PDC first. Since the MacArthur Foundation has committed to funding the first three to five years of the PDC and other funders have expressed interest in supporting this initial seed phase of the PDC, there is time to innovate and build the PDC in a way that best supports the sector, without being restricted by determining the long-term business model and ultimate revenue source at this early stage.

To that end, the SWG explored a variety of fiscal sponsorship and other partnership opportunities to house the PDC for up to three to five years. The team centered its exploration on the governance structures (who would empower the collaborative governance the PDC has worked hard to build), ability to accept funds, intellectual property considerations, administration fees, and staffing requirements of the variety of fiscal sponsors and partners. Ultimately, the SWG will make a recommendation to the inaugural PDC governing board for an interim ‘house’ for the PDC. The PDC board will manage the transition from the MacArthur Foundation to the interim legal structure.

While the collaborative governance process presented some challenges and complexities and required more time than many expected, these were critical steps for a collaborative approach that needed to be better understood and experienced by most of the pilot participants. The process of collaboratively developing critical components – including identifying differences in data, technical, and governance specifications needed to participate – was essential to testing and developing collaborative governance. Indeed, this process itself demonstrated collaborative governance in action.

## **Goal 2: Build & Test a Data Commons**

The PDC is built on the principle that any technology used to develop the data commons should be non-proprietary, extensible, and interoperable with other systems (e.g., grant management systems, data platform providers, etc.). This structure provides maximum flexibility to build on the PDC in post-pilot stages, ensures that the pilot is not tied to any particular vendor, and provides an opportunity for all organizations, regardless of systems and technical capabilities, to access and participate in the PDC as it grows.

The pilot achieved the “non-proprietary” requirement by building open source software (with only open source dependencies), the “extensible” requirement by using a [flexible data schema](#), and the “interoperable” requirement by creating a documented programmatic interface, an Application Programming Interface (“API”) based on that schema so that organizations can work with PDC data (with appropriate security and access controls in place).

Key milestones included:

## **1. Scope, Plan, and Build for a Flexible Data Design Model for the PDC:**

**Flexible Data Model:** It was important to build the PDC to handle different types and aggregations of data from pilot participants without requiring data standardization. This flexibility without data standardization is important because it lowers barriers to participation, reduces the burden on changemakers to modify application data, and creates more flexibility in the data, which ultimately increases its utility across the sector. Therefore, the pilot developed an [entity-relationship model](#) with a concept of “base fields” that function as equivalence groupings so that the content and meaning are the same, but the label differs. For example, one funder might call a field “Mission Statement,” while another funder might call that field (in the GMS) “Organization Mission.” The content and meaning are the same, only the label differs. The PDC handles this by having an internally standard name for each semantically distinct field, then mapping different organizations’ labels for that field to/from this internal name.

This mapping allows the PDC to import and export data from/to many different sources and perform cross-organizational queries consistently while preserving the source’s labels. This means organizations that work with the PDC do not have to change any of their internal naming conventions and addresses a concern from pilot funders about what changes they would need to make to the data in order to participate in PDC. Instead, the mapping functions will handle the translation when needed. The project team supported mapping during the pilot phase; however, when PDC members plan for large-scale data exchange, the PDC must offer interfaces and tools to help source organizations create new mappings themselves.

**Transparent, open-source development:** The project team developed all PDC code in the open, under open-source license, for maximum transparency, real-time feedback, and collaboration. Open and transparent development for the code supports the principle of transparency in PDC governance. Pilot participants leveraged this opportunity - several joined in through technical discussions in the open-source forums, and at least one cloned a copy of the code and deployed a running instance (to “kick the tires”) independently. The code repositories, issue trackers, and technical discussion forums are at <https://github.com/PhilanthropyDataCommons/>.

**Participation in the data model and data transfer:** Pilot participants have been able to transfer data into and out of the PDC using the documented procedures. Although open-source code is not strictly necessary for data transfer, it enables technical inspection of the code involved in the transfer – that is, the code itself becomes the most detailed level of documentation for those who want that level of detail.

## **2. Understand How Data Sources Manage Their Data:** The project team set up work sessions with each pilot participant contributing data to the PDC. These sessions focused on data transfer methods, field labels, and data structure. These work sessions spanned multiple months and involved numerous rounds of revision to the cross-field mappings.

A key insight of this work was identifying the value in capturing the questions a given respondent was supplying data to answer. Understanding the original questions helped decide how to present the data and determine relationships between different fields in the PDC.

## **3. Build the Data Viewer User Interface for the PDC:** A data view user interface was essential to helping the pilot work feel more tangible and for participants to actually see (and search) the application data submitted by pilot participants. Although not originally in scope for the pilot build, the need for this basic user interface emerged from the data mapping efforts and discussions with the pilot participants. The data viewer sparked discussions with pilot participants around use cases

and expectation management, and it increased collaboration around how the data in the commons could be better handled, searched, and shared.

4. **Data transfer from the Data Commons Back to the Funder Systems:** The pilot also aimed to demonstrate that the data and information changemakers shared for one specific funding opportunity would also be available, with their consent, for other funders participating in the PDC pilot to view and potentially fund or to consider for future funding opportunities. This data reuse is an important functionality to bring additional funding opportunities and benefits to the changemakers participating in PDC.

Most of the data transfers done throughout the pilot were sourced from funder and data platforms to the PDC. Consolidated data was accessible through the PDC data viewer. Providing access to the changemaker-consented common data represented an initial step towards fostering discovery and consideration for possible new changemaker relationships as a side-effect of sharing once. In addition to the shared visibility, one pilot participant pulled data from the PDC into the connected system to generate new records. The GMS participant demonstrated the “round trip” of PDC data transfer by sending records up to the PDC and then pulling different data from the PDC API connection and adding that as new data in the GMS system for consented use. In making this “round trip”, the participant demonstrated the ability and potential for data transfer and reuse with the PDC and connected systems. Further development and real examples of this bi-directional data transfer with the PDC will be needed to expand these efforts as the PDC continues to advance and bring shared value to changemakers and the sector.

### **Summary of Findings: Insights and Recommendations**

Throughout the 15 months of the pilot, participants and the PDC team learned a lot about what worked well, what didn’t, and how to improve the data commons and collaborative governance to deliver value to sector stakeholders through the pilot and beyond. The following is a summary of key insights and recommendations compiled from the project team and pilot participants.

#### **Theme 1: Center Changemakers**

<b>Insight:</b> Changemaker insights, feedback, and buy-in are critical to the success of PDC and our values, particularly in these early stages.	
<b>Learnings:</b>	<b>Recommendations:</b>
<ul style="list-style-type: none"><li>Funders' priorities can dominate this work since they control the money. They are being called to change their procedures. But the PDC's ultimate goal is to benefit changemakers, and therefore the development effort must regularly check to make sure this goal is being served.</li><li>The four changemaker pilot participants experienced turnover, capacity</li></ul>	<p><b>Process Improvements:</b></p> <ul style="list-style-type: none"><li>Further develop the profile and the value proposition for our target customer(s).</li><li>Define changemaker goals and roles in governance and future authorized projects.</li><li>Develop clear paths for feedback.</li></ul> <p><b>Engagement Ideas:</b></p>

<p>challenges, and a shutdown during the pilot, making it difficult for them to stay involved.</p> <ul style="list-style-type: none"> <li>Changemakers may not feel that they can influence PDC at this time. Having changemakers in the pilot sessions while moving through ambiguity with all stakeholders was tremendously important but felt less tangible to changemaker participants.</li> <li>One pilot funder issued an open call for applications, while the other funders asked pre-vetted changemakers to apply and participate in the PDC. The closed application processes meant that funders weren't really looking for other applicants via the PDC. Also, no changemakers applied to more than one funder in the pilot, so they did not experience the reduction in data entry that will be realized when more funders participate.</li> </ul>	<ul style="list-style-type: none"> <li>Have a targeted communications campaign to engage changemakers and direct ways to solicit feedback on PDC developments.</li> <li>Develop partnerships with organizations and conferences that convene changemakers.</li> <li>Continue to pay changemakers for their time and effort while the value proposition is being proven.</li> </ul> <p><b>Future Project Ideas:</b></p> <ul style="list-style-type: none"> <li>Align around a shared grant cycle or impact area so there can be more direct benefits to sharing changemaker data for changemakers and funders. Or engage with more funders who have open application calls.</li> <li>Make open searchability and access to institutions (banks, wealth managers, philanthropy advisors) possible to assist with driving new grant support to changemakers.</li> <li>Changemakers are very interested in seeing funders be as transparent about their own activities as changemakers are asked to be. This would include funders clearly sharing key dates, review processes, and reporting requirements, which may help alleviate the current power imbalance felt in the sector.</li> </ul>
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## Theme 2: Create a Clear Value Proposition

<p><b>Insight:</b> The PDC must continue to improve and define the value proposition to its variety of stakeholders in the short- and long-term.</p>	
<p><b>Learnings:</b></p> <ul style="list-style-type: none"> <li>The PDC will provide different value to different stakeholders.</li> <li>In future cases, the PDC projects should specify the target audience and intended impact for each use case.</li> <li>As this work continues, PDC stakeholders will need to work to continue to refine its value and impact, but also not wait or eschew incremental improvements for the sake of perfection.</li> <li>As noted in Insight 1, the pilot scope was not broad enough to show efficiencies</li> </ul>	<p><b>Recommendations:</b></p> <p><b>Process Improvements:</b></p> <ul style="list-style-type: none"> <li>Define and agree on clear success criteria before implementation starts.</li> <li>Further develop the profile and the value proposition for our target customer(s).</li> <li>Have a continuous stream of small-to-medium deliverables rather than large deliverables spaced farther apart. Continuously frame the smaller deliverables as part of the big picture.</li> </ul> <p><b>Governance:</b></p>

gained by changemakers in this early stage.	<ul style="list-style-type: none"> <li>• Ensure all stakeholders are represented in governance.</li> </ul> <p><b>Future Project Ideas:</b></p> <ul style="list-style-type: none"> <li>• Use lighter-weight experiments to validate the value proposition before implementation.</li> <li>• Explore how the PDC improves the grant application process (<i>how data can/will be harmonized, for example.</i>)</li> </ul>
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### Theme 3: Build a Movement

<p><b>Insight:</b> PDC should build a sector-wide movement around changing how the sector manages, uses, and governs data and information.</p>	
<p><b>Learnings:</b></p> <ul style="list-style-type: none"> <li>• The PDC is creating a new way of integrating, governing, and sharing data and information as a sector asset, helping to organize and make data and information available in the right places at the right times and for the right purposes. This collective effort could eventually shift how sector stakeholders engage, partner, and coordinate with one another.</li> <li>• There must be recognition that changemakers own and control their data and information, and in the aggregate this data and information can be a sector-wide asset.</li> <li>• Movement building requires additional expertise and capacity than the work completed in the pilot to date. Pressure to change can come from leadership, industry peers, or the changemakers themselves.</li> <li>• We must build on what we have accomplished so far, continue to demonstrate value, showcase a new way of working, and bring in other funding sources. We have a financial runway for the next 3 to 5 years to experiment, iterate, and grow.</li> </ul>	<p><b>Recommendations:</b></p> <p><b>Messaging Improvements:</b></p> <ul style="list-style-type: none"> <li>• Create more effective messaging to galvanize and incentivize the sector to change behaviors.</li> <li>• Look to current social movements in philanthropy to learn from their ability to influence behaviors.</li> <li>• Data and information, in aggregate, can benefit the sector-at-large. We must reposition how people perceive data to be a shared asset that can change how the business of philanthropy has historically been done.</li> <li>• PDC messaging can articulate the power of shared data beyond the PDC. The PDC can help people see and believe what data, pushed beyond traditional sector uses, can truly accomplish. This will be critical as the PDC begins to recruit organizations that are not early adopters.</li> <li>• Messaging can also better articulate the unique value of the PDC – how shared data can facilitate more effective grantmaking and lead to greater equity and more impact.</li> </ul> <p><b>Process Improvements:</b></p> <ul style="list-style-type: none"> <li>• Obtain clear commitments from organizational leaders to buy into the PDC and to help promote the value amongst their peers.</li> <li>• Put dedicated focus on working with leadership, program staff, and other key stakeholders, particularly for large funders. Obtaining program</li> </ul>

	<p>staff buy-in and support is important as they hold the relationships with the changemakers the organization funds.</p> <ul style="list-style-type: none"> <li>Update the PDC website to clearly articulate the PDC vision, learnings, and how to get involved.</li> </ul>
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#### **Theme 4: Data Interoperability is an Ongoing Challenge in the Sector**

<p><b>Insight:</b> Instead of focusing on increasing data standardizations, the PDC creates more value by focusing on interoperability, creating a platform to bridge data, and reducing the need for standardization.</p>	
<p><b>Learnings:</b></p> <ul style="list-style-type: none"> <li>Standardization efforts can become an unnecessary burden on data-contributing organizations</li> <li>Asking Stakeholders to classify data into "standard" or "core" fields did not add value for them and, in the end, did not improve our ability to transfer data to the Data Commons.</li> <li>There is not a lack of "standards" or various ad-hoc ways organizations or platforms handle data in the sector. There is a lack of platforms and systems that bridge standards vs. introducing competing ones. PDC hopes to be a bridge for the sector vs. another hurdle, constraint, or benchmark for the sector to either have to bend to or reject.</li> <li>Standardization has great value for specific purposes, but it also comes with a price in terms of flexibility and utility of data beyond the standardization - PDC wants to create the infrastructure to do both.</li> </ul>	<p><b>Recommendations:</b></p> <p><b>Data Improvement:</b></p> <ul style="list-style-type: none"> <li>For post-pilot scaling, have as minimal as possible requirements for PDC entry – just enough to ensure integrity in search and basic reporting.</li> <li>When gathering information about fields, don't just get the field's name. Whenever possible, get the actual question to which the field corresponds and any other documentation the data source may have about that field.</li> <li>Explore greater utilization of canonical fields to link questions and answers across the industry.</li> </ul> <p><b>Process Improvements:</b></p> <ul style="list-style-type: none"> <li>Consider leveraging existing tech (or prototyping tools) where possible and focus on creating PDC's unique value add.</li> <li>Partner with existing solutions for which data integrations and cross-mappings have already been made.</li> <li>With regards to Data Platform Providers, coordinate on data quality improvement.</li> </ul> <p><b>Future Project Ideas:</b></p> <ul style="list-style-type: none"> <li>Expand the functionality for international NGOs, more complex funding scenarios such as grants to individuals, university systems, fiscal sponsors and agents, PRIs, etc., and incorporate more data platform providers.</li> <li>Explore opportunities to engage AI to prompt searches and help users find high-impact funding or grantmaking opportunities.</li> </ul>

<b>Insight:</b> Working with real data surfaced several issues in managing data (ingestion, validation, cleaning, and sharing) and in how sourcing & provenance information should be maintained and used.
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Learnings:	Recommendations:
<ul style="list-style-type: none"> <li>Large funders often have considerable staff, systems, and processes that are connected and core to how they identify, operate, execute their missions, and build relationships with changemakers. The PDC must continue to show how it can be compatible with this complexity while maintaining the core PDC principles. For greater adoption and collective benefit, it's important that the PDC doesn't conflict and instead can help scale better practices around data and collaboration.</li> <li>This is a sector-wide problem, and many of our partners have developed solutions that we can leverage, learn from, and help scale to more orgs to address these challenges.</li> </ul>	<p><b>Data Improvements:</b></p> <ul style="list-style-type: none"> <li>Establish a working group focused on identifying the technical issues around data management and making recommendations.</li> <li>Prioritize actual data for building and testing. The more realistic the data, the more likely it is that critical data-management issues will surface quickly.</li> <li>Leverage existing tech and/or tools where possible.</li> </ul>

#### Theme 5: Articulate and Model Effective Co-Creation

<b>Insight:</b> Pilot participants experienced different levels of comfort with the iterative nature of a pilot and the approach to co-creation and learning.	
Learnings:	Recommendations:
<ul style="list-style-type: none"> <li>Focus on the principles of minimum viability. Start with stakeholders willing to be innovative, can manage risk, and are essential players.</li> <li>Be clear about learnings and changes to the project plan in real time to steward participants through the changing process. This process is iterative, flexible, and refined in real time.</li> <li>Working collaboratively with cross-sector organizations requires a collective focus on the goal while also customizing change management support to meet organizations where they are in terms of interests, priorities, and capacities.</li> </ul>	<p><b>Process Improvements:</b></p> <ul style="list-style-type: none"> <li>Clearly define the project and roles before recruiting participants and create clear checkpoints to ensure alignment.</li> <li>Set and share expectations on the level of ambiguity in each authorized project, including a tagging system on the level of risk or unknowns.</li> <li>Manage expectations and be clear about goals. Consider having participants complete a pre-assessment before joining a future project to understand their risk level, etc. And/or host an All Hands with interested parties before participating.</li> <li>Assign “account manager” type roles to pilot participants to help usher them through the</li> </ul>

	process, ensure vision lock on mission and goals, and expedite work streams.
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### **Theme 6: Anticipate and Plan for Change Management**

<p><b>Insight:</b> Change management, particularly with large foundations, is challenging and will be important to increasing the adoption of PDC throughout complex organizations.</p>	
<p><b>Learnings:</b></p> <ul style="list-style-type: none"> <li>• Saying “yes” to participate can mean stakeholders buy in and see the value, but often doesn’t mean the rest of the organization is ready or able to embrace the change management required.</li> <li>• Individual participants should have the authority to influence and decide within their organizations, along with executive sponsorship.</li> <li>• Effective change management requires building trusted relationships across organizational teams and departments to achieve full buy-in and support. Like collaborative governance, this takes time.</li> </ul>	<p><b>Recommendations:</b></p> <p><b>Engagement:</b></p> <ul style="list-style-type: none"> <li>• Create tools for participating organizations to advocate internally for the PDC, including sharing recurring updates across organization levels.</li> <li>• Have category-level meetings of PDC participants, e.g., funder-only, changemaker-only, to solicit more direct feedback.</li> </ul> <p><b>Process Improvements:</b></p> <ul style="list-style-type: none"> <li>• Map out the decision-making structures and levels that will be impacted for each authorized project.</li> <li>• Decide and define the level of decision-maker required for PDC membership/participation.</li> </ul> <p><b>Future Project Idea:</b></p> <ul style="list-style-type: none"> <li>• Explore working with foundations and funding entities without staff or detailed procedures – these entities may be more efficient in adopting the technology and corresponding grantmaking practices.</li> </ul>

<p><b>Insight:</b> Each funder has unique business processes and varied abilities to change these processes.</p>	
<p><b>Learnings:</b></p> <ul style="list-style-type: none"> <li>• Funders require clear roles, timelines, and expectations to opt for “full” participation effectively.</li> <li>• The diversity of funder participants complicated our ability to move forward efficiently.</li> <li>• Pilot participants needed to have technical and functional expertise but</li> </ul>	<p><b>Recommendations:</b></p> <p><b>Process Improvements:</b></p> <ul style="list-style-type: none"> <li>• Define what “participation” means for funders, such as a commitment to sharing data, influencing change management at their organization, and engaging internal stakeholders.</li> <li>• Develop archetypes of different funder personas.</li> </ul> <p><b>Future Project Ideas:</b></p>

<p>had different levels of support available within their organizations.</p>	<ul style="list-style-type: none"> <li>• Create a “Funder Assessment” to better understand and align interested funders in future projects.</li> </ul>
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## **What Happens Next**

The MacArthur Foundation has committed to supporting the continued development of the PDC (the data commons and collaborative governance) and further authorized projects of the PDC for the next three to five years—ideally in concert with other funders and stakeholders who make a financial commitment to help support the effort. Regardless of whether there are multiple contributions to financing the development of the PDC, this work will be done according to the PDC vision and guiding principles laid out in the pilot.

### **In the near term (July – September 2023):**

As pilot participants transition to the PDC’s inaugural governing board, continue to develop the PDC, and take on newly authorized projects, the project team and Steward will work with pilot participants to prepare for this hand-off. We will focus this time on the following vital preparations:

- **Development:** Ensure data commons is ready for the next phase of work, including data import and export optimization and software development kit.
- **Governance:** Further design and execute upon critical Charter components and elect inaugural governing board.
- **Sustainability:** Review and recommend an interim legal structure to governing board.
- **Communications:** Publish this report and recommend next steps; update website; share out pilot results and next steps through town halls and conferences.
- **Interim operational needs:** Solidify PDC operational technology needs, such as email systems, backend infrastructure, and CRM.

## **Phase II:**

Once the inaugural governing structure is established, we anticipate the following:

- **Operating Infrastructure:** Make initial and reasonable investments for IT execution needs and maintain the existing infrastructure
- **Governance:** Launch Minimal Viable Governance / Inaugural Board
- **Sustainability:** Initiate transfer to an interim legal structure
- **Movement Building Communications:** Conduct a deep dive into value propositions for stakeholder groups; focus on engaging changemakers
- **Next Projects:** Determine Next Authorized Project(s), perhaps with a "Call for Projects" Campaign for PDC
  - Scope projects
  - Identify participant and operational requirements
  - Recruit + Launch
- **Funding:** Bring in additional funding (opportunistic)
- **Operations:** Establish interim operating team and structure

### **Closing:**

The PDC is committed to creating a new way of governing data and information as a sector asset, helping to organize and make data and information available in the right places at the right times and for the right purposes. This collective effort will shift how sector stakeholders engage, partner, and coordinate with one another. The PDC's shared data platform, collaborative governance framework, and core principles is a new structure in philanthropy and will lead to more collaboration, equity, and inclusiveness in philanthropy.

The PDC has the potential to change the philanthropy sector by:

- Ensuring that changemakers and other data owners maintain ownership and control over their own data and contribute to decisions about the use and users of their combined data.
- Improving and enhancing the way we share and use data and information.
- Focusing on interoperability, creating a platform to bridge data, and reducing the need for standardization.
- Alleviating administrative burdens, building organizational capacities, and creating efficiencies for funders and organizations seeking grants.
- Reducing the power imbalance between funders and changemakers.
- Establishing and sustaining an iterative collaborative governance framework that promotes consensus and ensures the responsible, equitable, and secure integration, use, and sharing of data.
- Becoming an essential part of philanthropy infrastructure (powered and protected by PDC).
- And so much more!

The PDC project team and Steward are grateful to the pilot participants, Collaboration Advisors, and many sector leaders and experts for their support of and partnership with the PDC pilot. This was not a small undertaking, and there is so much more to do. This pilot has shown that this work and this way of working is possible in this sector and provides a clear path forward.