

Mozilla Foundation

# Mozilla Fellowships and Awards Program Evaluation and Impact Narrative

An evaluation of Mozilla's Fellowships & Awards program strategy  
and impact from the beginning of 2016 through mid-2020

# Mozilla F&A Program Evaluation and Impact Narrative

## Authors:

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Mozilla’s Fellowships & Awards (F&A) program works to bring Mozilla’s organizational values into the broader world through social and tech-based solutions and projects. What follows is an evaluation of the program’s strategy and impact from the beginning of 2016 through mid-2020.



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# Evaluation Roadmap

This evaluation is the result of nearly a year of reflection and collaboration. The bulk of the report that follows was produced by Simply Secure through extensive research, interviews and analysis. In the summer of 2021, Mozilla commissioned two consultants, Kenrya Rankin and Ayana Byrd, to build on the work of Simply Secure to provide a more detailed impact narrative. We are grateful for the work and time that both have put into creating this valuable resource for the F&A team. We are also grateful for the trust and partnership of the Ford Foundation, whose generous core support grant made this evaluation possible.

Below is a guide to reading this evaluation, with an indication of the author of each section:

1. This evaluation starts with the **origin story** of the Fellowships & Awards program, written by Kenrya Rankin and Ayana Byrd.
2. The **impact narrative** explores the influence of the F&A program on the tech landscape and civil society and how it ladders up to Mozilla's overall Theory of Change, also prepared by Kenrya Rankin and Ayana Byrd.
3. The **evaluation process** section highlights Simply Secure's approach and methodology for the report, including guiding questions and limitations.
4. The **insights and findings** section provides Simply Secure's takeaways, testimonials and quotes from interviewees and survey respondents that cover impact, internal operations and program design and structure.
5. The **key opportunities** section presents Simply Secure's recommendations for the future of the F&A program that were illuminated through the synthesis and analysis of the program during the evaluation period, as well as insights from Kenrya Rankin and Ayana Byrd's impact narrative on how to maximize impact.
6. The **management response** section provides a Q&A with Hanan Elmasu, Director of the F&A program and J. Bob Alotta, VP Global Programs, illuminating what's next for F&A, changes already in play, and how Mozilla plans to grow from this evaluative process.
7. And finally, the **appendices** provide supporting evaluation tools and data.



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# Preface: The Fellowships & Awards Origin Story

**Authors: Kenrya Rankin & Ayana Byrd**

In 2011, Mozilla partnered with the Knight Foundation to embed creative designers and technologists into newsrooms at the New York Times, the Guardian, Al-Jazeera and other outlets. The intention was to find technically-oriented people who were up-and-coming in their careers and pair them with leadership inside newsrooms, which at the time were struggling to be relevant on the web. These technologists would use open source technology and the web to help newsrooms operate better as a civic function in society. They became Mozilla's first fellows.

From there, for four years, Mozilla expanded to offer fellowships and small grant programs around science and education and continued the work in journalism. In 2015, the organization acknowledged internally that while it was helping to fuel important work, journalism, education, and science were not a part of the Mozilla mandate. And one year later, the Mozilla Foundation was restructured to support internet health movement building work. As one staffer put it, *"Our mandate is for the internet to be a tool of empowerment for people and to be good for people, and keep the internet open and accessible for all."*

As Mozilla was determining how to match its fellowships to its organizational mandate, the Ford Foundation was looking to work with a tech company to find technologists who could prepare (and protect) civil society organizations in regards to digital challenges and opportunities. Mozilla, whose origin story is around creating a healthy, competitive marketplace and open ecosystem, was an

optimal partner. The Open Web Fellows program, launched in 2015, placed mid- and senior-level technologists, including people who had worked for and left big tech or in civil society organizations, into internet freedom organizations. Its goals were to: 1) partner these technologists with organizations, or others with similar interests, in order to knowledge share and learn how advocacy worked in different societies and 2) invest in people and their career trajectories to become leaders in the open internet movement. Mozilla and Ford Foundation staffers expressed:

*“The Ford Foundation was the initial partner for the Open Web Fellows program, and it [wanted] to get more civil society partners who had nothing to do with technology or the internet to focus on net neutrality as an access issue—and to really understand that net neutrality was an issue that was core to their mission, and therefore core to their constituents.”*

*“You have experts because they have devoted their lives to something that they discovered early on in their career, but they’re not out there recruiting new people and growing the field. That was our role, which was helping them as individuals to share that knowledge and grow their field where they were working—and find peers and build a cohort around the work that they were doing. It is finding ways to open up spaces, which Mozilla’s always done. It’s about openness and transparency and we were trying to get other sectors and institutions to adopt these values.”*

*“We saw more and more organizations starting to care about issues that we’d worked on for a long time as ends in their own, like data privacy, protecting people online and online safety. We saw more people from other movements like human rights or civil rights being interested in the issues that we cared about, but from their own angle.”*

Mozilla had been awarding grants prior to funding fellows. Initially this happened through the Hive Learning Network grants. Working with the MacArthur Foundation, Mozilla established Hive Learning Networks in New York, Chicago and Toronto. A Mozilla initiative since 2011, the organization described Hives as “city-based, city-wide vehicles for implementing and spreading connected learning ideas, tools, practices and values.” It gave organizations grants—as well as a community. “So you weren’t just working on your own with a small amount of money. This funding could have outsized impact because you also got this sounding board, a group of folks to work together as a cohort to advance your initiative,” says a staffer.

Mozilla focused on the community-building aspects of this initiative and was not the holder of the funds. Instead, each Hive managed its own funds, for instance New York Community Trust funds or Chicago Community Trust funds that were managed by a non-Mozilla program officer. *“I think we learned a lot about these processes and grantmaking from observing New York Community Trust, Chicago Community Trust,”* says this same staffer.

The Hives program ended in 2017. By this time, Mozilla also had the Gigabit Community Fund, which began in 2014. These awards funded technical projects that used high speed internet connectivity. Applications had to be focused on K through 12 education, meaning the project would benefit education, but the work itself was about building technology.

*“That is where much of our awards focused for the early years, in a highly technical, technology-building space. Which I think is a big difference between fellowships and awards, in that fellowships have long had a more policy focus or research focus bent, where awards, from their origin, have really been about technology creation.”*

However, after the successful 2015 rollout of the Open Web Fellows program, there was discussion about phasing out grants to organizations and focusing instead on individuals via various types of fellowships. This was met with pushback internally and from investors who believed the organization needed to maintain a tool that could be used to invest in projects composed of multiple people or a shifting, changing group of people.

Between 2015 and 2017, Mozilla went through an extensive reorganization, including the drafting of its Theory of Change and placing a strategic emphasis on movement building. During this time, in 2017, the F&A program was formally titled. This resulted in both teams being consolidated under one director. There were also efforts made to align strategy between what had previously been two independent departments. As this report shows, these alignment efforts have had varying levels of success, and strategies continue to be engaged to more seamlessly unify fellowships and awards.

This evaluation serves as the most comprehensive analysis of the inception and early implementation of Mozilla’s Fellowships & Awards program. It is intended to inform the ongoing evolution of the organization’s grantmaking and fellowship investments. **It is the synthesis of 52 anonymous interviews with current and former fellows and awardees, current and former Mozilla Foundation and F&A staff, funders, and ecosystem stakeholders, 84 responses to three surveys, and analysis and review of internal and external documents on the program’s strategy, management and impact on the greater internet health movement.**



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# Executive Summary

## **Authors:**

**Simply Secure**

**Kenrya Rankin & Ayana Byrd**

From the beginning, the Fellowships and Awards program has worked with partners to invest millions of dollars in individuals and ideas that improve transparency in and the accountability of technology and pave the way for increased internet health. Along the way, F&A's funding strategy has evolved in many directions, but there has been one throughline that's embedded in Mozilla's DNA: openness. As an investment strategy, that manifests by putting money into programs that improve openness in technology — and pushing other sectors and the institutions that undergird them to adopt openness as a foundational value.

This evaluation is an analysis of the Mozilla Foundation's grantmaking and fellowship work led by the F&A team from the beginning of 2016 through mid-2020. It seeks to understand: 1) the impacts of the programs on individual funding recipients and organizational partners, on the issues the programs endeavor to address, and on the people most affected by those issues, 2) the strengths and challenges of the programs, for Mozilla staff, program participants and other stakeholders 3) how F&A's work supports the impact goals laid out in Mozilla's AI Theory of Change and 4) the ways in which the F&A program contributes to and is perceived by the broader internet health ecosystem.

This evaluation was carried out in two parts. First, Simply Secure carried out an analytical review and initial impact assessment based on Mozilla-provided internal and external planning, strategy, management, and output documents. Kenrya Rankin and Ayana Byrd then provided a further synthesis of those findings and conducted additional independent interviews to complete the impact narrative that follows. The second part of this report is the program evaluation, for which Simply Secure collected primary survey and interview data to evaluate the experience and impacts of the F&A program: 84 responses to three surveys and 47 anonymous interviews with current and former fellows, awardees, Foundation and F&A staff members, funders, and ecosystem stakeholders.

The evaluation found that the program furthers the foundation's internet health goals and overall theory of change by investing in research, writing, art, and code that explores the role of the internet in society. The program attracts and grows a network of technologists, coders, educators, scientists, journalists and activists who are committed to advancing Mozilla's mission. It also found that impact has been limited by a lack of clarity and communication around how program design and theory of change inform one another. Those surveyed felt that making the connection explicit would help the ecosystem and participants have clarity around the intentions of Mozilla's work, crystalize strategy internally and externally, and help the foundation develop more effective impact measurements.

Respondents indicated that the strengths and challenges of the F&A program were largely consistent across program tracks, types and models. This finding indicates that individual F&A programs have more in common than the team currently acknowledges, and that the different programs ultimately offer similar experiences to funding recipients.

A multi-tiered approach was used to measure the ways the F&A program—and by extension, Mozilla—has impacted the tech landscape:

**Individual impact** measures if a person or group who received a fellowship or award was able to further their career or devote more energy to their area of expertise. The fellowship program has been successful in helping early- and mid-career technologists become leaders in their fields.

**Organizational impact** measures how partner organizations' strategies evolve after hosting an embedded fellow. In many cases, not only have organizations amended their internal structure as a result of F&A program knowledge sharing, but they have made those amendments in ways that align with Mozilla's strategic goals around trustworthy AI.

**Movement impact** directly examines the effects of a project that was completed by a fellow or grantee. In the most impactful scenarios, there was a major shift in how everyone from activists to the general public understood a topic, there was an increase in philanthropic investment around an issue, or there was some other

positive change on the internet health or social justice movements.

We also analyzed how fellowships and awards disbursed funds from 2016 through 2020 to determine if the Fellowships and Awards program's investments furthered the impact goals laid out in the AI Theory of Change. While the data make it clear that F&A is moving closer to those goals, it is also clear that there is an opportunity to better align the investment strategy and timeline with program end goals to scale programmatic impact. And while Mozilla's focus is squarely on the consumer tech space, the waves created by this work have the potential to have influence in other key areas. As one funding partner put it, *"Every field needs this."*

*"The environmental field will need data scientists who can work with the social justice and environmental framework to work in the organizations that haven't already recruited them. The criminal justice field will need data scientists or technologists who can actually understand the black boxes that are being deployed in all layers of the criminal justice system at this moment. Every single established field is going to need this kind of jumpstart to their most important organizations. There is a real opportunity for Mozilla to have these programs really scale and be infrastructure for all of the right fields, to recruit and incorporate the right kind of tech lens into more mature legacy organizations that frankly need to be caring about these issues, but don't fully understand them."*

Mozilla is poised to use the data of its impact on the tech landscape and civil society uncovered by this evaluation, to more effectively achieve its impact goals and to power movements. The challenges and pain points identified through the interviews and surveys highlight opportunities for improvement around four main areas: strategy, participant experience, data collection and operations. Findings also emphasized the need for the organization and the tech philanthropy field to collaborate around impact measurements, as the primary benefits and beneficiaries of the F&A program and partner efforts emerge over time and in ways that may be difficult to quantify. There is an opportunity for common metrics to aid the field as a whole.

## Strategy

- As indicated above, this evaluation spans three different strategic visions and plans for the organization. Internal and external respondents related a general lack of cohesive and consistent strategic vision for the program, which participants also echoed in their experience of Mozilla and its programs. Lack

of internal clarity around program goals and intentions is one major sticking point. The broader field of funders and stakeholders, also, are aware of Mozilla's many leadership, strategy and staffing changes over time, which has led to a perception that the F&A program lacks focus. Strategic consistency is also challenging due to tensions and misalignments between program design, Mozilla's goals and the various funders' goals.

- More closely aligning F&A's investment strategy and timeline with Mozilla Foundation's now-adopted Trustworthy AI Theory of Change has the potential to steer the movement to develop an artificial intelligence ecosystem that is worthy of consumers' trust. Launching programs—and selecting fellows and awardees—with impact in mind will better support the Foundation's mission.
- Diversity, Equity and Inclusion (DEI) are important priorities to Mozilla and the F&A team, but the program lacks consistent vision and implementation around DEI practices. Some funding recipients, especially those from the Global South, articulated that their experience with the F&A program was too US-centric, in both operations and cultural positioning.

## Participant Experience

- Fellowship length and schedule make it difficult to achieve the fellows' desired goals, and can be an interruption to their careers that, without support for planning their next step, can feel like a post-award “cliff.”
- Funding recipients reported varied experiences with the F&A programs' support structures. Additional and more robust systems of support were desired by participants across programs to improve participant experience, and provide a spectrum of support for their varying, individual needs.
- Participants who were hosted by an organization emphasized that expectation setting, boundaries and communication are absolutely essential to these partnerships flourishing—lack of role definition has led to difficulty and conflict historically.
- Staff reported that F&A is missing an opportunity to extend and deepen its relationship with fellows and awardees. Establishing an alumni network would allow Mozilla to tap their expertise while also putting them in community with each other, expanding their networks and their ability to impact movements.

# Data Collection

- The primary impacts of the F&A program—ecosystem change, narrative shifts and ripple effects—are hard to measure and require metrics that can be deployed over time. Fostering longer-term data collection relationships is critical to both understanding and maximizing the program's impact.
- Inconsistent data collection and management has meant that Mozilla cannot easily use the huge pool of information, resources and connections generated through the F&A program to its maximum potential.
- F&A needs to create a qualitative and quantitative measurement and evaluation framework that both protects the data of the people who are directly impacted by the programs and standardizes the information that is collected so it can yield useful insights into the programs.

# Operations

- The F&A staff is rich in expertise and experience, and has an excellent reputation in the field and amongst funding recipients. At the same time, there is an immense opportunity to empower the F&A staff through improved leadership, communication and collaboration. High-level changes, such as leadership, strategy shifts and staff turnover have been destabilizing and have left a lasting impact on the staff. Staff voiced concerns about job security, lack of clarity around their work in relation to current strategy and siloing of F&A work.
- The operational end of running the F&A programs is complex and challenging; past participants illuminated various pain points, particularly regarding the logistical complexities of running global programs.
- Some staff urged Mozilla Foundation to consider the ways the F&A teams and projects are united within the organization. This evaluation can be used to guide conversations about how fellowships and awards—and the ways they are deployed—can best be used to support the impact goals.

Mozilla has an exciting opportunity to use the reflections of program participants and current and former staff and the learnings of this evaluation to build a more strategically focused, supportive and communicative set of programs that furthers its essential work within the digital rights ecosystem. The final section of this report details key opportunities and suggested design interventions that respond to these findings and work to situate Mozilla and the F&A program more powerfully on the side of program participants and the future of a healthy internet. The Management Response attached to this report is a Q&A with J Bob Alotta, VP Global Programs, and Hanan Elmasu, Director of F&A, illuminating what's next for F&A, changes already in play, and how Mozilla plans to grow from this evaluative process.



04

# Impact Narrative

**Authors: Kenrya Rankin & Ayana Byrd**

This section examines the impact of the Fellowship and Awards program on the tech landscape and civil society at large. It seeks to illuminate the evolution of the work and its relationship to the internet health movement and the people who devote their expertise and sweat equity to moving it forward. It will do that via 1) an analysis of the ever-evolving funding strategies at play and how they advance the Mozilla Foundation's overall Theory of Change, 2) a look at the specific ways F&A has impacted individuals, organizations and entire movements, and 3) a discussion of how the program can maximize its impact on the field.

## The Evolution of the F&A Funding Strategy

Currently, the funding strategy seeks to align with Mozilla Foundation's Trustworthy AI Theory of Change, which aims to develop artificial intelligence that is "demonstrably worthy of trust," ladder up to consumer tech that "considers accountability, agency, and individual and collective well-being," per 2020's ["Creating Trustworthy AI."](#) *"We're looking for people who have ideas, whether they're individuals or groups, that advance some aspect of that overall Theory of Change in things that could be done."*

But that hasn't always been the guiding star for F&A; the below section outlines the evolving strategic frames for Mozilla's work in fellowships and awards.

# Fellowships

There have been three fellowship funding models over the life of the program, and all three are still currently employed to varying degrees: 1) funding embedded fellows, 2) funding fellows' individual projects and 3) funding senior fellows (also known as fellows-in-residence).

As detailed in the origin story, the fellowships program started with embedding technologists at organizations in 2011 to challenge them to advance how they think about technology and its relationship to civil society, and to reimagine their role in evolving their industries. At their core, these pairings represented Mozilla's dedication to equipping institutions with a new lens and pushing them into a new age, while also supporting the fellows' career development and providing opportunities for knowledge sharing, which shed light on how advocacy worked in various sectors on a practical level.

By 2017, leadership development became the guiding principle, and picking fellows became more about investing in individuals. So the team worked to find people with expertise and big ideas, give them the resources to support potentially groundbreaking independent work, build their individual brands and amplify their voices in the field. The fellows increasingly operated independent of organizations. That year's formation of the Tech Policy Fellows program—which sought legal, academic and governmental solutions to the issues that arise at the intersection of technology and public policy—is a good example of this. The program aimed to capture people who'd left at the end of the Obama administration and put them to work in the civil society sector. *“If previously we were working with technologists to help civil society, now we were working with people who had that policy background to help technologists better understand how policy is formed,”* a staffer explained.

Those we talked to said the result was that the fellowship program attracted a lot of strong applicants—but it lost track of its own end goal and became “a bit agnostic” about which spaces it worked in. As a staffer said:

*“In the beginning, it was about strengthening civil society's understanding of technology. But at that point we then changed and our messaging was very much about leadership development, building a cohort who would go on to sit in the intersection between technology and civil society and be leaders on their own. And the messaging was lost.”*

And then there's the fellows themselves. A lot of those who received funding for individual projects were more researchers than mobilizers. So while they did great work, they weren't necessarily poised to advance movements. And working independently—rather than with organizations—didn't help on that front.

Then came a third model, where more experienced fellows were embedded with organizations, given leadership roles and charged with guiding programs, including Responsible Computer Science (launched in 2018), Open Internet Engineering (2019) and Data Futures Lab (2020). These **senior fellows** already enjoy a high profile in their sector. In addition to innovating, these pioneers help the program team understand the field, shape F&A's funding strategy and identify and fund a cohort of earlier career fellows to help deepen the work.

Some staffers shared that, for many years, it appeared the only internal guiding metric for the fellowships program was growth—seeking to add more fellows to the program year over year rather than focusing on the change the program was making in the world. They observed that, if applied intentionally, the pivot to using the Trustworthy AI Theory of Change to steer the funding strategy ship could represent a course correction.

## Awards

The funding strategy for awards is in many ways inseparable from that of the fellowship program. As one staffer put it: *"If the fellowship is a mechanism to explore new space, then the awards are a way to really put money into that field."*

In the early days of awards, when Mozilla was still shaping its philanthropic voice and external funders provided the bulk of funding, staffers say the organization took more of an execution role rather than that of an emboldened strategic partner with the skills to implement a shared strategic vision.

*"From the 2011 foundation of the fellowships in the beginning through to the emergence of the movement building strategy in 2016, almost all of our fellowships and awards, the metrics of what we did and the success criteria were driven by the outside foundations. We didn't do stuff we didn't think was aligned with our mission, but we were a delivery agency."*

While that is optimum for entering funding arrangements with clearly defined metrics for impact, it's not ideal for adhering to an overarching strategic vision for what programs are funded. The result is that the guiding forces of the early awards programs were a moving target, which means that the types of awardees—and the work they have completed—have shifted considerably over

the years. It also means that for long-term projects, by the time the program comes to an end, the previously desired impact is sometimes no longer aligned with Mozilla's mission. And staffers say that is a divergence that is more pronounced with the awardees than the fellows.

*"We've been fairly intentional about the process evolution for fellowships, even if not rigorous. I don't think we've had the freedom and intention to do that same kind of innovation and mechanisms with awards because they tended to be outside money and fairly directed in how they would be structured. But I think the intention of opening up new fields—like the whole idea of ethical computer science curriculum—is much more interesting."*

*"I think we had a tendency to jump at any opportunity we saw that was a good partnership and aligned enough, but also that would bring funds into the organization. Over time, we ended up with this island of misfit toys where there were a bunch of programs that didn't necessarily fit together, where it was hard to really tell a consistent story about what they all were. I think with the impact goal we've gotten better about that and what I hope we're moving toward the opposite, where we have an idea, we know what we want to do, we know the impact we want to have, and we go out and we fundraise against that. Responsible Computer Science is close to that, in the sense that we've managed to corral a bunch of funders around a single vision. I hope that's more of the direction that we're heading in for awards."*

But all wasn't lost. The early awards investment strategy was instrumental in laying the groundwork for later F&A programming. To wit: the investment in Hive Learning Networks (beginning in 2011) centered award's talent for community and cohort building. These city-wide labs aimed to support educators, technologies and mentors engaged in design learning around education. The same goes for the Gigabit Community Fund (beginning in 2014), which not only gave organizations small grants, but also employed a cohort structure that gave them a community that amplified the impact of the work. This laid the groundwork for programs like Data Futures Lab (2020), where grantees and fellows work as a cohort.

*"That really crystallized this idea that Mozilla isn't just giving money out into the world. We're giving money to folks to become part of a community. I think that really springs out of the Hives and has infiltrated, in some way, all of our philanthropic work subsequent to that initiative."*

Another defining characteristic of the awards program is its ability to be nimble and responsive to the landscape. The faster turnaround time for executing awards has allowed it to experiment and dip into a range of topics that ultimately informed the Foundation's F&A initiatives. Even while operating without a bright north star, awards programs have tended to center technology over policy, which staffers say helps to bridge Mozilla's transparency in tech origins with the current focus on AI. Wireless Innovation for a Networked Society (WINS)—launched in 2018 to uncover solutions that enhance wireless connectivity—is a good example of this.

*“If you take something like WINS which was specifically focused on accessibility, it sort of helped Mozilla to figure out if we wanted to focus on accessibility or if we didn't. But it also required projects to be open source. So it has that tie back into Mozilla's history, which feels important in our grantmaking and in the way we exist in the world.”*

Following the divestment in the Hives program in 2017, there was a shift to funding individual grantees rather than organizations. Along with that shift came a moment where the future of awards was unclear. The result was a stalling of the momentum that had taken shape during the Hives and Gigabit years.

*“There was a real sort of crisis moment of wondering whether we were going to continue to fund awards at all. If we were going to do any sort of grantmaking, or if we were just going to focus entirely on fellowships. And so we weren't able to sustain that momentum and continue to build out awards programs for quite some time.”*

The creation of the Responsible Computer Science Challenge in 2018 marked Mozilla's reentry into the grantmaking space. Funded and initiated by Omidyar Network, Schmidt Futures, and others, the \$3.5 million award sought to integrate ethics into undergraduate computer science curricula nationwide. Notably, it was the first awards program to emerge after Mozilla developed an organization-wide strategy. It illustrates the maturation of awards as the team worked with funders to create a strategy-aligned program.

# Investment Impact Evaluation

In 2016, there was an expressed organizational desire to focus on internet health concerns and, says a staffer, “*shift from being very funder driven to being an equal partner with our outside funders in the design of the work.*” That meant using first the Movement Building Theory of Change (2016) and then the Trustworthy AI Theory of Change (2019) to guide the selection of partners that are aligned with the Foundation’s strategy, rather than being driven by partner agendas. Note that this evaluation covers the beginning of 2016 through mid-2020, so this shift in F&A investment strategy happened in stages during this evaluation period.

An analysis of the fellowships and awards funded (excluding projects connected to sponsorship funding) reveals a positive trend in investment in work that advances that mission in some way. In 2019, 35% of funds (\$3,448,954) went to support work that advances the AI impact goal. In 2020, that percentage jumped to 63% (\$4,482,477) and in 2021, it was 66% (\$1,640,120). (Note that 2021 falls outside the evaluation period; data is shared for context.)

		2021	2020	2019	Grand Total
Connected to AI Impact Goal (starting 2019)?	No	\$830,406.00	\$2,604,122.00	\$6,326,888.06	\$9,761,416.06
	Yes	\$1,640,120.00	\$4,482,477.00	\$3,448,954.29	\$9,571,551.29
<b>Grand Total</b>		<b>\$2,470,526.00</b>	<b>\$7,086,599.00</b>	<b>\$9,775,842.35</b>	<b>\$19,332,967.35</b>
Supports AI Impact Goal (% of total)		66%	63%	35%	50%

**Table 1. Fellowships and Awards Investments by Connection to Trustworthy AI Impact Goal (beginning 2019).** 2021 falls outside the evaluation period; data is shared for context.

A look at issue areas associated with the work of funded fellows and awards by year since 2015—the year before Mozilla Foundation took up internet health as its impact goal—shows a shift in priorities. (Note that the values below don’t match the above chart, as just one issue area tag is selected for each program’s internet health focus. So while the work might touch on many issue areas, these are the primary ones.) Pre-2016, projects with a primary internet health

issue area of digital inclusion represented the bulk (42%) of investment with open innovation on its heels at 41%. But 2016 marks the start of a dramatic (if not consistent) shifting of funds away from the digital inclusion space, with it representing just 17% of the total investment by 2020. Meanwhile, investment in work with trustworthy AI as the primary internet health issue area went from 0% in 2015 to 21% in 2020—the highest relative investment to date.

	2021	2020	2019	2018	2017	2016	2015	Grand Total
Sponsorships/Other	\$0.00	\$35,000.00	\$57,000.00	\$180,384.00	\$51,000.00	\$0.00	\$1,000.00	\$324,384.00
Decentralization	\$190,000.00	\$651,604.00	\$171,750.00	\$609,349.00	\$90,000.00	\$0.00	\$0.00	\$1,712,703.00
Digital Inclusion	\$76,314.00	\$991,497.00	\$800,705.00	\$2,603,217.00	\$366,023.69	\$272,962.80	\$135,000.00	\$5,245,719.49
Open Innovation	\$1,202,204.00	\$938,316.00	\$4,504,014.14	\$931,819.00	\$804,896.00	\$400,000.00	\$131,790.00	\$8,913,039.14
Privacy+Security	\$60,000.00	\$1,232,300.00	\$1,731,350.00	\$967,100.00	\$572,427.00	\$125,000.00	\$0.00	\$4,688,177.00
Trustworthy AI	\$335,500.00	\$1,227,754.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,563,254.00
Web Literacy	\$221,252.00	\$696,203.00	\$661,759.21	\$307,782.00	\$851,276.63	\$154,000.00	\$51,500.00	\$2,943,772.84
Grand Total	\$2,085,270.00	\$5,772,674.00	\$7,926,578.35	\$5,599,651.00	\$2,735,623.32	\$951,962.80	\$319,290.00	\$25,391,049.47

**Table 2. Fellowships and Awards Investments by Connection to Internet Health Issue Areas.** Excludes Mozilla Open Source Support Awards (MOSS), which funds open source technologists working to broaden access, increase security and empower internet users. Where value is blank, no funding is classified for that issue area during that year. 2021 falls outside the evaluation period; data is shared for context.

	2021	2020	2019	2018	2017	2016	2015
Sponsorships/Other	0.00%	0.61%	0.72%	3.22%	1.86%	0.00%	0.31%
Decentralization	9.11%	11.29%	2.17%	10.88%	3.29%	0.00%	0.00%
Digital Inclusion	3.66%	17.18%	10.10%	46.49%	13.38%	28.67%	42.28%
Open Innovation	57.65%	16.25%	56.82%	16.64%	29.42%	42.02%	41.28%
Privacy+Security	2.88%	21.35%	21.84%	17.27%	20.92%	13.13%	0.00%
Trustworthy AI	16.09%	21.27%	0.00%	0.00%	0.00%	0.00%	0.00%
Web Literacy	10.61%	12.06%	8.35%	5.50%	31.12%	16.18%	16.13%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Table 3. Percentage of Fellowships and Awards Investments by Internet Health Issue Area.** Note: Excludes MOSS. Where value is blank, no funding is classified for that issue area during that year. 2021 falls outside the evaluation period; data is shared for context.

F&A began collecting data on movement intersections in 2020. A look at primary and secondary movement area intersections for all F&A projects funded in 2020 and 2021 falls outside the scope of this evaluation, but illustrates which movements garnered the greatest amount of support in recent years. For 2020, open science (17%), open source (16%) and human rights (14%) formed the top three. In 2021, that shifted to education (35%), ethics (30%) and open source (15%).

	Investment in dollars		Investment by percentage	
	2021	2020	2021	2020
Advertising	\$0	\$142,500	0.00%	1.32%
Civil rights	\$0	\$260,500	0.00%	2.41%
Climate change	\$0	\$216,100	0.00%	2.00%
Community health justice	\$154,350	\$607,867	3.92%	5.62%
Economic justice	\$315,000	\$100,000	8.01%	0.92%
Education	\$1,373,920	\$818,603	34.93%	7.57%
Ethics	\$1,182,704	\$531,076	30.07%	4.91%
Gender justice	\$175,000	\$597,500	4.45%	5.52%
Indigenous rights	\$0	\$190,500	0.00%	1.76%
Health	\$0	\$228,110	0.00%	2.11%
Human rights	\$60,000	\$1,481,600	1.53%	13.70%
Open source	\$572,256	\$1,678,325	14.55%	15.52%
Open science	\$0	\$1,863,325	0.00%	17.23%
Racial justice	\$19,964	\$839,978	0.51%	7.77%
Religion	\$0	\$0	0.00%	0.00%
Social justice	\$80,000	\$1,037,500	2.03%	9.59%
Other	\$0	\$221,000	0.00%	2.04%
<b>TOTAL</b>	<b>\$3,933,194</b>	<b>\$10,814,484</b>	<b>100.00%</b>	<b>100.00%</b>

**Table 4. Fellowships and Awards Investments by Movement Area Intersection (beginning 2020).** 2021 falls outside the evaluation period; data is shared for context.

## Advancing the Overall Theory of Change

These data provide insight to a central question of this section: Does the Fellowships and Awards program advance or hinder Mozilla Foundation's overall Theory of Change? The answer is that, when it comes to what fellow and awardee projects are being funded, it does in fact advance the impact goal.

*"The impact goal has made a huge difference just in terms of giving us more of a horizon to pin things to. We have more predictability about what the strategy is going to be and what we're going to be interested in at six months or a year from now, which we didn't have in the past."*

But it's too soon to tell exactly how it's advancing that goal—more data is needed. And time. The Foundation adopted the impact goal in 2019, which is three years into the time period covered in this evaluation. And the length of fellowships means it may take months or even years to see noticeable and measurable program impacts.

However, it is clear that Mozilla has the opportunity to better align the investment strategy and timeline with program end goals. The stakeholders interviewed for this report made it clear that this alignment rests on being more intentional and starting with the end in mind. Asking not just “Who wants funding?” or even “What are we funding?” but starting from “What things will change as a result of this work?” and “What will this project contribute to the world?”

*“We have a theory of change that has short-term, medium-term outcomes. So we can look at that and say the short-term outcomes we want to see in the world are X, Y and Z. What do we need to fund to get to that?”*

*“The Theory of Change can help us identify the right people who are going to help us push those opportunities forward.”*

Just under two-thirds (63%) of all F&A investments in 2020 supported work that advances the AI impact goal. If the ultimate target is 100% alignment, there are miles to go before that is reality. If not, the remaining 34% of funded people and projects could benefit from more cohesion around additional, well-articulated, goals.

*“If we're saying that there's a percentage that's outside of the impact goal that we're going to be investing in, I think that also needs to have a strategy and that also needs to be tied to strategy the same way that the AI work is.”*

For projects whose goal aligns with stated goals—and for those that don't—it's difficult to maximize impact without measuring it both qualitatively and quantitatively. Using a standardized final report for all fellowships and awards that poses questions that more directly evaluate impact would go a long way.

*“If we required every project at the end of their final report to say how many users that project had had, or how many people had tested it, or whatever so that in six years we could say 100,000 people use projects Mozilla funded, that would be a win.”*

But Mozilla faces very specific challenges when it comes to collecting data that covers long periods of time and doesn't run afoul of its commitment to privacy. So it will be crucial to craft a measurement and evaluation framework that not only meets collection needs, but protects the people who are directly impacted by the programs without privileging certain kinds of data extraction. Staffers say that during the evaluation period, the process of collecting data has been "very all or nothing." The goal should be to land in the useful in-between.

*"We've struggled with impact measurement, particularly since the biggest impact often takes place after the fellowship/award period. We have also found that many funding recipients have a difficult time reporting on the number of people engaged in a thing just as that thing is being released into the world. We don't want to collect data just for the sake of it—that's not who we are. But we should focus on developing an evaluation framework that can be used over time and allows us—and others—to more fully understand immediate-, medium- and longer-term impacts."*

There are some F&A programs—including Mozilla Open Source Support (MOSS)—that already collect this info in a way that works at the program-level. There is an opportunity to mine the surfaced wins of that process to help create a new F&A framework.

*"We thought about how we measure the growth of a thing or the shrinkage of the thing over time to understand, 'Did the funding have any impact on the overall scope of the thing?' We ask questions about what infrastructure did you build, we ask questions about what maintenance did you do, what security holes did you plug, what kind of invisible work happened as a result of this funding that we might not have seen otherwise, that's not just new features, or building a new thing, or launching a new thing? So I think we've been fairly thoughtful about putting together some attempts to measure that stuff. And it's not super tested, so I think the next step would be rolling it out to more programs and testing and seeing if we get back what we want."*

# External Impact of F&A

Success in the F&A program is achieved not only by what it gives to participants directly, but also how their innovative work contributed—and continues to contribute, both directly and via ripple effects—to the internet health movement. In addition, positive impact means that organizationally, Mozilla has been able to expand its position within digital and human rights movements.

*“Mozilla helps grantees or fellows go faster on their topic, and it also provides us with a body of work that we can then apply to our advocacy tools and research tools.”*

*“The interesting thing is not how many [people or organizations] we fund, but what questions we were able to answer and what things we figured out in the world.”*

*“Mozilla has a large influence as a leader of critical discourse around tech’s most pressing problems and [they] use their investments to support change in thinking and actions.”*

*“It’s a network of people building a healthy internet and advocating for technologies that are trustworthy.”*

There is a recognized challenge that in order to measure the impact of the F&A program, it is necessary to determine how Mozilla contributed to changes that are a part of the societal movement of internet health. It is difficult to measure impact in a sector when there are so many players and Mozilla is but one.

In order to mitigate this challenge, a multi-tiered evaluation approach can be used to measure the multiple ways in which the F&A program—and by extension, Mozilla—has impacted the tech landscape:

- **Individual impact.** The person or group who received the fellowship or award was able to further their career or become more dedicated in their area of work. *“Did they get to go more where they wanted to with their career and with their heart and their values?”* asks one staffer. *“That’s a win in its own right.”*

The fellowship program has been successful in taking technologists who were at a beginning- or mid-level part of their career and providing them the access and ability to become leaders in pivotal roles in accelerated periods of time.

These include Sarah Aoun (2018 fellow; currently chief technology officer at Open Technology Fund); Terah Lyons (2017 policy fellow; currently executive director of PartnershipAI); Amba Kak (2017 policy fellow, currently director of global policy and programs for AI Now); Danielle Robinson (2016 fellow, currently executive director of Code for Society); and Matt Mitchell (2017 fellow; currently a tech fellow at Ford Foundation).

Says alumni fellow Matt Mitchell:

*"I was working for the New York Times as a data journalist and spending my nights and weekends donating time, helping groups think about surveillance and digital safety and hygiene and security. I talked to a few people and they said, there's this Mozilla fellowship you should look at. So I thought, I'll apply and if I get it, I will dedicate myself to it, maybe I'll feel more satisfied doing good and giving back that way.... It's not even hyperbole when I say it changed my life."*

Other fellows shared:

*"I was kind of a nobody open source contributor—nobody followed me on Twitter.... I got talks occasionally at conferences when I would apply and follow up a bunch, but I wasn't a big name. And when I got the fellowship, all of a sudden, all these random people all over the world that I didn't know were contacting me because they were Firefox contributors, or they had been involved with Mozilla's growth and were interested in what I was working on. And I was getting more talks at conferences."*

*"[I] had an incredible experience. It's really powerful to be attached to the Mozilla name. You get amazing credibility from that."*

*"It feels like this opportunity of a lifetime, to rethink a field that touches most of what people do every day."*

*"The biggest thing the Mozilla fellowship has given me is not just the time to do what I love, but to do the work I know really needs to be done."*

The F&A program also led a number of grantees and fellows to enter internet health and public interest technology careers, often shifting from positions in big tech to nonprofit or civic technology. For instance, the Open Science program expanded participants' understandings of what it meant to be a scientist or researcher. An Open Science fellow shared that the fellowship "helped me see the parallels between activism in the web space, what it means to have an open and free web, and how, in parallel, you can see that in research and academia."

- **Organizational impact.** In this way, Mozilla's impact is indirect, but can be evaluated by looking at how an organization's strategy evolved as a result of the fellows program. This is exemplified by Amnesty International creating a tech division that focuses on global AI issues after having an embedded Mozilla fellow (2015 fellow Tim Sammut, discussed in more detail below). Another example is the Ford Foundation, the initial funder of the Open Web Fellows, creating its own tech fellowship. In both cases, not only did an organization amend its internal structure as a result of knowledge gained through the F&A program, but each did so in ways that align with Mozilla's strategic goals around ethical AI.

*"Ford funded us to do something early on, but they saw that the model was impactful and adopted it themselves internally. Under their Ford Fellowship program they bring senior technologists into nontechnical programs. And they are doing that to increase the knowledge and potential impact of bringing civil society issues together with technology. From a knowledge sharing perspective, these sorts of partnerships have grown."*

*"With the recognition of the Media Fellowship, and the debates that emerged from that, we have changed our vision. In the beginning we were doing mostly direct advocacy activities and training with materials. Now we are also developing tools and media content for awareness raising on the power dynamics built into technology development and implementation. I think that we were able to reassure our media-centric focus as an institutional strategy because of the reflections of the fellowship."*

*"Thinking from the development of the report [published as part of my fellowship] has hugely informed the direction of the Conscious Advertising Network, which is the organization I co-founded. Many of the findings outlined in the report are being addressed through the work of CAN going forward, including private forums with Google and Facebook, where we create space for civil society to challenge them, and lobby for change in policies and procedures."*

- **Movement impact.** This measure of success looks directly at the effects of a project that was completed by a fellow or grantee. Namely, was it able to create a seismic shift in how individuals (from open internet movement activists to the media to laypeople) regarded a topic; was it able to generate more philanthropic money around an issue as a result of having raised awareness or knowledge; and did it increase the number of organizations or constituents working in this area? In short, did it significantly and positively impact the internet health or human rights movement? Numerous projects funded through F&A have achieved these objectives, showing that Mozilla's work continues to move the needle toward the goal of having a healthy

internet. These include the work of 2015 fellow Paola Villareal (discussed in detail below) who was able to provide a tool that was used to legally fight against police brutality and reverse the convictions of 22,000 people. Another example is an Open Web Fellow who launched a human rights social networking site—the only one of its kind in the region—with 10,000 users to date. Say staffers and former fellows:

*“The idea of the fellows from the beginning was to build a force of people who make a happier digital world, whether they’re programmers, artists, lawyers. That’s why we put \$10 million into 200 fellowships over the last five years.”*

*“It’s helping along what might take years to happen by bringing people together who can take that work into the world and push it forward, even when they’re no longer associated with Mozilla.”*

*“My work contributed to a wider and growing body of work and conversation about the embodied impact of surveillance and harassment. I’ve drawn clear ties between organizational sustainability, emotional wellbeing and burnout and digital security practices within organisations and collectives. Organizations and funders I have spoken to now see HR and healing practices for activist organizations as necessary for any digital/organizational security intervention. I’ve uplifted the work of many queer and disability justice organisers who are citing the need for safety and care in their activism and movement work.”*

*“Chipping away at the freedom of expression and intermediary liability protection regimes in the name of national security is a worrying trend threatening the internet ecosystem. Internet health/digital rights arguments are often sidelined or discounted on account of the perceived gravity and danger, particularly in terrorist content discussion. The EU Terrorist Content Regulation and a host of new laws addressing problematic online content in the EU and the Balkans are being proposed or developed without reflecting the experience and hard-won knowledge of security practitioners. Through the work I did as part of my fellowship, I provided and channeled security practitioners’ perspectives and I started to network people—researchers, journalists, activists and security practitioners from countries underrepresented in the policy discussions but overexposed in terms of risk and harm.”*

Based on these ideas of measuring impact via a multi-tiered approach, the following are examples of standout fellows and awardees from the F&A program:

**Paola Villareal.** A member of the first cohort of the Open Web Fellowship in 2015, Villareal is a technologist who had not graduated from high school but was a self-taught systems engineer. She was matched with the American Civil Liberties Union in Boston. This ACLU chapter had data on the various methods used by the Boston Police Department (BDP) to overpolice Black and Brown neighborhoods. While it had this data, it did not have a way to show it visually in court. Villareal created a visual map of what was happening and where arrests were taking place. The ACLU was able to use this map in its lawsuit against the BDP. The case was successful and opened the door for other ACLU chapters to use her tool to plug in their data.

As a result, Villareal's ability to match data and science enabled attorneys to commute the sentences of 22,000 people who were wrongly imprisoned across the United States. Many of these individuals were able to regain access to public services, employment and housing after their convictions were overturned. Her project also showed the impact possible when you empower civil liberty organizations, like the ACLU, to use data and coding skills in their work.

Following her Mozilla fellowship, Villareal served as director of product engineering at Creative Commons, the open access nonprofit. She is currently the head of data and science engineering for Consejo Nacional de Ciencia y Tecnologia in Mexico City, using technology and data science to solve nationwide social issues. Villareal told The Harvard Gazette, *"The idea is to make the information accessible to the general public to identify needs. I believe in the power of data to help spread equality and social justice."*

**Tim Sammut.** In 2015, Mozilla embedded Open Web fellow Tim Sammut at Amnesty International Secretariat in London. He was the first technologist to work in-house at the human rights organization. While there, Sammut analyzed data on global hacks and worked with Amnesty branches around the world to expose network throttling and vulnerabilities. Moreover, he used his Secure Communications framework to educate his colleagues on safer ways to incorporate the internet into their work. Says Sammut:

*"Depending on what part of the world you're working in, the threats that are coming at you are as severe, if not more so, than ones facing the corporations in another part of the world. And that really started bothering me. How can that be? How can we leave these people over here that are doing world-benefitting work*

*in essentially unprotected space? So what was I going to do about it? And along came this opportunity to actually focus on this. To step away from the corporate world where I had been for quite a long time and to actually work in this space for about 10 months."*

Sammut's role at Amnesty had an impact that few could have predicted when he was there: Amnesty now has its own tech division that staffs more than 20 technologists who focus on global AI.

*"I always love to raise that up as an example because Amnesty is one of the best funded of all NGOs in the world. It's not that they didn't have the money to hire a technologist. They're also working in the most vulnerable parts of the world. It's not like they didn't know the grantees were being surveilled. It's just they hadn't figured out that they needed someone who could actually solve those problems or help them think about them inside the organization."*

*"We think of that as a perfect success story of recruiting the right person, matchmaking them at the right level, having a project that demonstrates the value and transforming the culture of the institution to incorporate this lens."*

*"Mozilla has the chance to build an alliance and learn from, support and have a mutual relationship with people who are a part of a bigger movement."*

**Geoff Millener, The Enterprise Center.** This grantee in Chattanooga, Tennessee, has received multiple Mozilla grants, including from the Gigabit Community Fund (2016, 2017, 2018), Wireless Innovation for a Networked Society (WINS) Challenges (2018) and a mini science grant (2019). With WINS funding, Millener and his team created a wireless internet project that enabled more than 150,000 people in Chattanooga to access the internet during the COVID-19 pandemic. Says Millener:

*"Mozilla, through awards dating back to the Gigabit Community Fund, has helped Chattanooga pioneer not just new technologies, but deploy them in collaborative ways that have a direct impact on public education, equity and opportunity. As someone working at this nexus of emerging technologies and economic development, access to Mozilla's international network of passionate, dedicated professionals and leaders—all with a deep heart for, and understanding of, these same issues of equity, access and agency—has been an incredible resource."*

**Trang Ho.** In 2018 and 2019, Ho received two grants for her open source database called Tatoeba. It is a collaborative dictionary that focuses on sentence use, as opposed to individual words, and seeks to bridge cultures through language. The Mozilla Open Source Support Awards (MOSS) was created in 2015 to provide funding to open source technologists whose projects strive to broaden access, increase security and empower internet users. Ho's work is indicative of the projects MOSS strives to fund. With the two grants, Ho has been able to grow the site and successfully transition it to be mobile-friendly. Says Ho:

*"MOSS really made a big difference for Tatoeba. It allowed us to tackle complex topics that we might have given up on even trying, to solve bugs that have been left hanging for years, and to just simply keep the project active and growing!"*

**Noah Levenson.** With a 2018 grant, Levenson created "Stealing Ur Feelings," a six-minute short film on AI and facial recognition. It premiered at the Tribeca Film Festival, made the film festival circuit and was displayed at London's Tate Modern. The film explains facial recognition AI to people who did not know it existed and how it works when they use apps like Instagram. *"For a lot of people it's been kind of a reconfiguration of what they think is happening when they're using apps that seem innocent and fun,"* said Levenson. His grant was through the Creative Media Awards which was launched in 2017 to fund art that explores the impact of artificial intelligence on society. Beyond Levenson's work, Mozilla's advocacy team ran a campaign around the issues Levenson explored on facial recognition. The campaign aimed to get the public to understand when they were inadvertently giving their dimensions or their biometrics to technology programs.

Since being a Mozilla fellow, Levenson has continued raising public awareness on what he considers unethical AI. He developed Free Food, a decentralized open protocol to democratize the food delivery service and eliminate the middleman. In 2019, he was a Rockefeller Foundation fellow on artificial intelligence, and today, Levenson heads research and development at Consumer Reports Digital Lab, a public interest computer science hub.

# Measuring Impact via an Integrated F&A Framework

While the origin stories of fellowship and awards were separate, they have been one team since 2017. And since then, in theory—if not always in practice—they are a singular entity. Together, fellowships and awards are two different models for investing in the internet health movement. And they work best together when Mozilla is able to identify a challenge and analyze it enough to know which tool, a fellowship or an award, would best serve the outcome that Mozilla is trying to achieve. In some cases, it made sense to put the weight of the platform behind individuals who are pioneers breaking new ground and paving new paths. In other cases, it makes more sense to give money to teams and to institutions that are already doing this work and not getting recognition or lack the platform to amplify their efforts.

Some of the organization's most impactful work under F&A has come when both tools are used simultaneously, with fellows helping to select grantees and oversee an awards program.

**Responsible Computer Science (Phase 1).** This program is one in which all of the pieces—and potential—of F&A have come together. Between December 2018 and July 2020, Mozilla, in partnership with the Omidyar Network, Craig Newmark Philanthropies and Schmidt Futures, pledged to award up to \$3.5 million in prizes for promising approaches to embed ethics into undergraduate computer science education. The belief was that by empowering graduating engineers in this way, there could be a culture shift in the tech industry toward a healthier internet. The challenge aimed to support the conceptualization, development and piloting of curricula that integrate ethics with undergraduate computer science training. Seventeen winners were declared, including: 1) Atri Rudra and Matthew Hertz at University at Buffalo, whose curriculum is divided over each year of a four-year undergraduate experience, with a first-year seminar titled “How the Internet Works,” a course on responsible algorithmic development for real-world problems for sophomores, a junior-year course on the ethical implications of machine learning, and a senior course on ethical thinking; 2) Sukanya Manna of Santa Clara University, whose initiative helps computer science students create an ethical analysis framework that complements their technical learning through a curriculum that is free, so it can be adopted by learning institutions worldwide; and 3) Augustin Chaintreau at Columbia University, whose approach integrates ethics directly into the computer science curriculum, in lieu of making it a standalone course.

Said awardee Sorelle Friedler in an interview with Haverford College:

*“We wanted to [work with outside domain experts] because we wanted to make sure that the computer science students are not just exposed to data as an abstraction but actually understand the context that it comes from. Computer scientists are having a large impact on the world, both from an environmental standpoint and from a social standpoint, and so it’s very important that computer science students learn to think about those issues and to understand that those are not separate issues from their study of computer science but are actually fully integrated into what it means to be a computer scientist.”*

This award was created prior to developing Mozilla’s 2019 Theory of Change, but its core focus of partnering a group of funders around a shared vision is in perfect alignment with it. It further upholds the Theory of Change in that it seeks to make a root cause investment—in this case, curriculum change—to address the systemic issue of an unhealthy internet.

The award also demonstrates the organizational power of having sustained interplay between the fellowship and award segments of F&A. Responsible Computer Science is co-run by a Mozilla program officer and fellow Kathy Pham, a founding member of the United States Digital Service. Responsible Computer Science has also built a community of professors focused on ethical computer science undergraduate curricula.

*“Responsible Computer Science is deep-pointed toward the Theory of Change, which has a short-term goal of changing and influencing the talent base that is hired by tech companies.”*

# Looking to the Future

Six years after the launch of Mozilla's Open Web fellows program, the organization continues to pursue methods and processes that will allow the organization to make better use of its network of fellows and awardees to impact the internet health movement. On the following pages, the program evaluation carried out by Simply Secure will consider reflections from the ecosystem and participants and ways the program might evolve. In the **Key Opportunities** section of this report you will find recommendations from Simply Secure on how the Foundation can maximize its impact specifically, accompanied by further insights drawn from this impact narrative.



05

# Evaluation Process

Mozilla approached Simply Secure in November of 2020 to undertake a comprehensive evaluation of the last five years of their Fellowships and Awards program (2016-2020) with the goal of refining and maturing programming and examining the effectiveness of their offerings. The Simply Secure team then reviewed internal documentation and data, conducted three surveys, and held 47 interviews in order to qualitatively and quantitatively analyze the F&A program's five-year impacts, strengths, and challenges. An extensive draft of the findings and recommendations was produced in March-June 2021 and forms the bulk of this evaluation.

With the first draft of the evaluation, two external consultants – Kenrya Rankin and Ayana Byrd – were brought on to build on the findings and carry out additional interviews to create an impact narrative to provide greater detail on the evolution of the Mozilla F&A program, which formed the beginning of this report.

**This evaluation is reflective of the last five years of Mozilla programming, and as such, it looks back upon the strengths and challenges of the F&A program. Since mid-2020, the Mozilla Foundation Global Programs teams have undertaken a large-scale project to evaluate and improve upon their programming and strategy – F&A and beyond – and this report does not encompass all of those efforts. To delve into the points of intervention that are in the works from Mozilla related to this evaluation, a Management Response based on interviews carried out by Kenrya Rankin and Ayana Byrd is appended to this report.**

Below are the evaluation's guiding questions and methodology employed by Simply Secure, along with potential limitations.

**Table 5. Mozilla Fellowships and Awards Programs, 2016-2020.** The chart below provides an overview of programs the Foundation operated during the evaluation period (2016-2020).

[View an interactive version of the Mozilla F&A Program information here.](#)

Program	Non-cohort / Fellows in Residence				
Year(s) active	2018-present	Number of awards given	28	Geography	Global
Purpose	Grow the “braintrust” of experts working with Mozilla				
Funding	Mozilla, Newmark				
Issue Area	Trustworthy AI				
Program	OpenDOTT Fellowship				
Year(s) active	2019-present	Number of awards given	5	Geography	N/A
Purpose	Innovation training network for 5 doctoral researchers to obtain a PhD in trustworthy IoT (Internet of Things)				
Funding	EU’s Horizon 2020 program				
Issue Area	Healthier IoT				
Program	Open Internet Engineering Fellowship				
Year(s) active	2019-present	Number of awards given	5	Geography	Global South
Purpose	Builds a community of network engineering experts to bring core internet infrastructure to the Global South				
Funding	Mozilla, the Internet Society, and the Network Startup Resource Center				
Issue Area	Connectivity, Access in the Global South				
Program	Open News Fellowship				
Year(s) active	2012-2016	Number of awards given	33	Geography	Global
Purpose	Placing creative technologists in newsrooms to work on open-source tools				
Funding	Knight Foundation, Mozilla				
Issue Area	Open source, journalism				

Program	Open Science Fellowship				
Year(s) active	2015-2020	Number of awards given	21	Geography	Global
Purpose	Infusing open-source practices and principles into scientific research				
Funding	Helmsley Charitable Trust, Siegel Family Endowment				
Issue Area	Open, science, research				

Program	Open Web Fellowship				
Year(s) active	2015-present	Number of awards given	47	Geography	Global
Purpose	Installs bright young minds at leading nonprofits to advise and act on topics like security, privacy and equality online				
Funding	Ford Foundation, Mozilla, Siegel Family Endowment				
Issue Area	Internet health, Openness, Trustworthy AI				

Program	Tech + Society Fellowship				
Year(s) active	2020-present	Number of awards given	10	Geography	Global South
Purpose	Fellows embed with existing civil society organizations in the Global South to design, and implement a strategy that brings together a specific regional issue and technology				
Funding	Ford Foundation				
Issue Area	Public interest technology				

Program	Tech Policy Fellows				
Year(s) active	2017-2020	Number of awards given	20	Geography	Global
Purpose	Individuals examine the interplay of technology and public policy — and craft legal, academic, and governmental solutions				
Funding	Mozilla				
Issue Area	Policy				

<b>Program</b>	<b>Voice Technology Fellows</b>				
<b>Year(s) active</b>	2020-present	<b>Number of awards given</b>	2	<b>Geography</b>	Africa
<b>Purpose</b>	Designed to support speech technology development for local languages in East Africa				
<b>Funding</b>	Federal Ministry for Economic Cooperation and Development of the Federal Republic of Germany (BMZ), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).				
<b>Issue Area</b>	Voice technology, Fair AI for All				

<b>Program</b>	<b>Creative Media Awards</b>				
<b>Year(s) active</b>	2017-present	<b>Number of awards given</b>	30	<b>Geography</b>	Global
<b>Purpose</b>	Creative media projects that explore(d) (2017: surveillance; 2018: AI and society; 2019: Machine learning and truth; 2020: AI and oppression - Funding for Black artists specifically)				
<b>Funding</b>	Mozilla, NetGain				
<b>Issue Area</b>	Web literacy, AI+Bias				

<b>Program</b>	<b>Data Futures Lab</b>				
<b>Year(s) active</b>	2020-present	<b>Number of awards given</b>	6	<b>Geography</b>	Global
<b>Purpose</b>	Funds people working on models for alternative data stewardship and governance				
<b>Funding</b>	Mozilla, Siegel Family Endowment, Luminate				
<b>Issue Area</b>	Data Stewardship, Decentralization				

<b>Program</b>	<b>Gigabit Community Fund</b>				
<b>Year(s) active</b>	2014-2018	<b>Number of awards given</b>	76	<b>Geography</b>	U.S.
<b>Purpose</b>	Investing in local organizations and projects that utilize gigabit technology to serve educational systems, support educators in and out of the classroom, and impact student learning				
<b>Funding</b>	National Science Foundation, US Ignite				
<b>Issue Area</b>	Digital inclusion, Web literacy				

<b>Program</b>	<b>Mozilla Open Source Support (MOSS)</b>				
<b>Year(s) active</b>	2018-2020	<b>Number of awards given</b>	67	<b>Geography</b>	Global
<b>Purpose</b>	Recognize, celebrate, and support open source projects that contribute to Mozilla Foundation's work and to the health of the internet				
<b>Funding</b>	Mozilla Corporation				
<b>Issue Area</b>	Open Source				
<b>Program</b>	<b>Wireless Innovations for a Networked Society (WINS) Challenge</b>				
<b>Year(s) active</b>	2017-2018	<b>Number of awards given</b>	28	<b>Geography</b>	U.S.
<b>Purpose</b>	Sought wireless technology innovations that make the internet more accessible, resilient, and healthier, especially those that connect people to the internet in challenging circumstances				
<b>Funding</b>	National Science Foundation				
<b>Issue Area</b>	Decentralization, Digital inclusion				
<b>Program</b>	<b>Open Science Mini-grants</b>				
<b>Year(s) active</b>	2018-2020	<b>Number of awards given</b>	40	<b>Geography</b>	Global
<b>Purpose</b>	To identify and support leaders who are transforming the culture of science to make it more accessible, transparent, and reproducible				
<b>Funding</b>	Helmsley				
<b>Issue Area</b>	Science, AI				
<b>Program</b>	<b>Responsible Computer Science Challenge</b>				
<b>Year(s) active</b>	2018-present	<b>Number of awards given</b>	17	<b>Geography</b>	U.S.
<b>Purpose</b>	Integrating ethics into U.S.-based undergraduate CS programs				
<b>Funding</b>	Omidyar Network, Schmidt Futures, Newmark				
<b>Issue Area</b>	Open innovation				
<b>Program</b>	<b>Discretionary awards</b>				
<b>Year(s) active</b>	2015-present	<b>Number of awards given</b>	77	<b>Geography</b>	Global
<b>Purpose</b>	Projects that advance Mozilla's strategy or support key partnerships but that fall outside of existing grantmaking tracks				
<b>Funding</b>	Mozilla				
<b>Issue Area</b>	Varied				

# Methodology

Simply Secure began the evaluation process by reviewing Mozilla-provided materials on the past five years of Foundation programming. These included strategy documents, spreadsheets, program analyses, applications, and narratives. Our guiding questions, listed below, were refined through a collaborative workshop with the F&A team and an external consultant.

## Guiding Questions:

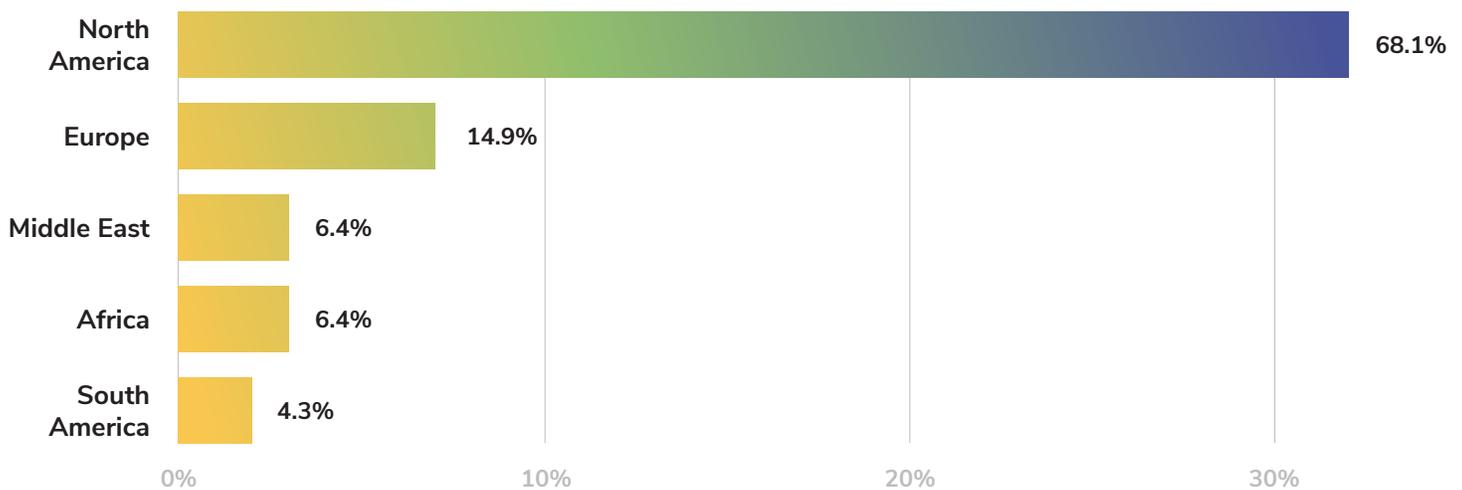
- What benefit did each of the different fellowships and awards streams bring?
- To what extent does investing in fellows and awards result in community level and/or systemic change? Are there ways in which it may be hindering change?
- What lasting impact does the fellowship/award have on the individual participants?
- How is the Fellowships and Awards program perceived in the field?
- How does the Fellowships and Awards program advance or hinder Mozilla Foundation's overall theory of change?
- How does the impact of the program (individual and system level) vary across fellowship models (hosted, non-hosted) and/or tracks? Across types of awards?

We collected research input from a diverse group of stakeholders for this evaluation during January and February 2021, and held an internal F&A staff workshop in February to engage with initial themes. The research collection phase began in January, using the the following methods:

## Anonymous interviews (47):

- 22 current and former fellows and awardees (some fit in both categories)
  - 5 grants/awardees
  - 18 fellows
- 13 current and former Mozilla Foundation and F&A staff
- 2 current and former Mozilla Corporation staff

- 15 funders and ecosystem stakeholders (“stakeholders” include individuals who run similar programs or work for mission-aligned organizations in the space; “funders” include individuals speaking on behalf of philanthropic organizations who are currently supporting or have previously supported Mozilla Foundation programming).
- Geographic distribution of all interviewees (these distributions are not reflective of the F&A programs as a whole) (see fig.1):
  - 32 - North America (USA, Canada, Mexico)
  - 7 - Europe (including UK)
  - 3 - Middle East
  - 2 - South America
  - 3 - Africa

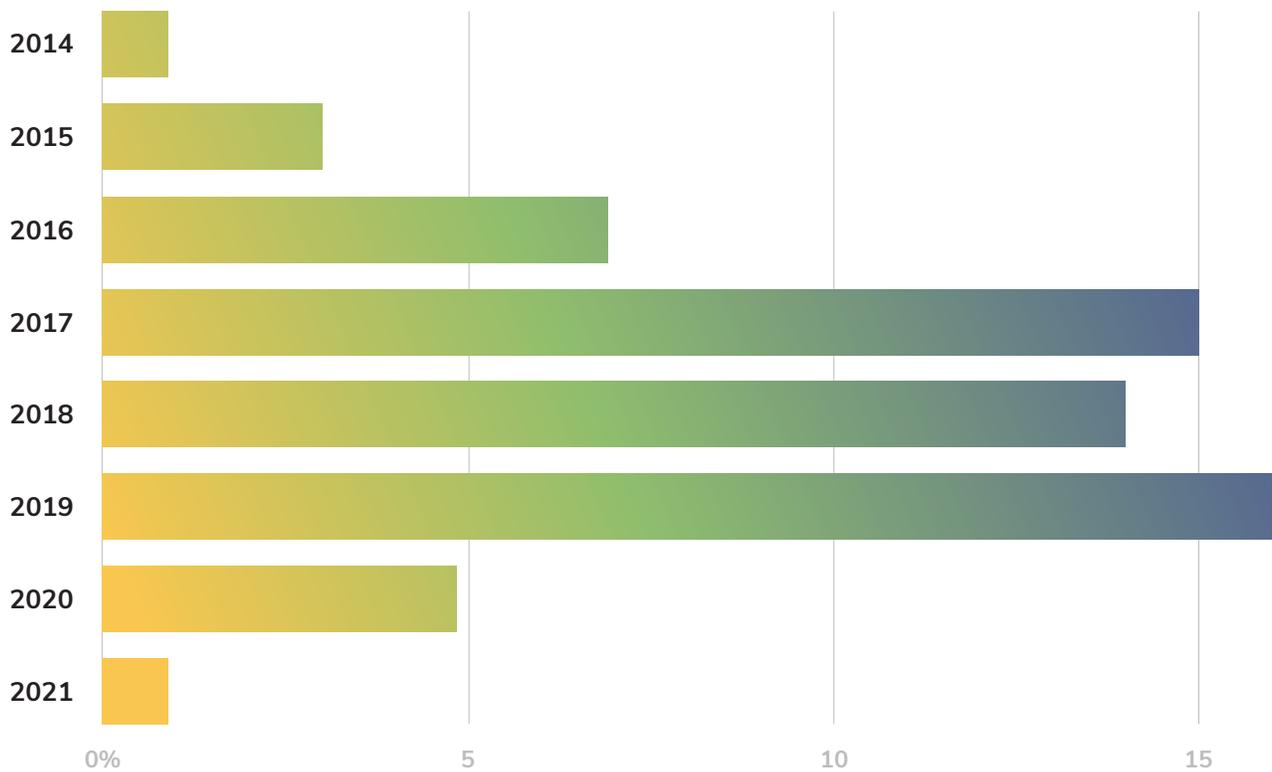


**Figure 1. F&A Evaluation Interviewees - Geographic Distribution.** Note: Regional designations were intentionally kept broad in an effort to better preserve interviewee anonymity.

### Anonymous surveys (3):

- Community Engagement Survey – intended to capture the perceptions of the broader Mozilla Foundation community, including those interested in applying to the F&A program in the future, those who have applied in the past, and those who follow the Foundation’s work.
  - 15 responses

- Host Organization Survey – captured the experiences of organizations that have hosted Mozilla Foundation fellows.
  - 7 responses
  - Representing years 2016-2020 (one organization participated for 5 years)
- F&A Program Survey – captured the experiences of F&A program participants and alumni.
  - 62 responses (see charts below for program breakdown and year represented)
    - 26 Awards
    - 43 Fellows



**Figure 2. F&A Program Survey - Recipient Start Years.** 62 responses.

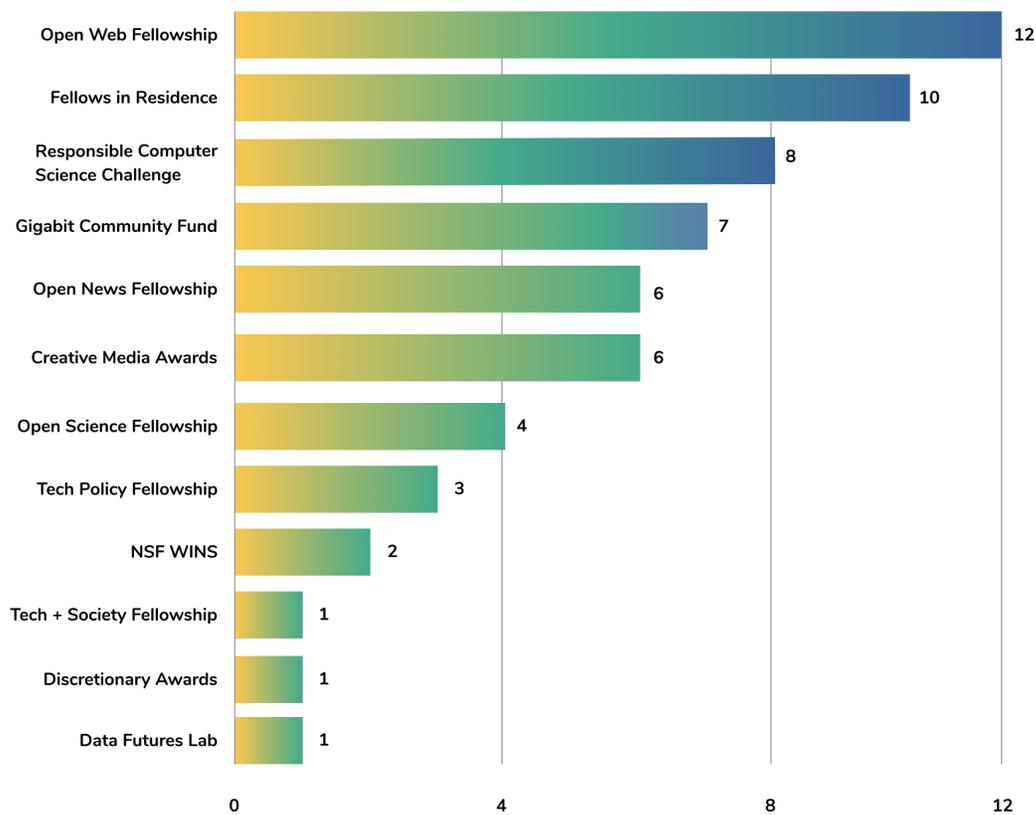


Figure 3. F&A Program Survey - Recipient Type. 62 responses.

## Evaluation Limitations

- Awards were underrepresented in our interviews, largely due to the self-selecting nature of the voluntary interview and survey process. Several targeted attempts were made via email to recruit more awardees to participate in the research, with a lower response rate than with fellows.
- Interviews and surveys do not represent every program.
- Limited timeline – we could have performed more interviews and done further synthesis with more time.
- Internal program data access and consistency was a challenge, including updated and full contact information for past participants.
- Although we did conduct additional outreach to participants from outside the U.S., Canada, and Europe, we were limited by who responded to the survey and who responded to the follow-up interview and direct survey invitations.
- 5 of 22 participant interviewees and 18 of 62 program survey respondents took part in Mozilla programs that have been retired and are no longer in operation.



06

# Insights + Findings

This section details the insights, findings, and opportunities that came out of the evaluation process. Relying heavily on our 47 anonymous interviews with program alumni, F&A staff, Mozilla Corporation staff, funders, and ecosystem stakeholders – and bolstered by survey results – this analysis provides a deep dive into the feedback we heard throughout our research. The following insights and findings are grouped by key themes that help to organize and contextualize the data.

This section includes key insights, denoted by call-out boxes, that summarize a thematic collection of feedback we heard through our interviews and surveys. It also includes direct quotes from those interviewed, set apart in red text. Opportunities, highlighted in blue, are suggested intervention points identified by Simply Secure through our primary research; they are future-looking, possible responses to the feedback we collected from interviewees and survey respondents. Some opportunities echo and expand upon the ideas posited by staff, participants, and stakeholders. Please see the links to the Mozilla Management Response for detailed information on how many of the points below are currently being addressed.

# External Perceptions of Mozilla

This section highlights the broader perceptions of the F&A program and the Mozilla Foundation's role in the technology and civil society space. The findings here rely largely on interviews with funders (supporters of Mozilla's programming) and stakeholders (individuals who run similar programs or organizations) in the ecosystem.

## Mozilla and the F&A Programs are seen as key ecosystem builders in the public interest technology and internet health communities.

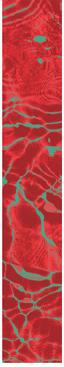
- Stakeholders said that Mozilla Fellows and Awards have given insight into the future of the internet health space, and that their insights worked to identify what the next challenges or lines of inquiry were going to be.
- Many funding recipients said that being part of Mozilla had a warm, community feeling and strengthened their connections and commitment to the ecosystem.
- Partnering with Mozilla gave other funders credibility in the internet health space.

*"Mozilla is a keyword that unlocks a lot of assumptions I want people to have about us."*  
- Funder

*"Mozilla has a large influence as a leader of critical discourse around tech's most pressing problems and [they] use their investments to support change in thinking and actions."* - Funder

- There was a perception from funders that the people Mozilla selected for its F&A program came in with a special willingness to network and find connections in seemingly unconnected work. They believe Mozilla has been doing something right in their recruitment process to find good networkers.
- **OPPORTUNITY:** Fellows are often perceived as the best Mozilla brand ambassadors, by stakeholders, funders, and staff alike. Cultivating a culture of sharing and amplifying the work online would utilize those ambassadors.

*"Shout about it!"* - Staff



## Program participants benefited from Mozilla's brand recognition and reputation, but interviewees across the board emphasized that the F&A program lacks the same type of visibility and recognition.

- Many recipients feel that the Mozilla affiliation gave them “cred” and advanced their career. People respond to emails from a “Mozilla” address. Mozilla’s contacts made some recipients feel that they could reach anyone they wanted.
- Mozilla’s global brand recognition is seen as an asset – it has provided reach and visibility that many adjacent programs and organizations don’t have.

*“It could [become] a household name like ACLU - that makes one think: they’re out there fighting for me.” - Funder*

**OPPORTUNITY:** Mozilla’s brand recognition and position in the ecosystem give some stakeholders the idea that it has potential to become the go-to organization around internet health issues. Developing a more clear outreach and movement strategy will help the public associate Mozilla with its movement goals.

- One of Mozilla’s strengths is in their “90s internet, participatory, inclusive tech” reputation. MozFest feels unique to people for that reason, and that is the energy that some stakeholders think Mozilla is uniquely positioned to harness. They are seen as an innovative builder and doer; Mozilla gets stuff done.

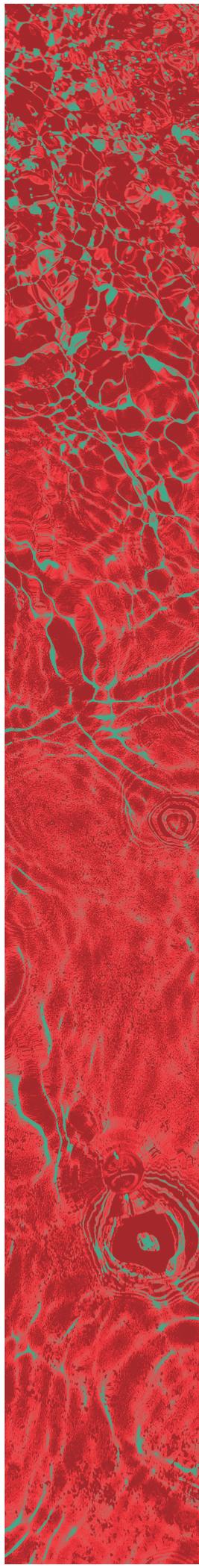
*“Mozilla is at its best when it’s investing in making things, hacker-y, on the ground.” - Funder*

**OPPORTUNITY:** The Mozilla Corporation’s technical credibility is a big driver for funders. Mozilla has the opportunity to leverage, through the F&A programs, the technical expertise on the Corporation side in a more intentional way.

- Some funders find Mozilla a natural fit for their “public interest technology” priorities, especially because of Mozilla’s technology expertise that can speak both to the nonprofit and industry ecosystems.
- Funders and stakeholders said that Mozilla has acted as a bridge to communities and parts of the ecosystem that they don’t have contact with.

- There's a perception from stakeholders that Mozilla hasn't generated enough buzz about itself historically. One funder expressed: Mozilla isn't leveraging the power of its network to continue momentum of announcements, especially on platforms like Twitter

**OPPORTUNITY:** Funders feel that visibility of the programs can be greatly improved. One particular opportunity area is in online spaces for communities adjacent to Mozilla's niche that the Foundation hopes to bring into its work. For example, we heard from a science fellow that they only applied to the program because they saw a peer post about it on Twitter -- how can Mozilla create ripples of energy around its work and share its offerings in multiple online communities to achieve greater reach?





## The broader field of funders and stakeholders were aware of Mozilla's many leadership, strategy, and staffing changes over time, which led to a perception that the F&A program has lacked focus.

- Stakeholders spoke of being aware of staff turnover and seemingly frequent strategy shifts, which has led to a perception by many that there are internal challenges at the Foundation and a lack of focus. Some funders said that they can see that the Foundation's strategy hasn't been clear enough.
- Mozilla's shift to focusing on Trustworthy AI didn't resonate externally to some funders because "Mozilla doesn't use AI." They thought the internet health model was more powerful, unique, and accessible. Other stakeholders pointed to the shift to AI as another "pattern of zigzagging" internally at Mozilla.
- One funder said they "don't understand" how the Mozilla Foundation related its broader work and goals to its fellowship program (including its historical on Senior Fellows and Fellows in Residence and separation and differences between the programs). They were curious what framework the Foundation is using to make those decisions.

*"Internet health became a good jumping off place that landed in between understanding by the masses and being interested in the field. Trustworthy AI hasn't been as successful, people wonder where the old work goes." - Funder*

**OPPORTUNITY:** Mozilla can strengthen the articulation and continuity of its mission and goals by making clear the connection between the Trustworthy AI and internet health theories of change. Mozilla hasn't abandoned the internet health frame; others in the space can be told that more clearly.

**OPPORTUNITY:** Because these stratifications have historically been due to requirements of different funding sources, Mozilla can increase transparency into how different funding streams require different strategic and programmatic decision-making. Making these differences across programs integrated into Mozilla's external-facing literature and central to how those external to the organization understand its work can communicate to stakeholders and participants Mozilla's goals and intentions (as well as its limitations) more clearly.

- Some stakeholders expressed hesitancy due to a lack of clarity around whether there have been shared values among fellows, the host organizations, and Mozilla. There was also discussion from staff and stakeholders alike around whether values-alignment should be a requirement.

*“Should I be building with this person or is this person a wolf in sheep’s clothing?”*

*- Funder*

- One stakeholder characterised this hesitancy as not being sure whether Mozilla Fellows were dedicated to public interest work.
- One stakeholder expressed having had experiences with Fellows who didn’t reflect the values of the Foundation or whose work was “problematic.” Note: This could be due to misalignment around language, unclear expectations around communications or a number of other small challenges, rather than work that might be generally recognized as “problematic.”
- Other funders and stakeholders wondered whether Foundation’s brand and the F&A brands haven’t been aligned clearly enough with social justice or human rights writ large. Perception that branding has been more “neutral-techie.”

**OPPORTUNITY:** The Foundation has the opportunity to clarify if and how there is values-alignment between the various players that the F&A program brings together. For example, should

there be commonality between the Foundation’s values, the company policy agenda, fellows’ values and agendas, and host orgs’ values and agendas? Is the F&A program supporting the individual/organization, or the individual/organization’s ideas and project specifically?

- Some staff and stakeholders expressed that the sunseting of the Hive and Gigabit Programs felt like an abandonment of local, place-based community investment that was built over time and what Mozilla came to be known for. Now it isn’t always clear who is welcome in the Mozilla community.

*“Mozilla thinks of themselves as ‘everyones welcome here’ but you have to make those pathways possible. It can be hard to approach the organization from an external perspective.” - Staff*

# Impact

This section unpacks the various impacts of the F&A program and the ways in which that impact is accounted for, measured, and recognized. This data comes from interviewees across the board, as well as from a review of internal and external strategy documents and survey responses.

## Participant Goals

In the F&A Program Survey, we asked alumni about their personal goals for their funding period. Respondents generally clustered into the following categories:

- Seeking funding for a specific project building tools or technology, or to fund work they already were doing on the side – strong representation from WINS challenge, and programs across the board.
- Career path exploration into public interest technology and/or more “activism” related work – strong representation from Open Web Fellows
- Networking and learning from peers/ Mozilla Leadership – strong representation from Senior Fellows/Fellows in Residence
- Bringing technology into civil society – strong representation from Open News Fellows
- Building public understanding (through community-engaged work, public-facing projects, etc) – strong representation from Gigabit Community Fund participants
- Building the field (through tools and research meant for the ecosystem) – strong representation from Open Science/Mozilla Science Fellows
- Policy – largely Policy Fellows
- Education/curriculum building – strong representation from Responsible CS and Gigabit Community Fund participants
- Art and creative projects – strong representation from Creative Media Awards participants

## Quick Facts

**95.2%** of alumni survey respondents felt that they achieved their self-defined goals of the program.

**87.1%** say because of their funding they have had an impact in the social/tech movements & communities that they identify with.

**85.5%** felt that the program had an impact on them personally and professionally – many referenced that the program built their confidence, gave their work legitimacy, and introduced them to influential networks of peers and collaborators.



## The impacts of the fellowship program have rippled throughout the internet health movement and ecosystem through narrative shifts and knowledge production.

- Many different interviewees (recipients, staff, funders, etc.) described that the impact of the Mozilla F&A program is seen intangibly through cultural shifts, ripple effects, and growing emergent movements around public interest technology broadly. The program also has brought a fresh new set of voices into the internet health movement, like artists.

*“Developing thinking in a specific field”  
- Fellow, 2019*

*“Building bridges” - Fellow, 2019*

*“The fellowships are about creating space where tech and civil society meet, with the aim being to enhance each other’s movements” - Staff*

*“Technology is about imagining. So who better than the creative people to think about this.” - Fellow, 2020*

- Interviewees who participated in the Open Science, Tech Policy, and Open News programs in the U.S. said they saw the cultural conversation shift around big tech and other internet health issues, and cited that many Mozilla funding recipients

have been quoted in major publications pushing that conversation forward. The discourse changed, the fellows have been seen as experts, and they’ve brought their and Mozilla’s perspectives into the public square.

- **OPPORTUNITY:** Funding programs in adjacent fields can greatly expand Mozilla’s reach and potential network (e.g. RCS opening and exposing the Foundation to more academics/universities).
- **OPPORTUNITY:** Increasing program reach globally or allowing for regional continuity and depth can help fellows have the institutional infrastructure and the Foundation to have the regional political context necessary to bring these knowledge production and narrative change ripple effects to geographies outside the U.S.



## The F&A program helped to build the internet health space by exposing technologists to civil society organizations, opportunities, and activism.

- Mozilla programs supported many in making important career shifts into internet health/public interest technology careers, giving recipients the “confidence” and “credibility” to shift careers (often from industry and big tech to non-profit or civic technology).
- Mozilla F&A program built “leaders, teachers, and creators” in “tech activism.”
- For some more established and senior recipients, association with Mozilla served as “washing them of their previous associations.”
- The Mozilla Science program, for example, was able to expand participants’ understandings of what it meant to be a scientist or researcher. *An Open Science fellow shared that the fellowship “helped me see the parallels between activism in the web space, what it means to have an open and free web, and how, in parallel, you can see that in research and academia.”* Mozilla’s principles for the open and free web were brought into new communities, like the scientific or artistic community.
- **OPPORTUNITY:** Since a primary goal of the F&A program is to build the internet health space, there is interest in measuring impact by keeping track of where fellows and awardees have gone, how many of them have remained in and continued to build the space, and trying to understand the longer-term investment in these individuals and projects. Currently the infrastructure to do this is not in place, as it would require increasing staff capacity, but could be instituted when onboarding new funding recipients.



## The F&A program was an effective career catalyst for participants.

- Affiliation with Mozilla was described as “advantageous” for recipients because of credibility around the “Mozilla brand” in the ethical technology space. Funding recipients said that participating in the program increased their own credibility in the space: it raised their profile in a way that allowed them to be more publicly opinionated and heard by a wider audience.

*“The fellowship kick started my career so much...the quantity and quality was so much higher suddenly.” – Fellow, 2017*

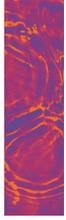
*“I was kind of a nobody open source contributor – nobody followed me on Twitter... I got talks occasionally at conferences when I would apply and follow up a bunch, but I wasn’t a big name. And when I got the fellowship, all of a sudden, all these random people all over the world that I didn’t know were contacting me because they were Firefox contributors, or they had been involved with Mozilla’s growth, and were interested in what I was working on. And I was getting more talks at conferences.”  
– Fellow, 2016*

*“[I] had an incredible experience. It’s really powerful to be attached to the Mozilla name. You get amazing credibility from that.”  
– Fellow, 2018*

- Fellows who were more junior when they entered the program reflected the most impact on a personal level (career-amplification, increased opportunities,

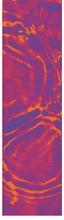
access to networks). More experienced/established fellows felt they had less impact or the fellowship didn’t uplift their career or profile very much.

- Receiving Mozilla funding, even at small dollar amounts, e.g. travel funds or small awards of \$5-10k, was cited as a pivotal career moment for many recipients. Many said these funding opportunities “opened a lot of doors” for them.
- **OPPORTUNITY:** There is a desire from funders, participants, and staff, to see a visualization of the network effects of the F&A program – who has been touched and what connections have been forged. This type of information-sharing can also mean increased visibility of the different niches and spheres of the ecosystem. One stakeholder, for example, referenced an organization that uses a “ripple map” to track the influence attending a conference has on individuals. They check in with people who go to the conference, ask what they learned, and then check in again 3, 6, and 9 months after and ask if they have any new connections, ideas, work, etc because of their experience at the event. They then map the ways that experience impacted those who attended. Mozilla could implement such a map internally, but they could also help develop a larger-scale map of the rings of experience, connection, work, and ideas over time that can help give a real sense of impact on an ecosystem or sub-ecosystem level.



## Fostering longer-term relationships is critical to understanding and maximizing F&A program impact.

- Tracking long-term impact and stewarding long-term relationships has historically been lacking. There has been a strong need to keep recipients engaged and connected, which one staff member cited as a “gaping missed opportunity.” This has resulted in over-emphasis on the same few, specific stories that are memorable, hyped up, or fresh in people’s mind. These stories have often been about “rockstar” fellows, who sometimes had significant influence in the space already, with little to no focus uplifting the work of other – often junior – fellows, and awardees.
- That being said, some funding recipients, notably some more junior grantees from outside of the U.S., reported a more active, continued involvement in the Mozilla community – like through MozFest – and said they felt very welcomed into the Mozilla ecosystem and encouraged to participate.
- **OPPORTUNITY:** Mozilla can extend the value of a funding recipient by amplifying the recipient’s work post-funding. Interviewees broadly highlighted that the power of Mozilla funding should lie in leveraging and utilizing the network and its combined assets. Some recipients feel that they don’t have a continuing sense of what’s happening within the Mozilla community, which is a missed opportunity. In that way, there’s an opportunity to strengthen the identity of being a Mozilla fellow or awardee.



## The primary impacts of the F&A program – ecosystem change, narrative shifts and ripple effects – have been difficult to measure.

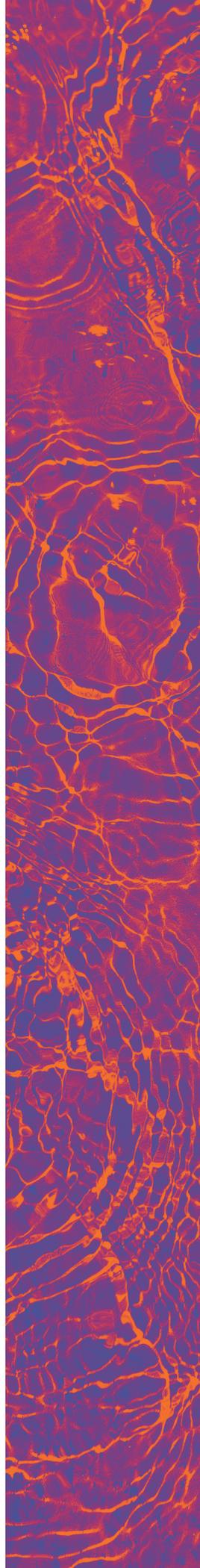
- Other funders and stakeholders in the space shared that they, too, face difficulty developing measurement models and understanding the extent of the impacts of their programs.
- Compared to awards, funders and staff reflected that the impact of fellowships was frequently more individualized, difficult to measure, and strongest often long after the fellowship, sometimes 1-2 positions/roles/projects post-fellowship. Funding recipients agreed that the programs have ripple effects that continue long after the funding period ends. As one funder stated: *“the sum total of good in the world has increased; but we didn’t have ... more concreteness beyond that.”*
- **OPPORTUNITY:** A clear theory of change for the F&A programs themselves and goals/metrics are desired by staff and funders to create a framework to understand the impacts of all of the programs, and are desired by funding recipients to understand how to use their funding period to its maximum potential.
- **OPPORTUNITY:** There is a desire for a baseline set of impact measurements to be applied to all programs, with the understanding that additional program-specific measurements will be added and considered as needed. Many staff expressed that having these measurements would greatly simplify their work, but emphasized that team members across the board must commit to sticking with them once they’re established.
- It is challenging to “measure the sum total of impact across the board” because *“grantees set their own milestones.”* - Funder
- **OPPORTUNITY:** Measuring impact is easier when deliverables are pre-defined, e.g. in awards (project-based, tech-based, how many clicks did the project get, collaborations, reports/outputs/findings etc) or when fellows have well-defined projects or outputs.
- **OPPORTUNITY:** Measurements of success can also be understood qualitatively, and the organization has an opportunity to develop a consistent reporting structure for these kinds of successes. These can include unexpected outcomes or lessons learned from projects that did not “succeed” by traditional standards.



## The F&A program impact measurement can be improved through program design that intentionally and specifically operationalizes the theories of change.

- Focusing on internet health and movement building, the F&A programs clearly and successfully added to the Foundation's theory of change (ToC) by introducing more research, writing, art, and code exploring the role of the internet in society to the ecosystem.
- At the same time, the Foundation hasn't yet homed in on the right tools, impact measurement resources, or overall framework to understand how the program is directly influencing some of the medium and long-term goals of the Movement Building ToC. Without that framework, it has been difficult to measure or understand Mozilla's impact on the "Movement" itself.
- **OPPORTUNITY:** Mozilla can develop both program strategy and frameworks of understanding how these issues, ideas, and technologies are moving through and growing the ecosystem at the same time. In this way, Mozilla has an immense opportunity to be a leader in the space by trailblazing around ecosystem impact measurement and network stewardship.
- Participants, staff, and stakeholders shared that they were unclear as to whether the introduction of the Trustworthy AI framework was intended to be a subset of the Internet Health and Movement Building ToC, or whether it was a new operational and strategic direction intended to apply to all of the Foundation's programs. Having spoken mostly to people engaged with Mozilla pre-transition to the AI focus, it's unclear whether the same confusion around messaging affects newer members of the F&A community.
- **OPPORTUNITY:** Clarifying and communicating which aspects of each F&A program are intended to address which aspects of the Foundation's theory of change will help give the ecosystem and participants clarity around the intentions of Mozilla's work, and will help the Foundation develop more effective impact measurements.

- The AI-specific outcomes outlined in 2019 Trustworthy AI ToC either 1) didn't apply to many fellows and awardees because the scope of their work or program was defined prior to or outside of the Trustworthy AI framework, or 2) there has not been enough time or resources dedicated to developing metrics of understanding the AI impacts of the program specifically.
- **OPPORTUNITY:** As time passes and allows for visibility of the medium-term outcomes outlined in the AI ToC, the Foundation has the opportunity to define its methods of understanding or measurement now.



# Internal Mozilla Structures and Strategy

This section explores the role that the Foundation's strategy, and the ways in which it was and was not articulated, played in the perception and success of the F&A program. It also explores the experiences of F&A staff and the influence that structural shifts inside the Foundation, including leadership and strategy shifts, have influenced staff and programming. This section relies largely on interviews with Foundation staff and, to a lesser degree, on the voices of program participants.

## **When asked about the goals of the Fellowships and Awards program, Mozilla Foundation staff had a variety of responses:**

- “Support and connect internet health leaders that are working in different capacities to mitigate threats to the human centered internet.”
- “The focus of the fellowships and awards programs is about lifting up good ideas, and some sort of maybe critical and innovative views on ways to solve for problems that we're encountering in our digital lives today.”
- “Connecting technical activists with civil sector organizations to hopefully push and point out how the public sector needs technically savvy activists on their side. That should be a need-to-have in your organization.”
- “Building leaders, teachers, creators ... in tech activism.”
- “On the whole, investing in people and projects that address pressing internet health issues.”
- “For people with ideas that don't necessarily fit neatly into other contexts. For people who have established some community / track record in a related space that they can then activate and strengthen through the Moz experience.”
- “To resource/incentivize people and groups to solve challenging problems related to the health of the internet. Those big, intractable, sticky problems that we don't have answers to — we give fellowships and awards to incentivize folks to figure them out. ”



## The F&A staff is rich in expertise and experience, and has an excellent reputation in the field and amongst funding recipients.

- Mozilla has a lasting, central focus on people as changemakers. The commitment to that vision is evident in the people and community building that is central to all of the F&A programs, and those aspects were commonly cited by participants as some of the most valuable. Mozilla has shone in their capacity to convene, relationship build, curate cohorts, etc.
- There was wide recognition of and reverence for the level of knowledge and expertise in-house at both the Corporation and Foundation. Program participants and ecosystem stakeholders benefited from relationships with both.
- Some funders expressed that they felt very confident that with Mozilla, their money would be well spent because of staff expertise in program design.
- **OPPORTUNITY:** Given the value that the F&A staff adds to programming and participants' experiences, there is an immense opportunity to empower the F&A staff through improved leadership, communication, and collaboration.

*"Everyone at the Mozilla Foundation that I interacted with was incredibly open and welcoming and helpful. There were some really great people that really, really helped me. People that were involved in some of the communication stuff that I was able to practice presentations with, or that were able to help me sort of change my script a little bit...that support was available." - Fellow, 2018*



## The F&A team noted a historic lack of a consistent strategic vision for the program, particularly with regard to internal clarity around program goals and intentions.

Staff related a historical lack of clarity and focus around programming priorities and intentions in their work over the last five years:

- How broad and/or specific should programs be? Some staff, for example, asked if the right balance is broad enough that they get people looking at issues from different angles, but not so wide that individual recipients feel alienated or unsupported.
- What is Mozilla's unique niche/strength/value-add to the space? There seemed to be many answers to this question, some in tension with others.
- Who is a Mozilla fellow? There was a diversity of opinions among staff and lack of clarity amongst fellows as to who the ideal candidate is -- where in their career, what level of expertise, what personality type, etc.
- Similarly, staff reported different understandings around whether fellowships and awards are the Foundation's changemaking mechanism or the end goal of their strategy.
- Staff also held differing opinions around the distinctions between Fellowships and Awards – are they different? In what ways? Overall, staff insights

demonstrated that there was a need for a more cohesive vision of how the different funding mechanisms should be leveraged, and the value of a unified F&A program. Different staff members stated:

*"Awards tend to go to scrappier, more novice actors. Fellowships tend to go toward, especially Senior Fellows, to 'shiny objects'. It's always been a bit dissonant. An award goes toward an idea while fellowships go toward an individual." - Staff*

*"Fellowships and Awards teams are separate, have different expertise. Fellowships are less institutionalized in a way. Work has benefitted from pulling from both sides. Starting to standardize stuff has also been helpful." - Staff*

*"There does seem to be ... a perceived difference between fellows and awardees, I actually think there's much more that they have in common than they have that's different." - Staff*

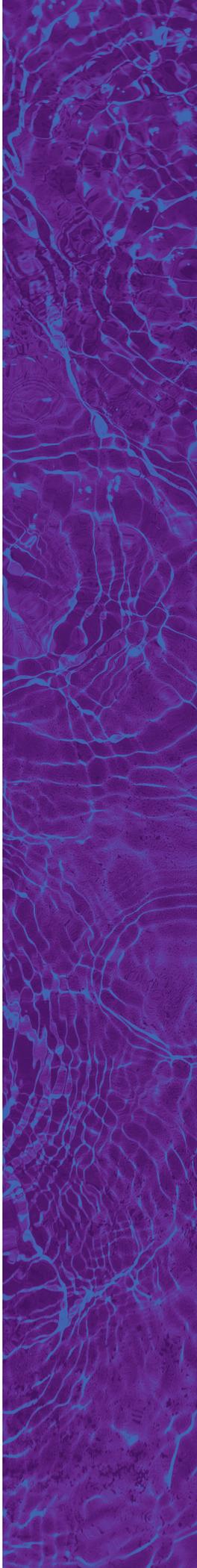
- **OPPORTUNITY:** The varied responses that F&A staff had in defining the goals of the program points to the larger need to clarify program strategy in direct response to Mozilla’s theory of change. In contrast to the strategic vision highlighted in Mozilla’s literature (and outlined in the Program Overview section of this report), staff responses did not emphasize the Foundation’s stated goal of “broadening global understanding” of internet health, and also underemphasized the long-term, movement-focused objective of the strategic frame. Clarifying the connections between program design, strategic vision, and actionable aspects of the theory of change will empower funding recipients to pursue work that directly aids Mozilla’s goals while making the impact of the program clearer and more consistently understood.



## **Lack of internal clarity was felt by program participants, who noted that strategic decision making was not effectively communicated to them, making it difficult to contextualize their work.**

- Similar to funders and stakeholders, recipients reported a lack of clarity around Mozilla strategy shifts and how such moves related to program design and success. Funding recipients often felt that they and/or their work didn't align with Mozilla's strategy or objectives at the time, and got less attention/less press or boosting as a result. This led to the perception that when alignment existed it was "magic" rather than intentional.
- There was a perception from participants that Mozilla funded what it "liked" and didn't provide input on scoping, meaning that applicants and recipients weren't guided by Mozilla to understand what kinds of projects are manageable or not within the program's framework.
- On the whole, interviewees didn't identify particular shifts or frameworks in their discussions of Mozilla's strategy; rather, they discussed strategy shifts in vague terms because such frameworks were unclear or elusive to them.
- One staff member shared that part of the difficulty of identifying a lasting strategy comes from the nature of Mozilla's field: It's hard to have a constant strategy if you're always trying to be on the cutting edge, and if your hands are in many pots. The Foundation tried to balance being on the cutting edge with being relevant to a significant population of the general public. Staff related that there was pressure to be moving to the next thing, which sometimes meant that there wasn't enough space and time to sunset older projects or programs in a way that gracefully seeded connections to that next thing Mozilla wanted to be working on.
- Staff spoke to the fact that fellows often brought expertise to the Foundation that they didn't have or couldn't resource in-house within the staff. This has helped Mozilla to stay on the cutting edge and bring energy and expertise to their objectives of the moment. "*Fellows can help us figure out what to do while advancing their own career.*" Some staff also reported that this has sometimes led to an "over-reliance" on fellows to account for expertise that didn't exist in-house.

- **OPPORTUNITY:** There was broad encouragement that Mozilla determine their focus areas for the time period, and then recruit accordingly, so that they can match fellows to opportunities internally. “Overreliance” can also be mitigated through more structural support for fellows (clear expectations, mentorship, career opportunities) and more staff with specific technology expertise.

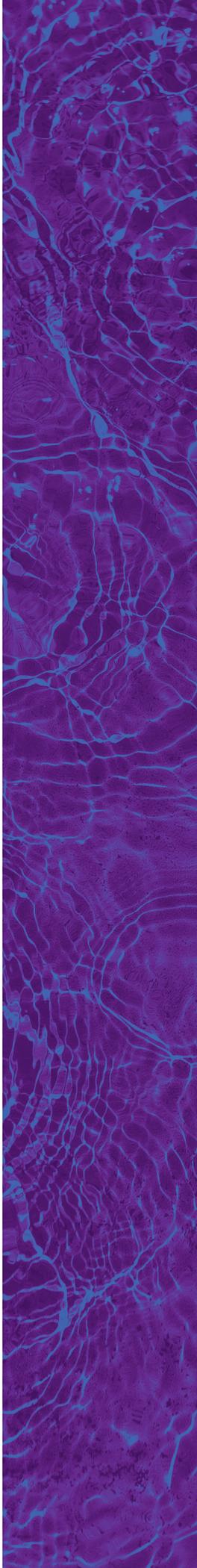




## Strategic consistency was challenging due to tensions and misalignments between program design, Mozilla goals, and funder goals.

- Executive discretion and other organizational fundraising priorities have historically interrupted strategic programmatic work. Funding pathways (and thus funders' priorities) had the tendency to take precedence over the F&A program strategy that did exist, both because of the Foundation's reliance on project-based external funding and because of the lack of an overall, guiding strategy. Historically there has not been funding available to support the work to build a more integrated, intentional strategy across the F&A program.
- Funder-driven projects meant programs have had to be separately or jointly branded.
- Sometimes operational and program shifts came directly from leadership without clear visibility into the strategic decision making behind them.
- Individual programs (and relatedly staff) were siloed in line with funding sources and fundraising needs. Participants sometimes noted that the different tracks were unnecessarily separated — they would have liked to work across disciplines with other fellows.
- Some funders noted that they tend to come to the Foundation with ideas; the Foundation hasn't often come to them. Funders wonder why this dynamic exists.
- One staff member noted that these tensions are challenging in large part because resourcing a cohesive strategy across programs would be a fundamental shift in terms of budgeting and how the Foundation approaches fundraising. In its current form, budgeting means that programs are individually funded out of structural necessity, but this creates offshoots that aren't always aligned with strategy.
- **OPPORTUNITY:** Mozilla could benefit from developing a framework within their strategy to establish their own agency within the funding and program design process. This can include a set of funds that are “unrestricted” or completely up to the strategic discretion of Mozilla. On a larger scale, the Foundation can consider whether they should generally follow the lead of the funder with respect to new program ideas, and/or should Mozilla also have a primary vision that funders support?

- **OPPORTUNITY:** Mozilla is a boundary-pusher, which is one of its major strengths. Pushing boundaries, though, comes with challenges. As one funder stated, *“You can’t design a program that’s frictionless, and you shouldn’t.”* There is an opportunity to lean into this boundary-pushing, innovative work Mozilla is known for with balance – including stronger expectation-setting, communication, and support systems to navigate the inherent friction that comes from innovation and change.



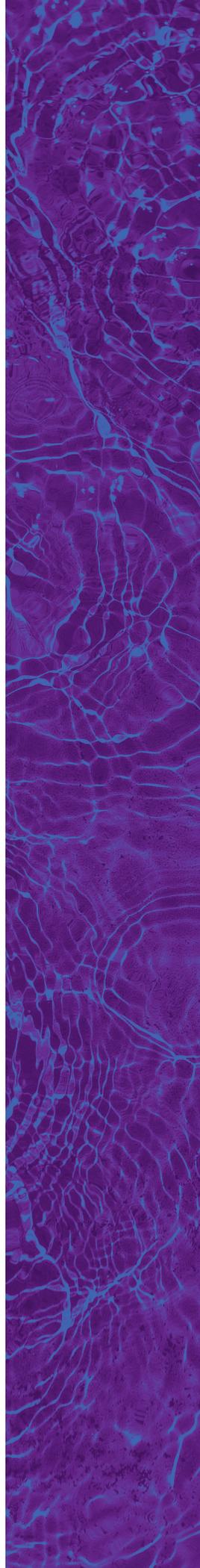


## High-level changes in leadership, strategy, and staffing have destabilized the program and given rise to lasting concerns amongst staff.

- The Fellowships and Awards program suffered from a lack of leadership over the evaluation period – there was no VP and no director for the programs for about 40% of the time considered. This not only had an impact on the staff, but it also had an impact on program focus, communications, fundraising, and overall consistency.
- Lack of long-term strategic vision and consistency in program design led to staff feeling like they're facing the same challenges over and over and/or completely reinventing the wheel too often. They shared that it has been difficult to iterate on past lessons learned.
- Programmatic decision-making (like leadership changing strategy, asking for specific appointments of Senior Fellows, or funding specific discretionary awards) was often unclear to staff. As the ones who were tasked with implementing these programs, these decisions were sometimes seen as a signal of unforeseen shifts in programmatic direction or one-off efforts. *Note: this was particularly exacerbated by the leadership gap for the F&A team for an extended period of time, and is improving with the more recent hires of Bob and Hanan, but trust and change management takes time.*
- **OPPORTUNITY:** Staff desire for increased transparency around budget and decision-making can help lead to better strategic alignment and consistency.
- Due to high turnover and lack of consistent leadership, staff felt they were on their own for much of the time. This made it very difficult to develop cohesive or consistent strategy or communication, and left staff undersupported.
- Program Officers lacked clarity around their programs and how they fit into the bigger picture strategic goals of the Foundation.
- These gaps and changes led to the siloing of staff within their programs. This, over time, has resulted in limited sharing of resources or ideas, protectiveness of specific programs, and fears around agency. This siloing has made team-wide work difficult.
- Being a Program Officer often meant juggling the mental health of 10-15 people every day, plus navigating relationships with funders, host orgs, and the rest of the F&A team, often with little to no support for the staff member themselves.

*Trust the expertise of the staff and the teams that you've built more, and give those people more pathways to grow and trust that the people who are doing the work can step up and can take on more and can contribute more and can grow in their roles. There's not a ton of room to grow within a job, I think folks kind of tend to come in here, they get one individual job, and they just kind of stay in that track for a really long time. How do we trust in their expertise, and trust that if we allow them to grow in these ways, it's actually going to contribute more to the work and it's going to be additive to the work that we do?"*  
-Staff

- **OPPORTUNITY:** Increasing F&A staff agency and support is an opportunity to strengthen programming and the team itself (e.g. more decision-making power, access to program officer-specific discretionary funding to support specific projects or people, and more resources for staff development).
- Some staff wonder if their expertise was mismatched to the programs they worked on, or are unclear if expertise in the program specifics was needed. The F&A team has historically had a lot of generalists, and some staff members said that the team could benefit from having more issue specialists to support funding recipients.
- **OPPORTUNITY:** Fellows could also benefit from having access to issue specialists, whether they are staff hired in-house or past alumni that act as house topic-area mentors.
- Desire for the success of the funding recipients to be the shared success of the program and the team, not only of the individual.





## Data accrued through the F&A program has the potential to help bolster the internet health ecosystem, yet inconsistent data collection and management in the program has prevented Mozilla from utilizing this pool of information to its maximum potential.

- There hasn't been consistent structure, tooling, or infrastructure to house data. Inconsistent data collection and lack of adequate data structures have made collecting and narrativizing historical data on F&A people and projects challenging.
- Data was inconsistently collected across programs and archived in different places, with differing permissions, and large gaps in collection for some years.
- It would take staff a huge amount of time and energy to do simple things (like send a newsletter) because of this lack of consistent data and structure for all programs.
- It was very challenging to do big-picture F&A program analysis without a single home for data and consistent collection across programs. Storytelling around the program has been challenging without up-to-date, consistent data – finding relevant details could be very difficult. Relatedly, it was challenging to measure impact over the years.
- Historically, a lot of data around program alumni was collected by doing individual, internet research on them rather than having a structure to collect that information in onboarding and offboarding recipients.
- *"The challenge may be sometimes - especially when crafting the applications - we tend to change every year, everything that's in the application. So, it's harder to track and harder to show [shifts] or impact." -Staff*
- F&A shifted to use Fluxx, which is better organized (for awardee information) but hard for many to extract info from or put archival data into. Fluxx also poses challenges when trying to build in relevant metadata, such as strategy shifts.
- **OPPORTUNITY:** Mozilla is currently overhauling its internal data governance structure and system, which represents an immense opportunity to consolidate the existing data on the F&A program and combine it with a people and projects repository that helps tell the whole story of the program. This includes bolstering Mozilla Pulse as a resource, and learning from the historical holes and inconsistencies in the F&A data to build a model that can grow with the F&A program – improving learning, visibility, and collaboration within the Mozilla community and the broader ecosystem.

# Diversity, Equity, and Inclusion (DEI) and Global Operations

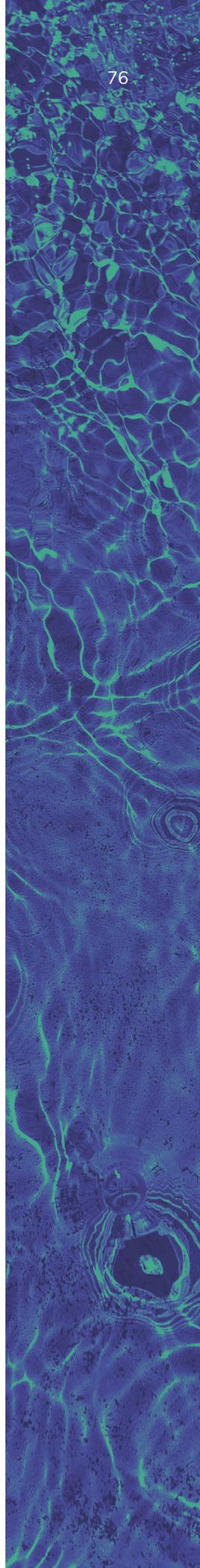
This section focuses on the Foundation's approach to DEI, global participants' experiences with F&A global programming, and the operational aspects that influenced that experience. Data here is largely pulled from interviews with program participants and alumni as well as with F&A staff.

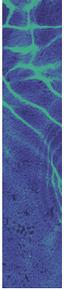


**Although DEI is important to Mozilla and the F&A team, the program has lacked consistent vision and implementation around DEI practices.**

- F&A staff are very aware that DEI is an important priority for the ecosystem, and as a result have made it a clear priority for the programs. Funders, staff and others highlighted that some programs reflected a clear prioritization and specific implementation strategies around DEI.
- There does not appear, however, to have been a cohesive DEI vision or strategy across Mozilla, which means there was a lack of a rubric or framework to apply consistently across all programs. The result has been that some programs were better than others at developing and implementing a DEI strategy.  
*"Diversity has been historically ad-hoc, up to the program." -Staff*
- What "diversity" itself has meant to Mozilla is unclear internally and externally.  
For example, interviewees noted that it was unclear if some global programs take regional understandings of diversity into consideration versus prioritizing US-centered notions of DEI. Also unclear whether things like class, age, language, and religion were considered.  
Staff also noted that diversity of background/skillset or career level has also been a key consideration.  
One funder wondered about the framework used to decide on Senior Fellows – there was a perception that they have been predominantly white and male.

- **OPPORTUNITY:** Mozilla can work proactively to tap into the right networks for recruitment for more diverse applicant pools.
- **OPPORTUNITY:** Mozilla can develop an organization-wide DEI strategy. The goals of that strategy should clearly map onto the goals and operations of the F&A program.
- Staff identified operational barriers to developing a consistent DEI framework: There were historical difficulties with legal parameters globally (what is legal demographic information to ask on an application) and with comfort and implementation (what is appropriate to ask and how many programs are asking similar things). The team has been working to balance these challenges with goals around diverse applicant pools.





## Some funding recipients, especially those from the Global South, found the F&A program to be too US-centric, in both operations and attitude.

- Mozilla’s messaging, language, and communications appeared to some participants to be North American/US-centric, and in tension with its global programming, e.g. language in communications to funding recipients, in public newsletters/strategy docs, in convening events and other public outputs.

*“Communication and attitude was too American — “everything is fine” — Everybody on the team was from the US. Everybody who spoke with us was from the US. That just reproduces the same system. For us, the US and Europe is always the best case scenario, because you have so many resources. It felt like it wasn’t built for a project like mine. The fellows who didn’t have problems were from the Global North.”*  
-Fellow, 2018

*“That was something that really got me... there was this dude from Nigeria, and he couldn’t get a visa to go [to a conference]. And we didn’t meet him – he was from our cohort, and we didn’t get the chance to meet him... [because of] visa issues. And so we said, okay, let’s do the meeting in an African country. Why not? But no, everything is in the US or Europe... So every time we from the South had to have longer flights and everything. And that was something that also like, Okay, why can’t we have one event, like one in Africa or,*

*or in Asia or in South America, everything has to be like, oh what is the most comfortable for the US and Europe?”* -Fellow, 2018

- This issue bled into the larger strategic framing as well. Some staff noted that when they first introduced focus on AI in 2019, they received feedback from organizations in the MENA region and in Latin America that it felt like what Mozilla was doing was too North America/Europe centric. They weren’t framing the issues in ways that resonated with countries that were facing different issues of governance and security.
- Lack of staff diversity was cited by some stakeholders (especially non-North American/Europe-based staff) as a drawback to the program. A couple of participants particularly noted that the lack of Black and Black African funding recipients and staff members was a pain point.
- **OPPORTUNITY:** Through funding and uplifting local knowledge and expertise and expanding the network of Mozilla fellows, awardees, staff people, and network allies that are committed to its mission, Mozilla has the opportunity to work toward context-dependent, regionally grounded global programming and DEI priorities that avoids US/ Eurocentricity.

- Recipients varied widely on their views about the logistical aspects of the program; some felt that they were run seamlessly, and others ran into many problems.
- Internal operational logistics (particularly, navigating legal support), especially in relation to international programs or participants, were a pain point historically. Visa, employment, and tax status was unclearly defined and/or communicated, and participants felt unprepared and unsupported in sorting it out without fear of legal issues.
- There were challenges with program-specific travel booking and scheduling for recipients. Some recipients who faced these challenges reported receiving little support from the F&A team, but also noted that it wasn't clear who within Mozilla was responsible for these kinds of issues.
- Funding recipients noted historical US-centricity with respect to healthcare, filing taxes, travel budgets from different parts of the world:

Reliance on personal credit cards posed a challenge to some fellows without socioeconomic privilege, and fellows from outside of the US.

Childcare is culturally/regionally specific, and some found it was not clear how to make use of the child care stipend in some contexts, which feels like a loss if not used.

*Mozilla has since addressed many of these inequities and has worked to ensure the program doesn't cost more (in time or money) for those who aren't based in the U.S.*

- On the whole, Tech + Society fellows reported more positive experiences with the logistical side of their funding experience, likely because Mozilla has worked consciously to solve problems that the Open Web and Science Fellows prior to 2019 had highlighted. This is critical progress as the Tech + Society fellows are all based in the Global South and the program is one of the most recently designed and implemented Foundation programs.
- **OPPORTUNITY:** The success that the Foundation has had in solving identified operational challenges, especially for global participants, represents an excellent blueprint for internalizing and adapting feedback that comes in more quickly. Since the Foundation has made demonstrable progress, there's an opportunity to metabolize similar issues more seamlessly in the future.
- Some funding recipients recounted that they only encountered the call for applications by chance, raising questions about how broad and/or targeted outreach is around the program.

# Participant Experience

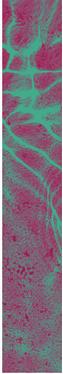
This section highlights the experiences of program participants and alumni with various F&A program streams over the evaluation period. It relies primarily on interviews with alumni.

## The strengths and challenges regarding F&A program structure highlighted by participants were largely consistent across program tracks, types, and models.

- While this evaluation was encouraged to answer the question: “How does the impact of the program vary across fellowship models (hosted, non-hosted) and/or tracks? Across types of awards?” – the scope wasn’t large enough to provide a representative sample of participants from the various tracks and years to answer that question with fair and complete data.
- Despite this limitation, what became clear during data collection, and what is ultimately more useful from an evaluative perspective, is that participants from various programs largely had more similarities in their reflections (both positive and negative) than differences.
- The strongest findings relating to impact, program structure, program support, and operations, came from participants across programs – unless explicitly noted. Many also came from a variety of years (and we have noted where Mozilla has taken action, indicating a known historical issue). This finding indicates that F&A programs have more in common than the team currently acknowledges, and that the streams ultimately offer similar experiences to funding recipients.
- The siloing of program management enables staff to stratify issues in the F&As broadly by program type, and thus, program officer, when in reality most of these challenges and strengths are shared.
- **OPPORTUNITY:** The commonalities between program tracks and types encourage Mozilla to approach the F&A program as a more unified, cohesive set of offerings. These findings indicate that siloing is not only preventing staff from being able to share resources, but it is also creating unnecessary divisions in how the team can reflect upon and evaluate the programs. These commonalities make a strong case for more unified high-level strategy as well as more unified program support responses.

**Table 5. Mozilla Fellowships and Awards Programs, 2016-2020.** The chart below provides an overview of programs the Foundation operated during the evaluation period (2016-2020).

<b>Program</b>	<b>Strengths and Impacts</b>	<b>Challenges and Needs</b>
Non-cohort / Fellows in Residence / Senior Fellows	In-person convenings/ travel, Networking	Expectations, Post-fellowship cliff, no Cohort, Mentorship
Open News Fellowship	In-person convenings/ travel, Networking, Ecosystem strengthening, Cohort	Communication, Expectations, US-Centricity
Open Science Fellowship	In-person convenings/ travel, Networking, Ecosystem strengthening, Cohort	Communication, Expectations, Support, US-Centricity, Mentorship
Open Web Fellowship	In-person convenings/ travel, Networking, Cohort, Ecosystem strengthening	Communication, Mentorship, Expectations, US-Centricity, Host org relationship, Support, Post-fellowship cliff
Tech + Society Fellowship	In-person convenings/ travel, Networking, Operations	Communication, Expectations, Host org relationships, Mentorship
Tech Policy Fellowship	Networking, Staff relationships, Cohort	US-centricity, Support, Post-fellowship cliff
Creative Media Awards	Ecosystem strengthening, Support, Cohort, Staff relationships	In-person convenings/ travel, Support, Communication, Expectations
Wireless Innovations for a Networked Society (WINS) Challenge	In-person convenings/ travel, Ecosystem strengthening, Networking, Support, Communication	Mentorship
Gigabit	Staff relationships	Publicity, mentorship, Post-award cliff (extended funding access)
Responsible Computer Science Challenge	Staff relationships	In-person convenings/ travel



## Although funding is the most significant benefit for recipients, they also widely cited traveling, presenting, access to additional resources, and networking as impactful aspects of their program experience.

- Recipients benefited most from the time and money to work on projects full-time. For many, it wouldn't have been possible to pursue this work otherwise.
- Awardees noted that concrete, technical, project-based funding was very impactful, and had a perception that Mozilla seemed to be moving away from that model of funding.
- Awardees from NSF WINS noted that it was difficult not to have a budget for the project; the money was awarded after. This made the competition inaccessible for people with full-time jobs or without other funding sources. *Note: This structure was changed for the Awards Challenges after NSF WINS.*
- Funding and resources for things like travel (for conferences, networking) and project-specific support (such as hardware, additional team members, etc.) were among the best aspects of recipients' program experience.
- Conferences, generally, were cited as excellent opportunities, with special emphasis on MozFest as being a particularly impactful experience for networking and exposure. Many emphasized that unstructured, spontaneous time has wrought the most important connections.
- Community and network-building were fundamental assets of the program for all recipients. Especially for fellowships, a strong sense of cohort camaraderie was fostered almost unilaterally across programs.
- **OPPORTUNITY:** This evaluation found the enthusiasm from F&A recipients for travel and in-person convenings – whether at conferences or with their cohorts– to be extremely strong. The Foundation has an opportunity to take advantage of this knowledge by investing in alternatives to in-person convenings during the pandemic and emphasizing in-person events and opportunities when it is safe to do so.



## Funding recipients generally had a very positive experience in the program and feel supported by F&A staff.

- Many recipients found their experience “*life changing.*”
- Most recipients cited overwhelmingly positive experiences with F&A staff, and staff generally loved working with funding recipients.
- Generally stronger connections with Mozilla were seen when recipients were based in one of the Mozilla cities (Mountain View, Toronto, Berlin, etc.) and were therefore able to engage more with Mozilla in person. That being said, participants also reported feeling that Mozilla Corporation employees had no awareness of fellows or their work.
- **OPPORTUNITY:** Post-COVID, the Foundation could prioritize placing certain fellows near Mozilla offices and/or facilitating relationships with MoCo as part of the program’s offerings.
- Some recipients felt that adjacent to their project, they had access and confidence through their Mozilla fellowship or award to do non-directly project-related activities, like writing op-eds, that they never would have done before and that amplified their impact and profile.

# Program Structure

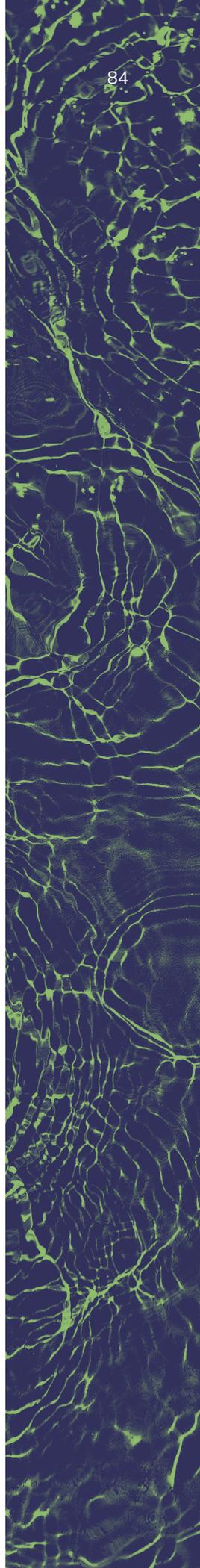
This section explores participants' experiences with the structure of the F&A programs – the schedule, length, cohort, etc. It relies heavily on interviews with alumni.

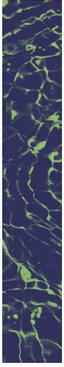


**Although most respondents reported having an immensely positive experience working with their cohort or fellow grantees and cited the networking and collaboration inherent to the program as beneficial, participant experience with program structure and cohort interaction varied widely.**

- Participants largely loved working in groups of smart, driven people with whom they could bond and collaborate.
- Participants had very positive experiences whenever they got to share their work with other funding recipients and see what everyone was working on -- especially for awards programs.
- Some program participants lamented the fact that they didn't know what their peers were working on, and that there wasn't space built into the program to share each others' projects
- While many enjoyed it, the cohort experience for fellows varied widely. Cited reasons include:
  - Fellowship timelines (Fellows didn't always start at the same time as others in the cohort).
  - Being a one-off fellow (Fellows were occasionally not part of a cohort, like Senior Fellows). Senior Fellows noted not having access to the "full" fellowship experience, and noted a missed opportunity in not using Senior Fellows as mentors.
  - Lack of opportunity to socialize built into the program.

- Lack of emotional support built into the program.
- Being in a new city/country due to host org placement/program demands.
- Personality clashes between the fellows in a cohort.
- Isolation / alienation due to the fellowship experience (being in a new/ temporary environment and job, not having content/topic overlap with other fellows, some begin and end at different times).
- *Note: These issues were heard from participants across the five-year timeframe, not just from recent participants whose fellowships and awards intersected with the COVID-19 pandemic.*
- **OPPORTUNITY:** Participants generally want more opportunities for in-person contact with their cohort and/or fellow grantees.



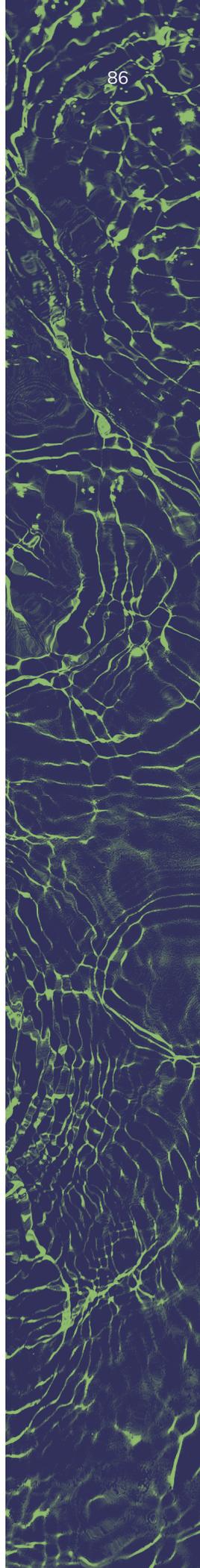


## Fellowship length and schedule made it difficult for some fellows to achieve their desired goals, and sometimes resulted in an interruption to their careers that felt like a post-award “cliff.”

- 10 month to 1 year programs were often cited as too short for meaningful change/success. Participants said it could feel like just scratching the surface of an in-depth community based project, for instance. It was also challenging to build in time to look for next steps while balancing project work.
 

*“10 months isn’t much time to get settled in, get work done, find your place in the community and then secure your next job or funding. Especially as this community relies a lot on trust, familiarity and recommendations are really important for being able to stay in this kind of work after the fellowship ends.”*  
-Fellow, 2016
- Recipients with families and/or other responsibilities (such as a mortgage) found the fellowships a bit “risky”, because of the semi-permanence and having less financial stability than a day job, and traveling is not possible for all.
- **OPPORTUNITY:** More inclusive consideration around balancing different responsibilities related to life stages, would help make the programs more accessible: e.g. balancing the amount of traveling/conferences with external obligations (like family), possible social exhaustion, completing projects within the time frame (especially for shorter funding periods).
- Many recipients referenced a post-fellowship/award “cliff”:
  - Some hosted fellows felt that they had a “fake job” at a host organization for the award period, which left them feeling stranded at the fellowship’s end.
  - Fellows said they had to start planning for after the fellowship 6 months before it ended -- and if you were in a 10 month program, that could be distracting and stressful. Some said such support would help keep funding recipients in the internet health space
- Participants described two years as a potentially stronger model. For instance: one year to build, start implementing, and make connections; and one year for refinement, expansion, and tracking success.
- Part-time fellows struggled with balancing different responsibilities.
- While fellows highlighted conferences and travel as critically important to their fellowships, they are additional priorities that fellows have to manage in the shorter timeframes of the fellowship.

- Many felt they realized this too late, and felt unprepared for after the funding period, so there was a strong desire for help off-boarding from the fellowship.
- Not knowing whether they could expect – or how to access – continued support after the funding period, for some, was destabilizing. This included lack of additional financial support to finish or expand projects, which some said diminished impact as fellows didn't have the independent resources to continue or even finish their projects. Because of the unique nature of the Mozilla programs, some reported it challenging to “find a home” for their unfinished project post-fellowship, or to find funding to support capacity building. (Note: *this could be an issue about award length, improper scoping, or awareness of other resources without clarity about access, etc.*)
- **OPPORTUNITY:** Off-boarding built into the fellowship experience would give funding recipients the necessary space and time to figure out their next job or move. This could be helpful as either financial support or mentorship, leveraging Mozilla's network and connections.





## Funding recipients shared differing views around program accessibility, equitability, and transparency – particularly with regard to opportunities and resources.

- Some recipients felt very positively about the transparency of the program and the Foundation at large – from the interview process, to their requests for feedback, to funding transparency and requiring all work to be open source.

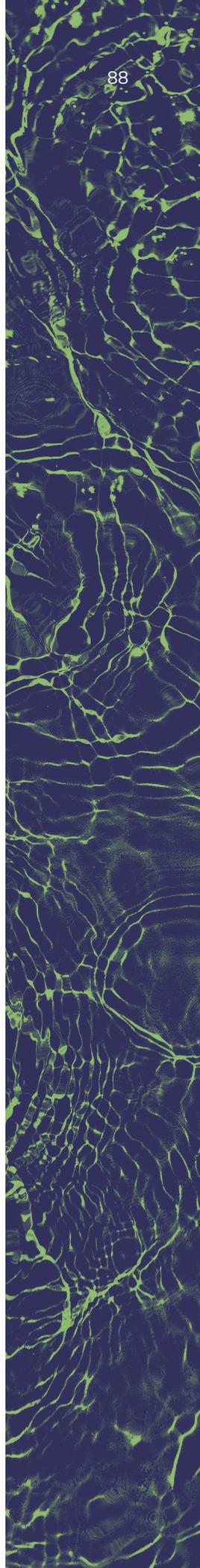
*“They tried to make everything as open and communicative as possible – there’s no way that it could’ve been more transparent. It was wonderful.” -Fellow, 2016*

- Recipients raised concerns about some perceived cases of nepotism/relationships-based access and/or shoulder-tapping leading to better opportunities for some over others.
- There was a strong sense of favoritism, especially felt about Senior Fellows/ Fellows in Residence. There was a perception/question by some: “What do Senior Fellows even do?”
- **OPPORTUNITY:** Interviewees identified that there is an immense opportunity for Senior Fellows to act as mentors to non-senior fellows.
- The lack of transparency around how discretionary funding (given at the executive level) was allocated led some fellows to feel that they needed to advocate for themselves directly to executive leadership in order to be noticed.

*“You may be a Mozilla fellow, but that doesn’t mean that while you’re a fellow you’re going to be mentioned by [Mozilla] at all.” -Fellow, 2019*

- It wasn’t clear to many why some recipients received special resources and opportunities compared to others (between types of funding programs or from Mozilla/the executive team). Even with understanding that programs had different funders/budgets, it appeared unstrategic or random.
- **OPPORTUNITY:** Clear delineation of available resources and their sources (Mozilla, other funders, etc) would help improve transparency and access to resources across programs.

- When recipients did work with the Mozilla Foundation communications team, they had very positive experiences, but not all recipients received communications support, and some felt it was offered inequitably, or that they were unable to utilize it well when offered.
- Some cohorts reported needing to self-organize, advocate for, and get funding for (to varying degrees of success) initiatives that felt imperative to their program's success and benefit. For example, science fellows organizing a summit, or policy fellows organizing a policy tour.
- Some funding recipients cited a lack of research independence especially in tension with MoCo policy. Staff noted this was also a tension in recruitment -- to what extent do they recruit people with precisely aligned goals, values, and policy objectives as the Foundation or the Corporation?





## Funding recipients expressed an inability to understand how Mozilla defined “success” and reported a strong desire for Mozilla to be more proactive in communicating its goals for fellowships and awards.

- Some funding recipients felt unsure what a “good fellow” or “successful project” was, or how Mozilla felt about it when it was completed.
  - “Do they like my project?” -Fellow, 2016*
  - “I really think [Mozilla] needs to sit down and think about what a successful project is.” -Fellow, 2019*
  - “It’s not that easy to understand what the outcome they expect from a fellowship.” -Fellow, 2016*
- This also affected power dynamics. It was not always clear who recipients were trying to “please” and more clarity and transparency could help design around that.
- Competition-style awards, with two rounds, like the NSF WINS program, were effective and helped give participants a sense of what Mozilla is looking for.
- **OPPORTUNITY:** There is potential for improved communication and increased impact if expectations are established and managed from the beginning. Many interviewees advocated for Mozilla to take a more proactive role in their communications in order to make expectations and lines of contact and support clear. This will help to manage relationships for staff/funding recipients across programs.



## The COVID-19 pandemic radically changed the experience of funding programs, but participants largely felt that Mozilla rose to the challenge.

- While most participants surveyed and interviewed for this evaluation participated in Mozilla programs pre-pandemic, those who did experience pandemic-adjusted programming largely reported a streamlined experience of working remotely within their fellowship or award.
- Most did lament not being able to have a full, in-person experience, and thus noted that they would have been willing to commit more time to online convenings and trainings to make up for the richness of in-person meetings lost. While they appreciated Mozilla's attention to possible Zoom fatigue, interviewees said they'd rather gain as much from the fellowship as possible, even if that means more time online.
- **OPPORTUNITY:** Pandemic conditions present an opportunity to reframe what a Mozilla fellowship fundamentally is. Without the opportunity for travel and in-person connection, what space is there to create a rich, robust experience? Developing this type of fellowship model could enable the Foundation to open programming to more people without facing the logistical barriers that usually come with global programming. Such changes could also increase accessibility for people who are at different points in their life or career (e.g. those with families) or with different lifestyles or responsibilities.

# Program Support

This section highlights how program participants experienced the support structures of the F&A program. It relies primarily on interviews with alumni.



## Funding recipients reported varied experiences with the support structures of the F&A programs.

- Many participants reported very positive experiences with the structure of the program: They had clear check-ins with their program officer, timelines for conferences and engagements were clear, and meetings with the cohort felt frequent and useful.
- Interviewees noted that the differing characteristics of funding recipients is a central tension in program design. Some were “go-getters” and some needed or would have liked more support.
  - This may be partially due to “personality” but also was flagged by some recipients, especially those from the Global South, as cultural/privilege-based. Not everyone felt that it’s natural to cold-call, network, etc. (especially in a culturally unfamiliar, and/or US/Euro-centric context) which was seen as a fundamental aspect of the program that many missed out on.
  - Some staff acknowledged that the program is best suited for people who like to collaborate and go after opportunities.
  - **OPPORTUNITY:** There is a huge potential to harness the resources and expertise of program alumni and organizations as mentors, which is of interest to the broader network of stakeholders and current participants.

## Quick Facts

**61.3%**

of fellow and awardee alumni survey respondents cited connections with other fellows and alumni as critical program support that aided their work.

**35.5%**

cited mentorship and media connections as critical program support.

**27.4%**

cited professional development as critical program support.

- Funding recipients, especially ones from different disciplinary backgrounds, noted that there was a significant learning curve at the beginning of their funding period to get acquainted with the culture of Mozilla’s ecosystem (vocabulary, norms, concepts). Some felt like they began as an “outsider” and needed to be intentionally brought in.
- When Mozilla has co-run programs with other foundations or institutions, participants generally reported that at best, Mozilla’s presence wasn’t felt as strongly, and at worst, they didn’t feel that they had Mozilla’s support (Examples: OpenNews, Tech + Society, OpenDOTT)
- A few funding recipients spoke about their negative experiences navigating issues around harassment within the Mozilla support infrastructure.

*“It didn’t feel like Mozilla was really working toward a ‘healthy’ internet community.”*

*-Fellow, 2019*

- Fellows who attempted to seek support around harassment or interpersonal discrimination within their program or at Mozilla events expressed that they didn’t know whether their complaints even reached Mozilla, due to overlapping bureaucracy and systems with other funders and hosts of the programs.
- **OPPORTUNITY:** Additional types of support will help to improve participant experience, and provide a spectrum of support for their varying, individual needs. Some of this support may come from not just the F&A program officers,

but the greater Foundation team, or other stakeholders such as funders or alumni. Examples of the type of support that participants requested include: More and consistent communications/media support.

- Help and structures for outreach and networking (not having to rely on cold-calling).
- More support transitioning out of funding/during sunseting of funding period. For example, a post-fellowship plan that is built in from the very beginning — where do you want to be in a year and if this is a bridge where do you want to be at the end of the bridge?
- More structured mentorship opportunities (to give and receive support) built into the program (from staff and other/past fellows).
- More structure to increase accessibility of resources:

*“There should be an assessment right in the beginning to figure out where people need support. Do they understand US Taxes? Do they have health problems, anxiety or depression? Do they have any local support? Do they know anybody in the entire country? We don’t have the same health insurance system in the UK. I didn’t understand how it worked. I was trying to work, and it wasn’t working.” -Fellow, 2016*

- More intensive onboarding/introduction to Mozilla culture / Mozilla’s ecosystem.
- More regular and structured interaction with staff.

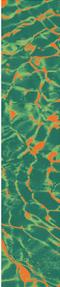
- More time to get to know the cohort (Some noted it would be helpful to know who is in your cohort before the program starts to enable connections and collaborations to be made as soon as possible).

*"I realized, as we were getting to know each other, that they're freaking brilliant fellows, like, they're quite the intimidating cohort, you know, because you're new, and you want to impress Mozilla, and then you realize that, okay, the expertise is here [in the cohort]... there's a lot of intelligence in this group. And I wanted more of that, in the introduction. I wanted to hear everyone's story. I want to know how everyone came to this. I wanted to know what everyone's thinking about... because the internet is very personal to me. It's not a career...it saved my life."  
-Fellow, 2020*

- More professional development and skill sharing (including sharing expertise on fundraising, other skills from the MoFo staff; technical skill session from MoCo staff, and connecting/learning from the broader Mozilla network.)
- Mental health/emotional support.
- Harassment/legal/HR support.

# Host Organizations

This section looks at the successes and challenges of the hosted fellowship model, in which Mozilla Fellows are placed at “host organizations” in the civil society sector during their funding period. The following insights rely heavily on interviews with participants and host organizations, as well as the host organization survey.



## The host organization model has potential to build technical capacity within civil society organizations while introducing fellows to the civil society sector.

- When goals and priorities aligned, the host organizations increased their technical capacity, which strengthened the larger ecosystem and their work. Fellows got connected to civil society, learned how to incorporate their work into the field, gained exposure, and worked on a project they value.
- Time spent with host organizations changed some fellows’ career trajectories and brought them into the public interest space.  
*“Our fellow came from for-profit software development, and the fellowship introduced him to the nonprofit space. Sometimes people care, but they don’t have the deep infrastructural expertise to act....Before he was just a developer. Now he’s an advocate and a developer.” -Host Organization*
- Staff and communities served at host organizations were sometimes valuable first users of a fellow’s technology.
- Fellows who set clear expectations with their host orgs ahead of the fellowship described a “healthy tension” that led to productivity and a more seamless relationship.
- **OPPORTUNITY:** Host orgs implored Mozilla to focus their funding and energy on small organizations that can build projects where the fellow will have a huge impact, rather than getting lost in a larger organization that is already well-resourced.

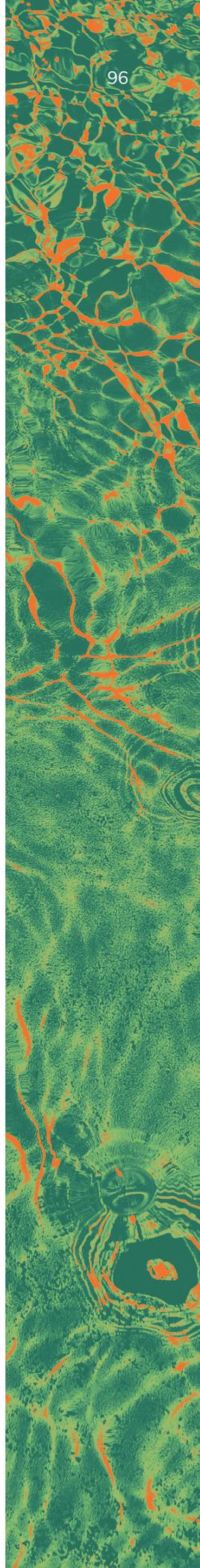


## Participants emphasized that expectation setting, boundaries, and communication (particularly with regard to role definition) are essential to partnership success.

- **OPPORTUNITY:** Setting and managing expectations for both fellows and host organizations from the onset will increase the efficacy of the host org/fellow relationship.
- There has been a general lack of consistent, well-defined, and well-communicated expectations between Mozilla, fellows, and host organizations, especially with respect to the role the fellow plays at the host organization. Many Mozilla staff, fellows, and host orgs reflected similar questions: Are fellows staff of the org? Are they in a mentor/collaborator role? There was a broad desire to define fellows' roles from the recruitment stage, ensuring that the host organization is on the same page.
- Due to a lack of role-definition and misaligned expectations, fellows were sometimes expected to do non-project tasks for host organizations, and were (falsely) considered full staff of the organization with little time to work on their individual project.
- This dynamic led some fellows to feel isolated, not receiving guidance or mentorship from either the host org, who viewed them by default as a leader or expert to be left alone, or from Mozilla, whose program structure was fairly loose.
- This lack of clarity also presented itself in legal and administrative challenges. For example, pay parity was a historical tension point, as some fellowship stipends were disproportionately high compared with organization's salaries. This sometimes led the host org to think they could give the fellow more work because of their higher pay. Host orgs encouraged Mozilla to be more proactive about how money will affect the power dynamics in civil society orgs. Note: This has largely been addressed by Mozilla.
- **OPPORTUNITY:** There is an opportunity to build in mentorship more into the host organization model: mid/senior staff at host organizations can serve as mentors to fellows, which is mutually beneficial for professional development and a more integrated network approach in the broader ecosystem.
- Lack of clarity also had consequences for the impact of some projects. Some fellows related that without expectations and roles set from the beginning, the fate of their project and work also became uncertain, especially once the fellowship ended. For example, who owns and governs a fellow's code once their funding period ends?

*“Because my relationship with the host org wasn’t good at the end, I didn’t know the impact or was given any feedback, and I didn’t see the data on the project.” -Fellow, 2017*

- It was often hard for fellows to balance the components of the fellowship itself (conferences, professional development, Mozilla projects) with the demands of the host org and personal life.
- Mozilla prestige sometimes generated “positive baggage” -- host orgs assumed expertise based on the affiliation, rather than understanding what the individual fellow brought to the table before the partnership began.
- **OPPORTUNITY:** Engaging host orgs in long-term partnership/relationship building is just as important as engaging fellows long term for building the capacity of the ecosystem. Mozilla can work to make it more clear to host orgs what the value of the program and their participation is beyond the fellow, in order to honor the potential power of the host org model. This may require providing the host organizations with some additional support as well, and therefore could impact the funding models of the programs.



# Alumni Network and Community Building

This section examines the benefits and challenges of a Mozilla F&A alumni network. The following insights rely heavily on interviews with participants, staff, funders, and stakeholders, as well as the program survey.



**Program staff and alumni are both eager to see a more useful and active F&A alumni network, but agreed that resourcing and staffing are currently major barriers to its success.**

- Many former recipients are interested in joining an alumni network, but do not want it to be a heavy lift – some feel like they don't have time to attend another regular Zoom meeting, or expressed that they wouldn't go out of their way to participate.
- When speaking about F&A alumni's role in the broader ecosystem, one staff member shared: *"...I think that the creation of a natural, more organic, ecosystem that serves as a pool, in which everyone swimming in the pool knows that they're swimming in a pool. And sometimes...they'll know that there's more people that might come into the pool. And sometimes maybe you need to...come out of the pool to make room for someone else who wants to take a dip. But at the same time, kind of looking out in case anyone's drowning."* - Staff

## Quick Facts

**74.4%**

of survey respondents are still connected in some way with other fellows and awardees.

**72.6%**

look for alumni events as part of a potential alumni network.

**48.4%**

look for networking or mentorship opportunities as part of a potential alumni network.

**61.3%**

would prefer the network be run by Mozilla.

**48.4%**

would prefer the network to be alumni-run.

- Some shared concerns about gatekeeping in the network. Should it be available to only former Mozilla fellows and awardees? Will it become exclusive and discriminatory?
- Across former and current staff, the consensus was that the alumni network idea would only succeed if it was properly staffed and resourced, and by doing so, that would show everyone that it is an organizational priority.
- Awardees feel less attached to the informal Mozilla “network,” but program officers find that post-award check-ins can help form more natural bonds with Mozilla.
- **OPPORTUNITY:** Many interviewees are interested in seeing a F&A projects and people repository. This would be useful for both internal impact tracking and storytelling, but also for recipients and alumni to connect with others based on overlapping interest or needed skills.
- **OPPORTUNITY:** There is a desire from funders, participants, and staff, to see a visualization of the network effects of the F&A program – who has been touched and what connections have been forged.
- Interviewee and Survey respondent ideas:

*“Don’t think it will be active if there is a heavy lift, significant asks - too many Zoom calls, too many emails - too many online activities. [Knowing] what people are working on is useful.” -Fellow, 2019*

*“I can’t see myself checking, like another online platform or logging into a thing. But I can totally see myself loving like an email listserv or something where people are, like, blasting out information.” -Awardee, 2018*

*“Always try to involve alumni in onboarding, because they can be way more helpful than staff.” -Stakeholder*

*“People want to meet, to have low pressure conversations about what you’re doing, and to have fun together.” -Fellow, 2018*



07

# Key Opportunities

**Authors: Simply Secure, Kenrya Rankin & Ayana Byrd**

Six years after the launch of Mozilla's Open Web fellows program, the organization continues to pursue methods and processes that will allow the organization to make better use of its network of fellows and awardees to impact the internet health movement.

This evaluation details the ways in which the Mozilla Foundation F&A program enriches the lives of participants and contributes to the internet health and digital rights ecosystems. Alumni and staff spoke to the doors being opened, relationships being formed, and bridges to new work being built by the F&A program. Participants made art, wrote code, built tools, crafted curricula, and convened thinkers in the name of a healthier digital world.

At the same time, this evaluation demonstrates that the Mozilla Foundation has key opportunities to solidify and expand upon the F&A program's contributions to the space. By unifying and clarifying how the F&A program is implementing the Foundation's strategy at the executive, leadership, and program design levels, there is major potential to increase staff agency, provide staff clarity on how the program they are managing aligns with organizational strategy, and help the team as a whole define metrics and goals for impact measurement that are unified across programs. This clarity would also radiate externally to solidify Mozilla's reputation within the internet health ecosystem, create clearer guidelines around the role of outside funders in program design, and enable alumni of the program to keep their work tied to Mozilla after their funding period ends.

Building off of the program's key strengths – ecosystem development, staff reputation and expertise, convening and cohort building, iterative program improvement, and creative program design – the 12 key opportunities below summarize the takeaways of the evaluation and support this overarching call to increase strategic clarity. They are intended to capture the voices of the many

Mozilla community members interviewed for this report and are paired with design responses to inspire creative interventions in program conception, structure, and design. **Insights from the Impact Narrative carried out by Kenrya Rankin and Ayana Byrd also appear here to highlight where impact amplification and measurement are particularly ripe for further investment and work.** The vibrancy and potential of the F&A program, its staff, and its participants deserves to be bolstered; the opportunities and responses below hope to support that goal.



## 1. Strategically reinforce Mozilla's theory of change within program design.

The F&A program and its impacts successfully address prongs of both [Mozilla's 2017 Movement Building Model](#) and Theory of Change and its newer, [2019 Trustworthy AI Theory of Change](#). Without fully established tools, impact measurement resources, and overall frameworks, it is currently difficult to understand how the program is directly influencing some of the medium and long-term goals of both theories of change. The F&A program would benefit from an articulation of which programs work toward which theory of change and how. This would greatly aid the strategic clarity of the program's work within the Foundation and establish clearer norms for making funding and program design decisions, benefitting staff and participants alike.

### **Possible Design Response:**

Each F&A program is explicitly tied to aspects of either the Movement Building or Trustworthy AI theories of change, such that a fellowship or award can represent the theory of change in action. This could mean incubating indicators and determining metrics within the programs or tracing the trajectory of change from the beginning of an investment in an individual or project. In this way, the Foundation can empower those driving the change – the fellows or awardees

developing the policies, advocacy, technology, art, research, etc – to help define metrics for longer-term understanding of how Mozilla’s work is shaping the field and advancing their strategic goals.

### **Impact Narrative Insight:**

Better align Mozilla’s organizational lines around its strategic goals for F&A. Building on the ideas set forth in the impact goal, Mozilla has the ability to define what goals it would like to see reached in the tech landscape over a certain time period. Then Mozilla can fundraise for programs that will help to achieve its goals and F&A can select fellows whose work also moves in that direction and adheres to organization-wide timelines. Strategically, all of the organizational lines will be in sync, including leadership, fundraising and program offices. “It’s all connected and it’s all moving in lockstep,” says a staffer. *“I think what we’ve experienced in the past is a lot of those pieces moving at different speeds and in slightly different directions. And so it never feels aligned.”*



Mozilla, across the Foundation and corporation, has a mixed history with social and racial justice. As Mozilla is developing a clearer movement strategy, increased clarity around the Foundation’s goals and relationship to social and racial justice will help the F&A program in developing authentic partnerships in the ecosystem. Similarly, in lieu of a clearer overarching strategy around DEI, each program or program officer has been working to define DEI in the

context of a specific program, selection strategy, or context (e.g. regional or programmatic, etc). Defining what aspects of DEI are a focus for Mozilla at large and Mozilla grantmaking in particular will allow for more transparency and consistency. This clarified approach could also be more openly shared, contributing to the field as a whole. Note: These issues are currently being addressed by Mozilla.

## **Possible Design Response:**

Mozilla has the opportunity, as an organization with global programs and reach, to model context-dependent social and racial justice frameworks. Through funding and uplifting local knowledge and expertise and expanding the network of Mozilla fellows, awardees, staff people, and network allies that are committed to racial justice globally, the Foundation has the opportunity to co-develop a movement strategy that is representative of its global network.



F&A staff have been relatively siloed within their programs, resulting in a feeling of reinventing the wheel when it comes to program design and offerings. Increased transparency and access program-wide to resources like discretionary funding (and/or flexible funding), communications and external presence support (e.g. websites), community management, and data and measurement support would reduce the time and resources spent by each program officer in navigating these decisions on their own in the context of a specific program, and developing ad-hoc solutions.



## 4. Review support structures and models to work toward a more unified framework of resources and support offered to all funding recipients.

Review support structures and models to work toward a more unified framework of resources and support offered to all funding recipients. Historically, the F&A programs have been defined in the specific opportunity context, but there have also been variations of the model over the years, which have led to a lack of clarity around differences in types of support. Reviewing and aligning this as broadly as possible will increase transparency amongst staff and funding recipients and could even be made public, where possible. Developing this framework in direct response to support needs identified by program alumni is also critical.

### **Possible Design Response:**

Upon being awarded a grant or fellowship, all Mozilla funding recipients receive a basic support package. The package includes a clear delineation of resources (professional, educational, developmental, etc) and types of support (financial, press, mentorship, mental health, accounting, etc) available to the recipient during their funding period, and explicit expectations for what it means to be a Mozilla alum once their funding period ends. This package includes an initial assessment at the start of the funding period to establish an understanding of each individual fellow/awardee's needs, as well as periodic assessments that can respond to recipients' needs as they develop and settle into their project. Support can then be adaptive, which would help to address equity issues that have arisen over the years. The package can also outline what types of support are not provided at all, or if some types of support are for some recipients and not others, and why that is the case (such as in special funding partnerships).

### **Impact Narrative Insight:**

Lean further into the flexibility that is characteristic of the awards process. Becoming a Mozilla fellow is a lengthy endeavor and, in most programs, limited to

a 10-month term. However, there is a nimbleness built into the awards mechanism that can contribute to Mozilla having timely, impactful responses to current, global events. This was exemplified in 2020 when the MOSS Program took just six weeks to execute the COVID-19 Solutions Fund that provided awards to open source technology projects that responded to the pandemic.

*“There is a responsiveness with awards that’s not possible with fellowships.”*

*“If you have the AI Theory of Change, it’s easy to imagine that you could build a funding awards challenge, or an RFP, that’s very specific to one of those medium- or short-term outcomes.”*



## **5. Consider the experience arc of the funding programs, especially fellowships, to account for support needed, post-funding opportunities, and network engagement.**

A lack of support mechanisms and visibility into what supports are available to funding recipients is leading to an unnecessarily steep cliff after the funded Mozilla experience for both fellows and awardees. That cliff has historically been exacerbated by program length, as some participants felt the programs were too short for them to have made the impact they wanted to, whether on their own careers or with their project. Formalizing the alumni network, improving transparency around opportunities (e.g. additional grants, network opportunities, etc), and being more proactive about preparing recipients for the post-funding experience will help them remain in the internet health community, strengthen the ecosystem, and activate the potential of the Mozilla network.

## Possible Design Response:

Fellowships are coordinated with the recipient to develop clear career trajectories and to facilitate off-boarding from before the funding period begins; a post-funding plan is baked into the experience from the beginning. Mozilla funding acts as a “bridge” and recipients develop a plan: where do I want to be in a year? Where do I want to be at the end of this phase? Mozilla facilitates placements and other networking opportunities to get the recipient to the next stage, solidifying them in the internet health/ tech and society space.



Most of the challenges surfaced by participants were ultimately the result of ambiguous communication, and could be remedied by clearer expectation setting. The hosted fellowship model, for example, is one major potential intervention point. Though the mutually-beneficial potential of the host organization relationship is huge, clearer and more structured expectation setting is key to unlocking its success.

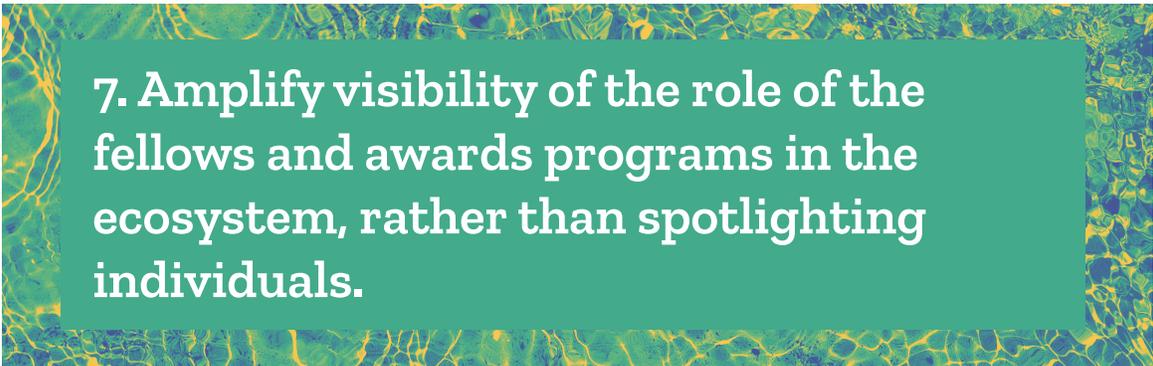
## Possible Design Response:

Mozilla supports funding recipients with more direct project management support, mentorship, and coaching. Stakeholders, including host organizations, encourage more regular check-ins for fellows and awardees, which are structured from the beginning into the grant agreement. Funders and stakeholders also urge Mozilla to more proactively provide project management resources for funding recipients to ensure that people can actually achieve what they propose in their application. This

includes, in the example of hosted fellows, developing clear expectations in the form of a working agreement and “job description” within their host organization. Additionally, a shared project management framework could help support all fellows in a cohort with process, documentation, and accountability checks. Managing expectations at the onset of funding would empower the recipient to negotiate and know what is possible during their funding period.

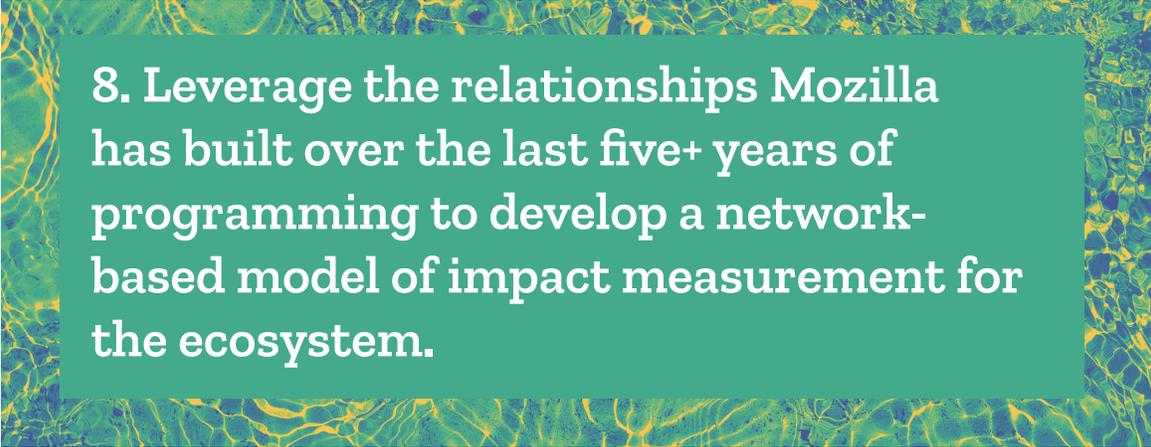
### **Impact Narrative Insight:**

Simplify the process by which projects are selected. As Mozilla continues to fund projects that align with its Theory of Change, the organization is able to choose an outcome (whether long- or short-term) and then select fellows or grantees who can achieve it. Yet to make this an operational success—as opposed to a theoretical goal—it will be necessary to better structure the open call windows so applicants know what outcomes and themes Mozilla is pursuing in its next round of funding so they can propose the most innovative projects toward these goals. *“Right now our open windows are very ad hoc and so there’s no way for people to predict that and plan for applying to fellowships and awards,”* says a staffer.



## **7. Amplify visibility of the role of the fellows and awards programs in the ecosystem, rather than spotlighting individuals.**

There is widespread belief among funders, staff, funding recipients, and stakeholders that the Foundation has a real opportunity to highlight the F&A programs themselves, as opposed to focusing on specific individuals or projects. They agreed that the real power of Mozilla’s programs lies in the untapped potential of the Mozilla network. There is a strong opportunity to reinforce the overall strategy and design of the programs in developing leaders and key interventions by acknowledging the role of the programs in creating those networks and opportunities. The F&A program, in this way, has the potential to tell a coherent story of both its work and its network.



## 8. Leverage the relationships Mozilla has built over the last five+ years of programming to develop a network-based model of impact measurement for the ecosystem.

The F&A programs over the last five years have played a crucial role in contributing to the development of the public interest technology ecosystem and the internet health movement, and everyone agrees there has been important and significant impact – but it is not easy to measure. Mozilla has an opportunity to lead the ecosystem in this effort and help develop metrics that the field can use to understand how the field is expanding and developing as a network of networks and movement of movements. Such an effort would both clarify Mozilla’s impact on the field and strategically contribute to Mozilla’s internet health goals by improving the capacity for collaboration and knowledge sharing within the field.

### **Possible Design Response:**

While Mozilla shares its strategic goals and works openly already, the Foundation has an opportunity to more clearly draw a line between the work of the F&A programs and its participants, and those overarching, organizational objectives. This hinges on increasing visibility of and accessibility to the work of F&A recipients. Accessibility of F&A program strategy work and participant work can act as institutional memory – an archive of Mozilla Foundation contributions. This improvement upon and more public sharing of knowledge could be an ecosystem catalyst -- other kindred foundations and organizations can establish an information-sharing structure that enables greater iteration and innovation for the field. Examples of key outputs include: an in-depth maintained public-facing F&A project database, public speaking and writing about the program design and outputs, funder advocacy around the program design strategies and what they should learn from them, and a “ripple map” that tracks the programs’ influence on individuals and the network.



## 9. Invest in developing, maintaining and supporting a network, inclusive of alumni and key partners/stakeholders, to help fuel the movement and support past participants.

Where previously the idea of an alumni network has had a specific focus on fellows, there is an opportunity for the network to be a broad group of stakeholders who can help inform programs, strategy, and overall priorities and give insights on the space as a whole. By deepening relationships across fellows, awards, host organizations and mentors, Mozilla can leverage all of these partnerships to run a more sustainably engaged, global program. This means the network can be more than just a place to share events and job opportunities, but can be the grounding framework for the movement as a whole. MozFest was largely cited as a microcosm of the kind of energy this network could capture.

### **Possible Design Response:**

Mozilla invests in a staff person whose responsibility is to design and steward the Mozilla alumni network. This investment would enable visibility into longer-term impacts of the F&A work, keep participants tied to Mozilla, facilitate alumni ambassadorship of the program, and open opportunities for alumni mentorship. Additionally, there could be expectations and/or obligations for F&A alumni baked into the fellowship or award agreement. This could include continuing appearances or engagements, mentorship to incoming cohorts, or membership in an alumni group. There was broad interest from program alumni to utilize alums as mentors to incoming fellows.

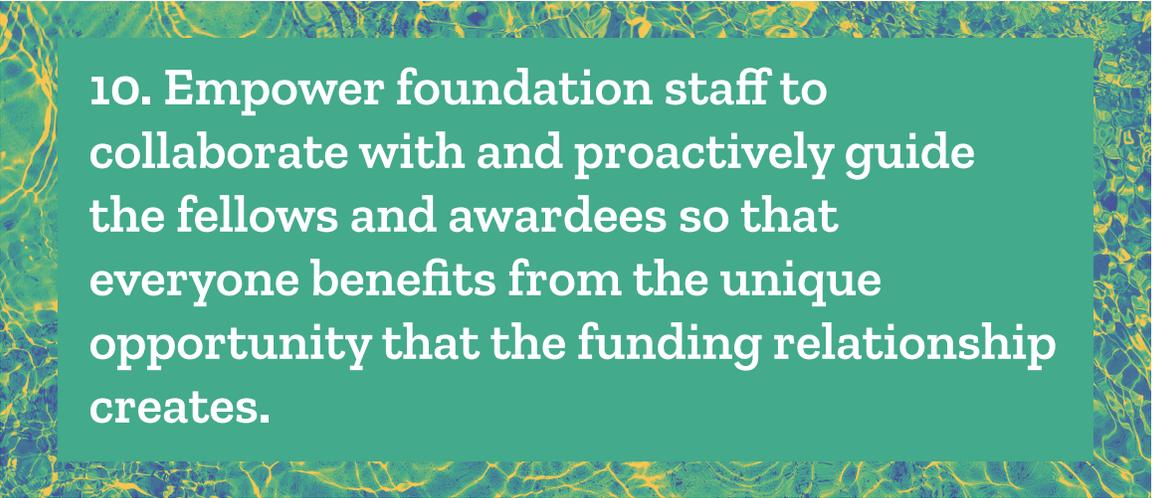
### **Impact Narrative Insight:**

Establishing an alumni network would amplify the impact of the F&A program by allowing funding recipients to grow their personal brands and build connections. Beyond these benefits, an alumni network could also positively impact the ethical AI movement by: 1) enabling Mozilla to harness the power of its alumni philanthropically by giving each former fellow access to a sum of money that they

could grant to individual or organizations doing movement work that they have identified as significant; 2) putting in place, under the structural umbrella of an alumni network, a program that facilitates former fellows serving as mentors to current ones (says a former fellow, “The people who organize the fellowship bring together a mesh of backgrounds and lived experiences in different demographics and different regions of the world in such a way that the fellows can really learn from each other in addition to being heads down doing their own work.”); and 3) allowing Mozilla to tap into the expertise of an assembled group of fellows and once their cohort has ended, be able to use the brain trust to become better aligned as an organization in various human and civil rights movements.

As Mozilla considers how to best structure an alumni network, it should also assess where such a network would live: in F&A, in various other departments or as its own entity? Says one Foundation staffer:

*“There’s always been an assumption that some kind of alumni program would help, but maybe that’s not the right model. Maybe if MozFest is the holder of community, or the policy team is the holder of our policy work, we look at how you nurture and pass off those relationships to other parts of Mozilla after the person’s done their act of fellowship and award.”*



**10. Empower foundation staff to collaborate with and proactively guide the fellows and awardees so that everyone benefits from the unique opportunity that the funding relationship creates.**

The F&A staff have had inconsistent approaches with fellowships and awards in particular due to a lack of clarity on how much direction they can offer and differences in the implementation models, but this undervalues the existing

Mozilla network and the staff expertise in the space. Staff and fellows especially have the opportunity to fundamentally inform each other's work -- building collaboration into the program model can create a clearer expectation of how all parties involved (the Foundation, fellows, awardees, host organizations) can learn and benefit from each other, and contribute to longer term partnerships and overall network value.

## **Possible Design Response:**

Mozilla invests in the subject matter expertise of the Foundation staff and/or encourages them to specialize. This would empower staff to be thought partners for recipients, and would help clarify the strategic alignment of recipients' work. Simultaneously, subject- or affinity-based alumni mentorship is built into the F&A program, responsive to recipients' support needs and desires.

## **Impact Narrative Insight:**

Clarify the identity of the F&A team. After four years as a unified team, many staffers feel that fellowships and awards operate as two parallel paths without frequent integration. There has been discussion about a number of ways to address this, including: 1) renaming the department something that does not distinguish between fellowships and awards, but, says a staffer, "gets at a singular identity," 2) empowering staffers in the department to have the ability to choose which tool—a fellowship or an award—they want to use to best meet a desired need or outcome, as opposed to the current model where they work with fellowships or awards; and 3) determining whether these teams belong together at all. Says a Foundation staffer:

*"If we want to have long-term change on internet health, it makes sense to have two different avenues and to invest in them in different ways. But maybe we need to be clearer that these are two different things—and be willing to have the conversation about how they're different and how we can leverage the differences between them more effectively."*



## 11. Recognize and leverage Mozilla's unique contribution to the ecosystem, which is seen in its unique frame around internet health as grounded in technical and social knowledge, practiced in the open across diverse sectors.

Mozilla brings a hands-on, working-in-the-open, and grounded “making” approach that is seen as unique, inherently technology- and community-powered, and nostalgic of the early internet ethos. The Mozilla brand, as it relates to this open internet cultural movement should be embraced when expanding into new trends and topics, such as AI.

### Impact Narrative Insights:

- Clearly articulate Mozilla's role as a grant and fellowship funder in the internet health movement. As the organization continues to develop its F&A program and fine tune its strategies in regard to the Theory of Change, some staffers believe there has been a loss of identity. *“Are we a think tank who's working with a very elite group of researchers and thinkers or are we using our funding to solve problems in the real world in a way that non-experts can engage in?”* asks one. By choosing one of these options—and using the appropriate models for attracting and selecting fellows and awardees (think open calls versus extensive application processes)—Mozilla will be better positioned to fund work that is more closely aligned with its organizational identity.
- Focus more on the intersection of art and technology. Through the Creative Media Awards, Mozilla is able to identify and support artists who use their medium to show how technology influences daily life and politics. Their approaches have proven to be some of the fastest and most demonstrative ways to enlighten the public about the necessity for trustworthy AI. Consequently, it is an area in which Mozilla can clearly impact the internet health movement in a way that aligns with its AI Theory of Change. *“I think doing more awards or fellowships for artists in the zone of the work we're focused on in AI is promising,”* says a staffer.



## 12. Improve public facing data and information about past fellows and awardees through a people and projects database.

Across the board stakeholders were interested to be able to see more about past fellows and awardees in a more unified and easy-to-navigate way. This would allow current and future participants to see what successful projects look like, enable collaboration and continued partnership amongst alumni, and allow for broader visibility into the movement and the extent of the network that exists. Note: This is currently being addressed by Mozilla through enhanced staffing around data collection and management.

### Possible Design Response:

As Mozilla internally develops data governance that is adaptable and stable, a public-facing repository of F&A work is developed concurrently, with a model that can be easily updated. The repository would house information on participants and projects, strategic developments, funding sources and opportunities, and alumni work.

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***The Mozilla Foundation Fellowships and Awards are essential within the digital rights ecosystem. By internalizing and working to creatively respond to these key opportunities, the Foundation faces an exciting moment, where it can take the reflections of program participants and the learnings of this evaluation and build a more strategically focused, supportive, and communicative set of programs. These key opportunities and design interventions respond to the findings of our evaluation and work to situate Mozilla and the F&A program more powerfully on the side of program participants and the future of a healthy internet.***



08

# Management Response

**Authors: Kenrya Rankin & Ayana Byrd**

In November 2019, J. Bob Alotta, former executive director of Astraea Lesbian Foundation for Justice, joined Mozilla Foundation to serve as vice president of Global Programs. Bob recruited Hanan Elmasu, a human rights lawyer with a background in philanthropy focused on technology and activism, to the organization in August 2020 to be director of the Fellowships and Awards program. Both have backgrounds in activism and leading human rights initiatives that acknowledge how critical internet freedom is to building and sustaining movements. In their short time with the Foundation, they have begun shifting and clarifying strategy to align with the organization's AI Theory of Change and movement building strategy. Alotta and Elmasu also commissioned an impact evaluation of the Fellowships and Awards program's operations from the beginning of 2016 to mid-2020 to see where it was—and where it could go. Here, they discuss the report and how it will help advance the Foundation's work.

## **Why did you decide to commission an evaluation of the Fellowship and Awards program's impact?**

**J. Bob Alotta:** I was tasked with operationalizing Mozilla's movement building strategy globally, and grantmaking and fellowships are incredibly impactful tools in that toolbox. Our programmatic work has the potential to leverage significant power and impact, and it's really important to not just reinvent the wheel. So first, this evaluation is a way to concretize and canonize the excellent work of Fellowships and Awards to date. Second, it is a way to validate decision making. We're committed to openness, and this helps us to learn and iterate and pivot accordingly. It underscores changes we've already put in place, and it gives us solid ground to stand on as we move forward.

## What do you want people to learn when they read this evaluation?

**J. Bob Alotta:** A lot of really good work happened. There are incredible fellows, there are incredible grantee partners, there were incredible grants made. Also, these years really reflect the fact that the Foundation was finding itself. There was experimentation, the way tech entities do. Much less so in the world of philanthropy. It wasn't a traditional foundation making grants, it was a tech company figuring out how to be a foundation, and it was learning how to express its philanthropic identity while doing so. So we're honoring and learning from the past. There's a lot of goodness to bring forward—we're bringing along folks and adding new people into the mix to grow the F&A team, as well as Global Programs. We are ready to press go on this work. Our commitment is unwavering.

**Hanan Elmasu:** I also hope people see the door that's opening. It's a point in time that we're assessing and that has passed, but we're building on it. That means seeing the things that work and the things that didn't work. What we're doing now is taking all of those things and learning and growing from them. This evaluation is part of an infrastructure we're creating to build toward the future.

## What does that future look like?

**Hanan Elmasu:** Mozilla's F&A future will include a group of really amazing individuals who are aligned with our values around transparency, bias and building movements and working in this open way with organizations that share a similar focus. In terms of building community and creating space, our role is to populate that space with more brilliance.

But that brilliance needs to be supported to thrive, and our future will reflect that. The evaluation highlighted some really important operational gaps that we knew existed; we're building an accompaniment strategy that ensures our community is better connected and equipped to tackle big issues. We're designing and resourcing an alumni program to provide continued support and connection post fellowships and awards. We're also adding additional technical expertise to our team and hiring a communications officer to tell the story of our work in different ways and more places, and to support fellows and awardees as they do the same. We're thinking through how we can support learning across our field to work more collaboratively for greater impact and to partner across different movements. And we're updating our strategy to ensure that our values are reflected in all of our decision making.

**J. Bob Alotta:** We're really committed to interoperability, both methodologically and programmatically. The [Data Futures Lab](#) is a good example of that. It centers around networks of practice and employs a cohort model for the grantee partners. And to Hanan's point, while we're still bringing on individual fellows, we're really looking at them as a cohort, regardless of the kind of fellowship. Which means we're envisioning wraparound support and peer communities for learning and growth. It also means we'll take stock of how their work interacts and intersects with Mozilla's Theory of Change and our specific organizational goals and commitments.

Mozilla is committed to upending current mechanisms of data extraction; and the technical, regulatory and cultural structures that promote bias; or obfuscate transparency in an effort to actualize AI that is trustworthy. We are also committed to doing so with partners across movements and across geographies. So we are making investments in our own organization, in our data infrastructure, and in our programs that reflect these commitments and to hopefully have immediate, medium-term and long-term impact. We're asking questions like: How do hosted fellows serve as a bridge between Mozilla and its strategic goals? What does it mean for fellows to be embedded in civil society organizations whose primary mission isn't necessarily digital freedom or internet freedom, but other social justice movements—and how do we support those fellows as the organizers they are? And then how do we look at host orgs as the key grassroots players in the fields in which they work?

The idea is to adopt a grassroots-to-grasstop strategy that's enduring and impactful, so that when we do this evaluation five years from now, we can say, "We're moving in the right direction, and it's synchronized and choreographed in a way that's meaningful. Furthermore we're actually leveraging our power in a way that mitigates the imbalance of power." We're also building the infrastructure to recognize when we're not moving in the right direction—and we have the tools to course correct.

In addition to just making a grant, we are also answering the question: what does it mean to make a Mozilla grant? In addition to receiving a fellowship, what does it mean to receive a Mozilla fellowship? And how do you benefit from our unique place in the ecosystem, our role as both a foundation and a company? We don't just make grants and give fellowships, we convene, have MozFest, produce research and analysis, do advocacy and campaigns, and have a robust comms department. So, how do grantee partners and fellows really benefit from that?

## What is one immediate shift you're making as a result of the evaluation findings?

**J. Bob Alotta:** The analysis underscored the need to develop a diversity, equity and inclusion (DEI) strategy that can be applied across programs and addresses global perspectives and definitions of DEI. We're not looking at that as a standalone or a 2020-fueled commitment—we're asking, "What does that look like in the context of our work in an enduring way that will induce the long-term investments we should be making in grantee partners and people?" Even the language of DEI is very North American, so how do we actually embed into our strategic vision a change that is meaningful in different geographies? It must be an approach that will honor and center local people, talent, issues and engagement.

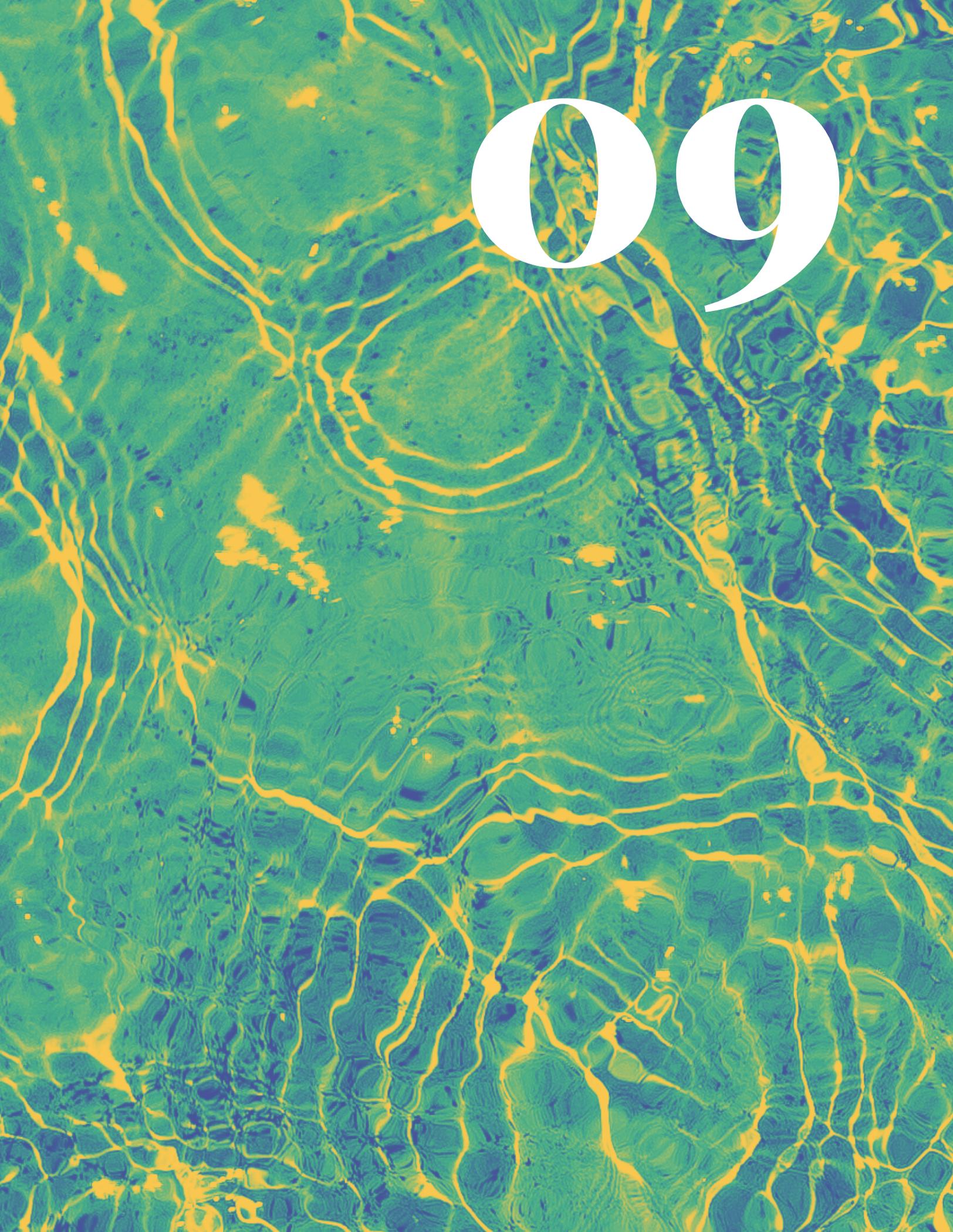
**Hanan Elmasu:** This has really shown up in our emerging strategy as an anchor for our theory of change and how we approach all of our work. We're centring our decision making within some key principles: recognizing the complexity of movements and geographic issues; integrating open source practice as both a movement and approach; using the human rights framework as a powerful approach to guide our interactions; a commitment to community justice, including where and how inequality manifests globally; a longer term commitment to a healthy, open internet in our philanthropic work; and incorporating an intersectional approach. These principles are reflected in the recent recruitment for 2022 senior fellows, and they anchor new technical funding streams and future phases of programs like the Responsible Computer Science Challenge.

The evaluation shows that while there are a number of good things happening in the organization, there is still a lot of work to be done. What do you find most exciting about this moment in time for the F&A program at Mozilla?

**J. Bob Alotta:** The report talks about the nascency of our relationships with institutions and fellows, but now they're actually matured—they're longstanding relationships, they're longstanding bodies of work. So, we get to catalyze those relationships to build an even stronger presence in the field. We now have clarity of purpose in a way that, by virtue of it being an experimental beginning, we didn't previously have. And we have a strategy and institution rallying behind this. It's not just the Fellowships and Awards team, every team at Mozilla is rallied around the same theory of change. We're leveraging each other's superpowers to meet those ends and to clarify opportunities and avenues for engagement. And that can only benefit the folks on the ground with whom we're grantmaking and the fellows with whom we're working.

**Hanan Elmasu:** The excitement for me is around the fact that there was this metamorphosis over the last five years, and we're now at a really opportune moment to emerge from our chrysalis with all of this amazing stuff. We now have this evaluation as a body of work. And it's supporting us to create the infrastructure needed to continue to learn and grow as a grantmaker. Also, I think the world is also more ready for us than it was five years ago. Things were very different then when it came to digital rights. Nobody knew what that meant then, but now there's a real understanding of what it means to not have internet; what it means to have an internet shutdown; what it means to have your voice silenced on digital platforms.

**J. Bob Alotta:** Yes! Plus, we're here! We're doubling down on our investment and our commitment. We already see what happens if we don't strategically invest in this work. How many democracies are tenuous at this stage because of unfree and unsafe and unstable internet and access? I'm excited that we get to work toward making that secure while in true partnership with so many other movements and players in the field and rogue brilliant actors. There's so many more people who we're going to get to work with and whose work will be out in the world because we have a clear and committed path toward investing in them and partnering with them and learning from them, and changing who we are as a result of those relationships. I mean, that's pretty exciting.

The image features a background of marbled paper with a complex, organic pattern of green and yellow-green veins. The pattern resembles natural stone or biological tissue. In the upper right quadrant, a large, white, serif double quote symbol (") is prominently displayed, serving as a focal point or a decorative element.

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# Appendices

**Authors: Simply Secure**

## Program Goals and Design Intentions

Overview of Fellowships vs Awards (Source: Mozilla)

	Fellowships	Awards
<b>Shared Goal</b>	Advance understanding of the challenges facing the internet and support the development of solutions to these pressing threats to internet health	
<b>TL;DR</b>	Funding to an individual to explore a specific issue, sometimes in close coordination with a host organization	Funding to a project team or individual to do specific work
<b>Focus of Funding</b>	The Person The fellow is primary; the project is secondary.	The Project The project is primary; the project team is secondary.
<b>Impact of Funding</b>	Leadership Development The Fellow grows as an internet health leader and remains engaged with the movement over the long term. The host organization, where applicable, builds capacity through the fellow's expertise, and the fellow advances their knowledge of and investment in the organization's field.	Project Development The project produced has a tangible impact on the issues we care about.
<b>Active Fellowship or Award Period</b>	10-12 months for Cohort Fellows 12 - 24+ months for Non-Cohort Fellows	6 - 18 months
<b>Funding Range</b>	\$30,000 - \$150,000+	\$5,000 - \$150,000+
<b>Average Funding Amount</b>	\$117,000 Average stipend + supplements total for fellowships ending in 2019	\$63,000 Average award amount for 2019 awards

**Overview of F&A Objectives (Source: Mozilla)**

<b>Objective</b>	<b>Support Promising Approaches and Leaders</b>		<b>Develop New Thinking</b>
<b>Offering</b>	Awards	Mozilla Fellows	Fellows In Residence
<b>Value-Add to the Movement</b>	Support leaders with promising approaches	Invest in future leaders of the movement	Understand and respond to new threats & opportunities

## Host Organizations

*Table of Organizations that have hosted a Mozilla Fellow*

<b>Organization</b>	<b>Headquarters</b>	<b>Track</b>	<b>Movements and issue areas</b>
Access Now	Brussels, Belgium	Open Web	Human Rights
Algorithm Watch	Berlin, Germany	Open Web	Digital Rights
American Civil Liberties Union	New York, NY USA	Open Web	Human Rights
Amnesty International	London, UK	Open Web	Human Rights
Anti-Defamation League	New York, NY USA	Open Web	Religious Freedom
Artigo 19	Sao Paulo, Brazil	Open Web	Human Rights
Association for Progressive Communications	Johannesburg, South Africa	Open Web	Human Rights
Astraea Lesbian Foundation for Justice	New York, NY USA	Open Web	LGBTQIA+
Bits of Freedom	Amsterdam, Netherlands	Open Web	Digital Rights
Brooklyn Public Library	Brooklyn, NY, USA	Open Web	Education
Center for Intellectual Property and Information	Chicago, IL, USA	Open Web	Law
Citizen Lab	Toronto, Ontario, Canada	Open Web	Human Rights
Code for Science and Society Inc	Portland, OR, USA	Open Web	Digital Rights

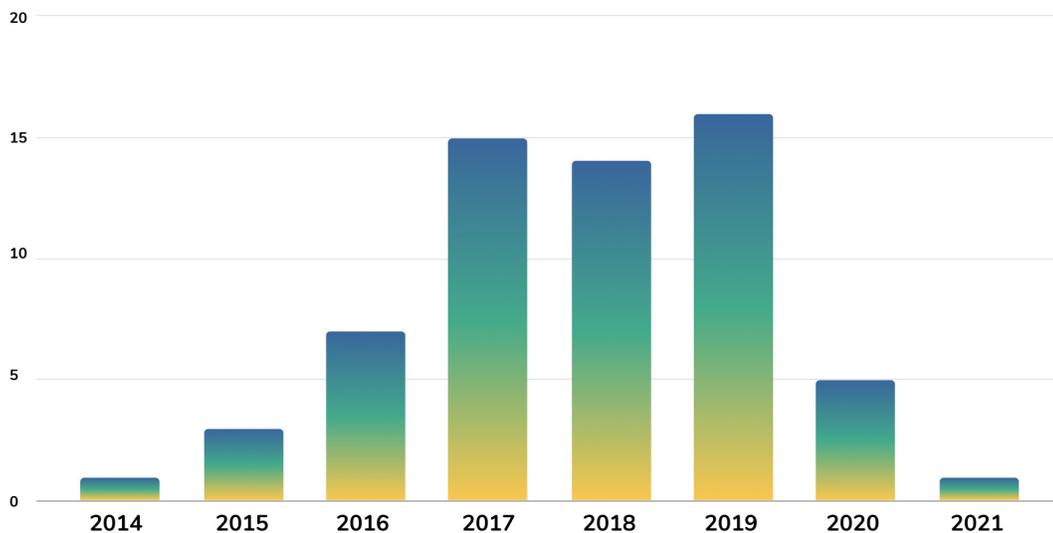
<b>Organization</b>	<b>Headquarters</b>	<b>Track</b>	<b>Movements and issue areas</b>
<b>Color of Change</b>	Oakland, CA USA	Open Web	Racial Equity
<b>Consumer Reports</b>	Yonkers, NY, USA	Open Web	Consumer Protection
<b>Consumers International</b>	London, UK	Open Web	Consumer Protection
<b>Creative Commons</b>	Mountain View, CA	Open Web	Arts
<b>Data Ethics</b>	Copenhagen, Denmark	Open Web	Consumer Protection
<b>Data &amp; Society Research Institute</b>	New York, NY	Open Web	Press Freedom
<b>Derechos Digitales</b>	Santiago, Chile	Open Web	Human Rights
<b>Digital Freedom Fund</b>	Berlin, Germany	Open Web	Digital Rights
<b>European Digital Rights</b>	Brussels, Belgium	Open Web	Freedom of Expression
<b>Free Press</b>	Florence, MA, USA	Open Web	Press Freedom
<b>Freedom of the Press Foundation</b>	San Francisco, CA	Open Web	Press Freedom
<b>Hollaback</b>	New York, NY, USA	Open Web	LGBTQIA+
<b>Human Rights Watch</b>	New York, NY, USA	Open Web	Human Rights
<b>Majal</b>	Bahrain	Open Web	Freedom of Expression
<b>Massachusetts Institute of Technology: Co Creation Studio</b>	Cambridge, MA, USA	Open Web	Arts
<b>Open Technology Institute</b>	Washington DC, USA	Open Web	Digital Rights
<b>Privacy International</b>	London, UK	Open Web	Human Rights
<b>Public Knowledge</b>	Washington DC, USA	Open Web	Law
<b>Research ICT Africa</b>	Cape Town, South Africa	Open Web	Law
<b>Tor Project</b>	Cambridge, MA, USA	Open Web	Human Rights
<b>Wikimedia Foundation, Inc.</b>	San Francisco, CA, USA	Open Web	Education
<b>WITNESS</b>	New York, NY, USA	Open Web	Human Rights
<b>Network Startup Research Center (NSRC)</b>	Eugene, OR USA	OIE	Education
<b>The Internet Society (ISOC)</b>	Reston, VA USA	OIE	Education
<b>University of Dundee</b>	Dundee, Scotland, UK	OpenDOTT	Education
<b>Panoptykon</b>	Warsaw, Poland	Policy	Law
<b>Ação Educativa</b>	Sao Paulo, Brazil	Tech and Society	Environment
<b>FASE</b>	Rio de Janeiro, Brazil	Tech and Society	Human Rights
<b>Mahila SEWA Trust</b>	Ahmedabad, India	Tech and Society	Gender Equity

Organization	Headquarters	Track	Movements and issue areas
Poverty Eradication Network	Nairobi, Kenya	Tech and Society	Human Rights
Katiba Institute	Nairobi, Kenya	Tech and Society	Human Rights
Culture Resource	Beirut, Lebanon	Tech and Society	Human Rights
International Media Support / Febrayer Network	Copenhagen, Denmark	Tech and Society	Press Freedom
Legal Agenda	Beirut, Lebanon	Tech and Society	Press Freedom
EQUIS	Mexico City, Mexico	Tech and Society	Gender Equity
Centro Prodh	Mexico City, Mexico	Tech and Society	Human Rights

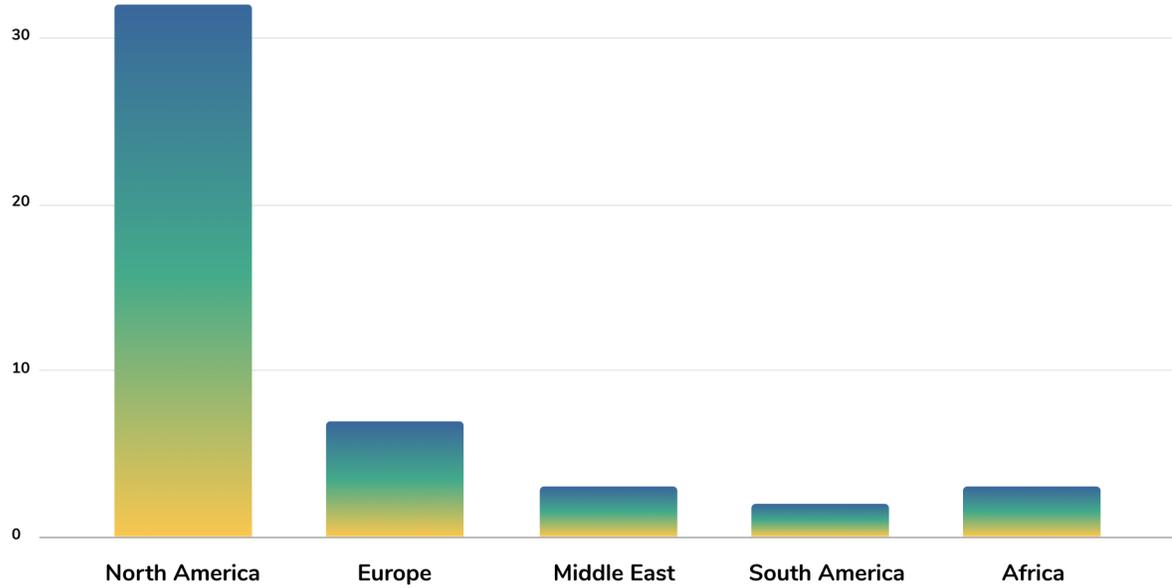
# Survey Results

## F&A Program Survey - 62 responses

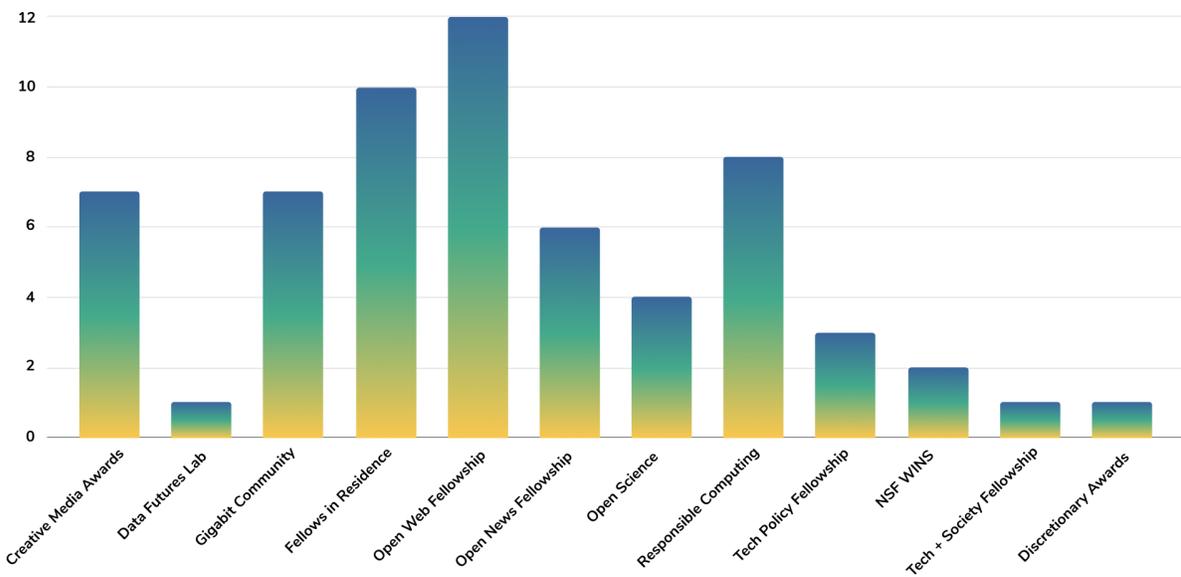
Survey Participants by Start Year



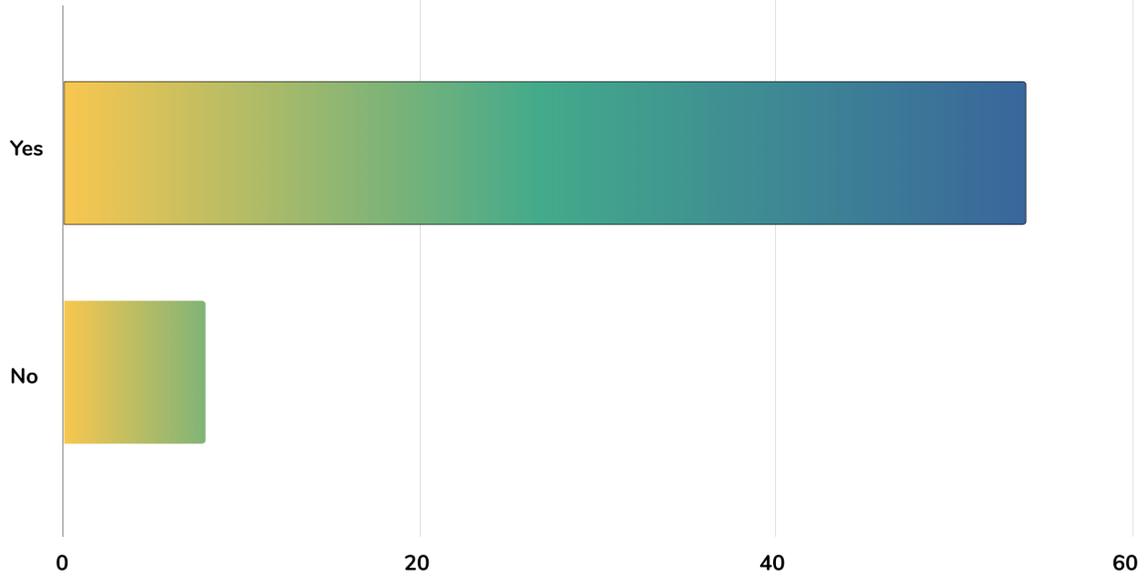
### Survey Participants by Country



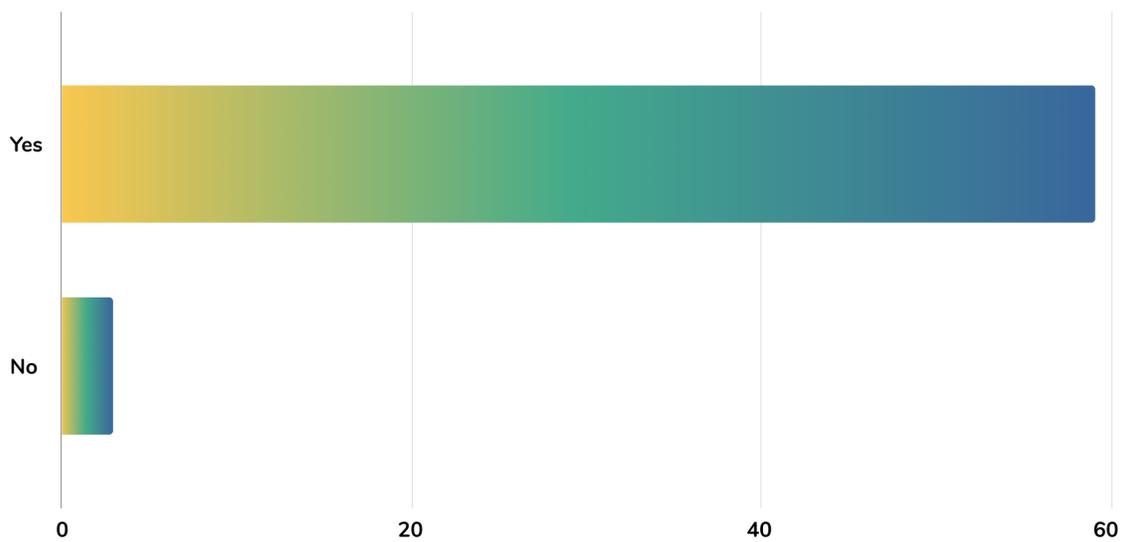
### Survey Participants by Program



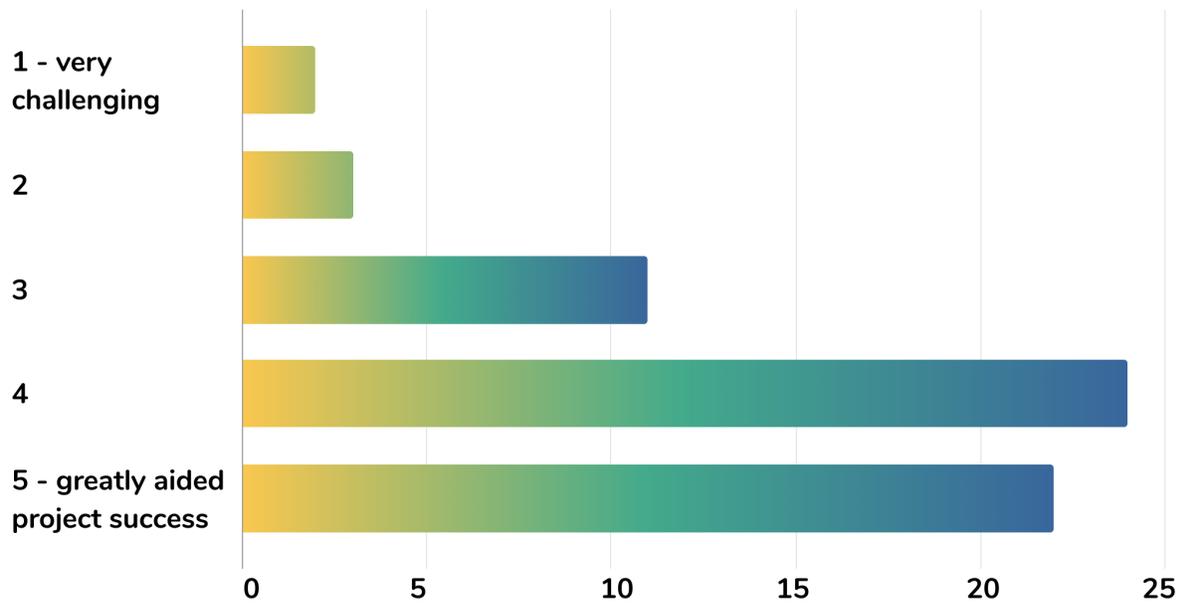
**Has your F&A work had an impact within the social/tech movements or communities you associate with?**



**Did the program help you achieve your goals?**

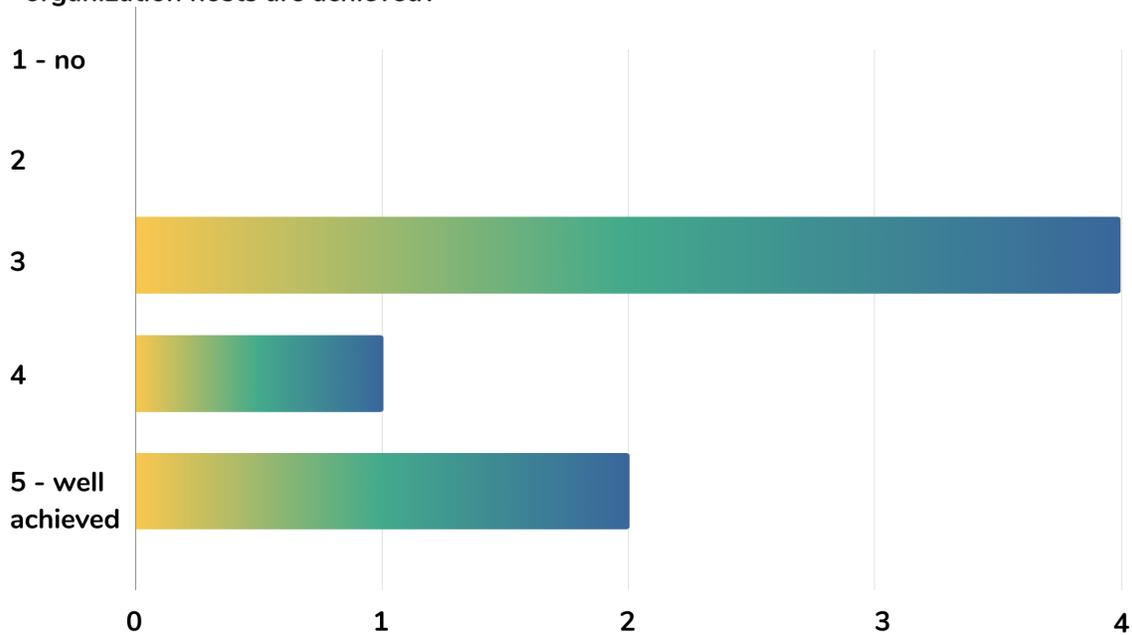


How did the structure of the program you participated in contribute to your project's success?



### Host Organization Survey - 7 responses

Do you think the goals of the fellowship program your organization hosts are achieved?



**Did the Mozilla fellow(s) your organization has hosted contribute positively to your org's mission and goals?**

