DEAR PARTNERS AND FRIENDS,

What a joy it has been to work alongside each of you over the past year. We have been inspired by the incredible things we have seen over the last twelve months: partners investing in the future despite working in conflict zones; community health workers on the front lines, delivering hope for those they serve. The work remains hard and the events of our world remain incredibly challenging.

For the past few years, we have all been waiting for things to settle, stabilize, and normalize, a sentiment I know our small team here at Dovetail shares with many of our partners. And yet, perhaps the truth we have rediscovered — sometimes in wonder, sometimes in fear, often in gratitude — is that the world will always continue to change before our very eyes.

This year: We welcome new colleagues with great enthusiasm, as we chase the opportunities in front of us. We say goodbye to and cheer on teammates stepping into new seasons in their careers. We embrace the joy of learning something novel and we unlearn something that no longer holds true. We journey with our partners as they effort tirelessly to do more, better, faster, for the people they serve.

Amidst all this change, we wait with great anticipation, trusting that the God of all wonders will deliver His promises:

“REMEMBER NOT THE FORMER THINGS, NOR CONSIDER THE THINGS OF OLD. BEHOLD, I AM DOING A NEW THING; NOW IT SPRINGS FORTH, DO YOU NOT PERCEIVE IT? I WILL MAKE A WAY IN THE WILDERNESS AND RIVERS IN THE DESERT.”
— ISAIAH 43:18-19

Thank you for inviting us to partner with you in the work of renewal in a changing world, dear partners and friends. You teach us so much, you change us, and we are grateful for it.

Read on for a glimpse of the amazing work our partners are seeding around the world.

Warmly,

Robin Bruce, President, Dovetail Impact Foundation
David Weekley, Chairman, Dovetail Impact Foundation
PROMOTING HUMAN FLOURISHING

The Dovetail Impact Foundation invests time, treasure, and talent in organizations that promote human flourishing.

“Loving Our Neighbor” is the founding principle for the work of the Dovetail Impact Foundation, and we believe in giving urgently and without delay because the magnitude of global opportunity compels us to do more and go further.

Dovetail (formerly David Weekley Family Foundation) was established in 1990 with profits from David Weekley Homes, a U.S. homebuilding company started by David Weekley in 1976. Initially, we engaged philanthropically in our local community of Houston, Texas, USA. But since then, our work has expanded across the globe as our partners confront challenges that require the very best of our hearts, minds, and spirits.

We’re grateful to have had an exciting 31st year of grantmaking with 83 international, 36 domestic, and 60 acceleration partners working in over 40 countries.

“AND WHAT DOES THE LORD REQUIRE OF YOU? TO ACT JUSTLY AND TO LOVE MERCY AND TO WALK HUMBLY WITH YOUR GOD.” — MICAH 6:8
GRANTMAKING APPROACH

"FROM EVERYONE WHO HAS BEEN GIVEN MUCH, MUCH WILL BE DEMANDED; AND FROM THE ONE WHO HAS BEEN ENTRUSTED WITH MUCH, MUCH MORE WILL BE ASKED."
— LUKE 12:48

We look for three fundamental principles in organizations:

First, **high leverage**: accomplishing a lot with a little.

Second, **scalable**: the desire and potential to impact millions of people.

Third, **sustainable**: over time, their model is not wholly reliant on private philanthropy.

Learn more about our grantmaking approach [here].
GIVING OVER TIME

TOTAL GIVING BY SECTOR

BREAKDOWN BY SECTOR

COMMUNITY DEVELOPMENT

EDUCATION

CHRISTIAN FAITH FORMATION

LIVELIHOODS

JUSTICE

HEALTH

OTHER

INTERNATIONAL $ (M)  DOMESTIC $ (M)
INTERNATIONAL PORTFOLIO

Photo Credit: Wandikweza
We partner with organizations serving people experiencing poverty, investing in potential “breakout” solutions that can produce outsized impact as they grow. Our partners work in geographies with increasing rates of poverty, translating to a geographic concentration in Sub-Saharan Africa and South & South East Asia.

Dovetail’s strongest partners bring:
• Urgency worthy of the people they serve;
• Lean and efficient operations focused on getting to impact and scale;
• Wisdom to invest in measurably excellent work and innovation; and
• Foresight to imagine how their solution will integrate into existing systems.

New partners are typically organizations that have proven the efficacy of their core intervention and are early on the path to scale. They have leaders with a coachable spirit and an ambitious vision for impact. As a rule of thumb, we target annual budget size between $500k and $5M when we begin partnerships.

We invest in organizations seeking to grow geometrically in their impact while growing incrementally in their expenses. Our funding focuses on seeding models that are at a tipping point and have the potential to scale, rather than the scaling itself. Organizations with an incremental growth model or mature service providers are generally not a good fit for partnership with us.

We take a long-term view of partnership, which allows for the trust necessary to give us insight into moments of catalytic change. We call these catalytic moments when investments in human capital, infrastructure, or strategic expansion can propel an organization on the path to scale.

“TRUE STEWARDSHIP IS A TANGIBLE EXPRESSION OF LOVE IN ACTION”
INTERNATIONAL GIVING STRATEGY - BY SECTOR

**LIVELIHOODS**
Generate sustainable pathways for economic opportunity for people living in poverty. Create and maintain systems that allow individuals to use their inherent talents to earn a living.

**HEALTH**
Support catalytic leverage points in healthcare and health systems. Provide and improve access to essential, timely, quality, affordable basic services for those at the bottom of the pyramid. We know that proactive, whole-person care is part of human flourishing.

**EDUCATION**
Enable quality education for children to help them build skills for the future. Create shared prosperity and opportunities to participate in the economies of the future.

**JUSTICE**
Promote the presence of, access to, and enforcement of the basic rule of law. Ensure equal access to rights and justice with a goal of reducing poverty. Support the eradication of forced labor, modern slavery, human trafficking, and the worst forms of child labor.
INTERNATIONAL GIVING SNAPSHOT

$21.6K AVERAGE ACCELERATION PORTFOLIO GRANT

$150K MEDIAN GRANT AMOUNT *not including Acceleration grants

$210K AVERAGE GRANT AMOUNT

143 INTERNATIONAL GRANTEES

32% FAITH-BASED ORGS

48% PROXIMATE LEADERS
GEOGRAPHIES OF IMPACT

INTERNATIONAL GIVING BY SECTOR

BREAKDOWN BY SECTOR

- Health: 33%
- Livelihoods: 22%
- Justice: 23%
- Christian Faith Formation: 10%
- Education: 10%
- Other: 3%

# OF PARTNERS

0 - 33
Through the Acceleration Portfolio, we invested in smaller African nonprofit organizations - 60 organizations so far. Acceleration partners have annual budgets under $500,000 – though most are under $300,000 - and they work in one of our four priority sectors: health, livelihoods, justice, and education. They have the opportunity to work with Mighty Ally Institute through communications and strategy workshops and one-on-one coaching.

Our goal in launching the Acceleration Portfolio is to partner with high-potential early-stage organizations for a maximum of three years through unrestricted annual grants between $10,000 and $25,000. In addition, each grantee receives capacity-building support to help grow their impact, focus their programs, hone their message, and expand their funding base. Hopefully, some of these organizations will also move into our Scale Portfolio over time.
HERE ARE A FEW HIGHLIGHTS OF EXCITING DEVELOPMENTS, POWERFUL RESULTS, AND MEANINGFUL IMPACT FROM A FEW OF OUR INTERNATIONAL PARTNERS IN 2022
GGEM Farming helps farmers to grow their yield and improve the quality of their crops. Through a combination of training, infrastructure development, and small loans, they establish an ethical marketplace that bundles and sells improved crops and puts more money back into farmers’ pockets. This approach uplifts farmers, their families and communities.

GGEM’s transformative moments in 2022 meant piloting their first multi-season year where farmers were able to farm and earn two fair incomes, making it possible for farmers to dream bigger and plan better for their families.

Looking ahead, GGEM is driven to deliver an alternative food system for the 18 million+ people across rural Malawi who depend on agriculture to survive. They will focus on a marketplace that ensures farmers receive a fair income for their produce. With a focus on improving farmer productivity while actively adapting to our emerging climate realities, GGEM is accelerating improvements in farmer livelihoods in key food production areas.
International Justice Mission (IJM) is a global organization that protects people living in poverty from violence. To support the work of justice globally, IJM spent years digitizing their work, pulling together data to provide an end-to-end picture of all cases.

This year, the data came together in the launch of the Justice Data Solution (JDS) platform. JDS is a groundbreaking, cloud-based platform that offers a holistic ecosystem for capturing and analyzing data for casework, program, stakeholder, grant, and activation management.

IJM is also preparing to build the next phase of JDS: the Partner Portal. IJM’s 2030 Vision of protecting 500 million lives relies on activating a network of partner organizations. By 2030, IJM plans to have more projects led by partners than by IJM staff; the JDS Partner Portal is the solution that will equip IJM to scale through partners. The Partner Portal will guide partners through learning and implementing IJM’s justice system strengthening model, empower partners with their own data and insights, and allow IJM to track partner progress and results.
Rising’s academic system is based on a simple but powerful formula: great content for every lesson, great coaching for every teacher, and rapid feedback and data for every school. The formula works: independent studies show Rising students make more than twice the progress of their peers in comparable schools and evaluation in Liberia by the Center for Global Development (CGD) showed “a consistently positive pattern of results across learning, access, and safety.”

Founded in 2014, Rising’s work now encompasses more than 250,000 students across nearly 1,000 schools in Ghana, Rwanda, Sierra Leone and Liberia, making them one of the fastest-growing quality-focused education companies in Africa. Along this journey, they’ve provided emergency education to children kept out of school by the Ebola epidemic and developed radio programs during the covid pandemic that reached more than 20 countries around the world.

Rising is now focused on working closely with governments and other school networks to take their model to scale and deliver even more impact. “However we do, we always strive to do better” can be found inscribed on the walls of their offices in Freetown, Monrovia and Accra.
DOMESTIC STRATEGY

HOUSTON: A SOCIAL INNOVATION HUB

The Foundation will continue to give back to the city and region we call home, Houston, the most diverse metropolitan area in America, with more than 7.2M people across 8,268 square miles. Our focus is to invest in big ideas and servant leaders that operate in Houston or are open to expanding here in the next 12 months that will foster the growth of SEEDS to collectively improve the quality of life for individuals and families in under-resourced communities across our prioritized sectors.

SCALABLE
• Is designed to achieve hockey stick growth to impact and improve the conditions for individuals in under-resourced communities.

ENDURING
• Has a theory of change and financial health to position it to grow and thrive in various economic conditions. They are always open to adapting the model for long-term impact.

EVIDENCE
The intervention delivers proven results through validating evidence that supports the organization’s growth and the ability to reach more individuals cost-effectively without sacrificing impact.

DRIVE
The leadership team is highly coachable and operates with urgency to solve big problems. They serve as a “voice of influence” in their sector, engaging in thought leadership or publishing lessons learned.

SERVANT LEADERSHIP
The organization’s CEO and board inspire trust, operate with integrity, and demonstrate great care for their team and beneficiaries. They are intentionally curious and consistently demonstrate a desire to learn from others.
2022 DOMESTIC GIVING

BREAKDOWN BY SECTOR

- Community Development: 60%
- Education: 9%
- Other: 8%
- Livelihoods: 3%
- Health: 2%
- Christian Faith Formation: 8%

38 Partner Organizations

Mean Grant: $198K

Median Grant: $55K
HERE ARE A FEW HIGHLIGHTS OF EXCITING DEVELOPMENTS, POWERFUL RESULTS, AND MEANINGFUL IMPACT FROM A FEW OF OUR DOMESTIC PARTNERS IN 2022
Working with over 400 clinics in 42 states, CareMessage leverages technology to help safety-net organizations fulfill the essential needs of underserved populations. Today, CareMessage is the largest patient activation engine for underserved populations in the United States, reaching millions of underserved patients every month with powerful results, including reduced no-shows and improved medication adherence.

CareMessage improves health outcomes and reduces the cost of care, ensuring that individuals are able to achieve equitable health outcomes regardless of income or background. Their software focuses on:
• Improving access, communication, and connection with patients
• Driving efficiency with tools and workflows that reduce no-shows and increase completed appointments
• Maximizing clinical quality and reimbursements with evidence-based programs and workflow automation.

CareMessage has also developed text messaging-based disease management programs to enable low-income patients to self-manage common chronic conditions, including type 2 diabetes, hypertension, high cholesterol, childhood obesity, congestive heart failure, emphysema, COPD, asthma, HIV, and depression.
The Gulfton/Sharpstown neighborhood is one of the most diverse communities in Houston, and one of the most densely populated, with a median income of $26k. Sadly, due to years of disinvestment, this largely immigrant and refugee neighborhood has become an area of concentrated poverty.

Stepping into the role of the church as the hands and feet of Christ, St. Luke’s United Methodist Church provided land at their Gethsemane campus and funding from their parishioners to build a community center for youth and their families. The center will house their youth program and bring together four other community-based organizations to address residents' educational, social, spiritual, physical, and mental health needs.

St. Luke’s mission for the center is to provide ample room for operations and future growth of meaningful access to services and programs. Building the community center is a meaningful partnership between the church and the community as they partner together, offering more than 1,000 residents per week access to health and well-being services while building a stronger, healthier neighborhood.
REFLECTIONS

Photo Credit: Sanku
OUR GOALS FOR 2023 INCLUDE:

1. Accompany partners on their journey to scale; develop our toolbox of offerings for support “beyond the grant”.

2. Deepen investment in promising Acceleration Portfolio partners; launch a third cohort of organizations in 2023.

3. Support organizations enrolling in the International Retirement Savings Plan; refresh decision-making and employee engagement tools developed in partnership with Appleseed.

4. Catalyze growth for partners in transformative moments; provide multiyear surge grants to support their journey towards scale.

LOOKING AHEAD

Photo Credit: Muso
This year, we invited the Center for Effective Philanthropy to conduct a Grantee Perception Report (GPR) – a confidential survey of our partners about what it’s like to work with us. We are grateful that so many of our partners were willing to provide their candid feedback. Their answers have helped us to reflect and learn as we strive for excellence in our support of their work.

Partners rated Dovetail high in our approach to relationships, responding that our team exhibits candor, clarity, and transparent communication.

• Partners felt that we had room to improve our understanding of their respective fields of work and related local community and context.

Partners feel that Dovetail is “on their team” and see us as understanding their organization’s strategy and mission.

• They also felt that we could deepen our trust in our partners’ teams.

Partners overwhelmingly appreciate Dovetail’s perspective on providing unrestricted funding for general operations, and cited that as a critical ingredient in fueling their success.

• Partners suggested that we consider exploring more multi-year funding.

We will take this opportunity to further codify the practices leading to strong partner relationships and communications, especially as the Dovetail team grows and the organization approaches further growth in partnerships and giving. We look forward to repeating this process in 3-5 years!
MEET THE TEAM

The Dovetail Impact Foundation comprises a growing team of talented investment professionals who are honored to come alongside passionate leaders and organizations creating meaningful impact in the world.

THANK YOU FROM THE DOVETAIL TEAM!
"We will continue to labor tirelessly, seeking to embody our role as servants, joining God in His work of restoration for the world."

David and Bonnie Weekley

"TO WHOM MUCH IS GIVEN, MUCH IS REQUIRED."
— LUKE 12:48

“We will continue to labor tirelessly, seeking to embody our role as servants, joining God in His work of restoration for the world.”
David and Bonnie Weekley