

Grassroots Grantmaking: Embedding Participatory Approaches in Funding.

A WINSTON CHURCHILL FELLOWSHIP REPORT
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How to read this report

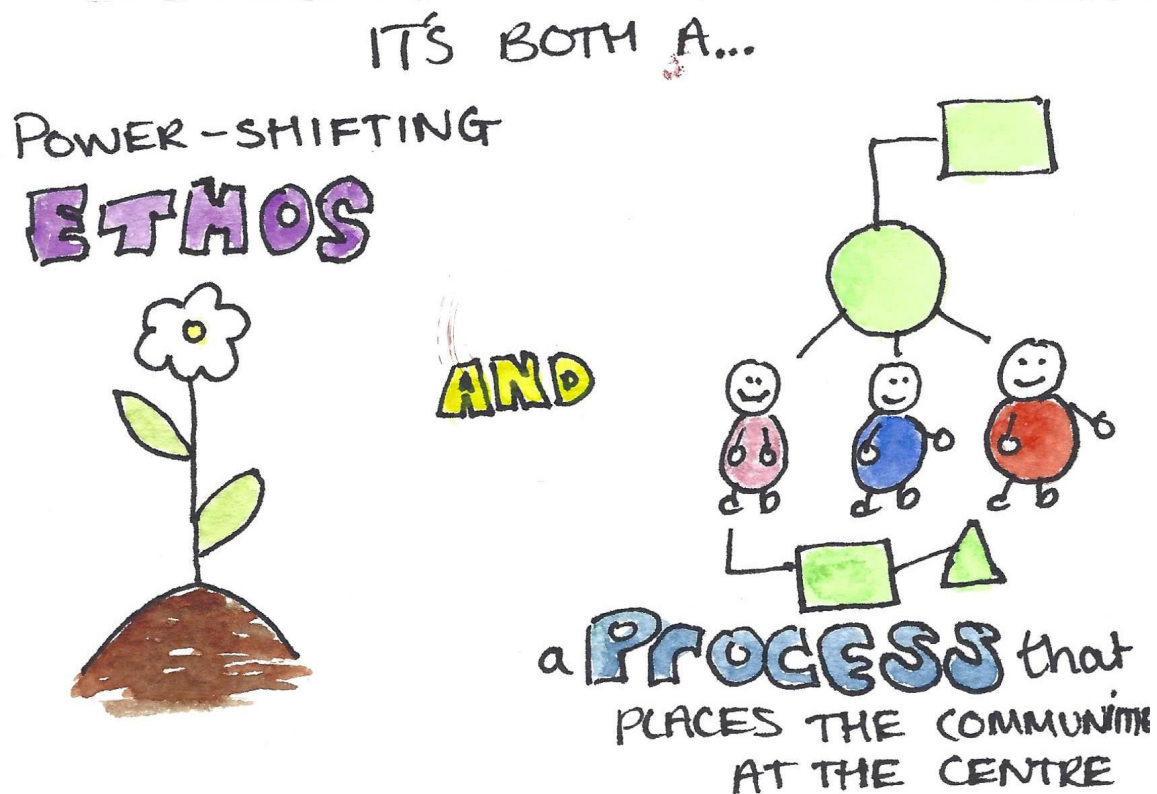
I am not a fan of long reports. I tend to read the executive summary and not much else. I've tried to make this report as easy to read as possible by compiling short sections on various themes and topics so the reader can dip in and out, using the table of contents to access the issues you are most interested in.

Ultimately, this report is about creating change within the philanthropic sector supporting funders to understand why participatory grantmaking approaches can help them not only devolve power out into communities but also help to make the best funding decisions in order to create solutions to the challenges society faces. A report is a great starting point to allow you to understand the basics and utilize some of the things I have learnt in your own work. But my Fellowship is about creating change so if you would prefer to talk through what I've done and learnt or want help to embed some of this within your own practices please do get in touch and we can have a chat or go for a coffee.

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What is Participatory Grantmaking (PGM)?



I have taken the below from the Grantcraft report - Deciding Together, written by Cindy Gibson.

"There is no formal definition of participatory grantmaking, but practitioners doing this work agree that it:

- Emphasizes "nothing about us without us."
- Shifts power about grantmaking decisions by involving—or giving all power to—the people most affected by the issues or problems.
- Empowers and gives agency to people who benefit from funding to determine the priorities of their lives.

This report will use the following definition that has been developed collaboratively by the contributors to the Grantcraft Guide:

"Participatory grantmaking cedes decision-making power about funding— including the strategy and criteria behind those decisions—to the very communities that funders aim to serve."

Executive Summary

For me some of the most interesting insights to come out of my research were around how traditional funders can move towards participatory models, and the fact that this is possible. As interest in participatory grantmaking (PGM) gathers momentum it is likely that one-off programmes will be designed and tested but will quickly fade as the next 'latest thing' arrives. This research has tried to identify and address some of the biggest barriers and things to think about, with examples from funders, grantmakers and foundations who are doing it well, in order to help others embed PGM. I have looked at risk factors or concerns that might stop a board or senior management supporting this approach and what resources and staff skills are required to operationalise it.

Other key aspects of getting PGM right is really knowing what the drivers are. What is it that's pushing a foundation to trial or embed it? Once you understand the purpose and context in which you are working, you can start to ensure the model of PGM you use is suitable. As PGM becomes the new hot topic it is easy to fall into just doing the most common or 'easy' approach rather than exploring what is the best approach for the communities you're trying to serve and context you are working in. And whilst there are many benefits to adopting a PGM approach, it isn't a silver bullet that will overcome all the challenges the grantmaking sector faces; this report also explores when PGM might not be the best funding model to use.

Evaluation is also a key topic that will enable a shift in practice and help foundations to embed PGM. Using participatory approaches to evaluation can allow us, as funders, to work with communities to understand how and what is successful. Looking at evaluation as an ongoing learning opportunity and embedding this right from conception allows us to understand what is going well and where we could learn and improve. We can work with communities to understand what they want to know and use techniques that have been designed collectively to meet the needs of both funders and grantees, without adding unnecessarily to the workloads of grantees.

The discussions around whether PGM can provide good systematic or long-term funding decisions have been particularly interesting with some methods of PGM being more appropriate to provide this. However, there are many who don't see communities as able to think or make decisions in this way. I do not think this is the case and truly believe that if you provide the support, time, facilitation and model of decision making along with a clear outline of the purpose of the funding, grassroots communities and organisations are more than capable of thinking and delivering in strategic and systematic ways to benefit the entire sector.

Recommendations From My Fellowship

- Try to embed PGM within your work. Explore ways you can devolve power within all aspects of grantmaking, not just for the final sign off decision.
- Understand the drivers for your work so you can design an approach that works for the communities you are trying to serve.
- The challenges facing traditional funders moving to use PGM approaches are very different to those who were set up and run as PGM funders; understanding what the blockers you are facing is the first step in changing tack (be careful not to assume that people will be against this way of working until you ask, you might end up creating barriers that don't necessarily exist).
- Embed evaluation into the design on your approach, think about what success means and who gets to define this. Reflect on where the power sits with evaluation and design an approach that aims to support and lift communities rather than just ticking a box for your own records.
- Reflect on and recognise the societal structures of privilege and power that shape the way you work. This is a learning journey and one that you must actively engage in throughout. Be explicit about power; recognise, name and challenge it, accept you have it.
- Support PGM organisations who are leading in this space, learn from them, fund them, and pay them for their time and expertise.

Within Your Own Practice

- There is already good practice out there, you aren't the first to do this. Don't feel like you're on your own figuring this stuff out; talk to people.
- Don't let perfect be the enemy of done but strive to make your work as good at decentralising power and decisions as it can possibly be.
- Surround yourself with people who can challenge and support you. If you only talk to people who say yes, or that you are doing a good enough job then talk to some different people.
- You will need to trust others and build trust in yourself – you don't automatically have this just because you've got the cheque book. It's important to recognise what you are asking for people. Are you taking their time, wisdom, energy, are you taking them away from their work or family to do something for you? They do not owe you that. Be aware what people are giving up to ultimately help you. What can you do to make this possible - for example how can you provide payment, training, child care etc?
- Feedback is the breakfast of champions – seek it, welcome it, and act on it.
- Surround yourself with critical friends who can support you to do more and be better, who can remind you why you are doing this when you get bogged down in the bureaucracy.
- Get comfortable with conflict. It's not a bad thing, differences in opinion and challenge can strengthen the solutions.
- Have a strong facilitator – train people up or bring in an expert. The Facilitator's Guide to Participatory Decision-making by Lenny Lind and Sam Kaner might help.

I have thoroughly enjoyed the opportunity to travel, learn and meet with people from across the world and really value the perspectives and space it has provided me to think about participatory grantmaking from all angles. I am already developing different ways of taking this learning forwards in my own professional life, but I hope that this report provides food for thought for all those working in grantmaking spaces and some practical tools and considerations for people looking to test and embed PGM in their own organisations and countries.

Acknowledgements

My biggest thanks go to the Winston Churchill Memorial Trust.

Hi Julia,

I wanted to drop you a message to say thank you for the opportunity to be a Churchill Fellow, it has been truly incredible for a number of reasons.

I was interviewed for my Fellowship on a Tuesday and that Friday my fiancé was diagnosed with cancer at the age of 26. The next Monday I launched my participatory grant making funding programme at the National Lottery Community Fund, the subject of my Churchill Fellowship and the driver for me applying. Needless to say those five days were a complete rollercoaster of emotions, the nerves and excitement for the interview and the possibility of doing the Fellowship; the crushing sadness and fear at the diagnosis and the joy at launching a £1m funding programme I had been working on for a year. Over the next few weeks as we went through lots of very quickly arranged medical appointments I had a constant fear in the back of my head about what I would actually do if I got the fellowship – would I be able to do it, could I leave the UK, what would treatment look like? I had even got to the point where I thought it might be easier to not be awarded the fellowship then have to make the painful decision to decline.

I shouldn't have worried about this at all. As soon as I spoke to one of your staff members about my situation they were flexible and supportive, telling me I wouldn't need to make any decisions until I knew what was happening. I managed to organise my travels for later in the year when all the treatment rounds were complete and incredibly Jess was able to accompany me for much of the fellowship, working from where ever we ended up. This was an incredible opportunity and way to celebrate what we (fingers crossed) can put behind us. So not only have I learnt so much about participatory grant making from some truly incredible people you've allowed us both to forget that cancer exists for 8 weeks and we are both eternally grateful.

I just wanted to say thank you for what you do but more importantly the way that you do it, supporting each Fellow in ways that best suits their personal circumstances, it has been live affirming (quite literally!)

And if you want to learn more about thyroid cancer you can check out Jess' blog:

<https://thyroidgoblin.wordpress.com/>

Thank you

Hannah Paterson
Senior Portfolio Manager - UK

I'd like to thank my employers, The National Lottery Community Fund for supporting me in this incredible opportunity and allowing me to take the time off work. I'd like to thank my colleagues especially Yvonne Campbell who supported our team while I was away, Gemma Bull and Dan Paskins for supporting me to implement the learning on my return and Derek Bardowell for pushing me to apply.

I'd like to thank Conor Cross, without you we wouldn't have managed to do something so exciting. Baljeet Sandhu and Nusrat Faizullah who have been constant critical friends through the development of the Lived Experience Leaders Programme.

Rose Longhurst who has long championed this work in the UK, to the Edge Fund who have provided a robust example of how it can be done. To the authors of and contributors to the Grantcraft Report, my bible on all things participatory grantmaking.

Jess, for helping with all the logistics, organising, travelling and map reading. For being my sounding board and travel companion. For leading me to the best cheesecake in New York, walking for miles around Smithsonian exhibitions, watching octopuses together, eating more bagels than I can count, trekking through the bush to find lilac breasted rollers, humouring my wish to see an ice hockey game, encouraging me to explore San Francisco on my own and getting me back on a horse (quite literally).

Finally, my thanks to all those who met with me, spent time and energy distilling their wisdom and knowledge. I am eternally grateful to you all:

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Retha Robinson
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Peery Foundation

THANKS

To...

Grantmakers
for Effective
Organisations

The Other Foundation
Peery Foundation

Soweto Pride

PLUS the LGBTI+
Business Network

The Disability
Rights Fund

The Bikuben
Foundation

RSF Social Finance

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NoVo

Wikimedia Foundation

Ford Foundation

Participatory
Budgeting

Candid

Carla
Sutherland

Lawyers for
Human Rights
San Francisco
Foundation

Trust Based
Philanthropy

Tamalpais Trust

Katy Love

About The Fellow



Nothing About Us Without Us art piece.

A lot of my life experience comes from the disability rights movement. As a student and then in the first part of my career I have worked campaigning for the rights of disabled people, predominantly in education.

One of my guiding values 'nothing about us without us' is a mantra of the disabled people's movement and has set my career trajectory to where I am now. Nothing about us without us is what underpins participatory grantmaking - the concept that those who experience an issue should be at the forefront of developing and delivering solutions.

I currently work for the National Lottery Community Fund as a Senior Portfolio Manager in the UK Portfolio. I have been lucky enough within this role to develop the Leaders with Lived Experience Pilot Programme[i]. A lived experience leader is someone who uses their first-hand experience of a social issue to create positive change for, and with communities and people they share those experiences with.

This funding programme was completely designed with Lived Experience Leaders - we went out and spoke with over 70 lived experience leaders to understand the barriers and enablers they faced. We then took 17 Leaders away on a residential to collectively discuss and design what the programme should look like. This included what it should fund, who should be eligible

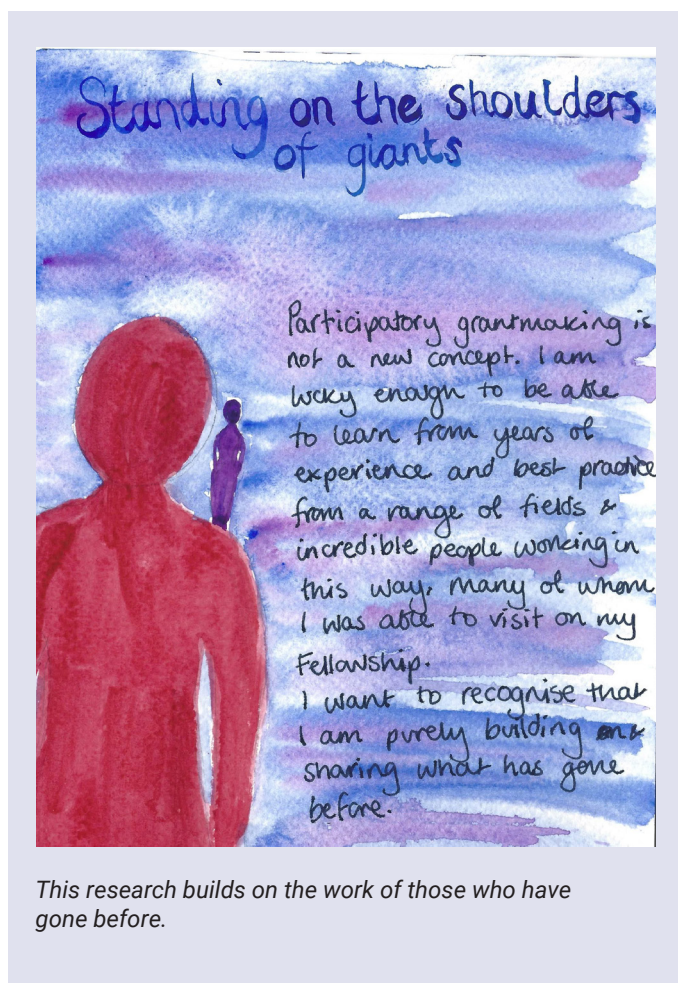
to apply, how they could apply, who should make the funding decisions and how they should make them, what we should be looking for, how we would advertise it and how we should support grant holders. We were joined by Leaders with Lived Experience on our decision-making panel and funded 20 incredible organisations over £800,000. We recruited a learning partner from the community to support the grants with their learning and evaluating.

Through the year long process of design and delivery I explored a range of participatory grantmaking approaches, using the Grantcraft report[ii] as my bible and talking to funders up and down the country to find out what they were doing and how. It was through this research I realised there are a lot of foundations in the UK who are trailing or are interested in developing participatory approaches who might want to learn from what is happening elsewhere in the world.

My research led me to the Winston Churchill Memorial Trust[iii] which interestingly use participatory approaches as their interview panels for their Fellowships are made up of experts in the field rather than their own staff.

Through exploring their work more applying to be a Fellow and explore participatory grantmaking in South Africa and the USA was the next incredible opportunity.

Introduction



For my Fellowship I travelled to Johannesburg in South Africa for two weeks and Boston, Washington, New York and San Francisco in the USA over four weeks. I was also able to spend some time in Cuba for a holiday.

I chose to travel to South Africa because I had the opportunity to meet with The Other Foundation who are leaders in the field of PGM. I spent my time with just this organisation getting to know their approaches, staff, trustees, peer reviewers, grant holders and applicants. I was particularly interested in the context of participatory funding for southern African countries as it provides an approach that mitigates some criticisms that arise in funding from the global north to the south; devolving power from funders and donors to the communities responding to the issues they face.

Fortunately, I was able to coordinate my travel dates with the Kopano (from the Sotho n. [ko-pa-no]) meaning a gathering to address an important issue). This gathering is only hosted once every two years so to be able to spend time with and learn from LGBTQI activists from across southern Africa was a huge privilege and opportunity.

The USA was chosen due to the large number of funders using PGM methods. PGM in the USA, although not common practice across all funders is much more established than the UK. In contrast to South Africa

I spent short amounts of time with a larger number of organisations this gave me a breadth of insights—from smaller grassroots funders to infrastructure organisations, larger more traditional funders testing these approaches to consultants in the field.



My journey map.

My Best Bits

Whilst in Johannesburg I spent my time with The Other Foundation^[iv] meeting their staff, trustees, peer reviewers, grant holders and applicants. I had the privilege to attend their Kopano (from the Sotho n. [ko-pa-no]) meaning a gathering to address an important issue). This was a gathering of 250 Lesbian, Gay, Bisexual, Trans, Queer and Intersex (LGBTQI) people from across 13 southern African countries, all of which are facing very different and difficult challenges for the LGBTQI communities.

This conference was hosted at the Cradle of the Humankind a world heritage site, home to around 40% of the world's human ancestor fossils, and it is claimed the oldest human fossil ever found. Whilst I was there the Cradle of the Humankind were hosting The Long March to Freedom exhibition, featuring 100 life-size bronze statues of people who have helped move South Africa toward freedom. It included statues of well-known activists such as Nelson Mandela, Walter Sisulu and Adelaide Tambo, as well as lesser-known figures like the 17th century leader Autshumato, who was the first political prisoner sent to Robben Island for defying colonial authorities.

For the opening of the Kopano delegates gathered by the exhibition, surrounded by the life-sized statues of those who had fought for freedom. They waved flags representing all aspects of the LGBTI community and

were led in song and dance by an incredible woman with a megaphone singing both traditional songs as well as one of my favourites - 'this is what democracy looks like'.

As I stood in the blazing South African sun surrounded by singing, dancing, flags from so many queer identities flying proudly and with people from across southern Africa I was so moved and so blessed to have shared in that moment. For me it was the absolute highlight of my Fellowship adventure.



LGBTQI people singing This is What Democracy looks like in the South African Sun.

Other best bits included

The view from Candid's office overlooking the Hudson River.

Sharing lunch with Sarina Dayal and Shaady Salehi.

Getting a real-life hard copy of the Grantcraft report.

Being excited by conversations with Chris Cardona and Nichole Hoeflich.

Reconnecting with Yael Shafritz.

Finally chatting with Jen Bokoff and Diana Samarasan having followed their work for a while.

Plotting and cupcakes with Katy Love.

Spending time with Carla Sutherland, eating cheesecake and drinking gin.

Being challenged by Samuel Shapiro.

Being welcomed like an old friend by Shekeshe Mokgosi.

Learning from Thandeka Mukuku, Lwazi Mulaudi and Nandi Msezane experiences.

Recognising the synergies between the Boston Foundation and my own organisation and being excited by Vetto's enthusiasm.

Hearing all the recommendations for places to go and things to see from the crew at Disability Rights Fund and then doing most of them.

Eating fab food in Chinatown with Jamie Tyberg and Catherine Eusebio.



The Long March To Freedom exhibition.

You Asked, I Explored...



In order to make my Fellowship as helpful to the sector as possible I asked what information you need in order to help embed participatory grantmaking in your own foundations and based my research questions on this.

Some of these questions I was able to explore, others were a little harder to grapple with. They do give an understanding of where UK funders are at with the topic and provide an insight into where future research could seek to explore.

- 1** What techniques can enable working across large geographies?
- 2** How can you fund other organisations to do participatory grantmaking?
- 3** How do you make participatory grantmaking accessible?
- 4** How does participatory grantmaking not just exacerbate/recreate current power dynamics?
- 5** What's the driver? Why are you doing this?
- 6** What are the different models, approaches and techniques?
- 7** What's the impact on communities?
- 8** What evidence and conditions are required to enable a shift to participatory grantmaking e.g. buy in at senior/board level, resources required and the structure of an organisation?
- 9** How unintended and intended consequences can be measured and evaluated?
- 10** What tools are people using to evaluate both the process and outcomes of the grants?
- 11** Are/how are grants different when they are made through participatory grantmaking approaches?

Participatory Grantmaking or Participatory Budgeting?



In Scotland and Northern Ireland, the concept of Participatory Budgeting has really taken off and in Scotland 1% of each local authority budget needs to be decided through participatory decision making. Participatory budgeting and participatory grantmaking are often used interchangeably. I think it's important to point out that there is a difference between these two things and explain what that is.

Participatory Budgeting (PB) is an innovative process which enables residents of a community to have direct decision-making powers over the allocation of public resources in their communities.

PB allows local authorities and local representatives to engage with communities and encourages civic and democratic involvement. There are some PB approaches that engage the community in identifying how budgets are spent e.g. being able to vote on the most important areas of work for local communities or feed in how a community member would split up a council budget.

Other PB approaches give over money to the community for them to decide directly how it is spent. This is most often facilitated through a community vote event.

These events tend to have some core features:

- Outlines of proposals are shared with the other applicants and are presented to the community at a decision event or decided through an open and accessible process so that everyone knows who else is bidding and for how much.
- Applicants present their idea to their community - this is usually through a 2-3-minute pitch but could also be a video or marketplace set up where each group has an information stand.
- Everyone then scores or votes on the bids in order to decide who will receive funding.
- You can find out more about running PB events in this super handy guide: <https://pbnetwork.org.uk/wp-content/uploads/2016/10/Grant-Making-through-Participatory-Budgeting.-A-guide-for-Community-Choices.pdf>

Whilst in New York, I met with the Participatory Budgeting Project[v] which laid out some of the outcomes that can be achieved by this approach. This included:

- Communities being more connected and understanding what is happening in their local area;
- Better trust in local government and elected officials;
- Increased democratic engagement in other areas of civic life;
- Increases in tax revenue as people are able to see where the money is going and pay more;
- Provides an understanding of community needs - enables policy makers and community leaders to recognise and act on trends.
- In schools in Arizona they have evidenced improved grades, better leadership skills and democratic involvement.



PB is a great way to engage a wide number of people and predominantly used in place-based setting by inviting a whole community to engage. This is obviously a very democratic approach but it has been critiqued as it is likely to result in the more popular projects, or the most confident and interesting presenters getting funding.

There is a worry that this way of approaching a funding decision doesn't leave much space for deliberation, critique or learning and could just reflect biases present in society. It does however enable a community

to understand what activity is going on in a place, to join up and network with others doing similar things and can increase a community's sense of ownership and buy-in for some really exciting work.

Participatory grantmaking aims to devolve decision making to the communities most impacted by the funding. It is an umbrella term which encompasses a range of different models including participatory budgeting. You can read more about the different models of PGM below.

Models of Participatory Grantmaking

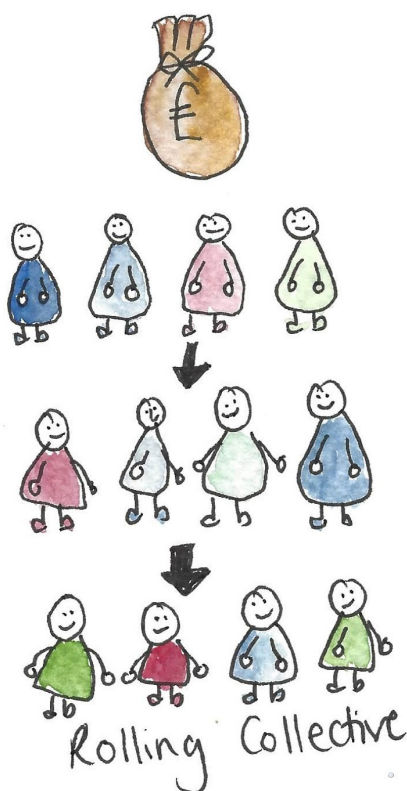
As a concept participatory grantmaking is about devolving decision-making power to the very communities impacted by funding decisions.

In practice there are lots of different ways of doing this. Lani Evans[vi] produced a helpful report which provides more details as well as case study examples of all these models in practice if you wish to know more.



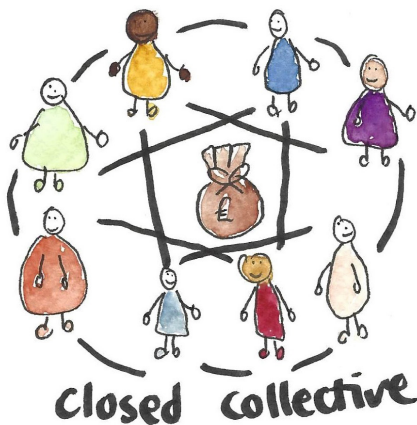
Representative Participation Models

Having sector experts, individuals with lived experience or community members on decision making panels, committees or boards.



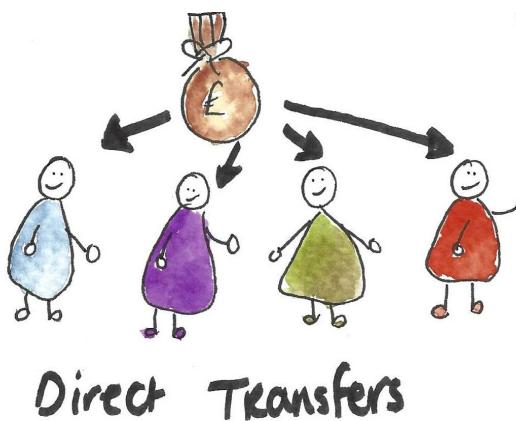
Rolling Collective Model

All grant recipients are involved in the process of both receiving and giving funding. Those who receive funding will then make decisions for the next round of funding.



Closed Collective Model

Most appropriate for a small place or sector. Involves bringing all relevant organisations together to collectively understand needs and decide how best to spend funding available through consensus decision making.



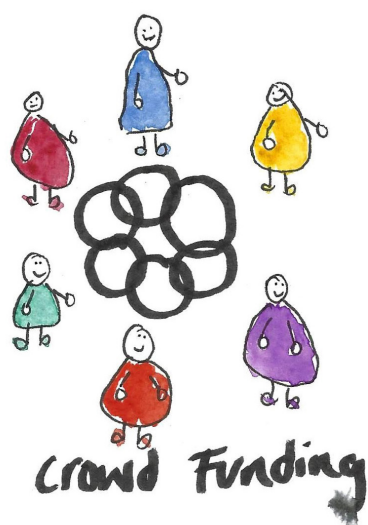
Direct Transfers

Looks to alleviate poverty by removing the middle organisation out of the equation with cash going directly from a funder to an individual with no application, monitoring or reporting. It allows the individual to spend the money direction on what they need for their situation.



Community Board Models

Where the whole decision-making board is made up of community members, sector experts or individuals with lived experience. There are various ways of choosing who these people are such as interview, selection or democratic election.



Crowdfunding

Communities come together to fundraise and spend money on issues of importance to them.



Open Collective Model

All interested parties, including applicants participate in funding decisions through voting this can be in person or online. Participatory budgeting is most often an open collective model.

These models all have their own strengths and weaknesses as well as settings and contexts which might make one more effective than another dependent on your aim.

Drivers of Participatory Grantmaking

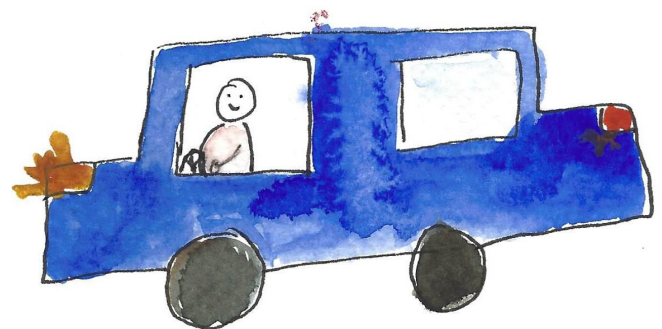
Participatory grantmaking [PGM] seems to be one of the next big things to emerge in the funding scene in the UK. There is however a danger that it could become a flash in the pan or a bit of a buzzword. It is important to understand that, although funders up and down the country are beginning to trial PGM approaches, they are not coming from a radical place, with many still using quite traditional funding models.

Usually, they put out a call for proposals, then receive written applications which the funding staff read and assess and put forward for decision. Where a grant is awarded, the grantee is then expected to report on proposed indicators/outcomes. This is a process that has existed for years so, why are funders who have worked in much the same way for decades, now starting to explore alternative approaches?

I think it is a combination of external and internal drivers which have helped to catalyse PGM. A changing world and societal pressures are coming up against the traditional working models of many foundations.

However, before undertaking PGM, it is important to acknowledge and be honest about the drivers that are involved.

This is necessary because there are so many models and ways of approaching PGM, and a good



understanding of the drivers will help foundations to make informed choices regarding appropriate models, methodologies and evaluation techniques. It will also help to get buy-in from Boards and Senior Managers.

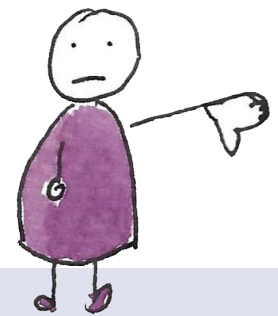
Some of the drivers that should be considered are listed overleaf - I don't believe the list is exhaustive but is a starter for 10.

External Drivers

The societal context within which foundations are working - public pressure and perceptions of wealth distribution - are pushing foundations to explore alternative funding approaches.

Disenfranchisement - Communities feel locked out of decision making and ignored by those in power. Within the UK we can't escape the fact that large swathes of the population voted for Brexit because they perceived (rightly or wrongly) that decisions about them, their community and their country were being made behind closed doors and in a different country. There are several approaches that might counter the impacts of feeling disenfranchised.

- Community votes/participatory budgeting events. Having PGM methodologies that make the process as open and transparent as possible might help to alleviate these tensions. Community votes/participatory budgeting events where communities can see who has applied, how much they are asking for, what they want to do with the money and to also have an input into the decisions that are made.
- Crowdfunding approaches is a more circular approach to philanthropy, where people can choose directly who they want to give their money to. This can be match-funded by foundations to support the sorts of projects, ideas and organisations that are able to speak to and encourage donations from a community.



Responding to Critics of Philanthropy

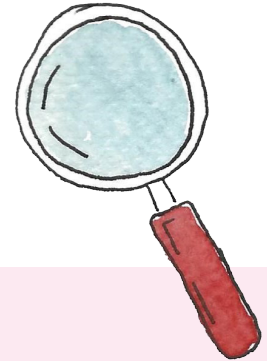
Philanthropy can be criticised for a range of things - one of these being the accumulation of wealth through investment in morally dubious activities both within historic and current practice.

Exploitation of resources and wealth inequality are often perpetuated through these practices and this has been a prevalent conversation in the USA - particularly with the release of the book 'Decolonising Wealth' by Edgar Villanueva[vii]. This is a conversation which is beginning to bubble here in the UK.

Some examples of how funders could respond to these criticisms:

- This isn't PGM but Foundations should be honest and open about how they accrue their wealth and seek to re-align investments with the values of the communities they are looking to serve.
- North Star Fund[viii] uses an interesting model that devolves power to communities whilst at the same time tackling entrenched wealth inequality. This approach isn't necessarily about funding new organisations but instead is about the learning and change that comes from being involved in the process.

Their giving circles bring together high net worth individuals with activists to learn about systemic inequality and to challenge and learn about how and where wealth is distributed.



Transparency of Philanthropy

There is a lack of transparency as to where and how money is spent in philanthropy. PGM models that enable communities and the public to see where money has been spent, and on what, can help to build this transparency and trust.

PGM can be used to increase a foundations transparency by:

- Ensuring that through PGM approaches there is a feedback loop. We are informing communities who we have funded and how we have done it.
- Community votes/participatory budgeting events - allow communities to see everyone who had applied and for how much. The process of a public vote is open to scrutiny and allows people to understand and engage in the decision-making process.
- Crowdfunding approaches - enable community to see online in real time how money is being distributed. Foundations can provide funding support to ideas that communities are willing to fund out of their own pockets.

Increasing Diversity

Discussions regarding the lack of diversity among decision makers and leaders across civil society is ongoing as a result the sector is becoming more aware of biases in decision making processes and there is also a recognition that with a variety of people around the table, we are more likely to develop diverse solutions.

Movements in the UK such as **#CharitySoWhite** have applied pressure to recognise and act on this issue.

- Using models of PGM to fund specific issues or areas that would usually come up against barriers in more traditional funding models. There are lots of examples of where PGM programmes have concentrated on a specific demographic, issue or community.
- For example, The Other Foundation focuses on LGBT rights, The Disability Rights Fund, With and For Girls, Novo's Girls First Fund, Boston Foundation's Equality Fund, Pawanka Fund for indigenous communities - the list goes on.
- There are a range of PGM models that can be used to support these programmes e.g. representative models, community boards, rolling collective models, open collective models, direct transfers or crowdfunding. All of these directs money into communities and provide funders with the opportunity to learn and to improve their knowledge, understanding and practice.

Internal Drivers

As well as the above drivers from outside a foundation it is likely that there are also drivers from within (board, senior management team, donors or strategy) that could encourage a move towards PGM.

These could include but are not limited to:

- Supporting the good stuff not the good bid writers - Doing the same thing, in the same way for decades has not brought about long-term systemic changes for some of the most entrenched social problems.

If we want to find new solutions closest to communities, we need to find ways to move resources into their hands. Funders are starting to recognise that people and organisations that are good at improving the lives of others may not necessarily be good at completing funding applications. So, finding new ways of moving resources to these people is necessary.

- Nearly all PGM models can offer this opportunity but in order to achieve this they need to be designed with the community they are seeking to support.

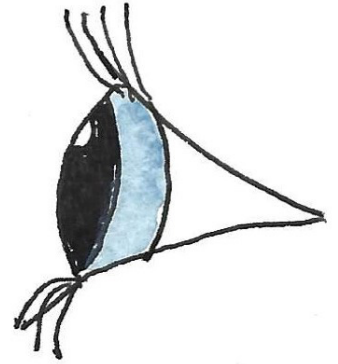
- These models allow the communities who experience the issue to feed in their expertise in order to provide money to the most impactful organisations and projects.
- RSF Social Finance[ix] uses a gifting circle model where a group of nominated organisations share a pot of funding to deliver their work. The organisations all write applications detailing how much of the pot they want. This collective then work together to decide the breakdown of the grants. Applicants write their applications for their peers rather than for a funder. This allows them to negotiate, and in some cases drop their asks, so that others in the group can also be funded.
- Using simple and flexible options to apply, including video, conversations, recycling of applications etc, can be a way to fund organisations doing good work rather than funding good bids.

Devolving Power to Communities

Some foundations recognise that communities can have the answers to the challenges they face and providing them with the decision-making power over the solutions to these problems is an important step towards making good and strong grantmaking decisions.



- All PGM approaches provide opportunities for this but, if devolving power is the key driver, then as you design the approach you must always ask yourself: 'Why am I doing it this way? How does it remove barriers?' 'Where does the power lie and how can I give it up?'
- This is particularly important when it comes to things like: Who makes the decisions? Who decides who makes the decisions - does the foundation choose or is it an open process? Who can and can't apply and who chooses who decides this?



The Awakening of Funders to Movements

The world is changing, we are facing some of the biggest challenges and as we look towards people-power and movements to find solutions, we are recognising that traditional ways of funding will not allow us to support and move with them. Movements are often un-constituted and non-hierarchical.

- Direct transfer enables them to get on and do the work. A community or an individual can use the money as and when they see fit, with no need for application, monitoring or reporting.
- The Edge Fund[x] in the UK uses a collective decision-making model. All applicants are invited to present to each other through short pitches, short written overviews and talking to each other over the course of a day. At the end of the day all applicants then vote on which organisations they feel should be in receipt of the funding.

Improving Practice

Learn from different approaches/models in order to understand the barriers in our funding processes, and what would help to remove these barriers. We can apply learning from PGM to help inform our funding decisions across the whole organisation.

- All PGM models provide the opportunity to learn about communities. We just need to ensure we are building in evaluation approaches that capture learning from all the conversations, decisions and grants. Together with the ability and resources to share this learning in a way that can impact change.

Improve Funder Knowledge

Help staff understand the main concerns of a geographical area or an issue, what they would want to fund, what they deem important or not, to help strengthen foundation staff understanding of their experiences. This can then help us improve decision making across an organisation. It can help us test an area of work to understand if this is something we want to explore further.

- All PGM models provide the opportunity to learn about communities. By thinking about learning as a driver for this work we can embed processes that allow us to do this from the outset. We can use participatory approaches with communities to understand what is important for funders, grant holders and applicants to know and use this order design our evaluations around this.



Improve Staff Skills

PGM involves a different skills-set to that of traditional grantmaking. This includes events management, facilitation, active listening, user design and relationship building - all things that help us become better grant makers across the board.

- All PGM models provide learning and development opportunities. This might vary

depending on the model being used e.g. a community vote with hundreds of attendees might require more event management skills.

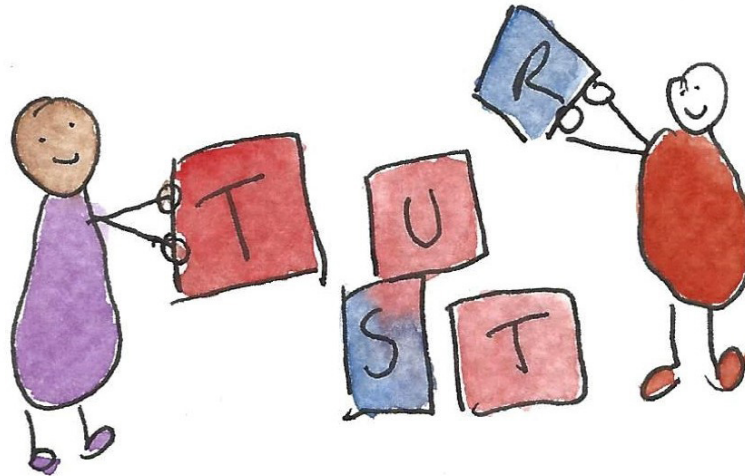
Whereas, a PGM model with more collective deliberation might require more developed facilitation skills to keep it on track. Developing a PGM approach gives staff the opportunity to learn these skills.

Strengthen the Sector

By providing an opportunity for organisations to see how grant discussions and decisions are made, the knowledge and insight gained can help improve both their relationships with funders and the quality of future applications as they are more aware and understanding of what is needed in order to make a good decision.

PGM models that involve some form of collective discussion and deliberation are more likely to provide insights to those involved about what makes a good or bad funding application.

- The Other Foundation[xi] uses a community board model where LGBTQI peer reviewers assess and make decisions on the grants being made.
- Camden Giving[xii] also uses a peer reviewer process and provides follow up training for the reviewers so that they can reflect on and learn from the experience they've had. They support them to understand how they can communicate what they have learnt and achieved through the process so that they can reflect this on their CV.



Fund Areas and Communities We Have Struggled to Fund in the Past

We can use participatory approaches to raise our profile in areas where we have struggled to fund. PGM enables us to build relationships which could lead to communities moving from micro-grants to applying for larger grants by allowing them to demonstrate they can manage a grant and to build their confidence.

- Community votes or community panels are a good way to enable people to access funding without an arduous process. If you can deliver micro-grants to un-constituted groups, it is a good way to help communities to build relationships with funders and to go on to apply for larger pots of funding.

- This has been particularly impactful at the National Lottery Community Fund[xiii].

Jaywick (near Essex, UK) was an area that was missing out on funding opportunities but through a community panel and micro-grants, the Fund was able to support good work in the local community and then develop relationships in the area which then allowed groups to apply for our smaller funding pots.

Build trust, relationship and transparency

PGM is a great way to build trust with communities, as they are able to understand how we make decisions and can see who else is asking for funding. It also gives them the chance to get to know us as an organisation (and people) better.

- All PGM approaches build this trust and transparency. Community votes are perhaps the most transparent as everything is open and observable.

- Other approaches that use collective decision making also ask that you are honest about what you can and can't do and what's on the table.

But this information is often only available to those in the room (unless you actively publish discussion and decisions and an individual actively seeks it out). Wikimedia[xiv] publish their online funding discussions and decisions which are conducted through wiki and so they are accessible to those who want to view them.

Achieve some of the sectors diversity, equity & inclusion ambitions

We can use PGM to support increasing our funding for communities of identity as well as improving our understanding of the issues impacting them.

- By devolving decision making out to the communities we are aiming to fund, we remove a layer of bias that might exist in our own organisations.
- It provides a closer connection to marginalised communities. PGM becomes an opportunity to not only learn and understand the issues of importance, best practice and the barriers to best practice, but it also helps to put money into communities that might otherwise be overlooked

or missed out. It helps to develop networks to create well informed approaches, decisions and solutions.

- PGM models such as rolling collective, open collective, closed collective and community boards can all help in providing useful insights and understanding.
- There are many examples of funders working in this way - The Other Foundation supports LGBTQI communities, With and For Girls, Disability Rights Fund and Pawanka which supports indigenous communities.

Increase a Foundations Profile and Reputation

Doing PGM gets your name out there. It can enable a fund to increase its presence and profile within a community and can link their name to the good work they are doing. PGM can also help more people access funding as it offers funders the opportunity to start developing relationships and advertising other funding opportunities they might have.

- Community votes are a great way to increase the profile of a foundation.
- The National Lottery Community Fund runs the People's Projects [xv]; a collaborative project with ITV news. The project enables the public to vote on which project they would like to see receive money from the Fund and this helps to increase awareness of the Fund, the good causes it supports and enables other organisations to know that we are open to funding groups that are doing a range of activities.

Being clear about what is driving your use of PGM enables you to design and utilise an approach to support your objective. It enables you to understand what good looks like and can help you evaluate whether you are achieving your objectives. When working in this way, being aware of the true drivers behind your work can also help in getting the buy-in of your board and senior management.

Case Study: The Other Foundation Model

Whilst in South Africa I was able to spend time with a number of staff, peer reviewers, trustees and grant holders at The Other Foundation to really understand their work and approaches from different people's experiences and viewpoints.

The Other Foundation have been using participatory grantmaking approaches since their inception in 2014; they fund both organisations and individuals working to improve the lives of LGBTI (Lesbian, Gay, Bisexual, Trans and Intersex) people across 13 countries in Southern Africa. They have several funding streams including research, strategic partnerships and grass roots activity. Some of these funding streams follow a more traditional approach whilst others, including the grass roots activities, use participatory methods.

For each round of funding, The Other Foundation put out an open call on their social media, website and networks for both concept notes (expressions of interest/ideas) and for peer reviewers (LGBTI community members and allies). Whilst organisations, groups and individuals across the 13 countries complete the 10-page concept note application The Other Foundation are also assessing and selecting between 13–16 peer reviewers. The peer reviewers help The Other Foundation choose who they should fund.



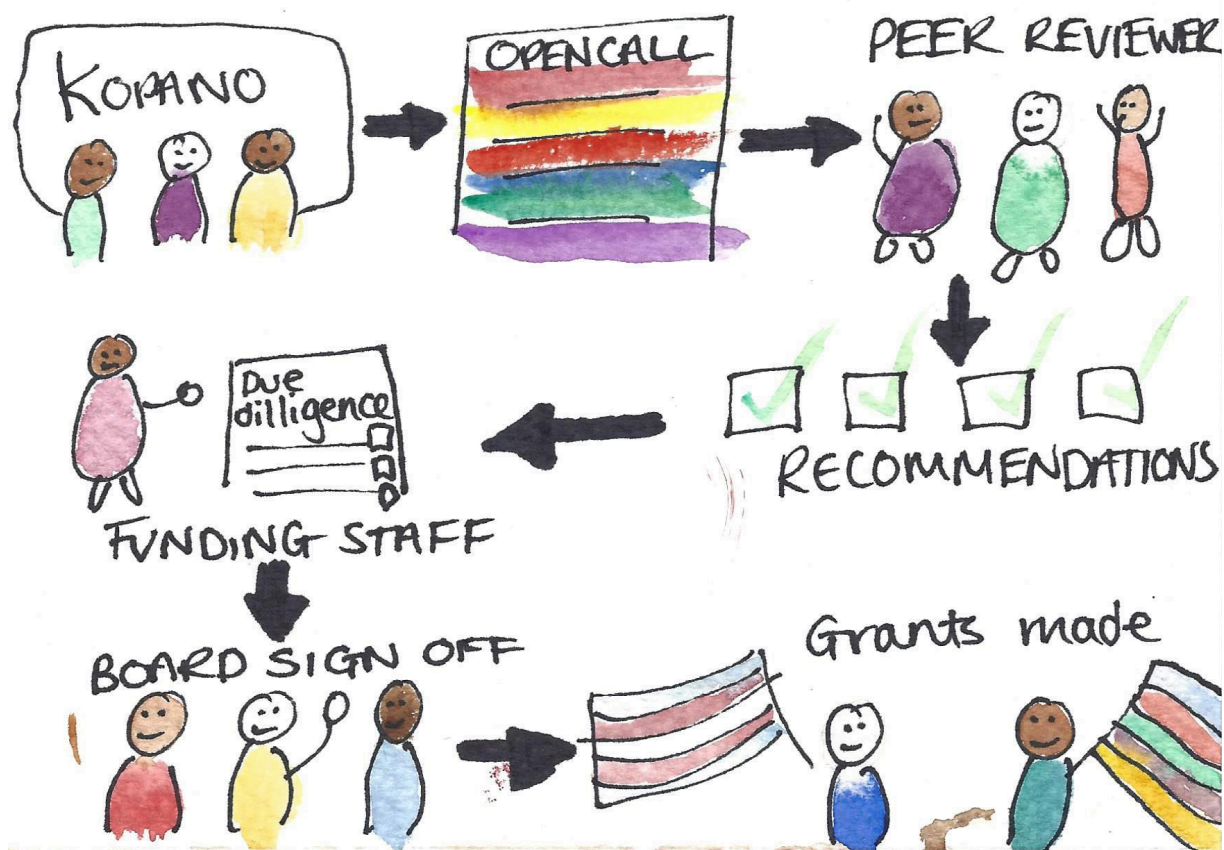
Peer reviewers are asked to submit a CV as well as outlining what knowledge they will be bringing to the process. They are also asked to declare any conflicts of interests – any organisations they have, do or will work for.

They tend to receive around 300 applications for funding which are then split into themes such as business, religion, parents and families, advocacy and the arts. Peer reviewers then receive the concept notes for the theme they have expertise in, around 70 applications each. They will then be able to read these at home, thinking about the grants they would most like to fund. For the assessment all peer reviewers travel to Johannesburg to The Other Foundation's office where they spend an intense two days interacting with each other and discussing their preferences.

The learning from several rounds of funding has meant that peer reviewers no longer receive detailed budgets alongside the concept notes but rather an overall grant amount. This decision was taken to ensure that peer reviewers weren't getting caught up in the details and can focus on the idea whilst the budget-specifics are reviewed during the due diligence process.

On the first day of peer review, The Other Foundation conduct an orientation session; this allows them to explain the process as well as providing some insight into the role of philanthropists and laying out the priorities for the funding round. Peer reviewers are then split into smaller groups and discuss the applications made to the theme they are focusing on; these groups are facilitated by someone from The Other Foundation. On the second day they come back together to share their decisions, talk about the best grants and decide what should be recommended for funding with the money available. Towards the end of the second day, donors are invited to hear what the peer reviewers have recommended and some of the rationale for this.

The combined knowledge of peer reviewers, staff and the board means they are able to flag concerns about different aspects of the applicant at different levels such as their ways of working, their impact, reputation and budgets.



After the peer process staff at The Other Fund complete due diligence on the applicants ensuring they can fund the organisations. Unregistered organisations can be funded through an incubator organisation (another registered organisation who can hold the funds). They then go back to the organisation or individuals to get a more detailed proposal, for some applicants this might include reworking their budget or project plan in-line with the recommendations from the peer reviewers. These recommended applications are then presented to the board for final sign off.

For the Other Foundation, the grant management is conducted by their staff, usually around 60 grants per staff member. Over the last few years, they have adapted the approach as they were struggling to get grant

holders to provide the monitoring and evaluation reports needed to release further payments. This has involved developing a financial template, providing guidelines and building personal relationships with grant-holders, so they can discuss any issues in the lead up to reporting.

They try to make it as easy as possible for grant holders to do the reporting, they ask for a simple one-page narrative of the project and what it has achieved as well as a finance report. If a grant holder is visiting a project the staff member can write up the narrative for them by asking the relevant questions whilst they visit. This is still a work in progress and building honesty and transparency with a grant holder is not just a by-product of having a participatory decision-making approach.

My Reflections

It's been really wonderful to hear more about the model The Other Foundation uses. I really like the mix of expertise that work together to decide on the grants, using both lived and learnt expertise. They use skills, knowledge and expertise from staff, peer reviewers and the board to cover all bases. It's also good to see that the final sign off comes from their board level ensuring best practice.

It's interesting to see that grant-management and getting documentation back from a grant holder can always be a struggle. When we were designing the Leaders with Lived Experience pilot programme this was a huge area for the Lived Experience Leaders, they wanted much more say on how we as Funders do this better to be able to support them to create change and celebrate their achievements rather than add to their workload measuring arbitrary numbers.

It was interesting that The Other Foundation took the decision that peer reviewers no longer have to assess detailed budgets, I understand that this allows the cohort to really focus on the concept and core idea of a proposal. However, understanding what makes a good budget and what questions people ask around a budget is a real skill that peer reviewers could really benefit from and would make their future funding applications stronger.



CEO of The Other Foundation Neville Gabriel delivering his opening address at Kopano 2019.

Experience of a Peer Reviewer at the Other Foundation

Throughout my conversations with a range of grant holders, staff, peer reviewers and trustees it has become clear that the impact of a participatory approach has wide-ranging impacts, not just on those involved in the process but also on the types of decisions made and the strength of the sector.

I spent time with Thandeka Mukuku who is originally from Zimbabwe and was involved in working within the artist community encouraging play writers, dancers and performers to include small elements of LGBTI dialogue or story lines within their work. Though this, Thandeka was encouraged to volunteer at a Kopano and become a peer reviewer for the Other Foundation. Thandeka described this experience as:



In order to become a peer reviewer, you have to submit an application, CV and declaration of interest which are then assessed by staff at the Other Foundation to choose 13–16 peer reviewers for each round. Most of the peer reviewers I spoke to had been encouraged to apply by someone else, either a staff member, previous peer reviewer or trustee. They were unlikely to have thought about or feel confident enough to apply if this encouragement hadn't been prioritised. Thandeka said that as the application process is very reflective it really helps you realise that you are capable.

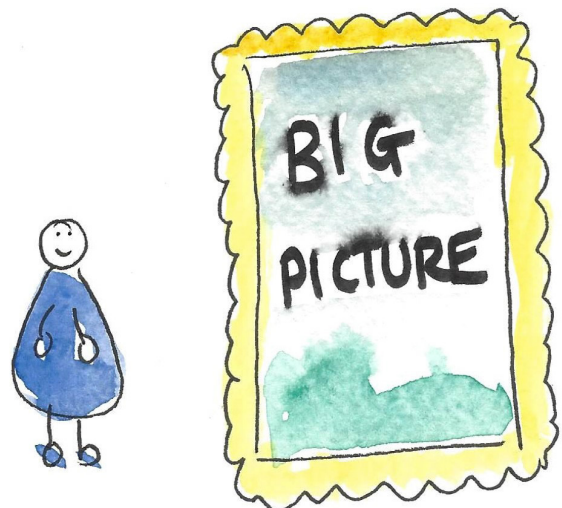
On the process of being a peer reviewer, Thandeka reflected on how overwhelming it could be; the speed at which you need to read a large volume of concept

notes and having two very intense decision-making days was draining but exciting. As a peer reviewer, Thandeka initially found the process unclear meaning that they didn't understand why the timelines were so short.

Now working for the Other Foundation, Thandeka understands why this is the case but felt more clarity upfront would have been helpful particularly as this can be a new and overwhelming process for some. Thandeka suggested that a phone call or Skype call alongside an email with all the details may have clarified this and allowed peer reviewers to ask questions manage expectations for workload and what was going to happen.

This again highlights the importance of relationship building to understand where each person is coming from and that putting in the work beforehand can make the decision making easier on the day. The peer review process was also challenging because it involved a huge shift in the way that peer reviewers had to think about not only the work of others but also themselves.

"It meant I had to think like a funder, my mind shifted. I had to see how things are aligned and I needed to see the bigger picture. This opportunity made me want to be part of the bigger picture...Everything I thought I knew about funding was wrong."



After being a peer reviewer, Thandeka started working at the Other Foundation as a Donor Reporting Officer, helping the organisation to compile reporting on the work they fund and the state of the sector. Being a peer reviewer and a volunteer at Kopano made Thandeka want to be part of the community that The Other Foundation has created.

"There's a sense of community and belonging, it makes me want to get involved in everything – it's our Foundation."

member of Parents of Families of South African
Queers (PFSAQ)[xvi].

Lwazi reflected on the opportunity to learn what donors are looking at within applications.

"It was good to know it wasn't about perfect English, it was about a clear idea and strategy."

It's interesting to know that this was a key reflection and was something the decision-making process had managed to achieve as in some foundations the level of written English in an application could have a fundamental impact on the decision a funder makes.

This is an important challenge to funders to look beyond the best written and look to the best ideas, concepts and approaches.



Lwazi also talked about how much of a learning experience being a peer reviewer had been despite it being hard work and a lot of travel.

"It helps a lot – you know what donors are looking at. You learn the importance of clarity. It let me know who else was doing things so we aren't duplicating and solidified the importance of what my organisation is doing. I now know the who, what, when and how [the sector is tackling issues]... I can reflect on past work and other grants I've submitted and realise why I didn't get it... It's made applying for other applications easier"

"You think, think and think again."

For Lwazi the opportunity to be a peer reviewer was amazing and the application process to become a peer review meant that it wasn't just the 'known' faces or those with widely recognised profiles who were getting the opportunity but a mix of peer reviewers from different countries, backgrounds and areas of work again making the decisions stronger.

The integrity of the discussions and decisions were important for Lwazi. Because of the robust process and wide range of peer reviewers, Lwazi thought it would be difficult to 'sabotage' the process as the range of peer reviewers knew the sector and could challenge and champion the applications. That collective knowledge meant that although it was difficult to narrow it down the elimination process was fair and robust.

My Reflections

Being able to spend time understanding the experience of peer reviewers has been incredibly insightful. The main take away from this is the benefits of being a peer reviewer are vast. This opportunity enables individuals to increase their confidence, knowledge, broaden networks, improve their strategic and systematic thinking and even enable them to seek a change in career direction. Organisationally, being a peer reviewer can improve their future funding bids therefore increasing income, helps to re-align work based on understanding gaps in provision as well as strengthening their approaches by learning from others best practice. The decisions that are made are stronger as they are made based on a wide range of expertise and knowledge from specific areas and communities.

Collectively as more and more peer reviewers are involved in each round of funding the wider the impact of the participatory process across the sector. Widening out this experience to a range of people challenges the whole sector to be more ambitious, effective and connected which in turn improves the lives of LGBTIQI communities across Southern Africa. It would be interesting to capture and understand the wider (and longer term) impact of being a peer reviewer by exploring what individuals and their organisations/projects have achieved in the years after the experience and the implications of these achievements on the sector as a whole.

In the UK, where staff and trustees in foundations predominantly come from similar (privileged) backgrounds, the opportunity to provide experience skills to a range of people who might not otherwise have access to such training or decision-making can also in turn lead to those people then going onto becoming paid staff members and/or trustees within foundations. Not only does this provide opportunities to those individuals but also helps to diversify staff and expand the knowledge and expertise of teams and the wider funding sector.

Grantholders at The Other Foundation



Whilst visiting The Other Foundation and spending time at the Kopano (from the Sotho n. [ko-pa-no] meaning a gathering to address an important issue), I was able to chat to a range of grant holders who had applied to the participatory fund.

I think it's worth mentioning that, for a small minority of grant holders that I spoke to, the fact that a peer approach was used either didn't register or was not of importance to them. They had applied to The Other Foundation purely to deliver their project/s and because the Other Foundation provided funding for LGBTQ issues that might not be funded elsewhere. They wanted to highlight with me more generalised criticisms of funders– such as lack of funding for core costs, funding for hidden costs and the lack of conversations between funders about who should fund the aspects that slip through the gaps.

However, in the main, grant holders spoke highly of the process. Siphokazi Nombande from Soweto Pride^[xvii] (an organisation that mobilises pride parades and events in Townships) spoke about the easy application process and that:

“The participatory methods were respected and liked by communities – it's the people doing the work who make the decisions”.

Siphokazi also spoke about how staff at the Other Foundation supported them when the form was daunting, encouraging them to just write about what they were doing.

I also spoke to Sanja Bornman from Lawyers for Human Rights^[xviii] who echoed the sentiment of a simple application process making it much less daunting. Sanja spent some time talking me through the application form they had submitted to The Other Foundation highlighting that the work required was proportional to the money requested, something that definitely wasn't the case for other funders.

Again, the peer review approach was highlighted as being trusted and well regarded as communities who know what is happening on the ground make the decisions.



Nandi (Sybil) Msezane presenting at the Kopano on the approach Plus take to cultivating allies.

Nandi Msezane who runs PLUS the LGBTI+ Business Network[xix] again mirrored the above comments:

"[The Other Foundation] tries to meet organisations where they are, it's not restrictive for small or new organisations. It's not asking for big log frames or theories of change".

Nandi spoke about the rigorous process that the peer reviewers go through and the importance for the community to see that. With such a wide cohort of peer reviewers this becomes more or less representative of the communities which means more informed and stronger decisions. Having cohorts of peer reviewers who then go on to run projects or work in this space means that:

"There's an ownership of what creates change in communities and this increases systematic thinking within the sector".

Whilst at the Kopano a discussant challenged the funders in the room to really understand the partnerships they are funding and to understand the validity of organisations who claim that they are working with the grassroots:

"The people getting the money are sat in coffee shops with funders talking about my life."

This is a comment that resonates well with my experience in funding and how difficult it is sitting outside a community to truly understand when a partnership is genuine and where an organisation has been tokenistically added onto a funding application. Participatory grantmaking is a way to spot and reduce this bad practice.

Through my conversations the relational aspects of The Other Foundations approach have shone through, highlighting the importance of building relationships with organisations. It's important to work closely to support applicants to complete the forms and break down the fears and assumptions that they often make about funders based on how we as a sector have conducted philanthropy over the decades.

It's important to recognise that we can't just change the questions on a form and assume that the years of baggage that we, as funders, have created will just disappear. We have to support applicants to understand this different approach otherwise they can assume hidden requirements or that funders are looking for some 'secret code or language' as we might have done in the past.



Creating an application process that is proportional and accessible is vital and The Other Foundation's simple approach was applauded by many I spoke to, especially when compared to long and onerous applications for other funders. These insights demonstrate how important it is to user test application forms/processes so that we are asking questions that make sense to the people we are encouraging to apply.

We should also be self-reflective, looking at our questions and asking ourselves 'why are we asking that?'.

I think it's important to recognise that when The Other Foundation do their due diligence checks this often happen once an applicant has been recommended for funding. This way of working reduces the work for applicants, as only those successful in the peer review process need to supply this extra information. It also reduces staff time as they are not having to run checks on organisations who are not likely to be successful.

Once an organisation has been recommended at peer review, had due diligence checks conducted and then signed off by the trustee board they receive funding.

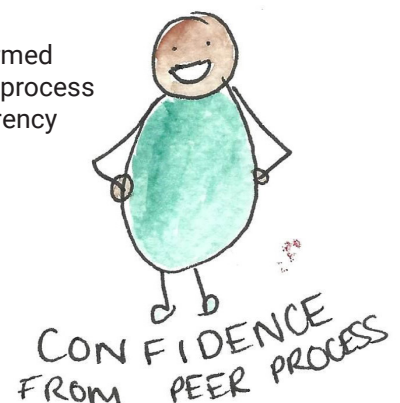
For some grant holders knowing that the applications are peer reviewed gives them much greater confidence

in the process, and in some cases can make the acceptance of a no decision easier.

Communities can feel closer to decisions and more brought into the process, they may actively want to understand who was funded and explore connections and learning between applicants, grant holders, peer reviewers and funding staff.

I think this connection and communication around what has been funded and why; who has been a peer reviewer and why can be really tricky for funders and is part of the process which is often neglected as we become wrapped up in back-office work e.g. setting up grants, due diligence checks and moving onto the next round of funding.

This closing the circle and keeping communities informed is an important part of the process that helps to build transparency and trust and shouldn't be underestimated.



Systematic Change Through Participatory Grantmaking: The Other Foundation



For me, one of the biggest questions raised by The Other Foundation and their model of participatory grantmaking was how you move peer reviewers away from the here and now to focus on more strategic systems change. This was a challenge we came across whilst designing the Leaders with Lived Experience pilot programme at the National Lottery Community Fund. Can participatory grantmaking really create long lasting change?

This was particularly pertinent for The Other Foundation which focuses on LGBTI+ issues across Southern Africa, where, in places, this would involve funding legislative challenges rather than service provision to bring about legal protections, including decriminalising homosexuality. For other issues the field building that participatory grantmaking provides to a sector by strengthening and upskilling is enough to tweak systems to be more accessible or provide better provisions. But for such drastic and urgent change how do participatory approaches tackle such systemic challenges?

My time with the Other Foundation has really demonstrated how they have approached these challenges through their practices. This systematic change is the driver to their work and therefore the lense in which they approach their grantmaking.

Whilst in South Africa I had the privilege to attend their Kopano (from the Sotho n. [ko-pa-no]) meaning a gathering to address an important issue. This opportunity to bring a large number of activists, change makers and staff from the Foundation together to learn, convene, challenge and set the context is, as I have realised, a fundamental aspect of the participatory nature of their work. It allows them to shift learning in the sector, amongst their peer reviewers and within their grant holders to approach some of the toughest challenges they are attempting to solve. It is an excellent example of bringing knowledge from the grassroots, lived experience and learnt skills together to create the greatest change as a collective.

This willingness to learn from all was really displayed in the culture of the Kopano where expertise from the panels welcomed challenges from the floor and regular breakout sessions on specific themes were facilitated by volunteers whilst staff, panellists and discussants shared experiences and solutions.

It was clear from these discussions that those working on the ground knew that systems were broken and could vocalise how they needed them to be and by working as a collective more detailed solutions could be explored.



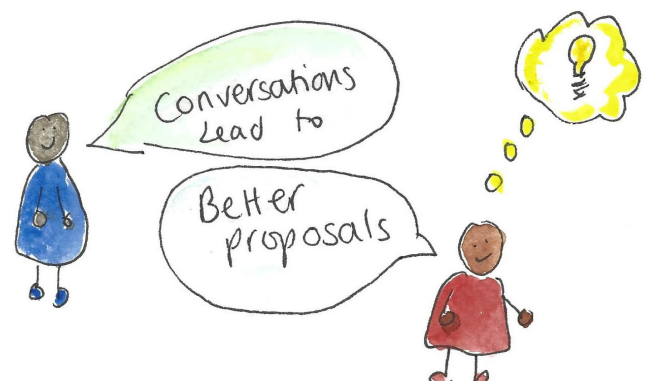
Kopano was hosted at The Cradle of the Humankind.

The most obvious example I saw of this was during a breakout session on working with the media where grassroots campaigners were voicing frustration at not being able to proofread articles before they were published. Journalists within the room then informed them that they could be sacked for sharing their articles.

By sharing this knowledge, it allowed both journalists and campaigners to understand where each side was coming from and develop more understanding of how to create change.

The Kopano also feeds into the participatory process as it allows communities and peers to understand the work of others, they can share best practice allowing the attendees' understanding and solutions to be strengthened when they return to their work.

It will be interesting to see how the exchange of knowledge and ideas will shape the applications put forward at the next round of funding. This gathering of applicants, grant holders and community also allows a collective accountability for those who have received grants as well as providing an incentive to showcase successes as many of the peer reviewers will be selected from those attending the Kopano.



Samuel Shapiro, Research Coordinator at The Other Foundation, highlighted this fact:

“Kopano is part of participatory grantmaking. These conversations frame the funding discussions, peer reviewers [will often] come from this group of attendees... the conversations push the movement and communities to improve proposals and decisions. Relationships can be made that improve partnership, accountability and quality of decisions and proposals.”

The Kopano really demonstrated that having the space for communities to come together to learn and think is an extraordinary thing. It debunks the myth that those with lived experience of an issue or those working at the grass roots can't work or think strategically. It puts into stark light that having the space, time and resource is often not afforded to those working on the front line.

As funders is it important to recognise the luxury we have to think and to ask ourselves how we can use our power and resources to help provide these spaces for our grant holders, applicants and the communities we work with. We need to recognise the impact that spaces and opportunities like this can have on strengthening the applications we receive and the sector as a whole.

How do we facilitate these conversations in a way that both pushes the sector to think more strategically but is also peer led? The Other Foundation achieves this by bringing together 30 of the sector's leading activists and thinkers for a smaller pre-Kopano with The Other Foundation to define the key issues and develop an outline of the agenda for the main Kopano.



Hannah Paterson at The Other Foundation Kopano.

This approach goes some way to answering questions I had around who sets the strategy for the organisation, and who should. Is this the Foundation or the community? What do we do when these priorities don't align? What do we mean by community in this instance?

The Other Foundation supports work across 13 countries, each with their own challenges and contexts as well as hugely diverse community/communities of lesbian, gay, bisexual, trans, queer, gender non-conforming, intersex and other people.

If these don't align what do you change? The organisational strategy or the community you are working with? These questions are ones that I think each foundation needs to grapple with and it's encouraging that The Other Foundation have used their participatory approach to ensure these big questions are answered collectively rather than being steered by a board or donors.

When speaking to Samuel I asked how to create the conditions to change the system. Samuel spoke about the importance of recruitment, for staff, trustees and peer reviewers:

“You need those who can change the conversations and dynamics, who can cultivate systems change, those who can shift the learning in the sector and who can create the environments to help make [the best] decisions.”

It was clear to see that this was the case within The Other Foundation, there was huge diversity in the voices I heard across all levels of the organisations and there was the opportunity for experiences to aid the work of the Foundation in different ways. I met peer reviewers who were now grant holders or staff members, grant holders who had gone on to become trustees, and staff who had been grant holders and speakers at the Kopano from across a range of backgrounds, including those who had yet to have interactions with the Foundation.

Neville Gabriel, CEO of The Other Foundation captured the Foundation's role beautifully in his opening address at Kopano 2019:

“The Other Foundation sees the growth of activism across Southern Africa... We are at a tipping point in favour of irreversible change – we need to renew messages and challenges, to expand the influence of progressive change... Kopano is about stimulating discussions, The Other Foundation curates and organises the space then hands it over to the community.”

Evaluating Participatory Grantmaking

I think there are three key questions needed to be asked and answered before you can plan your evaluation of PGM and ideally this would be built into the design and set up of your participatory approach.

1

What is the driver for you using participatory grantmaking?

Are you trying to develop leadership?
Devolve power?
Increase funding to a community or geographical area?
Improve transparency and accountability?
A combination of some/all of these?



2

Why are you evaluating this work?

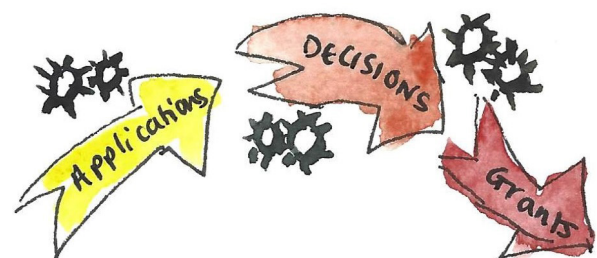
What's the purpose of the evaluation?
Are you trying to understand the impact of the grants?
Help grant holders improve their practice by learning from others?
Are you trying to demonstrate to a board that PGM is effective?
Are you trying to measure the difference between grants made in this way against standard practice? Or something else?



3

What part of the process do you want to evaluate?

There are so many different aspects of participatory grantmaking that you could measure; the impact of the grants, the relationship between funder and communities, the skills of those involved in the process to name just a few.



So, the question of how to evaluate PGM can't be solved with a simple framework that can be applied across the board, there are so many different models, approaches and variables that these questions need to be understood in order to develop and design an approach to learning that best suits need.

Power Dynamics



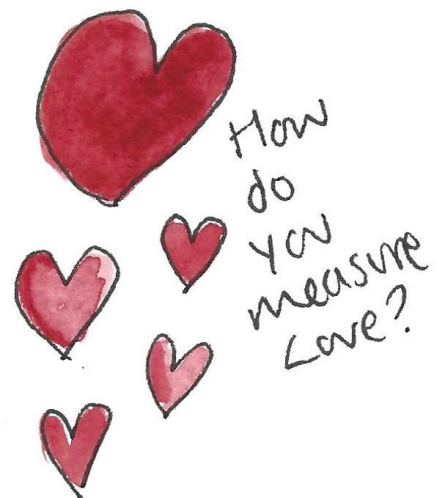
I think it's also important to explore and understand the power dynamics that occur through evaluation about whose needs you are serving.

Is evaluation and monitoring purely taking place to help answer questions that a funder is asking? Does this help or hinder communities? How can we approach evaluation in a way that doesn't just add to the workload of a grant holder without providing them with added resources to do it? Can we re-imagine the ways that we do this so that it is as helpful for grant holders and communities as it is to foundation staff?

There is some interesting work in this space already: <https://www.equitableeval.org/>.

Often when we approach evaluation it is from the funders point of view. We have decided what we want to understand, and we dictate to grant holders what information they must collect and how they should share it regardless of whether this is the most interesting or impactful learning. We will often want the number of 'service users' through the door rather than the arguably more important details of how lives have been changed.

This is often because we assume one is more valid than the other and because measuring passion, trust, self-confidence, growth, love etc is hard.





By understanding a variety of approaches to evaluation and thinking more creatively about learning and how we do and share it, conversations in this space become more exciting and less onerous. We can collectively understand what is important and helpful to both funder and organisation. We can start discussing and answering questions honestly together that encourage better relationships, transparency and flexibility between grant holder and funder, such as:

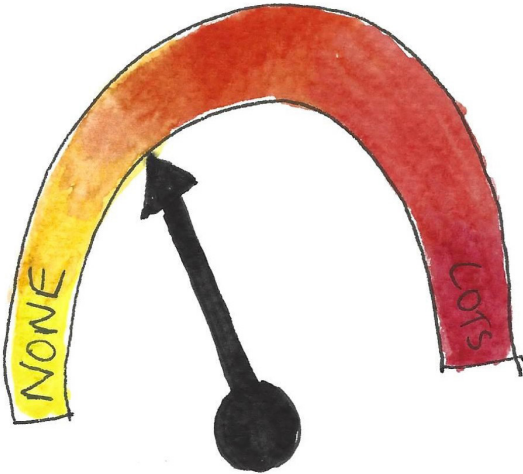
- What information do you need in order to help you leverage in more funding and how can we support you to collate that?
- What's the biggest achievement you have made, this week, this year, this project?
- What has this funding allowed you to change?
- What have you learnt from the work you have done with this funding?
- What went wrong and what did you do about it?
- How would you do it differently next time?
- What are you most proud of?
- How do you want to tell us about what you have learnt?

It's also important to understand the implications of reporting and evaluation. It is often the case that grant holders will spend time away from changing lives in order to count and report on attendance etc.

They will often be having to report on slightly different measurements for a number of different funders supporting their work. It can also mean that grant holders work can be swayed or changed to what a funder is asking for rather than the community need, meaning smaller impact e.g. more bodies through the door rather than quality of intervention.

If we do decide that as a funder, we require this type of information (once we have deliberately asked and answered the question of why we need it) we need to understand the time and resources required for an organisation to achieve this, building it into grant budgets or providing top-ups to support it.

What's Happening at the Moment?



What has become clear through my travels is that there is a complete spectrum of approaches when it comes to evaluation in participatory grantmaking.

Some funders haven't evaluated any of their work; either the process itself or the grants made through them. Instead trusting that communities are making the right decisions and will hold themselves and the funder to account, flagging when money is misspent or there is an issue with a grant.

Others, such as the Disability Rights Fund, have developed extensive Monitoring, Evaluation and Learning frameworks using best practice from the field of advocacy to measure how change has been hard won. This in itself is a great way to support grant holders to recognise their achievements and be able to take time out to look back and celebrate, helping reduce the burn out of constantly being overwhelmed by the vast challenges ahead.

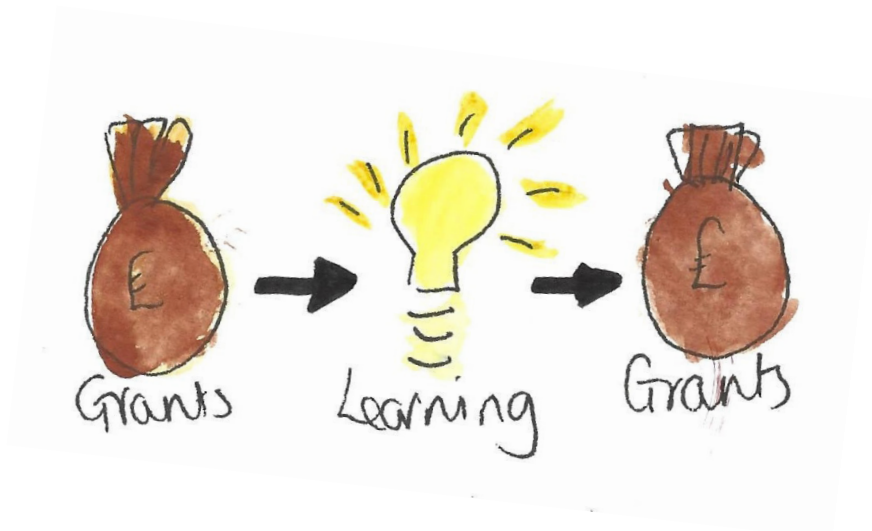
Recommendations to implement

Here are a few takeaway actions that funders can do when looking at evaluation:

- Continuously ask yourself– Why do I need this information? What will I do with this information? How much time and resource will getting this information take and is this worth it? How will this information help communities?
- Include grant holders and communities in the development of evaluation strategies
- Ask grant holders what information their other funders require of them and use this as what you will collect rather than adding to the workload
- Use evaluation to help grantholders reflect on and celebrate their achievements – congratulate and be excited for and with them
- Be flexible with funding; there's no point collating learning if you aren't actually going to learn from it- have honest conversations about what went wrong and right – be explicit that this won't impact funding (within reason), be willing to allow change to the outcomes/project
- Ask grant holders what information they need to help them do their work better and agree this as what will be reported on
- Include funding for evaluation and reporting – ensure this is budgeted for/provide a top up grant support
- If you are evaluating your own approaches be aware that you are asking people to take time away from their work to do this for you and act accordingly – don't ask for huge amounts of work or time unless you are compensating them for this.
- Provide capacity support to help grant holders think through what they need to know and how they can do it
- Provide funding for evaluation staff and skills training
- Accept a variety of methods of reporting – videos, blogs, case studies, infographics, art work, reports, trustee papers, spreadsheets etc.

Excitingly, the Ford Foundation has recently funded a range of organisations that will be generating evidence on the benefits and challenges of participatory grantmaking and will announce those they are supporting in the coming weeks. This will provide a really interesting base of knowledge for other funders to use to improve their own practices, so keep an eye out for their announcement and findings.

Spotlight on Monitoring, Evaluation and Learning at the Disability Rights Fund



I spoke to a wide range of organisations about how they evaluate participatory grantmaking. There was a range of different approaches; quite a number said that they don't evaluate their participatory grantmaking at all, while others said they use standardised and traditional grant monitoring and reporting, and a small handful took a really exciting and innovative approach.

I have already written about some of the key questions, the power dynamics involved in evaluation and what you could be evaluating here, but I think one of the key takeaways to all participatory work is to continuously ask yourself and the communities you work with:

'Why are we doing it like this?'

How should/could we do it instead?'

**DISABILITY
RIGHTS
FUND**

I was impressed by the work of the Disability Rights Fund in Boston, particularly their Evaluation & Learning Manager, Melanie Kawano-Chiu. Melanie spoke about

the importance of using the values of participatory grantmaking and ensuring they are applied to evaluation.

"It's not just about taking data to prove a point; it's about how you engage grant holders and communities in the development of the framework, the assumptions and your approach."

Melanie also highlighted the importance of implementation — there's no point doing evaluation if nothing comes of it. If you don't use and respond to the learning, then it's not worth the time. For the Disability Rights Fund, the approach is formative — a continuous conversation with their grant holders and staff throughout the life cycle of the grants.

They utilise action research techniques such as learning journals. Their staff complete these journals, the content of which is analysed to help the Fund recognise trends, focuses and challenges in the activities and projects they support. This allows them to see whether what they are noticing out in the field is aligning with the strategies of both their grant holders and the Disability Rights Fund itself. It also allows them to reflect on the achievements of their grant holders while reducing their workload, as they are not required to conduct arduous reporting.

They also engage in continuous check-in conversations with staff and grant holders to understand what they are achieving, what change is happening and what challenges they are facing.



This approach has allowed the Disability Rights Fund to recognise that technical assistance is vital to achieving change. For their grant holders, the things that have really helped achieve success have been support with press releases, up-skilling and capacity building. The approach also helped them have a broader understanding of what had been achieved by the grant holders and Fund.

This values-driven approach to evaluation is really exciting. It takes away the academic enigma and language that can often surround evaluation and uses engaging and simple techniques to capture the things that matter and help improve disability rights across the globe. Melanie reflected that getting staff and grant holders to understand that monitoring, evaluation and learning is helpful and not dull has been much of the work, and great efforts have been made to ensure that the tools used are accessible and developed collectively, and that training and support has been provided.

The Disability Rights Fund has a clear overarching aim of 'empowering persons with disabilities to advocate for equal rights and full participation in society' that all their grants are working towards.

As well as this, grant managers support smaller grant numbers than other funders, but these methods and approaches are replicable across the field. They support principles of trust-based philanthropy by enabling stronger relationships, allowing networks to develop as those facing similar challenges can be more easily be identified and connected, using a life-cycle of learning where their approach to grantmaking and funding can be more flexible based on the context in which grant holders are working.



An overview of the impact of the Disability Rights Fund.

Staff, Skills and Operationalisation

Putting PGM into Practice

If we agree that PGM approaches align with our values and provides a solution to some of the challenges we face as funders, we need to find ways to explore how to operationalise this - do we have the right staff team, skill set, process, resources and budgets?

The People Involved and Skills Needed

The prospect of not having the right people or skills set within a foundation to deliver PGM can be a scary prospect for the sector. Using PGM methods can feel like a threat to our professional expertise. What are funders here for if they aren't here to make decisions about funding or strategy? Is our role null and void? This self-preservation is an obvious and fair enough reaction - we want to cling on to our jobs. However, in doing so we are avoiding some more important questions we should be asking ourselves - am I best placed and most informed to make that call? I know for me the answer to this question, if I am honest, is probably not. There are definitely more insightful, knowledgeable and informed people to make funding decisions; they just aren't in the room.

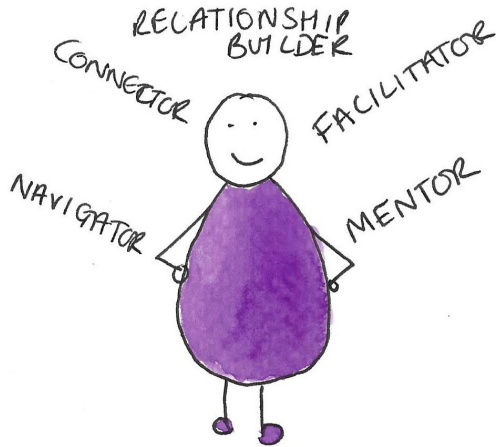
The question (and your role) then changes to 'how do I get them in the room' or, even better, 'how do I move the room to them'?

There are a range of different answers to this. You and your organisation can start to look at your recruitment

and retention of staff and boards. Who is on your staff and boards? What knowledge and experience do they have? What knowledge and experience are you missing? How can you bring this into your organisation? How can you upskill your current staff members? There's a range of organisations and initiatives that can help to diversify who you have in your teams if this is something you want to explore, like 2027 and Inclusive Boards.

You can also explore participatory approaches that allow people with the knowledge, skills and insights into the room - this is when your role then changes. We can start to develop, change and adapt what it means to be a funder. This might mean changing an organisation's approach and a change in your role with an exciting opportunity to develop a different set of skills.

For PGM the quality of relationships you have with communities and people in them will shape the impact we can make. You move from assessing written applications behind a desk to a navigator - supporting people to understand your processes and systems. You become a facilitator, a pro in conflict resolution, as you support groups of people to navigate difficult discussions and decisions. You become an events manager. You become the connector and horizon scanner - linking up ideas and people to share knowledge, processes and insights. You become the relationship builder and mentor as you support and guide people through the funding process.



You need to be realistic about how many staff you will need and at what point. In order to do this you will need to understand what funding model you are using and the logistics required to deliver it. How will applications be received, monitored and tracked? When and how will shortlisting and decision-making take place?

You might only need one or two staff to design and implement a programme or funding round but then if you end up with 500 applications you might need to call in the cavalry to support your shortlisting process. It might only take one staff member to set up a community vote event, but you might want much more support on the day. Who will be doing due diligence on the applicants or recommended projects?

At each step of the process you need to ask yourself - 'how long will this take?' 'How long have we got?' Which will help you answer - 'how much staff time does this need?' Understanding what aspects are able to shift, e.g. timescales, and what can't allows you to realistically model for what can actually be achieved.

So if you only have two staff members and you know it takes an hour to shortlist an application and there are 50 applications this is 25 hours per person - just under 4 days each of constant shortlisting. You also know that this isn't your only workload and you need lunch, breaks etc so in reality you are likely to be doing this over a three-week period - this is the timeframe you need to build into the process. Alternatively, if you know you have only a week to shortlist you would know that with 50 applications each taking an hour you will need to be supported by approximately 7 people working (pretty much flat out) on shortlisting.

What is it that you are able to flex and what is static?





Budgets

As you start to look at the budget for this work you need to think about both grant budget and operational budget.

What's your overall grant budget, how many grants are you wanting to give out, and what size should these grants be? (Are you deciding this or are communities?) It might be that the driver and model of PGM for this work might also impact these questions. What are you trying to achieve or learn - can you do this with the grants sizes or number you are proposing?

When designing the Leaders with Lived Experience programme at The National Lottery Community Fund we asked lived experience leaders if we had £200k as the total grant budget, what should the grant sizes be, they said £10k each because they wanted as many organisations as possible to be able to access funding.

When we probed deeper and asked them to ignore the overall grant budget what the most impactful grant size would be they said £50k as this would provide enough for both staff costs and project delivery over a year. We were lucky enough to be able to go for £50k grants to 20 organisations providing them with the funding they need to deliver, us enough of a cohort to be able to learn from, and for them to learn from each other.

The operational budget will obviously differ depending on the model of PGM you are using as well as other key considerations such as:

- Are you paying community members to give up their time to be involved?
- Is this a payment, an honorarium, a stipend? How much should/could this be?
- Will this be in cash or vouchers?
- Will a payment knock someone off their benefits?
- Which bits of the process are you paying them for?
- Are you paying for/providing childcare? For how many? For how long?
- What are the costs to provide access requirements e.g. interpreters, microphones, personal assistance etc?
- Are you providing food and drink? For how many?
- Are you paying for transport and accommodation?
- Do you require an external facilitator? - this can often help bridge the gap between funders and communities and provide expert skills if required
- Are you providing wrap around support to your decision makers e.g. pre-meetings, debriefs, training, conference attendance?
- Are you co-designing the project? What will this require? Workshops? Interviews? Surveys?
- What other materials will you need? Stationary, printing, projector, games or thank you cards?



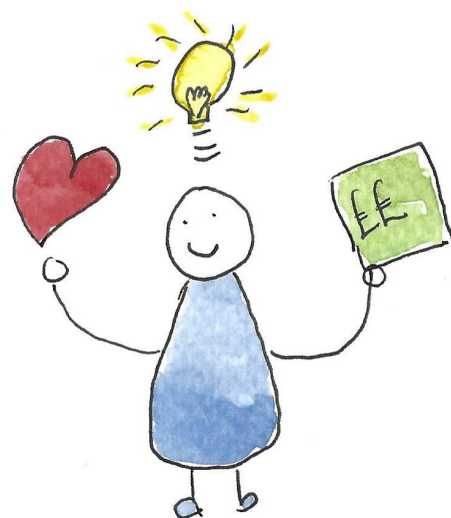
Grant Management, Learning and Support

Don't forget about grant management. How are you going to do this for the project? Will this be standard for your organisation or will you be doing something different? Have the grant holders asked for something more or does your risk analysis require more? How many people will be required to support the grant holders? Is this something you are doing through your staff or through an external learning partner?

As I've touched upon elsewhere in this report, measuring impact is important but it's also difficult. How do we measure the achievements of PGM and the grants we make through these processes? How do we learn from the things that have gone well and not so well? Again, if we think about why we are doing PGM and what the drivers are for this work we can use PGM as an interesting opportunity to do something exciting with grant management, learning and support.

If you've gone through such a different approach to get the grants out to the communities, why fall into the same ways of reporting and monitoring. Ask yourself why am I doing it this way? What am I trying to achieve? Is this the most effective approach to achieve it? Who is going to do it? How are they going to do it? How much time will this take?

Spending time answering these questions as early in the process as possible will enable you to deliver an impactful and effective PGM approach, be realistic in your resource management and reduce the risk of you and your staff team burning out.



What We Don't Often Talk About in UK Philanthropy - Power



We talk a lot about power when we talk about participatory grantmaking. Participatory grantmaking is often held up as an equitable approach to philanthropy, enabling us to devolve funding decisions to communities. However, for this to be the case we need to recognise that it is still often used within an unjust system and it can't be the sole fix to that.

It is important to recognise that there remains a power imbalance between funders, grant holders and applicants. We can do all we can to try and reduce this but until, wealth is totally redistributed to communities, it will never go away.

I think it's disingenuous not to name the fact that ultimately one body holds the money, whilst the other must ask for it and (in the current system) there is not enough to go around. So, some people will (always) be disappointed. I think it's also important to note that more often than not, this wealth we have been redistributing has been acquired through the exploitation of the working class, through Colonisation and slavery, and through morally dubious investment activities.

In the USA, people are actively challenging the need for more transparency and accountability of foundations, particularly with the publishing of Edgar Villanueva's *Decolonising Wealth* book.

We in the UK don't really acknowledge the role we played in, and negative impacts of, colonisation and slavery, meaning the conversation here do not have the same prevalence. This driver to embed participatory approaches is therefore not as pressing in the UK as across the pond. However, conversations around diversity of foundations, charities and their boards are gaining traction (for example, #CharitySoWhite), driving various initiatives to explore ways of being more inclusive, equitable and diverse including the Diversity, Equity and Inclusion Coalition (<http://www.blcf.org.uk/about-us/dei/>).

Participatory grantmaking provides us with approaches that can help us to start to re-address these imbalances. It can particularly help us make sure that it isn't always the same people being disappointed and that money is moved towards those who are closer to communities and who would most often be locked out of opportunities to receive funding.

It enables us to improve funding decisions and support more effective solutions developed with the insight and knowledge of those closest to the issue. It's not a perfect solution in relation to the magnitude of problems it is trying to address, but it is a step in the right direction.

For a lot of people, participatory grantmaking is a tool that devolves power back out to communities while undoing some of the harm perpetrated in the past. I think it is a fundamental tool in our challenge to redistribute wealth but it's important to realise that it is just that, a tool.

Power dynamics are complex and nuanced and participatory grantmaking, although a start is not the beginning and end of the work foundations should be doing in this space. We need to proactively explore the way that power structures play out in our day to day lives.

We need to spend time self-reflecting and unlearning some of the harmful approaches we have fallen into. We need to explore various aspects of our work, from recruitment and retention, to culture and training – recognising, naming and acting on where we go wrong and what we could do better.

For these reasons, it's important that participatory grantmaking isn't a lone buzz word but is a values-based approach used in conjunction with a whole host of other strategies seeking to create change, not just within communities but across philanthropy as a whole.



The North Star Fund is an interesting example where conversations around the history of wealth and class inequality are embedded into their approach.

Through their giving project they bring together 22 people from different race and class backgrounds and spend six months working and (un)learning together.

They spend time talking about how different communities and individuals talk about money depending on their backgrounds and relationship with it, as well as breaking down the systems that cause wealth inequality.

This changes the conversations as it provides context, moving people from an individualistic approach to an understanding of systematic contexts people live in and battle with. This enables people to unpick and question what it is that has gotten them to where they are now; what role the system, luck and hard work play.

With this basis the training then goes on to explore effective organising and fundraising and challenges the group to move out of their comfort zones to speak to their networks to fundraise.

Collectively, with the knowledge and leadership skills they have developed they decide where this money should go. You can find out more about their approach here: <https://northstarfund.org/get-involved/join-people-power-giving-project/>.



Edgar Villanueva's Decolonising Wealth book

Getting The Board on Board

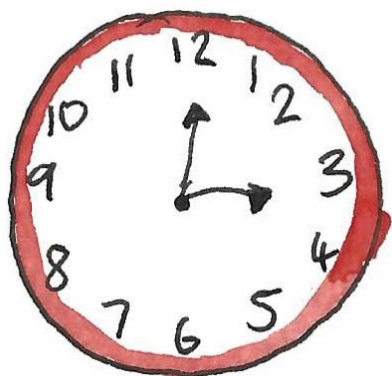
When I started talking to people in the UK funding sector about my fellowship, one of the questions that got brought up again and again was how to get boards and senior managers on board with participatory approaches.

As the majority of foundations I met were set up as participatory funders this question was quite difficult for them to respond to. The tension between boards and approach was totally alien to them as their boards and senior management had been the instigators and biggest champions of participatory approaches.

For the few more traditional foundations I met with, they were likely to have only small pockets of participatory grantmaking within their portfolios either through one off programmes of funding or through testing smaller aspects of participation within their work, such as having a lay person on their decision making panels or recruiting staff from the communities they were trying to serve.

It was clear that there can be quite a bit of nervousness around participatory grantmaking, especially if you are moving from a more traditional form of grantmaking.

Through my conversations there seems to be a few core concerns when it comes to trialing and embedding participatory approaches:



That participatory grantmaking takes much longer and is much more expensive to deliver than traditional grantmaking.

There is currently no research to suggest that participatory grantmaking does take longer than traditional grantmaking, and there are those who argue that once the fundamentals are in place it is a similarly timed process. But this is a difficult question as it is obviously dependent on what you are comparing it to.

You would need to understand the amount of time that traditionally goes into a Foundation's assessment, relationship building, outreach and due diligence processes and these are different from Foundation to Foundation so it's difficult to give a definitive answer.

For some Foundations, participatory grantmaking will take much longer and/or require more operational costs and staff time; if you only have one or two staff members, you need to bring in external support or you are delivering urgent response funding. For others it could actually take less time as assessment and decisions can be done collectively with the group on the day rather than by one person over a prolonged period.

If you are developing a participatory process it can be designed and delivered around required timelines meaning that often participatory grantmaking can be as long or as short as required.

If you are doing participatory grantmaking thoroughly, often what takes the time is the relationship building, supporting the decision makers, organising the logistics of the event and developing the facilitation skills needed.

The increased costs usually come through the logistics if you are bringing people together e.g. room hire, food, payment, travel, accommodation. If necessary, there might also be costs if you require external facilitation support. However, there are so many different ways of doing participatory grantmaking – community votes, strategic programme co-design, peer decision makers, online deliberation etc. all of which take different lengths of delivery time and costs so there are options and ways to embed participation that match different requirements.

To find out more about the different models of participatory grant-making check out this blog: <https://medium.com/@hannah.paterson/models-of-participatory-grant-making-254a97e41d>



The concern that only those with lived experience of an issue will be needed within Foundations and that first-hand experience would be valued above and beyond both academic and work experience.

I think the premise of this thought is a little disingenuous. There are currently Foundation staff up and down the country and across the world who have lived experience of a social issue. It is important to understand that you can be, and many people are, a care leaver and a funder; disabled and a funder, working class, in recovery, have mental health issues, even be an ex-offender and a funder.

What is important is that we provide recruitment and employment practices that allow a range of people from different backgrounds to thrive in our organisations. There are not two specific roles, one for those with lived experience and one without. We all have experience and knowledge from a range of different places.

What is important is recognising that we can value and utilise this knowledge without a hierarchy of where this knowledge comes from. Academic knowledge or work experience shouldn't be of more value than lived experience and vice versa. We should recognise the value in all of this and seek out new insights and opinions to help our work develop and better tackle some of the issues we are looking to solve.

In the UK the 2027 project aims to diversify foundation staff by providing paid year-long roles for working class frontline workers in foundations, it's a great place to start recognising and recruiting talent: <http://2027.org.uk/>



That staff do not have the skill sets to deliver participatory approaches

Whereas a traditional approach might involve more desk-based research and analysis of written proposals, participatory approaches might require different types of skills such as event management, facilitation, active listening and community organising.

This doesn't mean that traditional skill sets are obsolete but that developing and supporting skills across a range of areas or having a diversity of staff who can lead or support different aspects of delivery is an exciting opportunity for a whole team. This can be achieved through both training and development of current staff as well as recruiting staff with these specific skills and knowledge.

There is also the opportunity to bring in the skills that are required through a consultant or by supporting organisations already working this way e.g. funding Camden Giving or the Edge Fund in the UK.

There is likely to be a need to conduct some form of due diligence for applicants and reporting/grant management for grant holders, these can all be delivered through staff with these existing skills and knowledge (although there are interesting ways of doing grant management differently too). In short there might be a skills gap within staff teams but that provides an opportunity for learning and development or to bring in others to support.

That there is a much greater risk with participatory grantmaking and that those making decisions might make the 'wrong' decisions.

I think there are two parts to this. The first is a legitimate concern about risk, the second is a more veiled concern about giving up power.

With regards to risk there is nothing that suggests that participatory grantmaking is more or less risky than traditional methods and for most of the grant makers I met the due diligence conducted was pretty similar regardless of the decision-making process. For some, the timing of these checks was different, some people conducted their due diligence before applicants were sent to decision makers, others did this afterwards.

There are pros and cons to both, and this decision can be made based on the approach you choose to take and the level of risk you want to mitigate against. All of this can be taken into consideration when you design your approach.

It is also worth bearing in mind that risk checks should be proportionate to the size of the grant, it is expected that risk checks would be less arduous for a smaller grant than a much larger one.

For many of the grant makers I met, trustee boards reviewed the due diligence and had the opportunity to flag and question any concerns about recommended grants, they also had final sign off. The Other Foundation had only a handful of examples in their 8-year history of the board rejecting a recommendation.

In the main boards trusted their staff to carry out the agreed upon checks and balances and they trusted the community to assess the merits of the proposals.

Seeing the responsibility that community members took in making funding decisions and the knowledge and insights that informed such deep level of discussion and critique was often a real eye opener and learning opportunity for board members to not only trust the process but it's outcomes.

The second part of this is the concept of communities making the 'wrong' decisions. It suggests that boards make the 'right' decisions and I am not convinced that this is the case. Especially when I think what is more

likely to happen is that the decisions are just different. Difference is good; it uncovers alternative solutions, new ideas, supports people that wouldn't pop up on the radar otherwise. This might be unfamiliar and nerve wracking but it's important to be outside our comfort zones once in a while.

I think it is sometimes scary for board members to put their trust in a process they don't understand and in people that they don't necessarily know, or to acknowledge that other people might know more than them, or that a collective of people might make their role null and void. These things can only really be tackled by having open conversations, building trust and seeing the process in action. We can approach this by providing opportunities for board members to get involved, ask questions, challenge what we are doing and use their insights and knowledge to develop an approach that is strengthened by collective design.

What makes participatory grantmaking strong is the sum of all our parts and having board members question and critic (within reason) the design of an approach provides buy in and helps set the parameters of what you are trying to achieve.

It also allows us to demonstrate that participatory grantmaking is robust, exciting and compatible with risks being mitigated. This might mean that getting buy in is a longer process but one that will hopefully bring everyone 'along on the ride' and set foundations up for further work in this space.



My Churchill Fellowship is all about implementing this learning across the UK so if you are wanting support or to chat through how you might approach your board please do get in touch, I am more than happy to help.

Participatory Decision-Making: The Power of Deliberation – *In Conversation With Katy Love*

Katy Love is an experienced practitioner of participatory grantmaking. She is an independent consultant working to shift power in philanthropy. Before that Katy served as the director of the grantmaking team at the Wikimedia Foundation, the non-profit that runs Wikipedia. She has led or participated in many local, national, and international participatory grantmaking programs. I was lucky enough to chat to Katy whilst on my Fellowship.

As practitioners of participatory grantmaking, we are often asked: “how does collective decision making actually work? Is it worth it to bring people together?” Creating decision-making processes with people with very different backgrounds and belief systems is difficult and requires a lot of thought and care to generate the desired results. But with the right investments, collective decision making can be a transformative experience for all who participate.

Over the course of our work, we’ve both created, participated in, and witnessed groups deliberating about decisions and coming to consensus together.

We have seen how powerful these experiences can be. Below, we discuss what we have learned in our work so far.

Hannah: The relationships that can come out of a participatory grantmaking process can be transformative. Participants come from totally different backgrounds to learn from each other and share their insights and knowledge. Through these experiences, I have seen people develop both personal and work connections that might not otherwise have come to light. This can provide networks of solidarity, sharing of resources and collaborative working on specific topics.

Participation in the process can lead to powerful changes for the people who participate. Through these experiences, people have exchanged organizational policies and practices with each other, applied for funding together, and offered support for others during times of need. I even learned of people who changed her career trajectory after participating in a collective deliberative process! Those being deeply inspired by the people they met and using these networks to make huge life changes after participating.

Katy: It’s not as though people just walk into a room together, magic happens, and they walk out happy. Participatory grantmaking involves significant preparation and thought about values, context, and desired outcomes. When I lead participatory grantmaking deliberations, I want to create an inclusive process, where people are encouraged

to challenge themselves and each other, and where their voice is welcomed. I aim to create an environment of trust by allowing people spaces to get to know each other, and what matters to them. That often involves work between the facilitator and the participant in advance of the meeting, and then creating a mix of engagement styles for the group. One of my favorite tools to recommend to people working to create participatory decision-making processes is *The Facilitator's Guide to Participatory Decision-making* by Lenny Lind and Sam Kaner.

Hannah: The magic often lies in the facilitation. It's a fine art managing a group of individuals ensuring there is equity in participation. You have to be able to balance the conversation, stop people from dominating, encourage and welcome quieter voices, manage conflict without dismissing it, stay on track, keep an eye on the time, recognise and challenge power imbalances and biases, manage the energy of the room, mix up the techniques used based on the group needs, and manage it all smoothly without alienating participants. It's a massive juggling act and I think one of the most difficult skills to master.

When this is done badly that's when it can all go off the rails. Traditionally, funders aren't facilitators, so working in this way often needs to either involve a lot of training and practice or bringing in an external facilitator to help the process along.

Katy: Poor facilitation can certainly lead to people feeling alienated, unwilling to compromise, or disengaged. It's important for funders who undertake these approaches to invest in developing their so-called 'soft' skills like facilitation and building community. In fact, I believe this is some of the hardest skills there are!

A facilitator should try to recognize patterns in the behaviour of the group and bring them to the attention of the group. I was a participant in a process where I found myself frustrated with the dynamics of the group: one person had the ability to sway the whole group easily, and someone else, who when they spoke, everyone seemed to almost immediately disagree.



A facilitator should recognize these patterns and try to mitigate inequities.

Sometimes moving out of a big group conversation into pairs or smaller discussion groups or using a 'fishbowl technique' can break up these dynamics.

Hannah: In the Lived Experience Leaders programme at the National Lottery Community Fund, we started our deliberations by speaking of our values and our biases, what our knowledge gaps were, and how we wanted to be challenged. We aimed to create an environment of honesty and openness.

To achieve this, we used different techniques to facilitate the decisions and discussions people moving around the room to vote with their feet- asking questions like 'what would you like to fund and then what we should fund' to explore differing opinions and the reasons why if those questions resulted in different answers.

We made it active and enjoyable, which enabled people to have a say in the conversation without necessarily having to speak if they didn't want to. This approach led to us choosing a strong set of grants that we could all be proud of, and to say we collectively contributed to it.

Katy: In my 30 or so experiences in participatory grantmaking processes, I have seen incredible and even surprising things happen in the deliberation process. I've seen plenty of frustration and conflict, but this is often natural, and even good learning; it should not be avoided! When a group of people who previously didn't know each other leave a deliberation feeling good about the outcome, feeling that they were both challenged and heard, feeling that they contributed, feeling solidarity with each other, that is success.

Hannah: Deliberative experiences are by far the most exciting, engaging and informative aspect of my role. It's a pleasure to be able to bring people together and learn things I would never have expected to within funding decisions. I feel much more secure in the decisions I make through a process like this. I highly recommend being part of a deliberative process to anyone who is able to.

How Can You Fund Other Organisations to do Participatory Grantmaking?

There's a wealth of incredible funders out there who are delivering PGM, they are set up with the skills, experience and governance structures that makes this work their bread and butter. Rather than traditional funders trying to reinvent the wheel there are some really exciting opportunities to support these smaller, often more nimble, flexible and responsive funders to take the lead.

NoVo Foundation is doing just that, and I was able to meet with Jody Myrum who talked me through how they work using collaborative and trust based methods to fund organisations to devolve their grants out into communities. As a bigger funder they use this model to be able to reach and support grass roots and small organisations across the world to deliver their work without NoVo having to have high staff numbers.

NoVo Foundation uses PGM to support a range of issues impacting and affecting women and girls. They do this in a number of ways, for example:

- Funding an intermediary who distributes grants through PGM. For example, the Girls First Fund who support those working to stop child marriage.
- Partnering with well-established PGM funders such as FRIDA Fund, providing them with money to redistribute to communities.

- Developing partnerships in order to set up a local grant giving organisation when there isn't one. For example, the Southern Black Girls & Women's Consortium - a new collective of funders, activists and community leaders working to advance the movements for Black girls and women in the south-east of the US. The consortium will co-create an infrastructure for regional grantmaking and movement building, providing resources to local organisations that work directly with Black girls, including those outside of traditional non-profit organisations.
- Providing endowments that allow organisations to get on and deliver the work - funding based on trust allows them to move money closer to communities without any monitoring or reporting.

NoVo develop this trust with their grant holders funding them for a year or two, getting to know them and then once trust is built leave them to deliver.

For some funders this might be a really good way of supporting PGM. If your governance allows you to work like this it offers the opportunity to be quicker and easier as you can rely on communities and organisations working in communities already to provide the infrastructure and set up.

Working in this way can also provide some really in-depth insights and learning about communities, delivered by members of those communities rather than a funder parachuting in.

For other funders this might be trickier as it might involve a different process in order to devolve grant decisions out to another body. It might be that working closely with PGM funders could help improve learning and practice of a larger funder but it's important to pay for this time and knowledge.

Many of the smaller PGM funders I met with were working on a shoestring with the Edge Fund being nearly entirely volunteer run. I am not sure it is fair to utilise a smaller grant maker's time and knowledge and then replicate it without financially supporting them.

On that note, there are a wide range of amazing PGM funders out there you might want to look to support, although this list is by no means extensive and I welcome more recommendations!

Edge Fund

Supporting movement building and campaigning in the UK

Camden Giving

Funding community projects in Camden London

Pawanka Foundation

Supporting indigenous communities around the world

Global Greengrants

A UK funder supporting worldwide to protect the planet

International Trans Fund

Supporting Trans rights across the world

RAWA Creative Palestine

communities Fund Community development in Palestine

The Other Foundation

Supporting the rights of LGBTQI people across southern Africa

Red Umbrella

Supporting sex workers across the world

FRIDA The Young Feminist Fund

Supporting young feminists across the globe

With and For Girls

Supporting girls across the globe

UHAI

Supporting the struggle for equality, justice and dignity for East Africa's sex workers and sexual and gender minorities

How Do You Make Participatory Grantmaking Accessible?



While in Boston, I was able to spend time with the Disability Rights Fund, who have a clear overarching aim of 'empowering persons with disabilities to advocate for equal rights and full participation in society' that all their grants are working towards.

As a participatory grantmaking (PGM) funder, this means their decision makers are disabled people from across the world. I had the privilege of spending time with Kerry Thompson who, as the Inclusion and Analytics Officer, leads on ensuring their processes and decision making are as accessible as possible.

Kerry highlighted that in order for the Disability Rights Fund to be accessible, they need to think about the whole rather than just a single day or event. This involves actively working to accommodate access requirements for:

- **Internal staff**
- **Grantees**
(proposals, website, reporting and monitoring);
- **Governance**
(boards and decision making).

This is quite a lot to consider and therefore needs the foresight, planning and flexibility to make processes as accessible as possible. This is especially true as we know access requirements usually end up as an afterthought to a process, and often only when prompted by someone proactively pushing for an accommodation being made.

It's therefore vital to understand the barriers that models of PGM might cause to people. For example, the thought of pitching an idea to a group of people could be terrifying for some, while travelling to a venue might not be possible for others. Each model of PGM will have barriers, and it's important to work to understand and remove these as much as possible. We need to always ask who isn't in the room and why that is the case.

Here are some of the ways we can learn from the Disability Rights Fund to make PGM processes accessible:

- Talk about access needs as early as possible: Embed this into the design of your approach and be mindful and flexible to accommodate them. Plan, plan, plan!
- Model asking for what we need and/or build the relationships that allow people to ask: Often, disabled people are made to feel they should be grateful for crumbs and can therefore feel like highlighting their access requirements is a step too far. Creating an environment where people are able to speak up and share their requirements is therefore really important. Kerry says one of the ways she does this is through modelling this behaviour – being really honest about what she needs to support her to do her work can allow others to do the same.
- By developing relationships and working with an individual to build trust, as well as sharing examples of ways access requirements could be accommodated, can help an individual to share their own needs.
- Outline the process and what is expected of a participant: For some disabled people, unless they know what is expected of them in a given situation, they might not be able to know what their access requirements might be. Being really clear about what involvement looks like can help someone ascertain whether they need adaptations.
- You don't need to ask what disability or impairment people have: This information isn't helpful to you (and is just a bit nosy); what you need to know is what their access requirements are. This is the question that will give you the information you need in order for them to be able to engage.
- Book a wheelchair accessible room from the outset: This should be one of the key criteria for any venue you are booking.
- Set out the layout of the room with people in mind: Have space to move around. Remove chairs so people don't have to wrestle to remove them before they can get to the table.
- Utilise technology: Live streaming and video conferencing tools allow people to participate from their own spaces. However, it's important to check with people that they have access to the required technology. If not, ask if there are more accessible alternatives.
- Have a staff member who can support facilitators to understand access requirements: Prep for this before the day so that it is embedded in the planning and people aren't put on the spot to understand, redesign or deliver in a way they aren't prepared for or used to.
- Summarise what is being said: This helps people to follow the conversation and understand that they have interpreted it correctly.
- Share information and the agenda well in advance of a meeting: This helps people to prepare and know what to expect on the day.
- Find a way for people to voice that something is stopping them engaging: This could be a card they can hold up, raising a hand or making a noise that allows the facilitator to recognise that something is unclear, the conversation is moving too fast or the sound isn't working. Explain to everyone they can do this and model it.
- Set the guidelines and ways of working at the beginning: This enables people to understand and buy into ways of working that make meetings more accessible.
- Use a variety of different formats to share information: Things like video, summaries and easy-read options can support people to be able to understand information presented.
- Continuously seek and act on feedback: Ask what we could have done better, and what we need to change for next time.
- Seek recommendations (without putting the responsibility of meeting access needs on them): If you know someone has a specific access requirement, ask them what can be done to best support them. They may also have recommendations for rooms to hire, facilitators and interpreters to use, and technology that works for them.
- We should all be making proactive efforts to be as inclusive as possible and that means thinking about, acting on and embedding access requirements right from the start of designing a PGM approach. By being proactive in our approaches to include diverse groups of people in PGM we can ensure we have the budgets, spaces and ways of working in advance rather than scrambling to try and achieve this as an afterthought.

When You Shouldn't Use Participatory Grantmaking

As you can tell from this report and the work I've been involved in, I'm a big advocate for participatory grantmaking (PGM). I think having diverse community voices in the design and delivery of funding is a great way to make effective and impactful grants. However, I also think there are some instances and contexts for which PGM might not be the most suitable approach.

1. The first of these is in urgent action or rapid response funding. This is often when a funder is required to provide a funding decision within a day or a week, and also to get the money to an organisation or individual within this time frame. When you're working at such pace, having the community involved in these decisions might not be possible, primarily because it is very likely to slow response times down. Urgent Action Fund for Women's Human Rights is a good example of funding being delivered in this way.

However, if a fund is working in this way and moving money too fast to make it possible to meaningfully involve the community receiving funding in the decision making, there are still ways to involve them in the design and development of the fund's strategies, priorities and eligibility. Urgent Action Fund for Women's Human Rights, for example, still has a network of advisors who support them, despite providing such rapid funding (within 1–10 days).

2. The second context where PGM might not be the best option is situations where it is done badly. Doing PGM is hard and sometimes we

can end up causing more harm to communities than the problems we are trying to solve, often unintentionally. This can happen when a funder's behaviour undermines or damages a community, individuals or the relationships involved, and the impact of this can be unfair and harmful.

This can be done in lots of different ways including:

- Tokenistic approaches whereby a community is asked to spend time and effort for no other purpose than to tick a box.
- Taking people's time and input for granted.
- Not listening to communities or ignoring the insights they provide if it doesn't match what a funder wants to hear.
- Having no clear parameters around the role of the community or why they are being asked to be involved.
- A community's input not actually having any impact on the decisions made.
- Expectations not being managed and the funder not being able to deliver what they have said they would.
- No feedback loop, with community members brought in but not being told about the outcomes of their involvement.
- Communities being asked to input on the design and decision-making of something that isn't their area of expertise, without the resources being invested to build their expertise.
- Communities not being resourced properly for their time and skills to take part in PGM, which is also extractive.



As I said, this is often unintentional — the way we design participation can inadvertently waste people's time or make their engagement feel frustrating and dis-empowering by putting our needs ahead of those engaging in the process. Being really honest with ourselves and understanding where the involvement of communities is situated on a spectrum of participation will help us to define our roles better. It helps participants make an informed decision about whether this is something they want to be involved with. The below framework was developed by the Ford Foundation and is a "starter" framework for participatory grantmaking and outlines forms of communication and responsibilities of grantmakers and non-grantmakers.

It is also helpful to use trust-based approaches — be honest about the parameters in which you are working, what role the community plays, what is and isn't possible, the time frames you are working to and what challenges you might be facing. Being honest is not a one-time thing, it's about working collaboratively and letting people know if something isn't feasible even after their engagement; communication needs to go on through the life cycle of the project, not just the day or part community members were involved in.

I was lucky enough to meet with Shaady Salehi from Trust Based Philanthropy, who spoke about the six principles they use that act as a framework to support grant makers to develop more trust-based relationships. These principles can be used with PGM, but are not exclusive to it and have been developed for all philanthropic funding: <https://thewhitmaninstitute.org/grantmaking/trust-based-philanthropy/>.

Their principles are:

- Provide multi-year, unrestricted funding: The clearest way to demonstrate trust is to rely on the grantee to determine the best use of its resources.
- Do the homework: Foundations should do the footwork and conduct due diligence before inviting communities to invest their time and attention.
- Be transparent and responsive: Be open with your time-frame and processes so as not to over-burden.
- Solicit and act on feedback.
- Simplify and streamline paperwork: Look to reduce the burden of unnecessary report writing, work with grant holders and other funders to share reporting methods and due diligence processes.
- Offer support beyond the cheque: How do you help your grantees develop, learn and network?



Homer Simpson's car.

3. The third context in which PGM may not be the best approach is when communities do not have the expertise, specialism or knowledge to make a decision. There may be thematic or long-term funding programmes that require a level of specialist expertise that may not exist across a whole community. Examples include technological, medical, scientific or digital solutions where expertise is required to make the right call. When this is the case, where and how do we bring that expertise in? Does it lie within or outside a foundation? When is community insight required?

In these instances, it's about understanding what and whose knowledge is needed at what point, as well as understanding what framing or training is required to allow decision makers to make the most informed grants. You might remember the Simpsons episode where Homer is asked to design his perfect car while ignoring all the advice from the experts in car design; it turns into a total disaster that resulted in an unfeasible product.

4. The fourth instance is when communities do not understand, or are not given the opportunity to understand, the wider context and ecosystem which funding decisions impact. We need to be able to make decisions that are framed by such questions as 'what harm does this do?', 'what will this displace?' and 'what are the unintended consequences?' with the people in the room who are able to answer these. We need to be able to set the parameters of these decisions — what are we willing to fund?

People can sometimes desire things that may be good for them and their communities, but that will have negative impacts on others or the planet, for example. How do we manage this? What are the contexts in which we are working? Do we or they have the information, knowledge and expertise to make a call? Are there wrong choices? Who decides what a wrong choice is? Unless managed and addressed, explicitly co-design and PGM approaches might exacerbate the negative consequences inadvertently created by these decisions.

This is particularly true for some models of PGM such as community voting events, where deliberations and discussions might not be possible and it might, therefore, be irresponsible to devolve power to communities that might make decisions that cause more harm than good. Should funders be sifting out proposals that are unsuitable or harmful? How do we work with communities to understand collectively what this harm is? Can we collectively work together to define the parameters by which we are making these decisions? And can deliberations be facilitated to ensure that we continuously readdress the impacts of decisions, both positive and negative?

I think these things are possible. They require us to design and deliver PGM with these questions front and centre, embedded from conception and not as an afterthought.

Conclusion

The work I have done in PGM and my travels for my Fellowship have been some of the most insightful, thought provoking, exciting and challenging experiences in my career so far.

PGM has enabled me to think differently, explore possibilities, reflect on my place and my power, and embrace new approaches, new people and new voices. I have learnt more about specific issues than I would ever have managed through an assessment or monitoring report. It has meant that I have been continuously asked 'why are you doing it like that?' and its enabled me to break old habits. It has allowed me to ask, explore and imagine 'how could this could be better?', then design, deliver and embed ways to achieve this. It has kept me on my toes, never been boring, often been uncomfortable, always been exciting and normally been challenging. PGM has given me permission to talk and embrace the love, care, healing and passion that communities exude every day, but we neglect and ignore when we fund. It has made me humble, made me listen, forced me to reflect, learn and grow.

I am excited for the prospect of others going on this journey; mine is far from over and I look forward to continuing to the next opportunities. The prospect of others discovering and utilising PGM as a tool to devolve power and watch what incredible things communities achieve is exciting. We as funders need to work on acknowledging we don't have all the answers, we need to work on trusting people and providing the resources, space and money (then get out of the way) so that communities can get things done and change the world.

*This report is a great starting point to allow you to understand the basics and utilise some of the things I have learnt in your own work. But it's not everything, I'll continue to learn from the incredible people I meet and the PGM practitioners across the globe. This Fellowship is about creating change so if you would prefer to talk through what I've done and learnt, or if you want help to embed some of this within your own practices or you just want to share your achievements, please do get in touch and we can have a chat or go for a coffee – you can contact me via email on: **hannah.paterson@tnlcommunityfund.org.uk** or on twitter as **@PatersonHannah**.*

Imposter Syndrome



I've been doing work on participatory grantmaking in the UK for the last two years developing a funding programme through participatory approaches. I've been living and breathing participatory grantmaking, embedding myself in conversations about shifting power, speaking to other funders working in this space, using user design principles to engage just under a hundred people in the development, decision making and grant management for the Leaders with Lived Experience Programme and sharing my work, challenges and successes.

Despite this I felt nervous meeting with those who have been working in this way for years and years.

I was nervous meeting the people whose work I have been following on twitter and learning from to inform my own practice.

I was nervous about wasting peoples time.

I was nervous about asking them questions about things they may have talked publicly about before.

I was nervous about just repeating the incredible body of work out there, particularly the amazing grant craft report, rather than adding to it.

I was nervous about not knowing enough, about not being able to answer their questions, about getting lost, about turning up at the wrong place at the wrong time.

I was nervous about missing planes, or trains.

I was nervous about being on my own when I got

to San Francisco. I was nervous about a lot of things!

But that was kind of the point of the Fellowship. To challenge yourself, push yourself out of your comfort zone and learn from best practice elsewhere to help inform the work going on here and I have to keep reminding myself that even though the impostor syndrome can consume me I do understand this stuff and that people are excited to talk about their work and are willing to spend time sharing the amazing things they are doing.

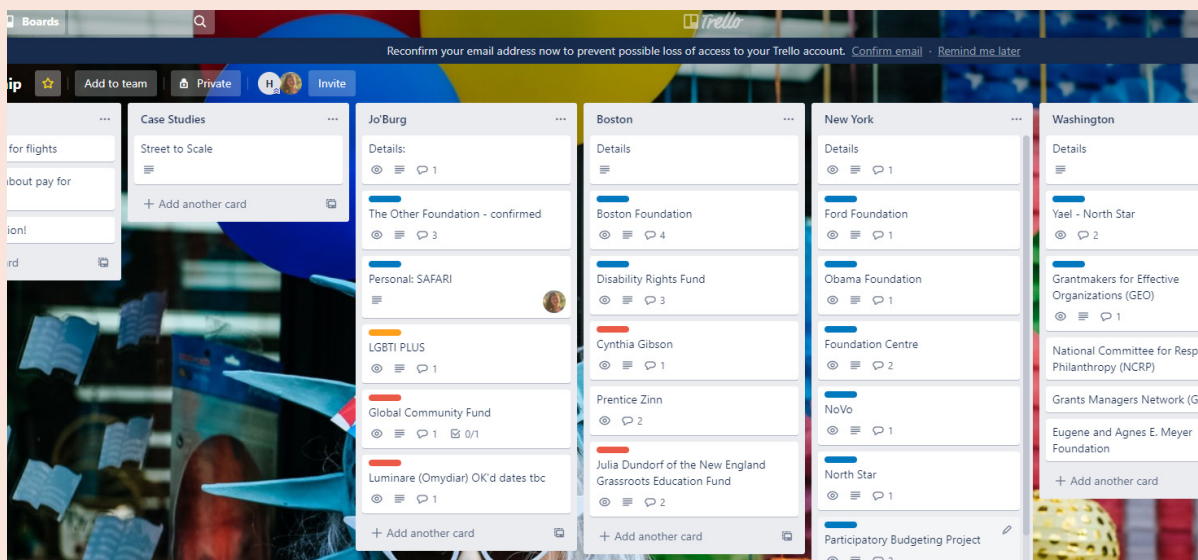
Impostor syndrome is a horrible thing, it can consume you and fill your belly with anxiety, it can stop you doing things you are more than capable of doing and it can mean that the opportunities available only ever go to those who have the confidence to do it. It's important to recognise it, talk about it, realise you aren't the only one and then do the thing anyway. Otherwise those who get the opportunities, have their voices heard, are leaders in their field will always be the same types of people, the ones with unwavering self-belief and confidence.

It means we don't have the breadth and depth of experience that we need to strengthen the conversations and widen our understanding.

I am incredibly lucky for the opportunity, so I put my fear aside and enjoyed it, even if it was scary.

Top Tips for Churchill Fellows

- 1 Take thank-you cards (The Works sell 2 for 1 packs of 10 cards), I would write them before I had the meeting so I could give them at the end. It I wrote it then and there I forgot to do it!
- 2 I also went with English chocolates (cadbury mini multi pack from Costco). These went down well.
- 3 I planned my travels on the free online project management tool Trello (pictured below). I used different to-do lists for different cities. This allowed me to colour code who had responded/confirmed/rejected etc. I kept all the details of those contacts within each Trello card (blue was confirmed, orange was to be confirmed, red was not available).



- 4 Closer to the time I moved this into a google doc itinerary which provided times, locations and travel routes to each meeting.

Fellowship Itinerary	
File Edit View Insert Format Tools Add-ons Help Last edit was seconds ago	
<div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> </div>	
<div> <div>Skill share workshops at First Church Cambridge from 3 to 6 PM.</div> <div>Full schedule available here.</div> </div>	
Monday 14 th October	
<div> <div>Boston Aquarium</div> <div>Columbus day activities</div> </div>	
Tuesday 15 th October	
1300	<div> <div>Travel to Boston Foundation (Talissa Lahaliyeh has helped organize the meetings)</div> <div>Need ID!</div> <div>Check in with security in atrium then go to the 3rd floor. Let the receptionist know I</div> </div>
	<div> <div>Start address to Meeting address (32min on public transport)</div> </div>

Top Tips for Churchill Fellows (cont)

- 5 Downloading the google doc app on my phone meant I could access this information without needing data/wifi.
- 6 Download offline maps, this means you can use them without wifi/data.
- 7 Build in extra time for traveling between meetings, it will take longer than you think.
- 8 Build in extra time for meetings, they always last longer than you think.
- 9 Leave the odd day free for thinking/writing/responding to correspondence.
- 10 I found 2 -3 meetings a day was optimal any more and you rush around and are thinking about the next one while you're in the current one.
- 11 People will give you a LOT of paper, they want to share their reports and publications. If you want to keep them make sure you account for this in your luggage allowance!

References and Further Reading

- [i] Leaders with Lived Experience Programme <https://www.tnlcommunityfund.org.uk/news/press-releases/2019-07-01/lived-experience-leaders-celebrate-national-lottery-funding-tackle-social-issues>
- [ii] Grant craft report <https://grantcraft.org/content-series/participatory-grantmaking/>
- [iii] Winston Churchill Memorial Trust <https://www.wcmt.org.uk/>
- [iv] The Other Foundation <http://theotherfoundation.org/>
- [v] Participatory Budgeting Project <https://www.participatorybudgeting.org/>
- [vi] Lani Evans report into Participatory Grantmaking <https://philanthropy.org.nz/wp-content/uploads/2016/09/Participatory-Philanthropy-Churchill.pdf>
- [vii] Decolonizing Wealth <https://www.decolonizingwealth.com/>
- [viii] North Star Fund <https://northstarfund.org/about/>
- [ix] RSF Social Finance <https://rsfsocialfinance.org/>
- [x] The Edge Fund <https://www.edgefund.org.uk/>
- [xi] The Other Foundation <http://theotherfoundation.org/>
- [xii] Camden Giving <https://www.camdengiving.org.uk/>
- [xiii] Jaywick National Lottery Community Fund <https://www.eadt.co.uk/news/jaywick-sands-community-forum-and-big-lottery-fund-launch-micro-grants-for-local-people-and-organisations-1-5457126>
- [xiv] Wikimedia <https://wikimediafoundation.org/>
- [xv] The National Lottery Community Fund runs the People's Projects <https://www.thepeoplesprojects.org.uk/>
- [xvi] Parents of Families of South African Queers (PFSAQ) <https://www.facebook.com/Parents-Families-Friends-of-South-African-Queers-PFSAQ-535279693193734/>
- [xvii] Soweto Pride <https://joburg.co.za/soweto-pride-2019/>
- [xviii] Lawyers for Human Rights <http://www.lhr.org.za/>
- [xix] PLUS the LGBTI+ Business Network <http://lgbtiplus.com/>

Other things to read and listen to

- The Lafayette Practice <http://www.thelafayettepractice.com/reports/whodecides/>
- Rose Longhurst podcast <https://podcasts.google.com/?feed=aHR0cHM6Ly9hbmNob3luZm0vcy9IMGU3YUYwL3BvZG9hc3QvcnNz&episode=MDFhNTIhODQtdMDMxOS00MDUzLWJjZGQ0DEwZWVNjNzQ0N2Q2&hl=en-GB&ved=2ahUKEwjKpKKizdPnAhUfThUIHVHRDKsQjrkEegQIBxAE&ep=6>
- Why Every Funder Should Consider Participatory Grantmaking <https://grantcraft.org/content/blog/why-every-funder-should-consider-participatory-grantmaking/>
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