

May 2020

# Beyond Words

## Power & Trust in UK Grant Making

A report from the

**GRANT  
GIVERS'  
MOVEMENT**



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# Executive Summary

The Grant Givers' Movement conducted a Sector Pulse Survey and received over 140 individual responses. 70% of respondents are directly involved in distributing grants ranging in seniority from Grants Admin to Senior Grants Managers, 15% are CEO/Directors or Senior Management Teams and the rest included those who work in another role in a foundation, foundation trustees and a few consultants to foundations. There were respondents from across the funding sector encompassing public, private, family foundations, corporate foundations, livery companies and community foundations. There was a 60% completion rate, with an abundance of qualitative feedback elicited.

We wanted to find out: how those working within grant making organisations perceive their own power as individuals; the dynamics within grant making organisations; and most importantly - the power balance between grant makers, grantee partners and the communities we seek to serve. The overwhelming consensus was that there is a power imbalance in UK grant making and this needs to change. However, there are still real or perceived barriers to acting on this.

## Key Findings

1. There is an overwhelming consensus that not only does a power imbalance exist between funders and grantee partners, but that there is already a lot we know about what can be done to address and re-balance power. However, whilst there are some examples of good practice it is not yet the norm and as a sector, we just aren't acting. Given that over 80% agreed that power should be rebalanced and almost 80% agreed that better redistribution of power would lead to more impactful grant making - we know that change is not only important, but possible.
2. Grant makers told us they have far greater trust placed in them than power and that they also had a good amount of influence. Whilst respondents may not have 'direct' power they do have the ability to create some change by way of their influence and the trust placed in them by foundations.



"I remember being in a conversation very early on in my grant making career where one person said they would ditch an application just because it had a spelling mistake."

3. Just over 50% agreed that their organisations were taking steps to rebalance power. Respondents shared rich examples demonstrating what is happening to redress the power imbalance, and this corresponds with what grantee partners are telling them needs to change. 24% said they were not taking steps and the remaining 25% neither agreed nor disagreed.

4. A range of factors inhibit a trusting relationship between grantee partners and funders. Respondents cited issues such as: funders creating a 'race to the bottom' in terms of low pay in the sector; funders applying punitive measures when things don't go according to plan; grantee partners not wanting to 'bite the hand that feeds them'; lack of lived, thematic or even sector experience on boards which leads to misunderstanding and mistrust; and one directional learning, flowing only from grantee partners to funders.

5. Respondents told us they felt foundations were most accountable to their board, the group they were felt to be least accountable to was end beneficiaries.

6. Respondents felt that some key barriers remain in place. To name a few, these include: old, embedded structures and boards which see little reason/driver to change; the resource required to actually re-balance power led several to worry that unless this came alongside the will to change, things wouldn't change; and concerns over value of jobs depreciating or job loss.

7. Respondents feel that now is the time to make changes within the sector, and they cite #CharitySoWhite and #ShiftThePower as examples of movements catalysing this. Many of those in grant making positions stated that they felt trusted in their jobs and this results in a good amount of influence for them to change practice within their institutions.

The report concludes that re-balancing power within the grant making context on a practical level means recognising that grant makers are not always the best people to make funding decisions. Through introducing greater levels of participation in grant making by those with lived experience and by investing in expert knowledge and sharing of knowledge - power can be shifted into the hands of affected people and communities. There are some good examples of this across the sector; through communities participating in funding decisions, to foundations investing in those from disadvantaged backgrounds and with lived experience to enter philanthropy, but they are not the norm. Achieving greater equity is about restoring power and resources to affected people and communities and recognising the existing power held within them. It is also necessary to recognise that power is deliberately broken down in certain communities (e.g. through structures of colonialism, racism, patriarchy, capitalism), and our responsibility is to then restore power through philanthropy in the communities that have been impacted by these wider systems of oppression. Restoring this power will go a long way to ensuring philanthropy perceives its existence as the pursuit of justice, rather than mere charity.

# 1. Introduction

The Grant Givers' Movement conducted our second ever Sector Pulse Survey and received over 140 individual responses from grants managers, some Chief Executives and those in other roles, including a few trustees. The responses were spread across large and small foundations, ranging from public to private foundations and those with 1 staff member to those with over 170. We realise this is not a fully representative sample. Nevertheless, in a sector as small as this one, the response was overwhelming and it is clearly a topic people feel passionate about. We hope that our findings contribute towards the growing bank of learning on Power and Trust in this unique context.

70% of respondents are directly involved in distributing grants, ranging in seniority from Grants Admin to Senior Grants Managers. Why should this group be heard? Respondents to this survey are potentially the foundation leaders of the future but many are frustrated by the slow pace of change. They are closer to the front line than many foundation leaders who may have added pressure from trustees to 'toe the line'. Furthermore, under the blanket of collective power and anonymity - in a survey of members conducted last year the majority voted to remain members as individuals and not by association with their organisations - they are more able to express honest views about issues they feel should be addressed.

This research highlights the need to re-balance power between grantee partners and funders. Re-balancing power within the grant making context often refers to grant makers sharing their power by increasing the participation of the communities they serve in decision-making activities. This may involve genuine co-production particularly at the strategic level with people who have lived or front line experience and/or by employing a participatory grant making model. Unexamined and unchallenged power imbalances create a risk of wealthy and influential philanthropic entities or individuals prescribing what needs to be done and how to do it without listening to expertise within communities.

Communities hold power in the knowledge, networks, people and assets they hold. Yet, it is widely recognised that philanthropy is not representative of the communities it seeks to serve. Recognising that as a grant maker you hold power and privilege is the first step towards redressing the imbalance. However, many 'traditional' philanthropic structures may not be able or willing to increase participation in grant making and/or employ a participatory grant making model – so in what other ways can we shift power? This report highlights some practical steps that funders can take to increase the power of those with lived experience in their grant making. In addition, this report also offers insight into fundamental ideological shifts which are required to achieve greater equity in the sector.

Philanthropy has the power to change its own practice, but we often stand in our own way. This report highlights some examples of changes funders are already making, such as relaxing reporting requirements, making unrestricted grants, increasing funds available, creating emergency funds, changing processes to enable quicker decision-making and collaborating with, trusting and listening to grantee partners. Our survey respondents also highlighted some behaviours we consider to be bad practice and detrimental to progress.

In the face of the current Covid-19 crisis it is even more important to consider our grant making practice, as the impacts of the crisis on the most marginalised of our communities becomes clear. The response by parts of the sector demonstrates that funders can change practices when required, and quickly. But the changes we are seeing are not ambitious enough - to intentionally and meaningfully shift power into the hands of communities and regain trust in the philanthropic sector, much more radical changes to practice, and indeed to what philanthropy is and means, are needed. We outline what some of these changes might look like and signpost to useful resources at the end of this report.

## A Note on Definitions

**Grant Makers and Grantee Partners:** We use the terms 'trust, foundation, funder and grant maker' interchangeably. For the purposes of this survey these terms refer to organisations which make grants, of all types and sizes, either to individuals or other organisations, usually charities. We use the term 'grantee partner' as a catch-all for organisations which are recipients of funding from funders.

**Power and Trust:** We understand that power and trust may be viewed as abstract concepts but they are very real notions that we encounter every day. When we talk about power in the context of grant making this is essentially the power held over resources and the decisions on where and how to allocate these resources. Trust is connected to this and refers not only to the relationship between grantee partners/service-users and grant makers but also the trust mechanisms within grant makers themselves.

**Lived Experience:** When we refer to 'Experts by Experience' or 'Lived Experience' we mean a representation of the experiences of a given person, and the knowledge they gain from these experiences. For example a person may have studied criminology, but this learned knowledge differs from the knowledge gained by someone who has experienced incarceration.

## 2. Where are we now with Power and Trust?

Over 50% of respondents said that the foundation they work for is 'taking steps to balance power'. However, 24% said they were not taking steps and the remaining 25% neither agreed nor disagreed. The below table shows the collated feedback received from the survey responses of what these steps look like. We also asked 'What have your grantees told you needs to change?'. There is significant overlap, which indicates that the message from grantee partners is being heard.

**Figure 1:** Collated responses to the question 'What steps are you taking to rebalance power?'

Grants Process and Conduct with Grantee Partners
Improving communication around grants process, developing criteria around selection and feedback for unsuccessful applicants
Engaging in a genuine quest for feedback from grantee partners via an annual anonymised survey - showing that funders take feedback on board by making adaptations and explaining what those were
Simplifying and diversifying application process to make it more accessible
Encouraging grantees to schedule calls, meetings and site visits and to draft the agenda points first
Demonstrating trust by providing more unrestricted, multi-year funding, to enable organisations to determine how the funds are best spent and to better predict their future.
Dialogue
Introducing participation amongst the board through conversations around approaches to grant making
Greater recognition of the power dynamics and open discussions with grantee partners and communities to break down barriers and hear their thoughts on potential ways forward.
Increasing staff capacity to be active listeners, to better understand the needs of and perspective of grantee partners.
Strategy - longer term strategy and commitment
Increasing participation in grant making decisions, such as 1) former grantee partners identifying and selecting new grantee partners; 2) co-opting members with lived experience or staff from frontline organisations onto grants committees/panels to make decisions on applications; 3) Increasing funding towards participatory grant making.
Funding activities led by social movements and other informal groups that often represent individuals with lived experience that are not associated with a formal established organisation and/or funding fiscal agents.
Committing to action now can change who has the power to make decisions in the future. For example, signing up to The 2027 Programme, which injects community power in grant making through supporting talented people from working-class communities with the tools to become staff and leaders in grant-giving organisations.
Engaging in place-based funding or narrowing your geographic remit could help funders better engage with their partners and be more considerate towards power dynamics.



As demonstrated above, whilst some progress is being made there was also wide acknowledgement that there is a long way to go. Extractive and directive behaviours by funders often reduces trust. Committing to being a relational funder, that builds trust with grantee partners, will enable grantees to raise issues on their terms and without fear. A worrying quote from one respondent revealed pressure from above for them to exert their power: "I am often reminded of the power imbalance and encouraged to use it, to get organisations to 'dance to our tune'. This makes me incredibly uncomfortable. When I challenge it, I am told I am too nice". To know that within our sector power is not only known, but is used towards grant maker 'gain', is hugely unsettling and places some areas of the sector dishearteningly far from a place where power can be balanced and trust gained.

**Figure 2:** Collated responses to the question 'What have your grantees told you needs to change?'

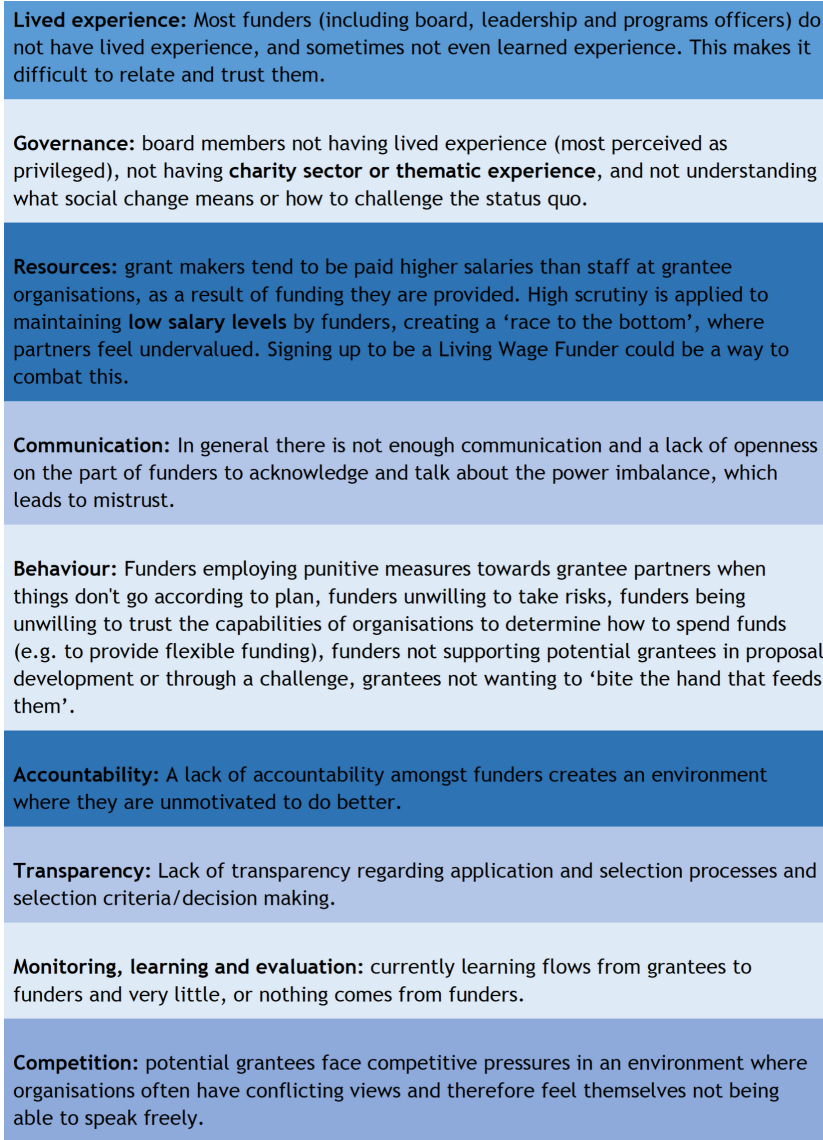
<p><b>PROCESS:</b> faster turnaround; clearer guidelines; centralised funding; more transparency; complexity and length of application forms; feedback if unsuccessful; more notice of funding call for proposals.</p>	<p><b>ENGAGEMENT:</b> being more involved in influencing and contributing to funders' strategy development; more opportunity to access and learn from foundations' own learning; closer relationship post-grant and during lifetime of the grant.</p>
<p><b>SYSTEMIC CHANGE:</b> diversity of board and staff is more representative; lived experience is valued; funders advocate on behalf and/or alongside organisations they fund; flexible funding of movements as well as registered organisations.</p>	
<p><b>REPORTING:</b> less bureaucracy; more clarity around what will be required at the end of the grant; reducing unrealistic expectations on short-term funding</p>	<p><b>TYPE OF FUNDING:</b> more core and unrestricted funding; more money towards networking and collaborative opportunities; longer term and larger grants</p>

**Figure 2.1:** Visual representation of responses to the question 'What have your grantees told you needs to change?'

grantees asked application say Need simpler decision making  
 work us longer processes give funding reporting  
 grant core funding feedback application form time  
 funders change make foundation longer term funding year closed  
 application process

### 3. Relationship between Grantee Partners and Funders

**Figure 3:** Collated responses to the question: 'What inhibits a trusting relationship between Funders and Grantee Partners?'



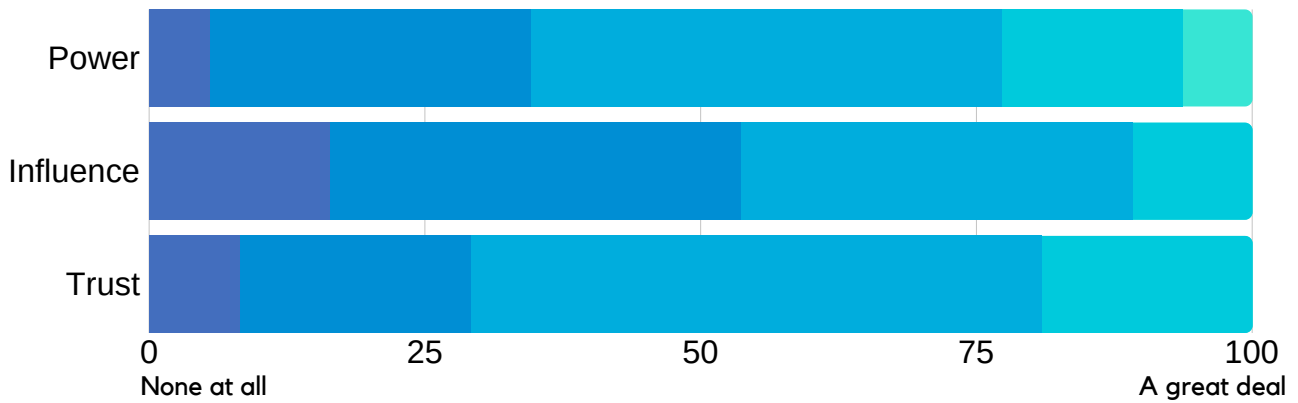
Check out Grant Advisor UK: the first attempt to provide a channel of user feedback on foundations which is not owned or controlled by foundations

**Figure 3.1:** Visual representation of responses to the question: 'What inhibits a trusting relationship between Funders and Grantee Partners?'



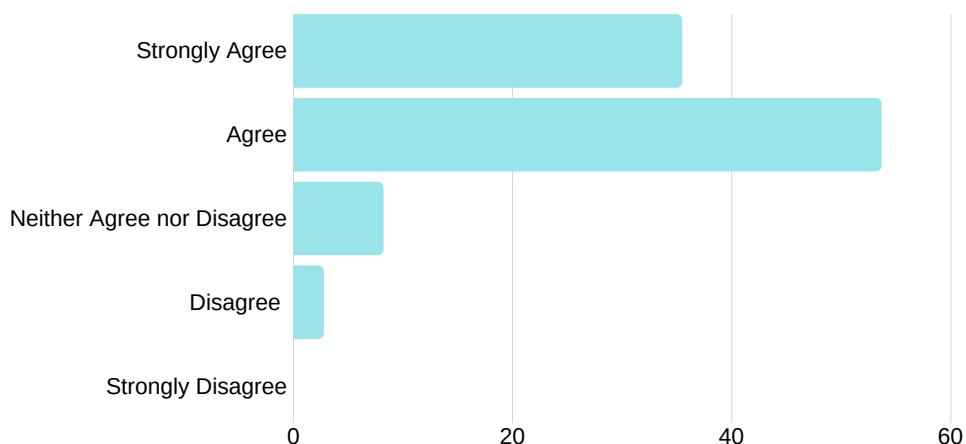
We also wanted to find out about the unique position of respondents and how Power and Trust plays out in their own organisations. Whilst there was some recognition of the power held by respondents i.e. those working within grant making – the response was that there was far greater trust placed in them than power and that they also had a good amount of influence. So whilst respondents may not have 'direct' power they do have the ability to create some change by way of their influence and the trust placed in them by foundations.

**Figure 4:** Responses to the question 'Please rate the following in terms of the level of power, influence and trust you think you have within your organisation'



Power continues to be viewed as residing in the possession of the people who have the ultimate say - usually trustees. However, as we see from the responses to the question above and below - high levels of trust and influence can be as powerful because they can help to direct the flow of funding. That being said, one respondent (who is in a Director/SMT position) stated, 'I have power to influence but that can be removed easily. The main benefactor has the power to remove my influence as he has greater influence over the rest of the trustees.'

**Figure 5:** Responses to the question 'In my position within the foundation I am involved with, I have the power to influence grant decisions'



**"Funders often don't want organisations to be open and honest as it might mean more work for them if they are dealing with a challenge which is not something that sits well internally when they have to sell the grantee to their board or decision making forum. So everyone goes on pretending everything is okay, because it's self serving. Meanwhile, affected communities on the ground are suffering."**

One respondent commented; 'the structures within many grant giving organisations place a lot of power at the top of the pyramid, usually with a group of people who are from particularly high socio economic groups,[...] this applies a lot when you consider the strategic direction of organisations. There tend to be more devolved powers further down the chain and certainly more influence and trust with immediate relationships or those with outside organisations.' Just as we should be recognising the different types of power communities hold, we should also recognise our responsibility as individuals working within grant making, to wield and share power in a way that supports the communities we are trying to serve. Practically that translates to what should be widely accepted as good practice grant making.

Rebalancing power was assumed to be simply good practice, because it means listening and working with the communities we are trying to serve, which was widely acknowledged as being a more effective and meaningful way of distributing funds. For example, 78% of respondents agreed or strongly agreed that 'more equal distribution of power means that foundations will make better grants'. There is growing evidence demonstrating that greater participation equates to greater impact (See [Gaventa, 2011](#); [Gaventa and Barrett, 2012](#)). There are also efforts in motion to measure and build solid evidence of the positive impact of participatory grant making.

## 4. Accountability

**Figure 6:** Visual representation of responses to the question 'Who is your foundation most accountable to?'



A large majority of respondents feel foundations are accountable first and foremost to those at the top of governance structures. This includes trustees who 39% of respondents said their organisation was accountable to and CEO's / senior management (5%).

Respondents feel their organisation is accountable second (15%) to funding sources which encompass a mix of founders, corporate and traditional donors, community funds and benefactors. Beneficiaries emerged as the group respondents feel their organisation is **least accountable to** with only 4% stating their organisation is accountable to 'end-beneficiaries.'

Although respondents also expressed they were accountable to the charity commission, grantee organisations, and governments (through their policies), evidently respondents feel they are most accountable to groups which hold traditional sources of power (that generated from financial and legal means). This suggests that the sector is yet to value other forms of power like relationships, networks and local knowledge which are inherent within communities, to the same extent as we value power gained through controlling the purse strings.

## 5. Challenges and Barriers

While some organisations are taking steps to share power, our survey revealed that respondents believe that we still have a long way to go. We asked respondents what they saw as the barriers to sharing power. Most respondents feel that what needs to change are old, embedded structural barriers which form the status quo. Responses reflect a sense that this is a herculean task, that changing this requires fundamental ideological and cultural change at organisational and sector level.


The lack of racial, ability, gender and class diversity among foundations is one reality which respondents felt perpetuates the status quo. Respondents felt a heterogeneous profile of grant makers enables a range of voices and experiences to contribute to decision making which results in more equitable distribution of resources and ultimately, can generate greater impact. Trustees were highlighted as the group which presents the greatest barrier to equitable power-sharing.

### Useful resources for recruiting trustees with lived experience:

- [Radical Recruit](#)
- [Young Trustees Movement](#)
- [Action for Trustee Racial Diversity](#)
- [Social Practice](#)
- [Trustees Unlimited](#)
- [BAME Recruitment](#)
- [Inclusive Boards](#)

In addition to learning about barriers which act as a block where willingness exists, we also asked respondents what some down sides to sharing power are, to get a sense of factors which could function to increase or decrease willingness to engage in power sharing. Role uncertainty and the threat to job security were raised as a downside to sharing power. As one person put it, 'if I give away power /decision-making rights then what's the point in my job, I think this is emotionally difficult even for people who really want to do the 'right' thing". The concern by many that learned experience may no longer hold the same value within the sector as lived experience works to exacerbate this sense of insecurity.

Resource drain (time, money and mental capacity) was consistently described as a disadvantage of



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sharing power. Enabling participation in grant making (and engaging in participatory grant making for that matter) entails significant costs in practice for both funders and communities and raises questions around how the cost - benefit is shared e.g. paying childcare/carer costs and/or overcoming transport challenges.

Equally, re-balancing power within decision making has a time cost. For foundations grappling with slow grant making processes, or those which make emergency grants and are reliant on quick processes, sharing power could lead to longer decision-making processes which could ultimately negatively impact grantee partners. Respondents also have large workloads and many small charities are already stretched thin and power-sharing can add to this already heavy workload. More than anything, respondents felt that funders need to make a commitment to supply the adequate resources to enable organisations to engage in power-sharing.

A number of barriers to creating a more equitable balance of power also revealed opportunities to develop steps which can be taken to mitigate concerns. For example, trustees take some risk in decentralising decision-making powers while retaining responsibility for legal risks. This can be mitigated by developing processes which examine risks at each stage in decision making and which help to ensure that decisions made are legal and uphold the reputation of the institution.

Further, some said that a lack of examples to learn from as to how to share power well presents a barrier. Some said the opposite – that emerging practical tools and case studies offer an opportunity in the form of learning. The misalignment reveals a gap for tools, case studies and other support which should be shared widely to inform, inspire and support organisations as they shift to more equitable balance of power.

Overall, respondents overwhelmingly felt that the issue of restoring power was being talked about, in part because of social movements like #ShiftThePower and #CharitySoWhite creating a groundswell around power and trust. With the rise in sector-wide conversations around improving processes, cultures and practices in grantmaking, respondents felt that the present moment offers a unique window of opportunity that should be grasped quickly. As one respondent commented, 'People are holding up more of a mirror to foundations colluding in inequality, which can mean more pressure to change'.



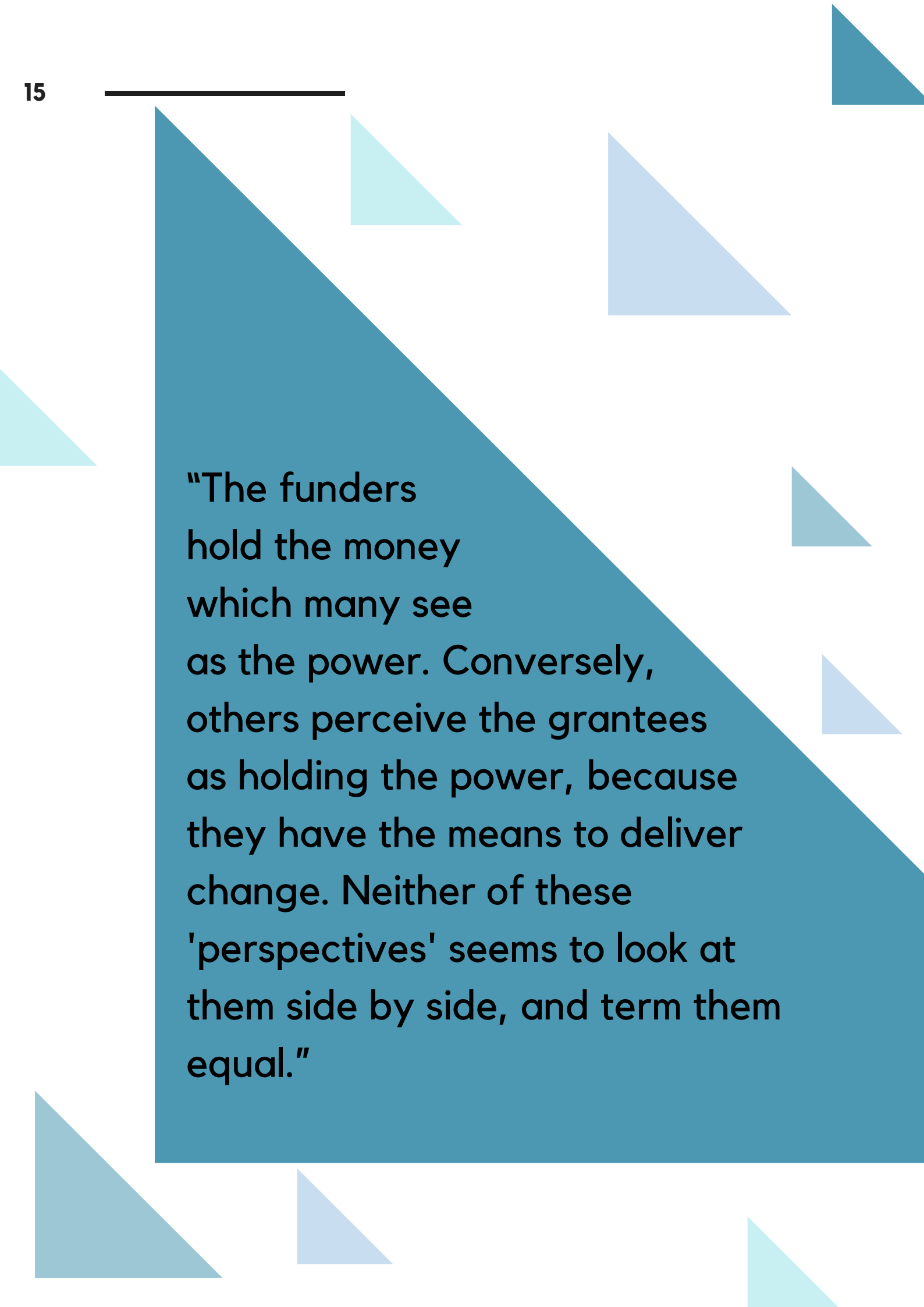
## 6. Where do we go from here?

Those working within philanthropy should see themselves as activists within their sector. Funders have privilege and influence and should use this constructively to advocate for change. Their actions often do not align with the missions they seek to pursue. Funders could be more collaborative and share information with each other and the wider sector. Philanthropic entities are not currently representative and inclusive and their practices could be more participatory. Funders need to be accountable towards the communities they serve and for those communities to play an active role in the design and implementation of activities. Funders also need to take action now to build the new face of leadership in the future, as this is fundamental to ensuring the sector shifts from a mission of charity to justice.

Beyond grant making, grant makers can also use their power in other positive ways;

- **Advocate for sector change:** funders are responsible and well positioned to advocate for change. They should also be more visible especially in highlighting the challenges in philanthropy, as this cannot be left to grantee partners alone, who are often fearful of speaking out. They need to use their privilege constructively.
- **Share lessons learnt:** whilst funders demand often lengthy reports from grantees, it is not common practice for learning to flow in the opposite direction. Funders have a unique birds-eye perspective of an issue or region and could offer valuable perspectives on ecosystem-functioning, gaps in service provision. We actively encourage grantee partners to ask funders to share their learning, perhaps also in the form of a report that can be widely shared and inform the wider field.
- **Be humble, elevate voice:** funders often speak about how influential they are, and neglect the impact and the hard work their grantee partners are actually engaged in.
- **Funder collaboratives:** If trusts and foundations (particularly the smaller ones) came together it would reduce piecemeal activities, pool expertise and build advocacy power. This could contribute to wider impact, not just project impact.
- **Share and build social and political capital:** funders often have networks with government and other influential individuals that could benefit grantee partners. Funders can also use their influence to bring people together and promote collaboration.
- **Diversity, Equity and Inclusion and leadership:** DEI is a major issue that funders must address on their boards. Having quotas is one way to ensure effort is being made but it is essential that steps are taken to ensure this is meaningful and not just tokenistic and leads to a genuine sharing of power and influence. This is important for the sector as a whole that needs to shift towards





"The funders hold the money which many see as the power. Conversely, others perceive the grantees as holding the power, because they have the means to deliver change. Neither of these 'perspectives' seems to look at them side by side, and term them equal."

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addressing injustice rather than charity.

- **Invest in current and future leadership:** As a sector we need to support those working within it from marginalised backgrounds and those with lived experience, both in the here and now and also in the future. These individuals must be nurtured and supported to challenge in a powerful and effective way and affect radical change.
- **Professional development:** funders can consider providing professional development funds to grantee partners. They can also pay grantee partners for the time they spend consulting funders, like they would consulting other experts.
- **Fund at the intersections of structural inequalities:** it is the responsibility of all grant makers at all levels, not just senior leaders and boards, to be more intentional, accountable and more explicit around these issues and not just fund the consequences of an unjust society.

## 7. Conclusion

Despite funders' control over resources and influence in the sector, inequality of power can be addressed. Rebalancing power within the grant making context means changing the way in which philanthropy is done and which forms of power we value. On a practical level, it means introducing greater levels of representation in decision making roles. A theme which has carried over into this research from the Grant Givers' Movement's [previous survey on DEI](#) is that often when it comes to strategic or structural change, trustees can sometimes be a barrier rather than a facilitator to progress, particularly when a cultural shift is required. Funders need to ensure their boards are representative and inclusive, this is particularly important as boards often have the ultimate decision making authority. Furthermore, whilst there is evidence of good practice and some foundations are leading the way, there is still a lot of talk and no action.

If funders were to invest in their relationships with grantee partners, more trust would be built. However, there will always be inequalities of power because of funders control over resources and influence in the sector. This can be reduced by funders using their influence to change the way in which philanthropy is done, such as increasing participatory grant making and participation in grant making, enabling people with lived experience to enter the sector, and openly discussing the challenges within philanthropy and how to overcome these.

We hope that the findings here, coupled with ever increasing urgency and a bank of good practice examples (check out this [page](#) on our website to start you off), can pave the way for the sector as a whole to follow – so that the views and experiences of people with lived experience are embedded in grant giving as the norm, and no longer just words. Achieving greater equity is about restoring power and resources to affected people and communities.

It's necessary to recognise that power is deliberately broken down in certain communities (e.g. through structures of colonialism, racism, patriarchy, capitalism), and our responsibility is to then restore power through philanthropy in the communities that have been impacted by these wider systems of oppression. Restoring this power will go a long way to ensure philanthropy perceives its existence to achieve justice, rather than mere charity.

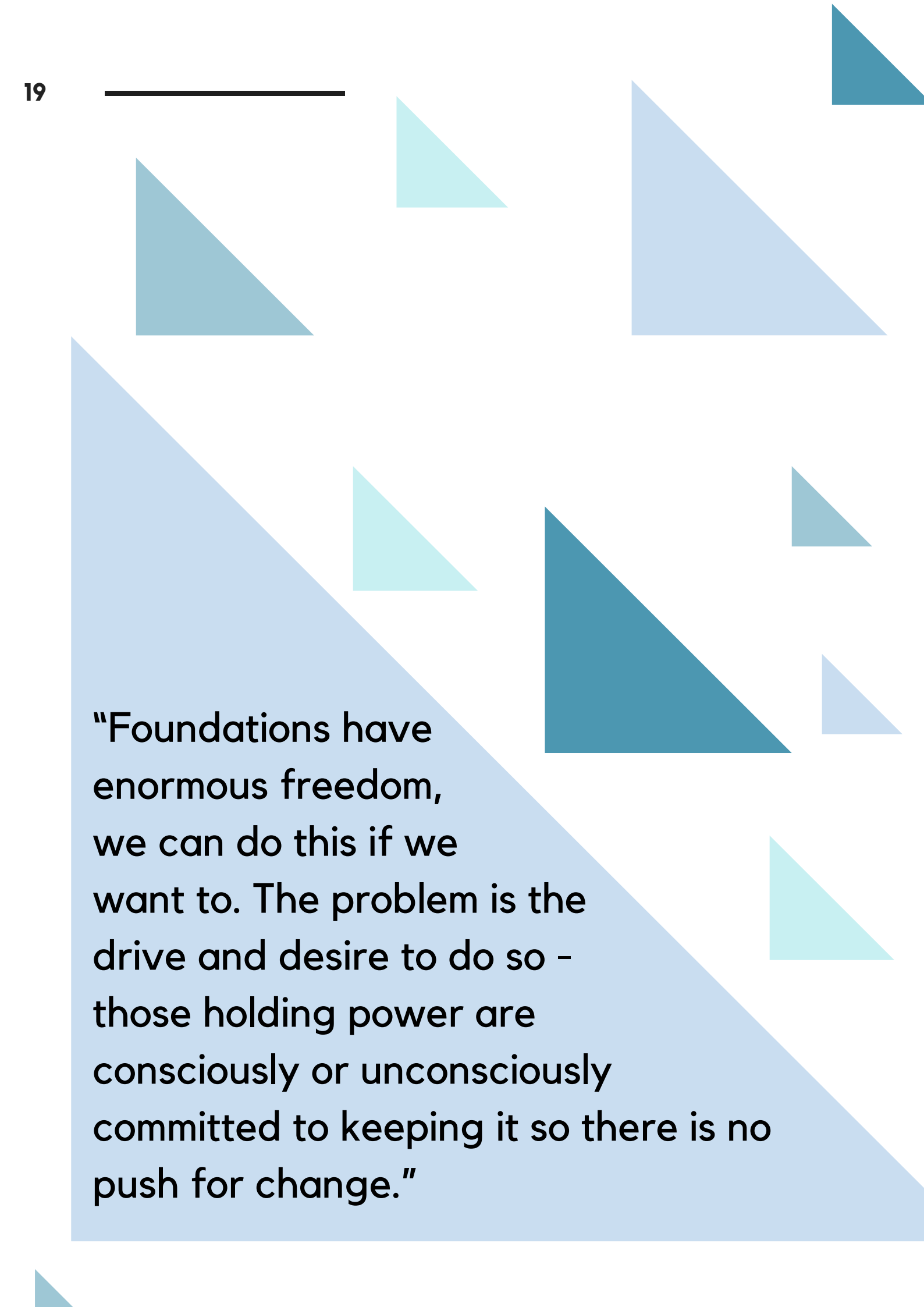
Philanthropy has the power to change its own practice, but we often stand in our own way. This report highlights great examples of changes funders are making to processes which reflects an increased level of trust between funders and grantee partners. These changes enable quicker decisions, relaxed reporting requirements, making grants unrestricted, increasing funds available, collaboration and creation of emergency funds, and generally funders listening to and trusting grantees, and having a more human approach. The current response to the emergency of Covid-19, and indeed the previous response to the Grenfell Tower fire, demonstrates the sector can change its practices and quickly. Some foundations have switched to flexible core funding, rapid response grant making and relaxed reporting requirements and this is encouraging, but these are the *minimum changes we want to see across the whole sector* and grant makers with a genuine ambition to share power and build trust must go much further than this.

## 8. What else is happening in the space?

There are many people provoking discussion around the issue of Power and Trust within the grant making context at the moment, particularly around the models of participatory grant making and the power dynamics of grant maker-grantee relationships. Here is a non-exhaustive list of some examples we have come across:

- Alliance magazine's [March 2020](#) blog on coronavirus and funding social movements
- Shaady Salehi's Trust Based Philanthropy Project's [blog](#) on grant making principles to apply during a crisis.
- London Funder's Covid-19 [statement](#) that lays out some grant making commitments to consider to ensure a strong civil society in times of crisis.
- Alliance magazine's Feminist Philanthropy December 2019 [issue](#).
- Vu Le's Nonprofit AF [blog](#) site, that explores the frustrations of the nonprofit world from a grantee partner perspective.

- Hannah Paterson in [Alliance Magazine](#) particularly looking at practical application of participatory grant making
- A variety of participatory models to explore: [The Edge Fund](#), [FundAction](#), [International Trans Fund](#), [Intersex Human Rights Fund](#), [Sex Worker Giving Circle](#), [Red Umbrella Fund](#), [Peer2Peer Exchange Fund](#), [WithAndForGirls](#), [Frida](#) and [Rawa Fund](#).
- The [Trust Based Philanthropy Project](#) that conducts peer-to-peer learning and advocacy to make trust-based practices the norm in philanthropy.
- NPC's series on [Power in grant making](#)
- ACF's Stronger Foundation initiative, [DEI report](#) and their most recent report on [Impact and Learning](#).
- [2027 Talent Program](#) that takes working class front line workers and prepares them for decision-making roles in grant-making organisations.
- Grant Craft's comprehensive [guide](#) to participatory grant making.
- Bonnie Chiu's [Forbes article](#) on girls in the driving seat of philanthropy.
- This [Ford Foundation report](#) explores participatory approaches and their potential use by foundations.
- John Rendel from Peter Cundhill Foundation [Twitter thread](#) here on why they have moved to unrestricted funding.
- Darren Murinas from Expert Citizens [report](#) on why people with lived experience should lead.
- Roxanne Nazir and Marina Apgar's [blog](#) on activist philanthropy and participation.
- Institute for Developments participation in economic programming and participatory practice [guides](#).
- Shona Curver's [article](#) specifically on the use of lived experience within funding.
- Toby Lowe's, [Commissioning in Complexity research](#).
- I.G. Advisors [podcast](#) on What Donors Want.
- The Lafayette Practice [report](#) on how participatory grant-making benefits donors, communities and movements.
- [Becoming a Living Wage Funder](#).
- London Funders' [Initiated Response on Covid-19](#)
- [National Emergencies Trust](#) - Covid-19 Emergency Appeal
- And Derek Bardowell's [Just Cause Podcast Series](#) with Fozia Irfan (but check out the whole series)
- NPC's new [report](#) "A Rebalancing Act - how funders can address power dynamics"
- [Grant Advisor](#): encouraging the use of the anonymous feedback process
- [360 Giving](#) - publishing data through 360 Giving helps promote transparency and accountability beyond the funder/grantee partner relationship – to the community at large.



"Foundations have enormous freedom, we can do this if we want to. The problem is the drive and desire to do so - those holding power are consciously or unconsciously committed to keeping it so there is no push for change."



## About the Grant Givers' Movement

The Grant Givers' Movement started because we truly believe in the power of grant givers to make positive changes in the world. However, we know that many are not as effective as they could be and they are impeded from making those positive changes because of a number of inherent problems, which we seek to challenge.

The movement is an opportunity for people working in grant giving, who feel passionate about making positive change in and through the sector, to do so with collective power behind them. It's about increasing collaboration, and sharing good and bad practice so we are better equipped to push for change. Ultimately, it's about joining up and improving grant making from within.

This research and report was compiled by the core organising group of the Grant Givers' Movement; a small group of individuals who work in grant making and offer their time voluntarily to the movement. If you would like to get involved in the core organising group or keep up to date with what we are doing please sign up via our [website](#) or email us for more information [grantgiversmovement@gmail.com](mailto:grantgiversmovement@gmail.com).



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