



Advancing Participation in Philanthropy Tool (APPT)

www.advancingparticipation.com

by Diana Samarasan & Katy Love



Table of Contents

1	Background	12	Governance & Leadership
3	Acknowledgements	16	Operations & Staffing
4	Introduction	20	Grants Administration
5	How This Tool is Structured	26	Grantmaking
6	How to Conduct an APPT Assessment	31	Communications
8	Notes on Language	35	Monitoring, Evaluation & Learning (MEL)
10	Resources	39	Finance
11	About the APPT Creators	44	Fundraising & Strategic Partnerships



Background

1

Amid increasing climate and health crises; widening inequalities; failures in democratic processes; and rising calls for racial, gender, and disability justice in society and in institutions, many are questioning the models, practices, and values of the philanthropic sector. Foundations are increasingly interested in approaches that shift power, trust, and decisions around resources away from predominantly “experts” to those who have lived experience and have historically been treated only as recipients of charity. The slogan of the global disability movement, “Nothing about us without us,” has been taken up as a clarion call for change in how foundations operate.

To advance progress in shifting power and decision-making, new tools are needed to support foundations, especially traditionally organized private foundations, in making meaningful and effective change. Porticus, which is undertaking its own exploration of how to create more participatory processes and approaches, provided funding to us, Diana Samarasan and Katy Love, to develop a preliminary participatory audit tool, with support from Salzburg Global Seminar. As co-founders in 2015 of a participatory grantmaking working group hosted by Human Rights Funders Network, we have advocated in many spaces for increased participation in philanthropy. Through a partnership with GrantCraft (now part of Candid), these efforts helped to spark the foundational participatory grantmaking resource, *Deciding Together: Shifting Power and Resources through Participatory Grantmaking*. In 2018, we joined other passionate practitioners and advocates to create the participatory grantmaking collective, a precursor to the *Participatory Grantmaking Community*.

The Advancing Participation in Philanthropy Tool (APPT) is designed to enable audiences to consider practices of participation, inclusion, and power shifting across their organization. This tool considers who participates in internal functions and how they participate, along a spectrum of participation.

While we believe that grants will be more equitable, just, and impactful if communities affected by a foundation's giving are involved in decisions about resource allocation, this tool does not make the case for or offer detailed approaches to participatory grantmaking. Instead, it provides an avenue to query how a foundation works across all functional areas or departments.

As a tool focused on equitable participation and shifting power, APPT owes much to critical resources, frameworks, and thinking from changemakers across many movements – such as racial justice, gender justice, climate and environmental justice, and disability justice – that have pressured philanthropy to actively include and engage the communities they seek to serve. We believe that no single movement and no one approach to the practice of grantmaking – such as participatory grantmaking, trust-based philanthropy, feminist philanthropy – has a monopoly on shifting power and resources. Many approaches aim to do this, and they are interrelated and essential to social justice. African-American activist and writer, Audre Lorde said, “There is no such thing as a single-issue struggle because we do not live single-issue lives.” Thus, while this tool focuses on who participates across a foundation's ways of working, it incorporates a variety of other approaches, too.

Finally, we recognize that tools are only one component of a change process; actual change takes commitment, openness, dialogue, and time. Change is not easy, and the change most needed is a cultural shift in how we view, value, and interact with each other as full and complex human beings, with dignity as well as innate and learned wisdom. We must commit to a continuous and constant assessment of our practices and approaches.

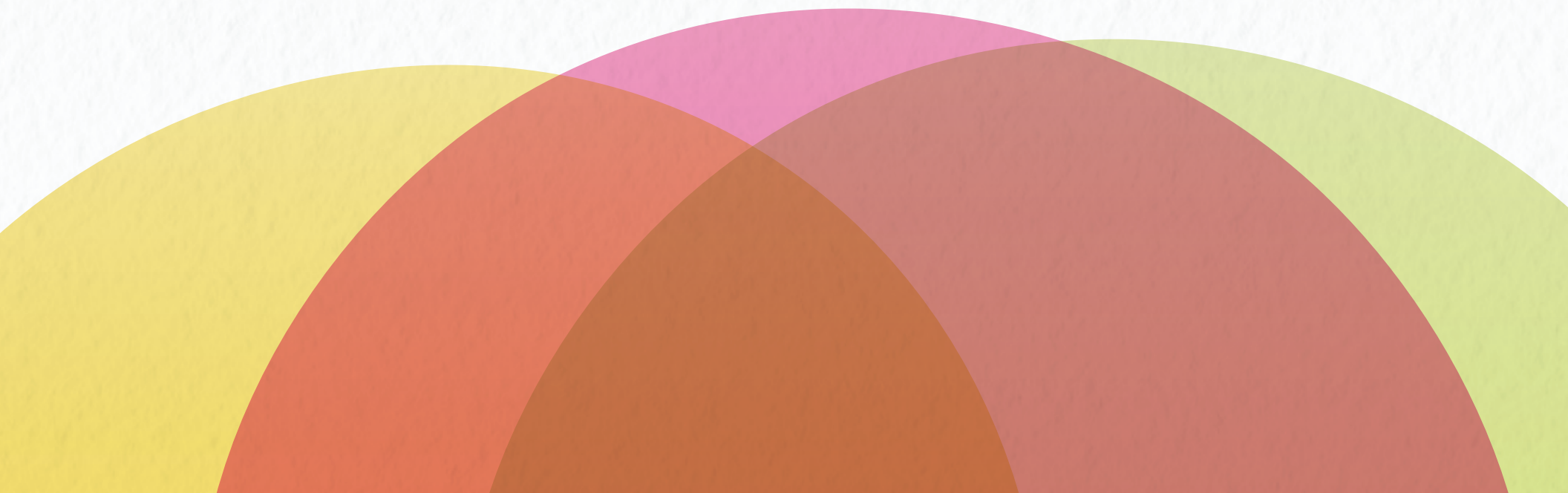
Acknowledgements

We are grateful to those who have been doing ‘participatory grantmaking’ long before it was called that. We want to thank all who participated in the development of this tool. An incomplete list of supporters includes Anna Wery, Cecilia Stockhausen, and Dennis Arends of Porticus; Nancy Smith of Salzburg Global Seminar; and our Reference Group: Allistair Mallillin, Ben Wrobel, Cynthia Gibson, Dana Doan, Kelley Buhles, Matt Leightner, McKensie Mack, Rose Longhurst, and Swatee Deepak. We also thank our audit and philanthropy expert interviewees: Ana María Enríquez, Anne Delorme, Cynthia Gibson, Dana Doan, Dave Suarez, Diane Samuels, Emily Finchum-Mason, Eric Carlsson, Janet Camerena, Julie Broome, Kellea Miller, Maggie Potapchuck, McKensie Mack, Naomi Orensten, Nikki Wilson, Ninya Loeppky, Rachel Humphrey, Rachel Thomas, and Satonya Fair. We are deeply grateful to the 19 foundations that participated in our pilot phase and offered us the gift of honest and robust feedback to improve this tool; thank you to our friends at Barking & Dagenham Giving, Be The Earth, Communities Transforming Policing Fund, Connecting

Communities in the Americas/CFLeads, CTAOP, Diverse City Fund, Fondation Botnar, Fondo Semillas, Global Fund for Children, Global Greengrants Fund, Guerilla Foundation, Mariwala Health Initiative, National Lottery Fund, Porticus Foundation, Stupski Foundation, The Other Foundation, Unitarian Universalist Service Committee, Vision Foundation, and Women Win. We thank our design partner, Claire le Nobel. We must also thank each other for the long friendship, partnership and dedication that led to this tool!

Finally, we offer our gratitude to all who serve and participate in the Participatory Grantmaking Community – a vibrant group of practitioners motivated to shift power in philanthropy.

APPT is not perfect, and we acknowledge our limitations and biases, which are undoubtedly reflected in this tool. Any mistakes or omissions are our own. We envision making improvements to this tool over time.



Introduction

What is the Advancing Participation in Philanthropy Tool (APPT)?

APPT is a self-assessment tool for foundations to gauge where they currently fall in terms of participatory practice across all their areas of work and operations. It is intended to serve as a basis for internal dialogue and goal setting or action planning. As many participatory practitioners state, “The process is the point.” Participation is a commitment to an ongoing process of change; it is a culture and an ethos. Accordingly, this tool is a start, not an end.

Who should use this tool?

APPT was developed for grantmaking foundations. It is not intended for operating foundations with no philanthropic programming. Given its focus on assessment across organizational functional areas, it may be best suited for mid-sized or large foundations with multiple staff. Foundations curious to initiate participatory practice may use this tool as a starting point, while those already practicing participatory grantmaking may use it to expand participation in other areas of work. Not all functional areas or practices will be relevant to all foundations or users.

When should the tool be used?

APPT is not designed to convince anyone to adopt participation or power shifting. It is designed for those curious to assess their practices and interested in increasing participatory practices. We recognize that participation is not right in every situation, and we recommend that foundations carefully consider the opportunities and risks. If the right resources or commitment are not present, it might not be best to increase participation. Trust might be lost, interactions might feel extractive or negative, traumas might be triggered, harm might be done.

How should the tool be used?

APPT is an internal assessment. While it can be used by an individual, it is used preferably by at least two people within the institution and ideally more. If users represent different organizational functional areas and are diverse in their identities and lived experience, the information collected will be more useful. This tool can facilitate reflection by an individual, within a team, or within an organization in order to spark ideas or enact change. In some cases, it may be best to begin with a conversation with the foundation’s governance and to seek approval. APPT is not designed to be a scoring activity. We understand that participants in the exercise may or may not include power holders – those with the ability to make changes in the organization. Not all groups will be able to implement the changes they wish to see. If your group does not include governance or leadership, consider ways to share the learning and experience with them.

We also recommend using APPT again over time to see if the assessments change as desired. Participatory approaches require iteration, as well as constant questioning around power structures. It is a journey, but we do not “arrive.”

How This Tool is Structured

Indicator

Question to be considered

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none">Power rests wholly with the foundation. No community, grantee, or staff input is sought. All decision-making and critical roles are held by foundation governance and/or leadership.	<ul style="list-style-type: none">Power rests largely with the foundation. Some community, grantee, or staff input is sought, but only leadership and governance make decisions. There are some staff with lived experience, though in junior roles.	<ul style="list-style-type: none">Power is shared by the foundation. The community, grantees, and staff have regular interactions and communication; decision-making is shared between governance, leadership, and staff (many with lived experience) alongside grantee and community participation.	<ul style="list-style-type: none">Power is devolved by the foundation. The foundation is fully led by a diversity of community members; governance and leadership play time-limited roles. The community leads decision-making and considers equity and power at all levels.

We have organized APPT in sections that align with the functional areas typically found in a foundation. Not all foundations include all of the functional areas we've outlined (e.g., private institutions do not typically engage in fundraising), and you can select the most relevant areas.

For each functional area, there is a spectrum of practice in regard to participation of people with lived experience. This spectrum begins on the left side with "no or limited participation" and ends on the right side with "full participation." In the middle are the categories "some participation" and "substantial participation."

The level of "full participation" may not be the most desirable, depending on the aim of the foundation and the desire of communities impacted by funding. We have settled on these four levels so that users avoid falling into a neutral middle and are forced to choose.

Within each functional area are indicators that represent key practices to consider in your assessment of the area. Under these indicators are related questions to consider. Statements in response to each of these questions across the categories of participation summarize the types of practice we consider to be part of each category.

How to Conduct an APPT Assessment

An APPT assessment might be part of a larger learning journey for foundation participants about power shifting, or it might be a standalone activity. The assessment can be done in one longer meeting, or in a multi-step process with a kickoff meeting and individual reflections before another meeting. Carefully consider the timing; some recommend using this assessment as part of a strategic or organizational change initiative.

1. Identify a lead or facilitator for the assessment.

That person should coordinate the internal process and team, determine the process for the assessment exercise, identify roles, schedule meetings for participants, and answer questions as they emerge. This person can facilitate team meetings too, or bring in an external facilitator. This exercise does not require a team; it can also be done by one individual, without a team.

2. Consider how your foundation is structured and which functional areas of this tool are relevant.

Then identify who works in those areas and invite some to take part. This tool will provide the best information if a diverse group of people – at senior and junior levels, including those in decision-making roles in each functional area – participate in this learning activity.

3. Hold a meeting where the lead will introduce the purpose and goal of APPT and explain the process.

Before beginning the assessment, ask participants, “Who is our community?” The foundation’s community can be defined in many ways: it may be the group of people you are trying to impact at your foundation through grant funding, or it may be the grantees, or another group. The community is a central focus of the tool, and it’s good for all participants to be on the same page about who the community is. Keep in mind that any community is not a monolith. Other key stakeholders include those in governance, leadership, and staff roles; grantees; and grant applicants. Another question to ask the group at this stage is “Who has decision-making power in our foundation?” followed by “How do we know?” to stimulate conversation.



4. Review the participation spectrum for each relevant functional area.

Once you have identified your community, ask participants to review the participation spectrum in each relevant functional area, especially in their area of practice and expertise. Each person should individually review their printout or online version of APPT and identify the level on the spectrum that most resonates with current internal practice for each set of indicators. Consider some of the follow-up questions included in each area.

5. Discuss and compare results with a facilitator.

After all assessment team members have come to their findings individually, a small group with expertise in that functional area can discuss and compare results. Alternatively, the whole group can come together to discuss. Ensure there is a facilitator for the meeting; the facilitator should help the group set norms and agreements and consider power dynamics in the room. As people share their individual assessments, use these questions:

- What aligns to our current practice? Why did I choose the level I did; what evidence do I have?
- Which questions at the end of each area inspired my thinking?
- Do others agree or disagree? Why?

6. Discuss where participation can be increased.

Based on the team's findings, discuss where – if anywhere – the assessment team would like to increase participation, and review the suggestions for resources in functional areas.

Consider:

- Do we agree on where we would like to be? Why? Why not?
- Would increasing participation help us to align to our values?
- What do our grantees and community want us to do? How do we know?
- In areas where we agree to grow our commitment to participation, what steps should we take?
- What support do we need to get where we would like to be, including time, budget, leadership support, etc.?
- What are the power structures in place that need to be influenced?
- What timeframe should we set to get where we would like to be?

7. Decide when you'll meet again to reconsider these conversations and how you'll track progress.

Are there further steps you as individuals or as a group can take to advance your knowledge? Do you need to create an action plan? You can also invite members of your community and grantees to participate in the next assessment.

Notes On Language

Description of Functional Areas

For this tool, we have identified eight functional areas that are commonly found in foundations and other philanthropic organizations, though sometimes with different names: Governance & Leadership; Operations & Staffing; Grants Administration; Grantmaking; Communications; Monitoring, Evaluation & Learning; Finance; and Fundraising & Strategic Partnerships. Each of these functional areas is briefly described in the tool. No two foundations or organizations are exactly the same; each has its own way of organizing itself and viewing the world. The names for these areas are not as critical as the practices that they encompass.

Some Definitions

We recognize that language is nuanced, used differently by different people, and ever evolving. These definitions indicate how we are using the following terminology in APPT.

- **Accessibility:** the design, construction, and maintenance of information and structures so that all people, including those with disabilities, can fully and independently use them (informed by Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce)
- **Diversity:** the differences in human characteristics, identities, and worldviews, including race, gender, age, LGBTQ2IA+, religion, ethnicity, ability and disability, geographic location, language, socio-economic status, and more
- **Foundation:** a philanthropic organization, grantmaker, intermediary, funder, or donor institution whose objective is to make grants
- **Community:** (community of people impacted): a group of people who are impacted by the foundation's goals and funding and have lived experience around a certain issue. For simplicity's sake, we use the word "community" throughout this tool to refer to a group of people connected in some way – through geography, identity, experience, or circumstance – and that a funder is trying to affect with its grants.
- **Equity:** fair and just treatment, access, opportunity, and advancement for all people, while striving to identify and eliminate imbalances or barriers that particularly impact marginalized and underrepresented peoples (informed by UC Berkeley Strategic Plan for Equity, Inclusion, and Diversity, 2009)

- **Governance:** the board of directors, board of trustees, or steering committee of a foundation
- **Grantee:** organization receiving funding
- **Leadership:** the executive or co-executive director(s), chief executive officer(s), or top management team of a foundation
- **Participatory Grantmaking:** a specific component of participatory philanthropy that shifts decision-making about grant funding to non-funders, often people who are impacted by the foundation's grants and who have lived experience of the issue the foundation seeks to address (informed by Participatory Grantmaking Community)
- **Staff:** foundation employees who are not in leadership roles
- **Inclusion:** activities that meaningfully involve people who are traditionally not included in philanthropy, particularly philanthropic decision-making
- **Lived Experience:** personal expertise about an issue of injustice not gained through formal education or training but through encounters, events, and experiences that result in relevant perspectives, knowledge, and networks that can inform philanthropy (informed by Porticus's working definition)
- **Participatory Philanthropy:** philanthropy that uses a range of activities, like strategy or evaluation, to engage stakeholders or non-donors across the grantmaking cycle (informed by Stanford Center on Philanthropy and Civil Society)
- **Trust-based Philanthropy:** philanthropy rooted in a set of values and practices that seek to address power and create equity in philanthropy (informed by Trust-Based Philanthropy Project)

Resources

These general resources are particularly relevant for those interested in shifting power and increasing participation. Additional resources are shared at the end of each functional area.

- **Community-Driven Systems Change**, by Firelight Foundation
- **Community-Led Assessment Tool**, by Global Fund for Community Foundations
- **Moving Beyond Feedback: The Promise of Participatory Grantmaking**, by Cynthia Gibson
- **Participatory Grantmaking Community**
- **Participatory Grantmaking: What Practitioners Have to Say**, by Kelley Buhles
- **Power Moves: Your Essential Philanthropy Assessment Guide for Equity and Justice**, by National Committee for Responsive Philanthropy
- **Resonance: A Framework for Philanthropic Transformation**, by Justice Funders

About the APPT creators

Diana Samarasan

Diana is an independent consultant with expertise in global disability rights and inclusion, disability at an intersection with gender and other rights, and participatory practices in philanthropy. She is the founder and former executive director of the Disability Rights Fund (DRF) and the Disability Rights Advocacy Fund (DRAF), which are collaborations between donors and global disability activists to support disability rights movements across the Global South. Diana was an early advocate for including people with lived experience in decision-making about global grantmaking strategy and funding. She also led the Mental Disability Advocacy Centre (now Validity) and worked at American Refugee Committee (now Alight) and Doctors of the World. She is a graduate of Harvard University's Kennedy School of Government and has served on numerous boards, including as co-chair of Human Rights Funders Network and the United States International Council on Disabilities. She is currently a board member of the Center for Inclusive Policy, a disability think-and-do tank; the Climate Justice Resilience Fund; and the Harvard Alumni Disability Alliance and is on the research board of a disability data project at Fordham University. Reach her at dianasamarasan.work@gmail.com.

Katy Love

Katy is an experienced practitioner of and advocate for participatory grantmaking, a practice that moves decision-making about grants from funders to the people impacted by those funds. She has created, led, managed, or participated in nearly 50 cycles of participatory grantmaking. As an independent consultant and trained facilitator, Katy works with funders globally to shift power from their institutions to the people or movements that funders aim to serve. In recent years, she has worked with funders on gender equity, racial equity, climate and environmental justice, disability inclusion, youth leadership, and more, from local and regional to global philanthropy. Before that, Katy led the grantmaking team at the Wikimedia Foundation, the nonprofit that operates Wikipedia, running six participatory grantmaking programs. She is a member of the Steering Committee of Human Rights Funders Network. Reach her at katylovework@gmail.com.

Governance & Leadership

This area considers the composition and roles of the foundation's governance (board of directors, board of trustees, or steering committee) and leadership (executive director, chief executive officer, or top management team) and explores who sets mission, values, and goals and who is involved in strategic planning and decision-making.

Composition & membership

Who are the decision-makers?

Little or no participation:

- Governance body is composed of donors with power and prestige, often originating from dominant culture (e.g., White, male, cisgender) with no lived experience. At family foundations, this includes direct family members or descendants, or people with close relationships to original donors. Leadership has a similar background of power, wealth, and privilege.

Some participation:

- Governance body includes independent members, some with lived experience, but not in key roles. When people from non-dominant cultures join, they receive little support. Majority of governance body does not consider internal ways of working or dynamics. Leadership may have lived experience.

Substantial participation:

- Governance body is substantially composed of people with lived experience who occupy key roles, such as chair. People in governance and leadership with lived experience are welcomed and supported. Co-leadership, with one leader having lived experience, may be practiced.

Full participation:

- Governance body is conceptualized, structured, and led fully by people with lived experience. Structures are in place to ensure diverse representation at governance and leadership levels, with position holders regularly rotating over time to ensure power does not become entrenched and avoid restricting access to positions.

Input

Whose voice is being included?

Little or no participation:

- ❑ No input from people with lived experience is considered in governance discussions or in establishing foundation's mission, values, goals, and strategy.

Some participation:

- ❑ There may be an advisory body of people with lived experience, but it is more ceremonial or performative and does not have real power.

Substantial participation:

- ❑ A community advisory body is meaningfully engaged. Accountability mechanisms provide input from broader community.

Full participation:

- ❑ There is community-led governance and leadership that includes mechanisms for gaining wide-ranging and diverse input from staff, grantees, and broader community in all discussions.

Who has access to governance?

Little or no participation:

- ❑ Only leadership communicates with governance.

Some participation:

- ❑ Only leadership communicates between advisory body, governance, and staff.

Substantial participation:

- ❑ There is regular dialogue between governance, advisory body, leadership, and staff.

Full participation:

- ❑ Governance is widely available and accessible.

Decision-making

Who has the final say?

Little or no participation:

- Major decisions are made by governance, through majority vote, with no consideration for equity, power, or privilege.

Some participation:

- Critical decisions are made by governance and majority vote; other decisions are delegated to leadership.

Substantial participation:

- Governance and leadership, which are substantially people with lived experience, regularly consider community input and work with staff to make critical decisions.

Full participation:

- A diverse and rotating group of community members in governance share major decision-making with leadership, staff, and broader community through participatory processes and consensus. There's a strong focus on equity, including how to give more gravity to voices of those who are most impacted, are not present, or have least power.

Why did you select the statements you did?

Additional questions to consider:

- Who is not at the table?
- Which parts of the community the foundation serves are not reflected in governance and leadership?

Resources:

- **7 Responsibilities of a Trust-Based Board**, by Trust-Based Philanthropy Project
- **Mosaics & Mirrors: Insights & Practices in Feminist Co-Leadership**, by Ruby Johnson and Devi Leiper O'Malley
- **Fenomenal Shared Governance Model**, by Fenomenal Funds
- **10 Things We've Learned About Community-Led Philanthropy**, by Global Giving

Operations & Staffing

This area explores the organizational policy, culture, and operating environment and considers the composition of any paid staff.

Composition

Who are the staff?

Little or no participation:

- ☐ No staff have lived experience.

Some participation:

- ☐ A few staff with lived experience hold junior positions.

Substantial participation:

- ☐ Most staff have lived experience, and some are in leadership roles.

Full participation:

- ☐ Foundation is fully controlled and managed by people with lived experience. Term limits for leadership positions are in place to ensure diverse and rotating representation from community.

What is the staff relationship with the community impacted by funding?

Little or no participation:

- ☐ Staff have no personal relationships with community.

Some participation:

- ☐ A few staff have direct, personal relationships with community.

Substantial participation:

- ☐ Many staff have personal relationships with community.

Full participation:

- ☐ All staff have strong personal relationships with community.

Policies & procedures

Who is involved in determining organizational policies and procedures?

Little or no participation:

- Operational policies and procedures such as risk assessment, human resources, conflict of interest, data, fraud, whistleblowing, grievances, and safeguarding are developed and ratified only by foundation.

Some participation:

- Foundation defines and manages most operational policies and procedures. Community input is sought only for policies and procedures affecting grantees, such as program evaluation. However, this feedback is not shared with grantees.

Substantial participation:

- Grantee input is sought, valued, and incorporated when developing many operating policies and procedures. Input from broader community may be sought.

Full participation:

- All operational policies and procedures are developed by community-led foundation, with input from grantees and broader community.

Culture

Are participatory approaches valued and used?

Little or no participation:

- Participatory and power-shifting approaches are neither valued nor utilized within foundation.

Some participation:

- Participatory and power-shifting approaches are explored when developing policies and procedures affecting grantees, but not in other areas of foundation operations.

Substantial participation:

- Participatory and power-shifting approaches are used internally, and foundation intentionally makes space for community leadership.

Full participation:

- Staff are recruited, hired, and supported for utilizing participatory and power-shifting approaches in their work.

Is the foundation's culture democratic and open?

Little or no participation:

- ❑ Culture is hierarchical and secretive and does not tolerate conflict or disagreement.

Some participation:

- ❑ Internal decision-making processes are transparent and clear, and there is some tolerance for discussion of conflict and failure.

Substantial participation:

- ❑ Culture is more horizontal. Disagreements and conflicts are discussed openly and used by all as opportunities for healthy change.

Full participation:

- ❑ Culture is one of learning, transparency, and openness to conflict and disagreement.

Is there a focus on diversity, equity, inclusion, and accessibility?

Little or no participation:

- ❑ There is no attention to diversity, equity, inclusion, accessibility, or other power analyses as they relate to grantees or community, or to internal operations and staffing of foundation.

Some participation:

- ❑ Foundation has started to consider equity, inclusion, diversity, accessibility, and other power analyses, primarily in relationship to grantee community.

Substantial participation:

- ❑ Foundation considers diversity, equity, inclusion, and accessibility in hiring as well as in relationship to grantees.

Full participation:

- ❑ Diversity, equity, inclusion, and accessibility are prioritized at all levels, interactions, and processes, whether external or internal to foundation.

Why did you select the statements you did?

Additional questions to consider:

- Are grantees and community involved in creating foundation job descriptions, in hiring, and in performance reviews? Do staff performance assessments incorporate feedback from grantees, partners, and people external to the foundation?
- Do staff have proximity to the situations that grantees and community are facing; for example, do staff reside in areas where communities live?
- Does the foundation offer training and support to staff to develop skills on participation, including facilitation, group dynamics, racial equity, inclusion, and accessibility?
- How is involvement of people with lived experience, grantees, and community perceived within the foundation? Is this involvement perceived to advance foundation understanding and, thus, impact, and to increase fairness and equity of grants, or is it seen as a conflict of interest?
- Is the foundation a worker-owned or worker-operated model? Are staff unionized?

Resources:

- **Racial Equity Tools**, by MP Associates, CAPD and World Trust Educational Services
- **Getting Comfortable with Talking about Bias**, by PEAK Grantmaking
- **Transforming Organizational Culture Assessment Tool**, by Maggie Potapchuk
- **Disability Justice: An Audit Tool**, written by Leah Lakshmi Piepzna-Samarasinha, envisioned by Stacey Park Milbern and Leah Lakshmi Piepzna-Samarasinha
- **White Supremacy Culture Characteristics**, by Tema Okun and Kenneth Jones
- **Funders & Wellbeing Group Global Learning Community**
- **Trust-Based Philanthropy Self-Reflection Tool**, by Trust-Based Philanthropy Project

Grants Administration

This area considers who sets grant eligibility and due diligence requirements and who determines procedures and administrative processes in grants management.

Eligibility criteria & due diligence

Who determines who is eligible to apply for grant funding?

Little or no participation:

- Foundation determines all eligibility and due diligence criteria.

Some participation:

- Foundation seeks some input on eligibility and due diligence criteria from community via focus groups or surveys but does not report back about what they did and why.

Substantial participation:

- Together with community, foundation determines details of eligibility and requirements for due diligence, within legal parameters.

Full participation:

- Community determines eligibility criteria and due diligence procedures, within legal parameters. Foundation engages in advocacy to change restrictions in legal or fiscal environment to pursue a more just and equitable society.

What due diligence is required of applicants?

Little or no participation:

- Criteria include stringent legal and fiscal requirements that allow only well-established, registered organizations with financial audits and detailed operational policies to be eligible for grant funding.

Some participation:

- Criteria may allow more emergent or non-registered organizations to apply for smaller grant amounts or shorter funding periods.

Substantial participation:

- Criteria are reviewed regularly to ensure access to funding by a diversity of groups from community; there is regular review of who is getting funding and who isn't. Criteria are shared publicly.

Full participation:

- Criteria focus on getting resources to those most at risk or marginalized, and entities at any stage of development are eligible for funding, as are individuals.

Whose risk is considered?**Little or no participation:**

- Focus is on protecting foundation assets from perceived risk.

Some participation:

- Focus is still on risk to foundation, but discussion has started about conceptions of risk.

Substantial participation:

- There is much less focus on risk to foundation. Foundation prioritizes support to grantee areas considered low capacity, rather than penalizing grantees for such areas.

Full participation:

- Focus is on risk to grantees and community; identified areas of risk lead to changes in how foundation operates. Foundation may engage in advocacy efforts around inequitable systems.

Grant application process & reporting***Who sets the parameters for grant application and reporting?*****Little or no participation:**

- Governance sets parameters, including grantmaking budget, priority areas, grant terms, and grant amounts available, and outlines application and reporting processes.

Some participation:

- As foundation develops parameters and processes for grant application and reporting, community input is requested. Foundation decides what input is used.

Substantial participation:

- Foundation works alongside community to develop parameters for application and reporting processes.

Full participation:

- Community decides parameters for grantmaking and what information is required for application and reporting.

How complicated and time-consuming is it to apply for and report on grants, and on whom does the burden lie?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Application and reporting templates are extensive, time-consuming, and burdensome, requiring detailed information and no flexibility on format or timing, even for repeat grantees. Applicants directly shoulder significant burden, with no guarantee of funding. 	<ul style="list-style-type: none"> Applications and reporting take significant time, but there is some flexibility, especially for repeat grantees. Forms and templates may be available in multiple languages and accessible to people with disabilities. Applicants and grantees bear most of burden. 	<ul style="list-style-type: none"> Applications and reporting are flexible, accessible, multi-lingual, and straightforward, with a split burden on foundation and community. Foundation may accept grant applications or reports aligned to other foundations' requirements. 	<ul style="list-style-type: none"> There may be no application or reporting forms at all; goal is to minimize burden on community and maximize grant terms and flexibility. Eligible applicants who seek funding may be compensated for their efforts.

Information sharing

Who has access to foundation information about grantmaking?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Information about foundation's grantmaking is not publicly or easily available. There may be no website, no list of decision-makers or grantees, and no information about process or results. 	<ul style="list-style-type: none"> Basic information, such as grant application process, priority or focus areas, strategy, and number of grants given, is shared publicly on a website. 	<ul style="list-style-type: none"> More detailed information is shared publicly via multiple channels, community spaces, and platforms. 	<ul style="list-style-type: none"> Community is invited to help shape and widen information sharing about grantmaking. Multiple channels, community spaces, languages, means, and platforms are used. Disability accessibility and language accessibility are prioritized.

Is there any community outreach by the foundation regarding grant opportunities?

Little or no participation:

- ☐ There is no outreach about grant opportunities.

Some participation:

- ☐ There is some outreach by foundation to community, but only to well-established entities.

Substantial participation:

- ☐ There is concerted outreach by foundation to marginalized entities and individuals in community.

Full participation:

- ☐ Outreach goal is to constantly broaden and diversify pool of those in community with access to foundation resources. Broader community is invited to support these efforts.

Grant restrictions*Who determines restrictions on grant funding?*

Little or no participation:

- ☐ Foundation determines grant restrictions and does not consider impact on grantees.

Some participation:

- ☐ Foundation is open to revising grant restrictions based on input from community about impact on grantees.

Substantial participation:

- ☐ Foundation and community work together to determine whether any restrictions on grants should be made, with priority given to minimizing impacts on grantees.

Full participation:

- ☐ Community determines any restrictions, based on prioritization of community needs.

How restricted is funding?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Funds are restricted, short-term, and/or project based. 	<ul style="list-style-type: none"> Funds are less restricted and longer-term. 	<ul style="list-style-type: none"> Funds are multi-year and for general operating support. 	<ul style="list-style-type: none"> Funds may be completely unrestricted, for 5-10 years or more, and for general operating support.

Are overhead costs funded?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Grantee overhead or administrative costs are not funded at all by foundation; grantees rely on volunteers and in-kind contributions or other sources of income to fill these gaps. 	<ul style="list-style-type: none"> Grantee overhead costs are funded to a minimal degree by foundation. 	<ul style="list-style-type: none"> Grantee overhead costs are largely funded. 	<ul style="list-style-type: none"> Grantee overhead costs are fully funded; foundation fully trusts grantee to spend grant funds as needed.

Why did you select the statements you did?

Additional questions to consider:

- Is there any leniency in grant requirements for repeat grantees? For example, do grants move from project-based funding to general operations funding?
- Is disability accessibility considered as form templates and platforms are developed?
- Is language accessibility considered and planned for?

Resources:

- [How To Turn Trust-Based Philanthropy From an Idea to A Viable Approach](#), by Greg Stanley
- [Resource Hub](#), by PEAK Grantmaking
- [Legal Considerations of Trust Based Philanthropy](#), by Trust Based Philanthropy Project
- [How to Reduce Bias in Decision-Making and Grant Awards](#), by PEAK Grantmaking
- [Reframe Risk and Rightsize Your Vetting Process](#), by PEAK Grantmaking

Grantmaking

This area covers the grantmaking programs of the foundation, including grant strategy and grant decisions, who makes those decisions and how they are made, and who is receiving the funding. It also explores relationships between the foundation and its grantees and whether and how the relationship goes beyond grant support.

Grant strategy & grant decisions

Who determines the strategy, goals, and parameters of grantmaking?

Little or no participation:

- Grant strategy, goals, and parameters are determined by foundation governance, with no input from staff or community.

Some participation:

- Foundation governance seeks feedback from an advisory body as well as staff when finalizing or revising grant strategy, goals, and parameters. Foundation has final say, and there is no feedback provided.

Substantial participation:

- Staff and community work together to develop grant strategy, goals, and parameters.

Full participation:

- Community makes all decisions about grant strategy, goals, and parameters. Equity and inclusion principles are embedded throughout the grantmaking program.

Who makes grant decisions?

Little or no participation:

- Grant decisions are made by governance; no input is sought before, during, or after those decisions are made.

Some participation:

- A community advisory body may review a small portion of applications and provide thoughts to staff. Foundation makes all final decisions.

Substantial participation:

- Most grant decisions are made by a community body, which has substantial formal authority. This may be a group of people with lived experience, or eligible grant applicants, or a broader community group. Decisions are made through scoring, voting, deliberations, and/or consensus. Issues of equity and inclusion are prioritized, and power dynamics in group are addressed.

Full participation:

- Foundation does not select decision-makers directly; others nominate or select decision-makers, with priority given to people closest to grant issues and with most marginalized or vulnerable people holding most power. Careful consideration is given to ensure a diversity of voices, and there is commitment to regularly invite new voices to this group, with rotating membership.

Who receives benefits for their work?

Little or no participation:

- No one outside of foundation receives any compensation or benefits.

Some participation:

- Advisory body members may or may not be compensated for their time and expertise, and how they will benefit from participation is not.

Substantial participation:

- Community is offered compensation for their time. Foundation asks how they want to benefit and be appreciated and strives to prioritize this.

Full participation:

- Community sets compensation and appreciation practices for those involved in foundation work. Needs of community participants are fully realized.

Additional support

Who determines any support provided beyond grantmaking?

Little or no participation:

- Foundation offers no additional support, such as technical assistance or capacity support, to grantees. Foundation does not consider playing any role to support community; e.g., through convening to support learning or build advocacy campaigns.

Some participation:

- Staff offer some capacity support to grantees to become “efficient” or “effective,” as defined by foundation. This support is offered to mitigate foundation’s risks. Support is focused on improvements to individual grantees rather than on movement building, systemic change, or advocacy to support community.

Substantial participation:

- Foundation works with community to define initiatives staff can carry out to benefit community; e.g., capacity support, technical assistance, advocacy, or learning. Community is involved in determining what additional support is needed, type of support to be provided, and desired outcomes. Community is considered experts, alongside technical assistance experts, and plays a (paid) role in providing support to grantee community.

Full participation:

- Community determines what additional support is needed, type of support to be provided, who will provide it, and desired outcomes. Foundation provides all resources for this support and its delivery. This assistance is also available to governments, foundations, networks, etc., that are key to changing systems of oppression as a strategy to build movements.

Feedback loops

How does the foundation solicit and respond to feedback?

Little or no participation:

- Feedback from external individuals or groups is neither welcomed nor solicited.

Some participation:

- Grantees are routinely asked for feedback about foundation, including application, reporting, or measurement processes. However, staff determine what is done with that input and any action taken is often not shared.

Substantial participation:

- Foundation regularly solicits feedback from grantees and grant applicants on their experiences with foundation, and summaries and actions taken are transparently reported back to stakeholders. Foundation holds a genuine desire to learn and improve. Applicants – including those that don't receive funding – receive information about decision rationale.

Full participation:

- A culture of transparency, learning, and accountability permeates community-led foundation. Feedback loops are owned by grantees and community, and information about any aspect of foundation is welcomed. This information, as well as how foundation will address findings, is shared publicly.

Why did you select the statements you did?

Additional questions to consider:

- Is the foundation's grantmaking understood as a part of redressing historical injustice and harms (e.g., as reparations), or as charity from wise and generous donors?
- Does the foundation compensate non-staff and governance in appreciation for their time, expertise, and contributions?
- Does the foundation make grants to intermediary participatory grantmakers (or public foundations, often with strong ties to communities)? If incorporating participation is not possible or desired, this can be an important option.
- How would grantees describe the foundation as a partner?

Resource :

- **Deciding Together: Shifting Power and Resources through Participatory Grantmaking**, by Cynthia Gibson and Jen Bokoff
- **Equitable Grantmaking Continuum**, by NonprofitAF.com and RVCSeattle.org
- **Feminist Funding Principles**, by Astraea Lesbian Foundation for JusticeAstraea Lesbian Foundation for Justice
- **Human Rights Grantmaking Principles**, by Ariadne-European Funders for Social Change and Human Rights, Human Rights Funders Network, and Gender Funders CoLab
- **I4DM (Definitional Matrix)**, by The Circle on Philanthropy and Aboriginal Peoples in Canada (2022)
- **Participatory Strategy**, by Transparency and Accountability Initiative
- **The Power of Participatory Grantmaking to Advance Racial Equity**, by The Giving Practice at Philanthropy Northwest
- **2023 Reciprocity Report**, by Right Relations Collaborative
- **Step Up, Step Back: Reimagining Non-Competitive Grantmaking in Community**, by Equality Fund
- **Trust-Based Philanthropy Self-Reflection Tool**, by Trust-Based Philanthropy Project
- **Participatory Philanthropy Toolkit**, by Fund for Shared Insight
- **Uncovering Unconscious Bias in Philanthropy**, by PEAK Grantmaking

Communications

This area explores the level of transparency about the foundation's work and considers to whom communications are directed, what kind of stories are collected and shared, who makes those decisions, and who is the author of those stories / whose voices are featured.

Communications strategy, approach & practices

Who determines communications goals and modalities?

Little or no participation:

- There is no communications strategy; foundation does not publicly share any information.

Some participation:

- There is a communications strategy, set by staff. Some input is sought from grantees in determining messages, stories, and voices selected.

Substantial participation:

- With guidance or input from community, staff develop communications strategy, approach, and practices.

Full participation:

- Community sets communications strategy, including goals, messages, platforms, and audience, and foundation adopts it.

Who has access to communications materials?

Little or no participation:

- There is no communications strategy; foundation does not publicly share any information.

Some participation:

- Only dominant language is used; accessibility is not considered. Communications are oriented to donors.

Substantial participation:

- Communicating in multiple languages is prioritized, as are accessibility considerations. Communications materials use Creative Commons licensing to ensure widespread access and use. Communications are oriented to broader public.

Full participation:

- Language justice, accessibility, and open-source use are fully prioritized. Communications are oriented to a broad and diverse audience.

Visibility

Who communicates the work supported by the foundation?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none">Foundation shares nothing or little about work it supports.	<ul style="list-style-type: none">Some grantees are invited to participate in promoting foundation’s work, but their messages, needs, and costs are not prioritized or fully considered.	<ul style="list-style-type: none">Community and grantees, and their stories and messages, are prioritized by foundation staff. Staff supports community members in accessing important venues to share their work, which community selects. Attribution and credit are values embedded in this process.	<ul style="list-style-type: none">Community decides with grantees who, where, and what to prioritize in communicating about work supported by foundation. Role of foundation is to support community decisions.

Storytelling

Whose stories are featured in communications?

Little or no participation:

- There is no storytelling or efforts to share grantees' work or community situation.

Some participation:

- Foundation's communication materials and platforms include quotes or short stories from grantees or other community members, but these have been carefully selected to be attuned to messaging goals determined by foundation. Grantees are often portrayed as grateful recipients.

Substantial participation:

- Staff, grantees, and community members work together to determine what stories and messages are shared and in which formats.

Full participation:

- Community determines what grantee stories and community information are shared.

How are matters like privacy and security considered?

Little or no participation:

- Security and privacy needs of grantees are not considered.

Some participation:

- Parameters for grantee privacy and protection are considered and set by staff.

Substantial participation:

- Security and privacy concerns are openly discussed and jointly decided.

Full participation:

- Security and privacy concerns of grantees and community are fully prioritized.

Why did you select the statements you did?

Resources:

- **Glass Pockets Transparency Checklist**, by Candid
- **Making Communications Accessible by Design**, by Current Global
- **Storytelling Tools and Resources**, by BROKE
- **Moving From Reflection to Action: A Guide on Transparency and Accountability For Philanthropic Organizations**, by Transparency Accountability Initiative

Monitoring, Evaluation & Learning (MEL)

This area considers who collects data and what the data is about; who determines metrics, outcomes, and impact; who owns the collected data; and how the data is used.

Performance, measurement & learning

Who decides what gets measured and how?

Little or no participation:

- Governance sets indicators of “success” and “impact,” based on traditional evaluation criteria.

Some participation:

- Staff determine indicators of “success” or “impact.” These may be shaped by input from grantee reports, surveys, or other interactions, but priority is not on creating knowledge that would benefit community.

Substantial participation:

- Community and foundation work jointly to define indicators of grantee “success” or “impact” and collectively agree how and when to measure it and who will conduct data collection.

Full participation:

- Community and grantees together decide metrics, methods, and approaches for all MEL activities.

Who carries out evaluations?

Little or no participation:

- No evaluations are carried out.

Some participation:

- Independent evaluators may assess grantees or foundation itself.

Substantial participation:

- Grantees or community carry out evaluations.

Full participation:

- Participatory evaluation activities involving multiple stakeholders are used.

Whose performance is measured?

Little or no participation:

- Focus is on assessing grantee “performance,” especially short-term. Evaluation does not consider changes to foundation’s approach.

Some participation:

- Focus is on ensuring funding is being used “efficiently” by grantees. Grantee input may shift foundation’s MEL practices, but not its larger approach.

Substantial participation:

- Staff gather and act on input from grantees and community about successes and failures of foundation operations and approaches.

Full participation:

- Foundation formally and regularly invites and acts on independent feedback from grantees and community about foundation performance, operations, culture, and more.

Is learning a value?

Little or no participation:

- There is no focus on learning at any level – whether for grantees, staff, leadership, or governance – and no shared learning with community for their benefit.

Some participation:

- Learning is valued, but focus is on foundation needs.

Substantial participation:

- Focus is on grantee learning rather than output-oriented measurement.

Full participation:

- Process – or how work gets done – is highly valued, and focus is on learning by all stakeholders.

Data transparency & ownership

Who has access to and ownership of the data?

Little or no participation:

- Foundation does not share data back with staff, grantees, or community.

Some participation:

- Data about grantee achievements is shared internally. Findings about foundation operations are not publicized.

Substantial participation:

- Findings from evaluations, as well as foundation responses and actions, are shared publicly and transparently. There are regular discussions about who ultimately owns and benefits from collected data.

Full participation:

- Data collected is owned by grantees, and there is a dissemination strategy for publicly sharing cumulative data with community.

Why did you select the statements you did?

Additional questions to consider:

- Is there a focus on long-term systems change and power shifting at the foundation?
- Are power-shifting, movement-building, and/or systems-change goals articulated in and measured through the monitoring, evaluation, and learning system?
- Does the foundation evaluate and learn from its participatory approaches? Does it consider the quality of the experience, and the benefits for (or harms to) any external participants?

Resources:

- Participatory Action Research Toolkit
- Participatory Evaluation: Definition, Methods, Advantages, by tools4dev
- Participatory Evaluation: A Path to More Rigorous Information, Better Insights, by Corey Newhouse
- More than Money: Participatory Grantmaking and Perceptions of Power, by Sarah Stachowiak
- FRIDA's Strategic MEL Framework, by FRIDA | The Young Feminist Fund
- Fenomenal Feminist Learning Framework, by Fenomenal Funds
- Trust-Based Evaluation, by Brenda Solorzano
- Learning and Evaluation for Community-Driven Systems Change, by Firelight Foundation
- The Equitable Evaluation Framework, by Equitable Evaluation Initiative

This area looks at who is involved in discussions and decisions regarding foundation budgeting (including the grantmaking budget), as well as investment, reserve, and endowment policies.

Budgeting, investment strategy & reserve policy

Who determines how foundation resources are allocated in budgeting, where they are invested, and how much is held in reserve?

Little or no participation:

- Governance sets annual budget as well as investment strategy and reserve policy, with no input from staff or community.

Some participation:

- Governance invites staff input but decides annual budget. Investment strategy and reserve policy are determined only by governance. Governance invites staff input but decides annual budget. Investment strategy and reserve policy are determined only by governance.

Substantial participation:

- Community is meaningfully involved with staff in discussing and jointly deciding annual budget for grantmaking. Community is invited by staff to co-create investment strategy and reserve policy.

Full participation:

- Foundation's annual budget is determined at a top level by community-led governance and at a more detailed level by staff who are people with lived experience. Changes are reviewed and approved by community. Parameters for investment strategy and reserve policy are set by community.

Budgeting during crises

How does the foundation respond during crises?

Little or no participation:

- Grant budgets and all spending are paused or significantly reduced.

Some participation:

- Grant budgets are continued at consistent levels during times of crisis, and there is no change in expectations for outputs.

Substantial participation:

- Grant budgets are increased during times of crisis, and there is some flexibility in terms of utilization of additional funds.

Full participation:

- Grant budgets are significantly increased during times of crisis, and there is full flexibility with how funds are used. Eligibility and other grant parameters are paused to allow widespread support to address communities in need during crises.

Investments

Who benefits and who is harmed from the investment and management of foundation assets?

Little or no participation:

- Assets may originate from or be invested in areas that cause harm to communities and people impacted by foundation. Investment revenue is not put back toward grantmaking. Operating reserves are used to preserve foundation's staff and core operations, without consideration of grantees' operations.

Some participation:

- Revenue from investments may be used to increase grantmaking or grantee support budgets. Foundation may disburse more than a minimum percentage of assets and may allow reserves to be deployed for grantmaking.

Substantial participation:

- Community and staff jointly decide how earned revenue from investments and how reserves are spent. Leadership uses a "do no harm" approach with investment strategy. Community reviews policies and strategies regularly.

Full participation:

- Community decides whether foundation goes beyond minimum spending rates on investment earnings as well as when reserves are used, and what for. Investment strategy and reserve policy are decided by an investment committee made up of compensated community members. Community creates a positive screen for investments, or foundation is committed to mission-related investments based on guidance and feedback from community. Investments are made only in "things" that benefit grantees and community.

Disclosure

Who knows the details of foundation finances?

Little or no participation:

- There is no transparency about key financial issues, including origins of wealth or assets, budgets and expenditures, grant awards, investment strategy, operating reserve policy, or staff salaries. Key financial statements are not shared publicly.

Some participation:

- Grantmaking budgets may be shared in public communications. Grant awards are shared transparently, but full foundation asset history, financial plans, budgets, and expenditure reports are not. Staff salaries or ranges are not disclosed. Key financial documents such as audits may be available but are difficult to locate.

Substantial participation:

- All key financial documents and information are shared publicly. Outreach with this information is made by staff across community platforms, and information is explained to various audiences.

Full participation:

- There is transparency about foundation assets that explains asset origins, including naming any history of exploitation. Staff salary ranges are established and transparently shared. All key financial documents are shared publicly and in community as widely as possible, in multiple languages and with accessibility in mind.

Why did you select the statements you did?

Additional questions to consider:

- Does the foundation share financial reports with community stakeholders in easy-to-understand ways, and with regularity?

Resources:

- [Participatory Budgeting Project](#)
- [Participatory Investment Learning Hub](#), by Transform Finance
- [Participatory Investing Toolkit](#), by Common Future

Fundraising & Strategic Partnerships

This area looks at how funding is raised, how strategic partnerships are developed, and who is involved. Fundraising will only be relevant to public foundations that fundraise for their operations.

Fundraising & partnership ethics

Who decides whose money is accepted?

Little or no participation:

- Donors are not asked about ethical issues like where funding originates, how it was earned, or what required restrictions are passed along to grantees.

Some participation:

- Staff may consult community in particularly challenging circumstances, like a donor or partner with ethical issues, funding that doesn't appear "clean," or severe restrictions that are passed along to grantees.

Substantial participation:

- Community is invited to express concerns about specific donors and/or specific partners, and this feedback leads to revision in fundraising targets and partnership strategy. Fundraising from donors with least restrictions in their grants is prioritized so community has more power in making decisions about how to utilize funding.

Full participation:

- Community makes all final decisions about who funds are raised from and how funds are used. Integrity of funding sources and capacity to use funding as community deems necessary are prioritized over accumulation of money or growth of foundation.

Who bears the burdens of funding requirements?

Little or no participation:

- Donors are not asked to loosen any requirements; burdens are transferred to grantees.

Some participation:

- Burdens of funding with lots of requirements are more equally shared between staff and grantees.

Substantial participation:

- Staff and community speak with each other and to donors about lessening and managing burdens of funding with lots of requirements.

Full participation:

- If desired, community negotiates funding requirements directly with donors, with support as requested from foundation.

Who determines strategic partnerships?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Strategic partners are chosen for benefit to foundation, not to grantees or community. 	<ul style="list-style-type: none"> Strategic partners are chosen for amount of value foundation determines they have for grantees and community. 	<ul style="list-style-type: none"> Strategic partners may be identified and selected by grantees and community. 	<ul style="list-style-type: none"> Community fully identifies strategic partners and defines partnership agreements.

Fundraising, strategic partnership strategy & actors

Who determines strategy?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Foundation determines fundraising strategy; there is no input from staff or community. 	<ul style="list-style-type: none"> Staff contribute to fundraising strategy, focusing on how to manage funding requirements between staff and grantees. 	<ul style="list-style-type: none"> Decisions about fundraising strategy and targets are made through staff consultations with members of community. Community aims and values are held alongside donor aims. 	<ul style="list-style-type: none"> Aims and relationships of community are valued and prioritized in fundraising strategy over any donor aims.

Who holds relationships?

Little or no participation:	Some participation:	Substantial participation:	Full participation:
<ul style="list-style-type: none"> Only governance and leadership hold relationships with donors and strategic partners. 	<ul style="list-style-type: none"> Only governance, leadership, and fundraising staff have relationships with donors and strategic partners. 	<ul style="list-style-type: none"> Relationships with donors are brokered by staff with grantees and, as desired by community, with community members. 	<ul style="list-style-type: none"> Grantees and community decide whether and how to be involved with donors.

Fundraising & strategic partnership approach

Who owns “successes” of fundraising and partnerships?

Little or no participation:

- Donors and leadership claim and are honored for successes; grantees and community are not.

Some participation:

- Staff are honored for successes; any failures or learnings are not open.

Substantial participation:

- Grantee and community roles in successes are accurately accounted for; any learnings or failures on foundation part are openly shared.

Full participation:

- Successes, failures, and learnings on part of foundation, grantees, and community are openly discussed.

Who is involved in and compensated for donor interactions with grantees and community?

Little or no participation:

- If grantees are involved at all, they are expected to show only positive impact of foundation's resources and partnerships; e.g., during donor visits. No compensation is offered to community for this role.

Some participation:

- Grantees and community are involved and may be compensated for hosting any visits by donors or partners.

Substantial participation:

- Community has decision-making power and oversight about how and where they are portrayed during fundraising, with donors, and in partnership development.

Full participation:

- Community decides how and whether to get involved in fundraising and partnership development. Community sets fundraising targets, determines partnerships, and decides on compensation policies and restrictions. Community decides how and whether they are portrayed in fundraising and partnership materials.

Why did you select the statements you did?

Resources:

- Community-Centric Fundraising
- 10 Principles of Community-Centric Fundraising, by Community Centric Fundraising



www.advancingparticipation.com

This Möbius strip is a nod to the iterative process of participation, which requires constant reflection and learning. It symbolizes the ongoing and never-ending process of shifting power.