



A high-angle, top-down photograph of a group of people in a meeting. In the foreground, a woman with dark curly hair, wearing a dark blue sleeveless top, is smiling and gesturing with her hands. To her right, another woman with long dark hair tied back is seen from the back, wearing a patterned top and a silver watch. To the left, a man with a beard and glasses, wearing a yellow shirt, is also smiling. In the background, a man in a light blue shirt and dark trousers is gesturing. The floor is covered with large sheets of paper and a small white cup. A large, bright yellow graphic element is on the right side of the image.



IATIVE

SOCIAL JUSTICE INITIATIVE
ENABLING REAL CHANGE

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INTRODUCTION

The purpose of this research is to interrogate participatory grant making, typologies and application to provide recommendations on how such an approach can be adopted by SJI. The findings of the research provide content for the creation of a framework for SJI to consider. Our deliverables, in response to the TOR, are presented in three parts.

Part one reviews the academic literature under the following sub-headings:

- The case for participation and definition of participatory grant-making;
- The differences between traditional and participatory approaches;
- Dimensions of participation in institutional philanthropy;
- Determinants of participatory effectiveness;
- Models of and best practices in participatory philanthropy.

In part two, we reduce the key subject material into more regular practitioner language to facilitate implementation. The questionnaire guideline in part three is intended to outline the basis for stakeholder interactions which we have used to extract relevant data for analysis and final recommendations. We also present the outcomes of conversations with other grant makers that have implemented participatory grant making.

1.1 REVIEW OF THE ACADEMIC (THEORETICAL AND EMPIRICAL) LITERATURE

1.1.1 Making the Case for Participation

The world has reached a critical moment for stakeholder participation in philanthropy. The endemic challenges facing society including income inequality, racial and gender discrimination, and the threat of climate change, are so complex that collaborative efforts to address them are necessary. However, practitioners and academics overwhelmingly believe that these efforts cannot succeed without the inclusion of those directly affected (Sirianni, 2009). Practitioners particularly argue for participatory approaches based on their effectiveness in achieving social goals (Twersky, Buchanan, and Threlfall, 2013). It is debatable whether participatory practices enhance grant effectiveness considering that their evaluation frameworks differ from those of traditional practices. Others reiterate the imperative to innovate these processes in the public interest because those most affected have the moral right of inclusion (Hauger, 2022). These calls to democratize foundation decision-making resonate with developments in the public sector where government institutions have increasingly become more collaborative through the exercise of participatory budgeting, for example, thereby putting pressure on foundation to catch up (Gibson, 2017).

Further, the combined influence of the COVID-19 pandemic and the global uprising against police brutality that the George Floyd's murder has brought about is one of several reasons why foundations should opt for participation strategies. Stakeholder participative approaches that cede decision-making power are more time and resource intensive than those that consult or involve external stakeholders; they require foundations to build trust with the communities that they serve (Smith-Ruig, 2018). This can be challenging for foundations that have never operated in this way (Gibson, 2019). In response, some foundations may prioritize stakeholder participation

that keeps control in the hands of the foundation. Overall, philanthropic foundations are simultaneously applauded for their contributions to the public good but criticized for their lack of transparency and accountability, and their lack of representative capacity relative to the communities they serve. These attributes raise concerns about whether foundations can truly act in the interests of those they purport to serve.

Recently, philanthropic actors have begun to use participatory methods that share power by delegating decision-making authority to external stakeholders such as grantees, community based organizations, program beneficiaries, and even members of the public at large.

Participatory philanthropy is a suite of approaches that share the common theme of engaging external stakeholders, through processes of consultation, involvement in decision-making, or actively ceding decision-making power to these stakeholders (Evans, 2015). In its barest form, participatory philanthropy aims to break down power dynamics that preserve systems of inequity and marginalization by putting philanthropic resources in the hands of individuals who experience the problems that the foundation aims to solve (Gibson, 2017; Evans, 2015).

Participatory philanthropy is a suite of approaches that share the common theme of engaging external stakeholders



1.1.2 Defining Participatory Grant-making

Broadly described, participation grant-making is when community members or other stakeholders become a part of the philanthropic institution's funding decision-making process (Gibson, 2018). In the philanthropic sector, participatory grant-making goes by many names including: collaborative grant-making; community led grant-making; community governance; peer review grant-making; multi stakeholder grant-making; grassroots philanthropy; and bottom-up grant-making (Kilmurray, 2015; McGinnis, 2013; Ruesga & Knight, 2013; Gibson, 2017). Much like other phenomena, participatory grant-making has faced definitional variations by both practitioners and scholars, as the lines between participatory practices and participatory grant-making are often blurred. Gibson's (2017) seminal research on the topic states that participatory philanthropy "covers a wide range of institutional and individual activities such as incorporating grantee feedback into grant guidelines and strategy development, inviting non-grant-makers to sit on foundation boards, crowdfunding, and giving circles" (p.11). She goes on to set initial bounds for participatory grant-making particularly but stops short of providing a specific definition:

"Participatory grant-making narrows the focus to how grant decisions are made and by/for whom. Some see participatory grant-making as one of many types of participatory philanthropy. Others think it is distinctive because it shifts decision-making about money, the epitome of power, to the people most affected by the issues donors are trying to address" (Gibson, 2017, p.11).

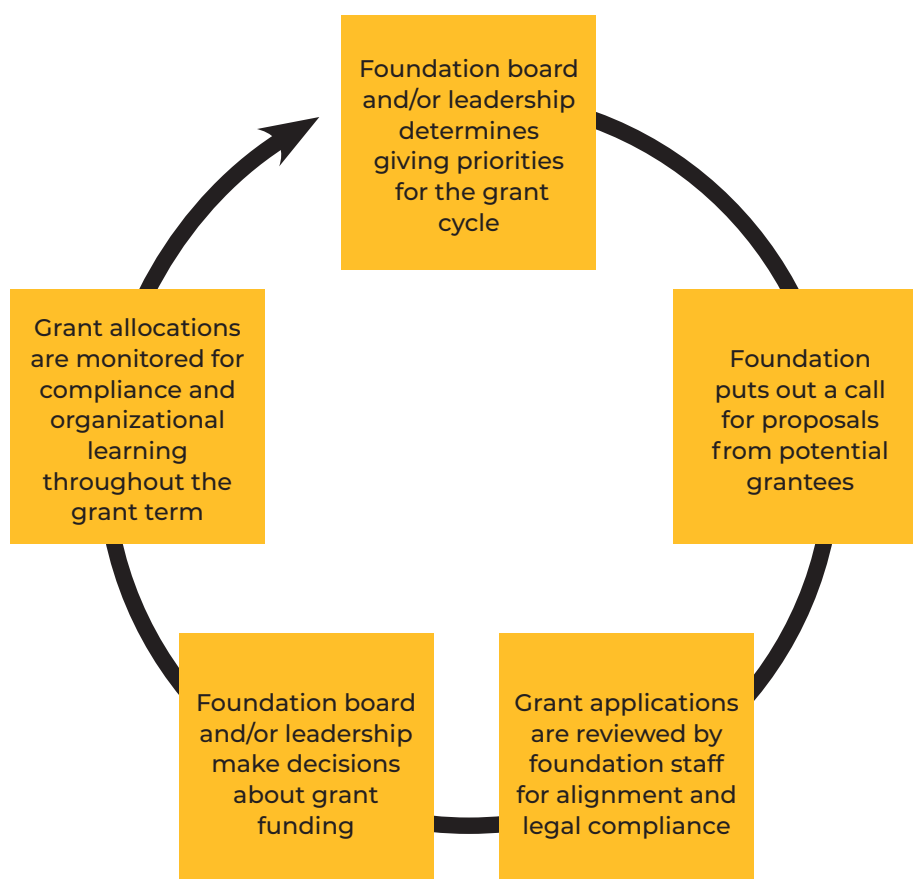


FIGURE 1: Traditional model of grant making in institutional philanthropy

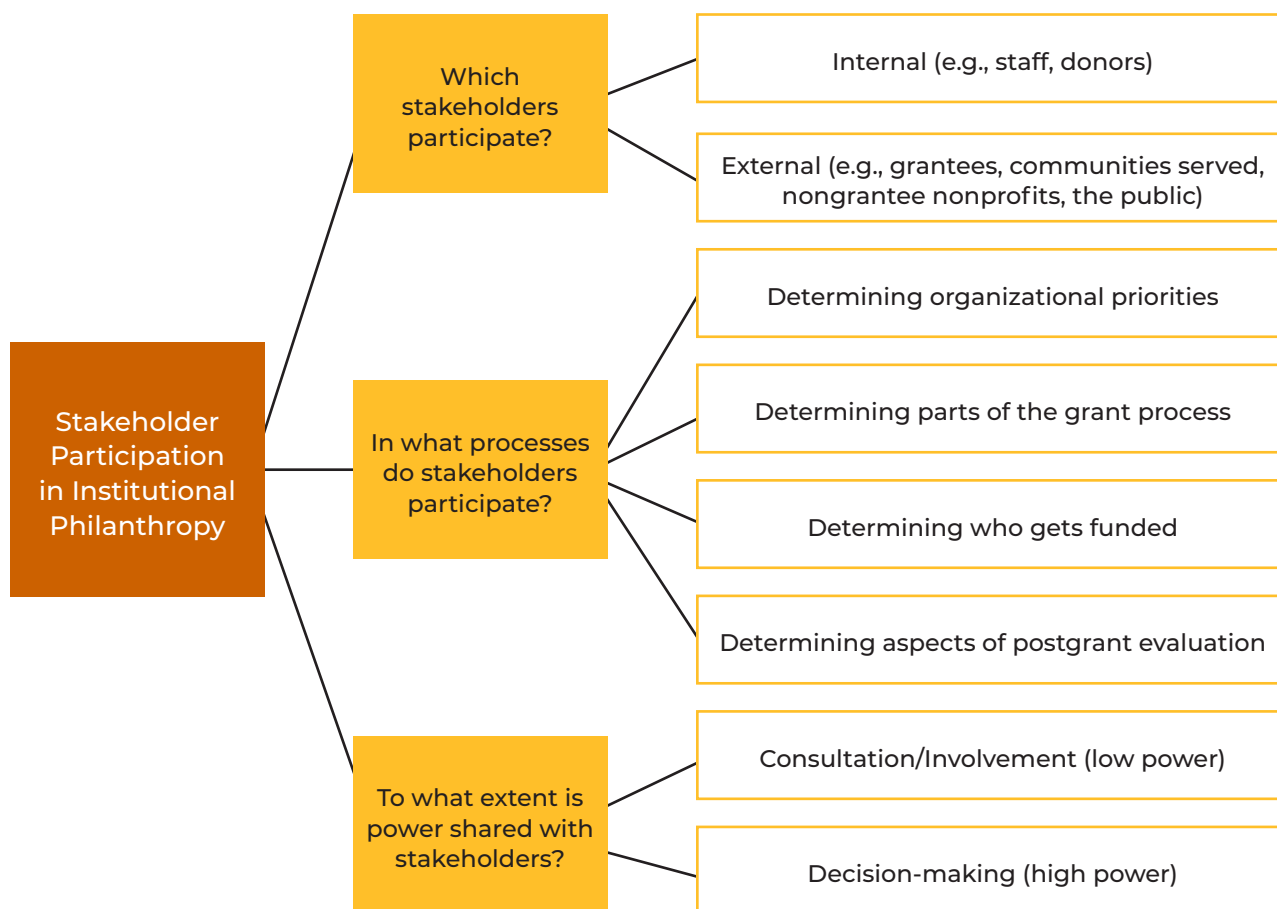


FIGURE 2: Conceptual Framework for Stakeholder Participation in Institutional Philanthropy (Husted, Finchum-Mason and Suarez, 2021)

1.2 TRADITIONAL VERSUS PARTICIPATORY APPROACHES IN INSTITUTIONAL PHILANTHROPY

Various models of philanthropic giving have arisen over the years, and while there is some variability between foundations in internal decision-making, the general process of grant making often follows the structure described in Figure 1. This structure emerged in the early days of stakeholders, through processes of consultation, involvement in decision-making, or actively ceding decision-making power to these stakeholders (Evans, 2015). In its purest form, participatory philanthropy aims to break down power dynamics that preserve systems of inequity and marginalization by putting philanthropic resources in the hands of individuals who experience the problems that the foundation aims to solve (Gibson, 2017; Evans, 2015).

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1.3 DIMENSIONS OF PARTICIPATION IN INSTITUTIONAL PHILANTHROPY

Building on the work of Gibson (2017), Fung (2006, 2015), and others, developed a framework for understanding participation and participatory grant-making within institutional philanthropy (Husted, Finchum-Mason and Suárez, 2021). The authors synthesize key participation literature and apply it to the context of institutional philanthropy. The framework proposes three key dimensions of participation in philanthropy: (1) who participates? (2) in what processes do participants participate? and (3) to what degree do participants influence decision making?

WHO PARTICIPATES? The dimension of who participates relates to whether internal stakeholders (i.e., leaders, staff, board members) or external stakeholders, particularly those with less positional power (i.e., grantees, non-grantee non-profits, affected community members, the public), are engaged in foundation processes. The traditional mode of operations is for internal stakeholders, such as the board and staff, to influence and make decisions about the foundation's governance and grant-making. However, given their role of addressing societal challenges, it is important consider whether foundations engage in shaping their key external stakeholders. Who is called upon to participate (or not) is undoubtedly critical. The framework posits four key external stakeholder groups in lower positions of power in relation to foundations as integral to understanding participatory practices in institutional philanthropy. Grantees are the primary stakeholder group that most foundations interact with through their grant-making processes. These are the organizations that foundations fund whose work presumably helps a foundation pursue its own goals or mission.

The second stakeholder group is non-grantee non-profits and community-based organizations (CBOs). This stakeholder group consists of organizations that might be working in a foundation's areas of interest and that a foundation could potentially fund or rely on any of them in some way. The third stakeholder group is community members directly affected by foundation funding. This group is articulated in such a way that it can be flexibly applied across foundations and is aimed at capturing whether the communities that foundations aim to benefit are participating in their processes. This stakeholder group is particularly important for understanding whether foundations are pursuing a goal of equity with their participation by giving voice to those who will be most affected by their funding. The final stakeholder group considered is members of the public. This group is important for understanding whether foundations are using participation broadly as a democratizing function. There are other important stakeholder groups that foundations might engage or collaborate with, such as government, corporations, or peer foundations, but these stakeholder groups are omitted in this framework as they are not typically considered to be in lower positions of power relative to foundations.

PROCESSES. Given that most foundations are grant-making organizations, the processes dimension of the framework focuses on grant-making stages, as well as the setting of organizational priorities. This dimension is informed by Gibson's (2017) work that articulates pre-grant, grant process, and post-grant as key phases with respect to participatory grant-making particularly. We focus on the pre-grant phase in terms of the setting of organizational priorities, which likely guide the overall direction of where grant-making funds flow to.



Grant-making processes include the development of request-for-proposals, as well as the review of applications which are core to many foundations' activities. We break up grant funding decisions from grant allocation processes as distinct stages of the overall process. Post-grant evaluation refers to the processes in which foundations determine the effectiveness of their grant-making which often informs their future strategies.

DEGREE OF POWER-SHARING. The third and final stage is the degree to which participants influence the process. Building on Gibson (2017), the framework proposes three principal types of influence: consulting, involving, and deciding. Consulting refers to the solicitation of participant feedback through activities such as surveys and focus groups. Involving refers to the full incorporation of participant feedback through activities such as advisory committees to significantly influence foundation processes. Deciding refers to the allocation of decision-making authority to participants.

1.4 DETERMINANTS OF PARTICIPATORY GRANT-MAKING EFFECTIVENESS

It is unclear whether biases in funding priorities as well as inherent structures in funding relationships could be minimized or even exacerbated in these processes, but the following three functional fundamentals are necessary signals to identify and manage in the quest for participatory effectiveness: recruitment mechanisms; motivation; and role-negotiations.

1.4.1 Recruitment Mechanisms

The literature indicates that recruitment mechanisms can significantly influence both participation and representation. Despite governing structures that imply boards represent community interests (Feiock & Jang, 2009), research suggests that they are likely to be racially biased (BoardSource, 2017; Ostrower, 2007; Ostrower & Stone, 2006), older (BoardSource, 2017; Brown and Ferris, 2002; Ostrower, 2007; Ostrower & Stone, 2006), educated (Tschirhart, Reed, Freeman and Anker, 2009; Walton, Clerkin, Christensen, Paarlberg, Nesbit and Tschirhart, 2017), and wealthy (Middleton, 1987; Ostrower, 2002, 2007; Walton et al., 2017), and women, minorities and young adults (under the age of 35) are under-represented. (Dougherty & Easton, 2011). These tendencies undermine the ability of committees to fully understand and adequately respond to community needs because of the distance between the committees and the affected communities. This may be addressed by designing more open recruitment processes such as open calls, advertisement and community nominations to generate more heterogeneous committees representing diverse interests, perspectives and networks in the grant selection process (McGinnis Johnson, 2016).

Women, minorities and young adults (under the age of 35) are under-represented. (Dougherty & Easton, 2011).

1.4.2 Motivation

The grant-making literature suggests that, incorporating community stake-holders stems, in part, from an interest in enhancing grant-making efficacy (Bourns, 2010; Enright & Bourns, 2010). However, individual motivation to serve on such committees is less clear. Inglis and Cleave (2006) identified six components of motivation to serve on a non-profit board, which may be useful frames to understand grant-making committee members: enhancement of self-worth; opportunity to learn; helping the community; relationship development; the ability to uniquely contribute; and the opportunity to address problems of personal interest. Motivation to serve on a grant-making board could indicate a potential challenge to improving grant-making outcomes. However, if individuals whose primary motivation to serve on a community grant-making board lies in personal enhancement (e.g., relationship development or material incentives), for example, this may not contribute to achieving participatory efficiency.

1.4.3 Role Negotiation

A final determinant of community grant-making efficiency lies in the negotiation of volunteers' relationship with organizational actors such as staff. Administrators play a dual role in this regard, influencing both the process and its outcomes. First, by shaping the venues in which the public participates and by providing information and other resources thereby creating conditions that either enable or constrain empowerment. Second, administrators influence the outcomes of participation by how they work with the public to make and carry out effective decisions. Public participation literature suggests that the quality and extent of community engagement is substantially impacted by both the skill and willingness of staff managing such efforts (Abelson & Gauvin, 2006; Hall and Thomas, 2012). This factor is expanded below.

1.5 CHARACTERISTICS OF FOUNDATIONS' PROGRAMME STAFF

Programme staff with diverse lived experiences and professional socialization are argued to influence the strategies that foundations adopt in their governance and grant-making by infusing the process with new norms and values. It is suggested that the greater the composition of programme staff that are non-white, female, non-elitist and business educational background, the greater the desire to share power with beneficiaries (Mesch, Brown, Moore and Hayat, 2011; Mesch, 2010; Klenke, 2017). The gender factor is explored further.

1.5.1 The Gender Factor

Many of the largest foundations have historically been started and/or led by wealthy white men, but recently increasing attention has focused on how women and women of colour are changing institutional philanthropy. Leadership literature suggests that women lead organizations more communally, more collaboratively, and more democratically relative to male leaders (Klenke, 2017). Literature on women in philanthropy suggest similar dynamics, that is, women tend to give differently, more frequently, and in greater magnitudes than men (Mesch, Brown, Moore and Hayat, 2011; Mesch, 2010; Dale, Ackerman, Mesch, Osili and Garcia, 2018). Women have also been influential in the proliferation of democratized philanthropic practices like giving circles (Eikenberry, 2006). Less

is known about how female leadership influences participatory grant-making specifically, although propositions can be made and tested taking local contexts into account. It is therefore imperative to be aware of the gender dynamic and mitigate for it by including women in the participatory leadership committee.

Arnstein Ladder of Participatory Effectiveness

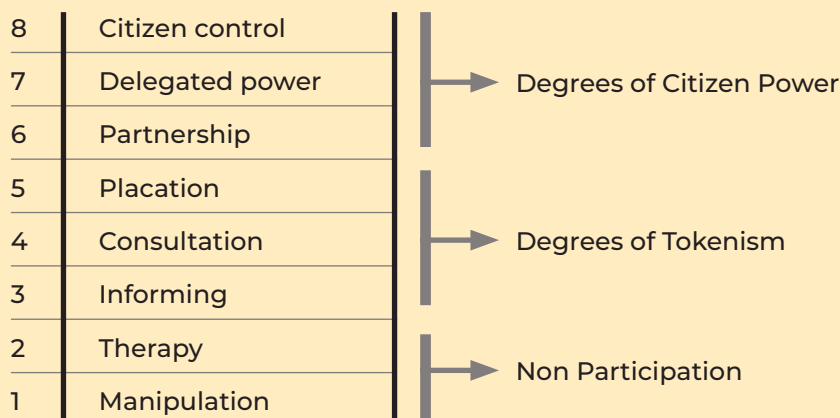


FIGURE 3: Arnstein Ladder of Participatory Effectiveness

Arnstein Ladder in figure 3 above is a framework showing forms of communication and responsibilities between grant-makers and non-grant-makers depicting three models of participatory effectiveness: non-participation; tokenism; and citizen power. Non-participation is exemplified as manipulation and therapy in which grant-makers seek to ‘cure’ or ‘educate’ participants by using public relations strategies to build support. Tokenism comes in three forms-informing, consulting and placating. By informing is meant grant-makers creating a one-way flow of information with no feedback channels for participant reaction inputs. In consulting, grant-makers use surveys, community meetings and other form of public inquiries to elicit and gauge public opinion. Placating involves grant-makers seeking participants’ advice, but they have the right to determine the legitimacy or feasibility of the input. Finally, the last model, citizen power/control also takes three forms. In partnership, grant-makers share planning and decision-making through joint committees of participants and the public including experts. In the delegated power variant, participants control a majority of seats on committees with delegated powers to make decisions for which they are accountable. Ultimately, when participants (‘the public’) assume the role of handling the entire process of planning, policymaking, and managing the programme with no intermediaries, citizen control is achieved.

1.5.2 Community Participation in Disaster Management-The Role of Context

Kilmurray (2015) conducted a qualitative study of participatory grant-making in two locations with high degree of local political conflicts: (a) The Community Foundation for Northern Ireland and (b) the Dalia Foundation in Palestine. She noted several technical aspects of participatory grant-making that posed challenges for administration, management and sustainability. Both projects required more foundation staff time and place-based resources such as facilities, training, organizing meetings than traditional approaches. These extras were spent more on facilitating, mentoring and providing

technical assistance to communities. From observations and interviews of participants at the two funds, Kilmurray (2015) identified several additional requirements for successful participatory grant-making. First, community members emphasized that involvement must include not just participation from the most active members of society, but also include those that are marginalized and often silent. Recruitment efforts are required to ensure a complete diversity of community members across the socioeconomic and political spectrum. Second, participatory funding enabled program officers to understand lived experiences, which changed initial priorities and assumptions made in top-down approaches. Where large grants may be welcome in these communities, these two cases showed that small grants allowed local communities to build confidence, solidarity, and understanding. Lastly, although the study was limited to these two cases, the author noted that community leaders prioritized non-traditional grant-funded or start-up projects (Kilmurray, 2015).

McGinnis Johnson (2013) used quantitative analysis of grant decisions from six foundations that had both traditional boards and community-led boards to determine whether decisions were different between participatory grant-making and traditional grant-making processes. She found that a high level of community engagement led to different grant-making decisions, where community boards chose a higher proportion of grassroots non-profits (McGinnis, 2011; McGinnis Johnson, 2013). However, in cases where the boards had moderate and low levels of citizen engagement, community boards were more likely to choose more established non-profits and showed no significant difference in organizational grant-making. McGinnis

Johnson's (2013) research contributes to the understanding of participatory grant-making as it tested a normative assumption in the sector that "engagement" of any kind will lead to different grant outcomes.

In the publication, "Community Leadership in Disaster Recovery: A Case Study," Leadbeater (2013) examined the Victoria Bushfire Reconstruction and Recovery Authority (VBRRA) in Victoria, Australia, to understand the importance of community participation in post-disaster recovery settings. The VBRRA agency used a participatory approach to construct 30 community recovery committees to coordinate recovery efforts and establish resource commitments and priorities after local bush fires destroyed communities in the region. Utilizing interviews with those involved, Leadbeater described several critical findings of the participatory process in VBRRA across six focus areas: time, leadership, relationships, capacity, local knowledge, and communication. First, in disaster recovery, timing was critical.

Prioritizing short-term versus long-term goals was essential in ensuring that planning and consultation from community leaders did not include "pressure to make rushed decisions" (Leadbeater, 2013, p. 45). Second participants felt the role of recovery agencies and institutions should be to fill in "knowledge gaps" but not take over the process. Third, community participants felt "pre-disaster relationships" had a significant impact on post-disaster collaboration and that "pre-disaster planning" should include more opportunities for community leaders and organizations to work together in order to start these relationships (Leadbeater, 2013, p. 45). Fourth, Leadbeater established that participatory process of VBRRA produced individual confidence in community participants enabling them to use their abilities and experience to accomplish group goals in disaster response. Additionally, Leadbeater (2013) found that, because of the unprecedented situation of a natural disaster, there had to be an understanding between resource providers and community members that not every problem could be solved right away and that "not knowing" was an essential part of the process in grappling with the enormity of the situation (Leadbeater, 2013). Last, Leadbeater determined that communication in meetings, workshops, and other mediums was critical in unpacking the needs of communities impacted by the disaster including dealing with the trauma and grief among community members.



1.6 MODELS OF PARTICIPATIVE PRACTICE IN PHILANTHROPY

We present in this section, six models of participative philanthropy with accompanying case studies to elaborate on their practical applications.

1.6.1 Representative Participation

The representative participation model involves bringing in practitioners, sector experts or individuals with lived experience to add depth and knowledge to discussions and decisions. The representative idea comes in many different forms – from a single participant to entire boards composed of subject matter experts. The most common form of representative participation involves a single voice in the room. This model can add substantial value but, if poorly managed, can be disempowering for the representative especially if they are from a marginalised group. A social justice funder created an allocation committee made up of community activists, with one donor participant seat. The donor representatives rotated on a six-monthly basis and were given education and support to ensure that they could participate in conversations and decision making appropriately.

The mere opportunity to sit on an activist-led board helps one to understand the breadth of the issue and the experiences of grassroots community workers. It leads to increased financial contributions, helps to become more strategic in thinking and provides the impetus to talk to peers about their involvement. Representative boards, bring a group of people from a sector together to make decisions. These boards have different structures and include different types of representatives – either those with external expertise (academics, activists and coal-face workers) or those with lived experience of the problem the funds are trying to solve.

CASE STUDIES



THE THREE RIVERS FOUNDATION in Pittsburgh, USA has a representative board comprising those with current, lived experience. **Teens For Change**, was set up by the **Three Rivers Foundation** as a fund for youth-led projects that tackle the root causes of systemic injustice.

The framework they used is a systems and intersectionality approach, the idea that societies are governed by systems that are set up to help certain people succeed and certain people fail. At Teens For Change, the 15 board members are all young people, aged between 13 and 18 years old, supported by a facilitator who contributes to institutional knowledge. The whole group is then supported by a foundation staff member who helps with logistics and steps in when the group makes specific requests.



The **TEENS FOR CHANGE** model has been a great success. Not only has it demonstrated the passion, intellect and skills of young people, but it has influenced the wider community sector in the city. Other community and philanthropic practitioners in Pittsburgh have remarked that since this process started, the youth development space is more cohesive, less competitive, has a louder voice and more training on offer in the community than any other sector.



NORTH STAR FUND, based in New York, uses a benching process. Grant allocation decisions are made by a board of community activists and practitioners, with an additional bench of “extras” who represent subject matter expertise and can step in if applications pertain to their knowledge base, or if regular board members are unable to attend a meeting. This system allows the fund to ensure that decisions always include expert opinion. The mechanisms for bringing people on to these boards is also varied. The Wikimedia Foundation has a mixed model, where committee members join the board through two different processes. Fifty percent are invited on to the committee through a board selection and fifty percent through a democratic public election process. The board appointments work to ensure the skillset mix is correct and the public nominate the people they think best represent their voice.



COMMUNITY ORGANISATIONS GRANTS SCHEME (COGS) In New Zealand, the Community Organisations Grants Scheme (COGS) also uses a representative board structure to give out significant funding each year. COGS has 37 distribution areas around the country and boards are made up of community members nominated and voted on by their local communities. The Scheme provides essential financing to grassroots non-profit organisations; it is administered by the Department of Internal Affairs, which provides secretariat support. It is the responsibility of the Scheme to educate and inspire the board members, examining, for example the difference between philanthropy for social change and the idea of charity. They look at what intersectionality is and how it effects the communities and teach practicalities like due diligence, how to read application letters, summaries and financials, and how to look for inconsistencies. The young people make all funding decisions by consensus.

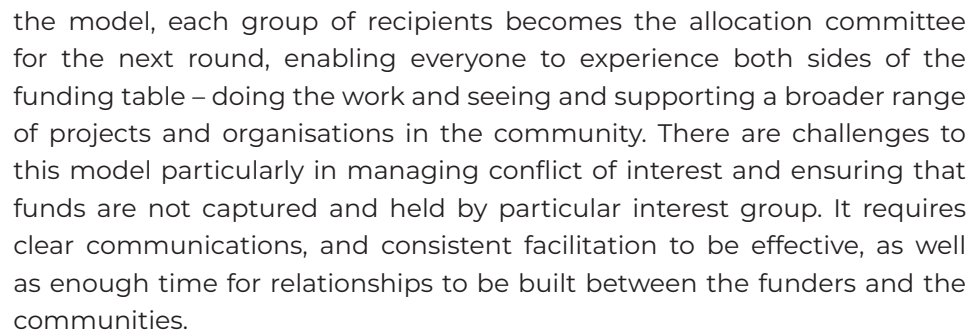
1.6.2 Rolling Collective

The rolling collective model of participation engages all grant recipients in the process of both giving and receiving funding. It offers grant recipients the opportunity to become allocation committee members either during, or after their time as grantees. This model of practice was pioneered by the Fondo Centroamericano de Mujeres in 2003 as a feminist alternative to decreasing development cooperation, especially for social movements and grassroots organizations. They work specifically with women's rights groups who are seeking social and economic justice and believe that this model of practice helps to build opportunities for collaboration and collective action.

CASE STUDY



The **THANKYOU CHARITABLE TRUST**, set up in 2012 in New Zealand, as a grass-roots funder also uses the rolling collective model to make small, grass-roots grants in specific geographic communities. The impetus for the model came as a result of frustration, curiosity and desire to use funding as a tool for social justice. The frustration came from the invisibility of grant-making and the lack of accountability and transparency. In running



The closed collective model of participatory funding is most appropriate when there are funds to be distributed to a particular community/sector of interest in a particular geographic area. It is most effective when the scope is outlined with very clear boundaries that include and exclude specific organisations. Closed collective models bring together all organisations working in the given space to discuss trends, opportunities and gaps and collectively decide the best use of funds. Participants receive an agreed financial donation at every allocation and then use consensus-based decision making to allocate the remainder. The closed collective model aims to create the conditions for identified groups to work together and build relationships. It supports both the fund holder and the organisations themselves to understand the overall context in which they work and highlights where there are replications or gaps in service provision. It ultimately refocuses the funding process on the end user, not on the needs of organisations or funders.

- All appropriate organisations should have the opportunity to get involved;
- The conversations are facilitated by an impartial individual;
- There is a financial incentive to participate in the process;
- Being in the room is a requirement for receiving funding;
- Accountability is primarily owed to each other (and thereby the sector) not to the funders.

The idea of a collective came out of a legal disagreement over where these funds should go. The Public Trust was constantly being taken to court complaining about rowdy community groups. Therefore, it made sense to introduce the model which has made remarkable social contributions since inception.

1.6.4 Open Collective

The open collective model allows all interested parties to participate in decision making – including grant applicants. It assumes and expects a high level of integrity from voting participants and provides a high degree of transparency and community accountability.

CASE STUDIES



The **WIKIMEDIA FOUNDATION**, operates in a global context, allocating a significant amount of funding. In the 2014-2015 financial year, the organisation gave away more than \$7 million of funds using participatory practice, but their work was not always open: The Wikimedia Foundation's first grants were not participatory; they were handled and decided by a few staff in isolation. But that was contrary to the ethos of the Wikiworld, where everything is done in collaboration. The organisation now employs one of the most sophisticated and transparent practices on a large scale.

The Wikimedia Foundation grant-making process is uniquely designed to reflect the ethics, methods and agreements that are core to the overall Wikipedia model. Proposals are workshopped on public wikis and improved by volunteer editors. Decisions about which proposals to fund and how much funding to offer are made publicly on wikis, in cooperation with volunteer committee members, Board members and staff, and with input from the larger community.

The Wikimedia Foundation has the largest peer-reviewed participation of its kind in the world, and just as anyone can become a Wikipedia editor, anyone who edits Wikipedia can make a proposal to the Foundation. The WikiMedia Foundation is a model of an organisation challenging itself to change its practice and model the values it espouses and, by engaging its community in the process, it has developed a sophisticated, inclusive and constantly evolving philanthropic model.



FRIDA THE YOUNG FEMINIST FUND was created by young feminist activists, their allies, and key organizations, namely, Association of Womens' Rights in Development (AWID) and Central American Womens' Fund (FCAM), from the women's movement to fund brave activism led by young women, girls and trans youth. The fund uses a model of participatory grant-making in which the young feminist activists who apply for grants decide together who will receive funding.

FRIDA's funding model is designed to fuel emerging leadership, respond dynamically to the rapidly changing ground realities of the most impacted communities, offer transparency of both process and outcomes, shift traditional power dynamics in philanthropy, and function as a hub of learning and knowledge development for the broader community. FRIDA's participatory grant-making process puts decision-making in the hands of young feminists themselves as agents of change and aims to shift traditional power relations between funder and grantee. After applicants submit their proposals, a clear set of priorities guides the eligibility screening process led



primarily by FRIDA's Global Advisory Committee. Once proposals pass the eligibility test, they move into the voting stage led by applicants themselves, with applicants unable to vote for themselves. This means that applicants who meet the selection criteria vote on other applications in their region, and collectively decide where funding goes.

The voting results are then tallied and staff/advisors conduct due diligence process to confirm the accuracy of nominated grantee applications. The final selection of grantees is announced, and grants are paid to groups. From here, successful groups participate in welcome calls, mid-point check-ins and a final review over the course of the one-year grant period. All groups have the potential to submit a renewal proposal. Grantee feedback to FRIDA's application process is positive, with applicants praising the ease and uniqueness of the model. FRIDA receives applications from climate, crime and justice, sex and reproductive rights, LGBT rights among others. By reading the applications, groups get a cross movement understanding and an opportunity to see more diverse strategies and issues.

1.6.5 Direct Transfers

Direct cash transfers work as participatory practice by removing the organisational middleman from the process. For the funder, the only criterion is a predetermined level of poverty. There are no funding applications, no criteria for expenditure, and no accountability reporting. They simply remove the non-profit agency or community organisation and go directly to the individual with lived experience, allowing them to decide where donations effecting their lives will be spent.

The concept of direct cash transfers as a poverty alleviation tool began post World War One with cash redistribution programmes run by European governments. This method of redressing the effects of inequality, considered as 'an alternative to more traditional and paternalistic approaches to social assistance' regained popularity in the late 90's with Brazil's Bolsa Familia programme, a successful and highly controversial programme begun under the auspices of the president. The Bolsa Familia model provides families in poverty with a monthly cash stipend on several conditions, including that their children attend 85% of school days. By 2003, the programme was working with 5 million families and 8.6 million children, but Bolsa Familia was beset by problems from the beginning – high implementation costs and a lack of due process that led to targeting errors, omissions and duplications. Despite this, the programme succeeded in creating the desired outcomes, spurring a growth in direct transfer programmes.

CASE STUDIES



INNOVATIONS FOR POVERTY ACTION conducted randomized controlled trials to look at the efficacy of direct transfers as a philanthropic model of social change. The trial found:

- Recipients increased asset holdings by an average of 58%;
- An average 28% increase in annual income;
- A 42% reduction in the number of days that children went without food;
- Recipients showed self-reported increases in life satisfaction;
- There was no evidence of increases in crime or drug and alcohol abuse;



Direct giving programmes undoubtedly have a positive, at-the-moment impact on peoples' lives, but do they encourage individual action at the expense of collective action? What would happen if these funds were given to the community to spend collectively, with a more holistic focus? Without a layered and nuanced range of support structures and services, direct cash transfers can improve baseline indicators and address immediate needs, but may prove unable to solve long-term issues.

As an alternative to traditional, top-down direct service development models, it has huge merits and could be a real game-changer, but it can only be of long-term significance if rolled out in conjunction with strong community development, infrastructure development, political improvement and other broader systemic changes.

GiveDirectly

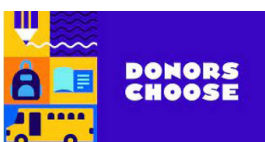
GIVE DIRECTLY is a US based organization that provides unconditional cash transfers to people living in poverty. They currently work in Kenya and Uganda and provide funds of approximately US\$1000 to households over a 9 month period, delivered to mobile phones via SMS. Give Directly selects its regions of operation based on a combination of poverty data and logistics. Households within the selected areas are enabled to access funds if they meet a range of eligibility criteria. The organisation currently distributes around \$1 million per month.

Aid programs have not been a great success and so it might be time to take a step back and watch what people do with this money, understand their priorities and learn from them about what it is that they need. Give Directly puts its strongest focus on efficacy and self-determination. Their theory of change is focused on the idea that money should be used to provide the most measurable outcomes for the most people in the most need. The organisation aims to ensure their programmes have consistently low implementation costs and consistently high impact and they are doing that incredibly well. It is an evidence-based intervention that is also extremely respectful to the recipient and lets them retain control and agency in their own lives.

1.6.6 Crowd Funding



Crowdfunding is a method of philanthropy and fundraising that utilizes social capital and social networks to raise money for enterprise and for non-profits projects and entities. Crowdfunding can take place as a live-action event such as those run by **THE FUNDING NETWORK**, or, more commonly, on online platforms. The power of the crowd is also used by community organisations as a way of increasing the reach of organized digital civic actions and more recently, through crowd-lending and equity crowd funding.



As an online experience, crowd funding is relatively new with the first million dollar-plus projects funded in early 2012. **DONORS CHOOSE**, a crowdfunding platform for teachers, was launched in 2000, probably, the first public-good crowd funding platform. Since then, numerous civic crowdfunding



Citizeninvestor

neighborly

intermediaries have been launched with ability to raise large sums of money. Crowdfunding creates a space for organisations to engage in dialogue with their philanthropic public, can provide validation for community sector workers and can assist in collaboration, reducing the feelings of patch protection and the competitive nature of current funding paradigms. There are benefits for the donor as well. Participation can increase knowledge and understanding of the issues in their community, offer users the ability to donate to causes that provide individual altruistic fulfilment and may help them to feel part of their community and feel ownership and empowerment around a project or cause. It also democratises philanthropy and makes it clear that you do not need to be wealthy to contribute.

Many social problems seem too large for any one person to make a difference. Making a donation gives the donor personal power over a complex issue that is much larger than himself. There are, however, a few downsides to crowdfunding. Firstly, crowds follow crowds.

The predicted rise in crowdfunding of civic projects is also a double-sided coin. Sites such as **CITIZINVESTOR** and **NEIGHBOR.LY** increase community participation in infrastructure development decisions, from parks and playgrounds to streetlights. But this method of civic development also has the potential to increase inequality as wealthier neighbourhoods will be able to self-fund projects that others must forego. Fundamentally, crowd funding is positive for the community sector because it allows community organizations to control the tool and for communities to control the funding. It fundamentally shifts the power dynamics around fundraising, allowing community organisations to raise funds in a manner consistent with their values. It helps organisations avoid 'the funding burden', the financial costs incurred when applying for grants.

CONCLUSION

For communities and community workers, participatory practices work to: increase connection; reduce replication of services; close gaps in service provision; build peer mentoring networks and a sense of belonging; help practitioners better understand the landscape they operate in; and create opportunities for collective advocacy. For Funders, they help: make grant-making more strategic and effective through better decision making; put social justice values into practice; educate grant recipients so their applications are better and more appropriate; provide leadership opportunities; leverage grant-making opportunities for community development; and build branding through community champions. And for end users they can: help to legitimize their knowledge and expertise; provide opportunities for leadership; increase the relevance of service provision and allow their voice to be heard. To create these benefits for the communities that foundations serve, they need to make changes to their practices and perspectives. Participatory philanthropy requires them to address issues of transparency and privilege in the sector. It requires them to examine their own assumptions and beliefs about the communities in which they are funding. It requires also, learning and iterations in addition to more time to ascertain the appropriateness of available models of practice. Most importantly, it requires foundations to trust communities and individuals to believe that they will do what they believe is best for the communities in which they live and work.

2 Salient practitioner take aways

Given our review of the academic literature, we present below what we consider to be the practical essentials of participatory grant-making from the practitioner perspective.

2.1 WHAT IS PARTICIPATORY GRANT MAKING?

There is no single, formal definition of participatory grant-making, but practitioners agree that it:

- Emphasizes “nothing about us without us”.
- Shifts power about grant-making decisions by involving or giving all power to the people most affected by the social problems foundations seek to address.
- Empowers and gives agency to people who benefit from funding to determine the priorities of their lives.

Reflecting on the above, the following definition may be appropriate:

Participatory grant-making cedes decision-making power about funding decisions, including the strategy and criteria behind those decisions, to the very communities that a foundation aims to serve.

2.2 THE CORE ELEMENTS OF PARTICIPATORY GRANT-MAKING

Participatory grant-making is values-based:

It centres on the grant-makers' belief that turning over decision-making power is the right thing to do. This is consistent with the ethos that those who are most affected by decisions have a right to be part of the decision-making process. By decentralizing decisions about where resources go and trusting that they are the experts of their own realities they are being empowered.

The participatory grant-making process is, therefore, is an important outcome by itself.

There are several theories of change articulated by participatory grant-makers. For example:

- It democratizes philanthropy. Because participatory grant-making cedes control of funding decisions to non-grant-makers, and since money is power, it sets up a process that has long been closed to the people at the grassroots to bear on these decisions.
- Involving peers in funding decisions leads to more informed and more effective philanthropic investment and outcomes.
- It promotes social justice and equity. The participation of traditionally disenfranchised constituencies in philanthropic decision-making increases participants' agency, leadership, and control over the decisions.
- It promotes community engagement. Participation of peers in decisions about the most important issues affecting them for funding strengthens communities by building trust, connectedness, engagement, and leadership, the building blocks for powerful collective action and broader movements.

Participatory grant-making is about more than money.

Participants are often provided with a range of networking opportunities such as learning, alliances, trust, shared knowledge, collaboration and leadership training.

Participatory grant-making involves community in all parts of the grant-making.

Participatory grant-makers involve peers in all parts of the process, designing strategies, stipulating program priorities, reviewing proposals, site visits, and conducting evaluation, not just making grants.

Participatory grant-making's application and reporting processes are simple and flexible

Recognizing that application -making and reporting can be burdensome, especially for small organisations, participatory grant-makers try to make these as easy as possible.

Participatory grant-making is transparent.

Transparency is fundamental to participatory grant-making at all stages of the process with revision and feedback from community members entrenched.

Participatory grant-making builds and strengthens larger social movements.

Many participatory grant-makers see this approach as a critical part of building larger movements in support of important issues such as gender equity, LGBTQ rights, human rights, racial justice among others.

2.3 IS PARTICIPATORY PHILANTHROPY DIFFERENT FROM PARTICIPATORY GRANT-MAKING?

Participatory philanthropy covers a wide range of activities such as incorporating grantee feedback into grant guidelines and strategy development, inviting non-grant-makers to sit on foundation boards, and crowdfunding. Participatory grant-making narrows the focus to how grant decisions are made and by/for whom.

2.4 THE BENEFITS OF PARTICIPATORY GRANT MAKING?

The following are the benefits that participatory grant-makers cite most often:

- It allows for a more thoughtful and informed decision-making process. Democratizing decision making and enabling those with the most expertise and experience on an issue to dictate investments decisions can lead to more mindful and impactful giving.
- It strengthens trust and credibility between donors and the constituencies with whom they work. When funders fail to provide funds in a participatory way, they can exacerbate distrust even among mission- oriented organizations.

- It promotes diversity, equity, and inclusion in both the process and the outcomes. Having a diversity of expertise, knowledge, and/or life experience in these processes is important because it gives variance within these areas.
- It gives participants opportunities to share information, network, and develop collaborative efforts, all of which strengthen the larger movement in which they are involved. By coming together in participatory processes, these communities are enabled to build strong relationships across the sector.
- It allows grant-makers to identify new initiatives and take more risks. Funding new groups poses challenges for creative interventions or responding in a more authentic manner to the needs of communities.

2.5 THE CHALLENGES OF PARTICIPATORY GRANT MAKING

The commonly cited challenges are:

1. Participatory grant-making can be resource-intensive.

It takes considerable staff time and participants' time and efforts given that they are volunteers. For example, it is difficult to schedule meetings and get people convene on time. Coordination is difficult and puts a burden on the programme team that administers the process.

2. Participatory grant-making can involve safety and security risks.

While openness and transparency in the process are widely regarded as benefits of participatory grant-making, there are situations where this aspect may put participants in danger. For example, in the case of an NGO which focuses on sex workers, it is advisable for participants to be careful to not expose anyone because it could lead to targeted violence motivated by hateful attitudes or state laws.

3. Participatory grant-making can sometimes result in conflicts of interest.

Since participatory grant-making directly involves the people most affected by and working on the issues being discussed, conflicts of interest become unavoidable. For example, when participants are involved in reviewing funding allocations there is no doubt about the tendency to inappropriately direct funds towards suit their self-interests.

4. It can be difficult to ensure representativeness.

Authenticity in these efforts and whether the voices of the people, especially those who do not have a voice are being heard is a worrying factor. Quite often, to be representative and promote authentic participation requires addressing the problems of language and accessibility.

5. Participatory grant-making does not eliminate potential bias.

Participants can have racial, ethnic, gender, age, and other kinds of biases that are often difficult to address openly and honestly, but it is critical to point them out.

6. Decisions made through a participatory grant-making process may differ from what the institution wants.

The biggest mistake that funders engaged in participatory grant-making can make is initiating the process and then ignoring what the people tell them. Once the principle is accepted its consequences must be equally accepted.

7. The community's participation may be taken for granted.

Funders are often criticized for asking people for their time or ideas free of charge particularly in participatory processes and often compensated by the potential that they might get a grant.

8. Participatory grant-making can be difficult to measure.

The approach being discussed here, rests on the assumption that involving peers in decisions about grants and the criteria by which they are made will result in more optimal outcomes and/or effective philanthropic investments. But the theory of change is largely untested. However, because the process is iterative and relational, it is difficult to codify.

9. Participatory grant-making may not be appropriate for all funders.

Some participatory grant-makers believe that this approach is not necessarily appropriate for all funders in all circumstances. Besides, they may be funding multiple constituencies that may not all require this approach. This is understandable, but it is as well advisable that funders make provision for acknowledging, understanding, and discussing challenges when they arise and openly and sincerely work towards making the communities feel validated and empowered.

2.6 WHY PARTICIPATORY PHILANTHROPY?

- Participation is “..the redistribution of power that enables the have-not citizens, presently excluded from political and economic processes, to be purposefully included in decisions that affect their futures...”. (Arnstein, 1969).
- As a practice, participatory philanthropy has emerged from grassroots activism and assumes that better decisions will be made because of the knowledge and information contributed by communities and end-users. It is a response to, and a deconstruction of the power imbalance that exists within philanthropy and an unpacking of the privilege that funders and philanthropists experience.
- Participatory practice in philanthropy is a way of actively engaging communities in decision making, of valuing people on the ground, as subject matter experts and as practitioners.
- Participatory practice also supports better decision making by bringing greater diversity. Diversity matters because it creates better decisions and brings varied worldviews and cultural perspectives into a room generating conflict and forcing people to articulate and examine their assumptions.
- Participatory practice creates stronger connections across communities. The process provides participants with a clearer understanding of their sector, leading to a reduction in replication of services, enhancement of the ability to fill gaps in service provision and strengthening and expanding the network to collectively advocate for policy change. Additionally, it gives a sense of belonging which is particularly important for marginalised and vulnerable communities.

- Participatory practice also alters the power dynamics in relationships. Ideally, this shift helps to redress the power imbalances that exists between giver and receiver and leads to a more robust and reciprocal relationship. Ultimately, participatory practice allows grant recipients to understand much better the challenges of grant-making, what a good grant application looks like, what the legal and process restrictions are, and how it feels to choose. These are useful insights for non-profit practitioners.

2.7 DOWNSIDES OF PARTICIPATORY PRACTICES

Participatory grant making has its downsides. First, some funders worry about the practical challenges of implementing large participatory projects on tight timelines and how authentic a community engagement can be for organisations that need to operate with agility and speed. Second, others contend that the concept of “local knowledge” is flawed and can be used to “conceal the underlying politics of knowledge production and used covertly to keep power in the hands of a few.

Third, the participatory process can be costly for participants who are required to contribute their time, as well as emotional and intellectual effort. The discussions are really demanding and take very considerable amounts of effort for committee members who sacrifice so much of their own time and effort to be present for what can be an intensive process. Fourth, capacity is a concern, as the time commitment and depth of relationships with funded groups make it difficult for smaller funders. With some groups, there may also be educational challenges for, people who are not used to being engaged in decision-making tend to end up with shallow solutions in the first instance. Fifth, and perhaps the most confounding factor in participatory grant-making is the grant-makers themselves. Are they willing to let go the power they hold? What would it be like to hand over power to communities who are unable to handle it given the education, tools and the opportunities?

3 Recommendations

In order to determine the feasibility of adopting participatory philanthropic practices in general and particularly participatory grant-making in the South African context, we employed the questionnaire schedule below to interact with other grant makers that have utilised the participatory grant making approach. From the USA there were key grant makers such as the Haymarket foundation, Grassroot fund and disability rights fund and Karibu from Norway that effectively advocated for participatory grant making, whilst in the Africa we found Trust Africa and the Southern Africa Trust to be effective users of participatory grant making as outlined in this section

3.1 QUESTIONNAIRE GUIDE

- A:** How does your organization define participatory grant-making? Why? Why is your organization engaged in—or considering implementing—participatory? Grant-making? To what end? (Or if you're not at all, why not?) What value will/does this approach add to your organization? To peers? To the community?
- B:** In your organization's efforts to plan or implement participatory grant-making, what core elements are apparent? If not, what can be done to ensure that they are included? What are the core values behind your participatory grant-making effort? What other kinds of participatory practice will you bring into the grant-making process? Will peers be part of strategy development? How will you ensure transparency in every step of the process? To what degree will your effort help strengthen the larger field or movement behind the individual grants? How can you involve peers in helping to streamline application and reporting processes?
- C:** What do you think are the most compelling reasons to undertake participatory grant-making? Which would be most resonant with your colleagues and why? Are there benefits that aren't included on this list that you think would be appealing to colleagues who are sceptical of this approach? How might your current grantees benefit from being involved in the Grant-making process? Do these values align with any of your current goals? What challenges have you experienced in your own participatory grant-making efforts? How did you resolve these challenges? Did you have challenges you could not resolve—or haven't yet resolved? Which and why?
- D:** If you're just getting started, how will you create a process that is equitable in terms of who serves on the initial decision-making bodies? If you are a more established initiative, who made decisions about the members of your initial committees? And has that system changed over time? Who will (or does) participate in your participatory grant-making peer-review panels? Selection committees? Grant decision-making committees? How will various stakeholders participate in these activities and what structures will you use to ensure they have an equal and authentic opportunity to participate? Will donors participate in any of these? If so, which ones and why? How much power or control will donors have over final decisions? If they will be involved, how will you address power imbalances that may arise

during the process? why? How could you use the tool to help make these decisions? Will you engage peers in making decisions about process and strategy? How? Which of the models outlined above comes closest to what you envision your process to be? Why? What kind of grants will you provide and why?

E: How will you evaluate your participatory grant-making? What would “success” look like? What indicators will you use to assess whether participants increased their leadership, decision-making, collaborative, or other capacities and skills as a result of their participation in your process? What outcome indicators will you use to determine whether your initiative has had any impact at the participant, group, organizational, and/or community levels? How much time do you want staff, trustees, peers, and grantees to spend on evaluation? How will you and your grantees use the evaluative findings—both of process and of outcomes—to inform future work? Who will be responsible for pulling together, sharing, and using the evaluation? When will evaluation happen? How might evaluation learnings strengthen or shift power in both process and outcomes?

F: Besides grant-making, what other ways does—or could—your organization implement participation? Will there be organizational changes or resources required to implement more participatory policies or systems? Which and why? What would you do? How have you re-educated staff and board after adopting a new approach? Does your organization have the capacity and/or culture to engage in a participatory grant-making program? If not, what would need to happen to have a program? If your organization is not able to dive into participatory grant-making, are there other ways it could support this practice? What would be a simple and reasonable first step to shift your practice to be participatory? If you’re a seasoned practitioner, what?

3.2 OTHER GRANTMAKERS QUALITATIVE INPUTS

Semi structured online interviews were held in January 2023 and overall, other grant makers are highly in support of a participatory grant making approach and they were all fairly young in adopting the practise (less than 5 years).

The Karibu Collaboration in Norway began in 2021 as a means to support social movements in Africa after realising that social movements often struggle to secure funding support due to their “radical approach, protests and violence” (Senior Female Grantmaker from Karibu collective). The Karibu collaboration therefore employed participatory grantmaking to involve social movement leaders from LGBTQI groups and prostitution groups as they are often not supported due to the stigma currently present in Africa for these groups. By involving people from these groups, they have been able to provide the support that is required and the collaboration is continuing into 2023. The fund has representatives in various regions in Africa.

Similarly, in Africa, the Southern Africa Trust has been using what they term inclusive match funding wherein they involve the community group/ social movement in the funding process and strategy process. Here the community groups develop a “stake in the philanthropy strategy” as they too have to fund a small element of the activities (Senior Male Grantmaker from Southern Africa Trust). This has worked effectively for the Trust as they found that resources are taken care of and community groups develop “ownership” thereby shifting power to them and enabling them to develop an entrepreneurial mindset to tackling challenges.

In Nigeria, Trust Africa employed a participatory grant making approach with the Kisii Trust from 2018 – 2021. The Trust worked fully with the community by developing an “advisory council” that was fully made up of the community members where the grant and activities were targeted. The Trust did not impose anything throughout the process and allowed the council to map the priorities and needs. After some time they then began weaning off the council so that the process continues and is sustained without Trust Africa thereby reducing reliance on the donor (Senior Female Grantmaker from Trust Africa).

The key benefits of employing participatory grant making echoed by the respondents include:

- Donors do not have a full view of the challenges faced by the communities so participatory grant making helps alleviate this
- It helps to address power imbalances
- Communities can develop some independence due to the participatory grant making approach
- It improves the buy in from the community if their own are involved
- It helps to develop skills

The participants also advised that the following need to be accounted for in order to employ participatory grant making effectively:

- Involvement of young people. It is often a struggle to get young people to take ownership and leadership but it imperative to encourage this to ensure sustainability
- Setting up a council of people that represent the community is helpful so that there is a leadership team or “steering committee”
- Do not overwhelm the community with a large representation from the funder due to the power dynamics. A small representative team would suffice, the community should be a higher representation.

Overall, the funders, although young in their experience of participatory grant making highly recommend it.

3.3 RECOMMENDATIONS

As established, donors are also often criticised for driving a top down agenda which provides little space for CSOs to negotiate or engage as partners. Whilst this is changing slowly, this sentiment largely remains a popular one. Other critiques of donor driven barriers include: burdensome and complicated application processes that favour large NPOs; insufficient support for staff and organisational overhead costs; and lack of donor co-ordination and constantly changing priorities which creates gaps in some areas and duplication in others. These are all prevalent within the South African context.

A study by Mahomed (2008) reveals that traditional philanthropy plays a valuable role in the economic development of South Africa, but on its own, is constrained. In this regard, traditional funding approaches need to be supplemented by a social justice philanthropy approach, which can play an instrumental role in supporting and strengthening an active and dynamic civil society that can help shape South Africa’s social justice agenda. South African society presents numerous challenges and political influences pertaining to gender issues thereby highlighting the need to navigate participatory grant making with caution. Similar to what the Norway Karibu collective established when setting up the fund for social movements in Africa, gender issues would require sensitivity and a higher skewness of community members to be part of the participatory grant process.

This study recommends the adoption of participatory grant making to support gender justice work if the approach in table 1 below is considered. This is due to the sensitivities and challenges flagged above that other grant makers have experienced:

TABLE 1: RECOMMENDATIONS

RECOMMENDATION	APPROACH DESCRIPTION
1. Identify who will participate	Due to the high power dynamics and South Africa's socially diverse society prevalent with marginalised groups such as LGBTQI, prostitution gender based violence and teenage motherhood as examples, it will be imperative to first workshop who and how many members of these groups will be represented and active in the participatory grant process. It is not possible to include every single member of the social movements into the collective and as per the literature recommendations, a select task group needs to be identified which can co-ordinate the participatory grant making process on behalf of the communities they represent.
2. Establish the process maps and ways of working	Once a task team is identified, participatory grant makers need to be highly mindful of their power and set a few steps back to establish ways of working with the task team. How often to you interact, who does what and when and how will you work together? This can be formalised through agreements/memorandum of understanding.
3. Establish collective targets and milestones	From the grant maker a select few will be appointed to oversee the participatory grant making approach. This is essential to avoid overwhelming or dominating the social movement representatives who will always be cognisant of who the grant provider is. It is therefore recommended that the grant maker task team play a co-ordinator and guidance role, never imposing, but assisting the community representatives to establish targets and milestones for the projects they agree to prioritise for their social movements.
4. Implement controls, checks and measurement system	Efficiency and effectiveness remain the ultimate goal for all parties. The grant maker is advised to implement controls and checks to ensure accountability whilst educating the task team of these. In the case of the Kisii participatory grant process, the Kisii Trust became independent eventually as a result of the guidance and mentorship received during the participatory grant process so this is helpful to transfer skills and ensure sustainability
5. Devise reporting mechanism	Agreeable targets and reporting mechanisms need to be outlined from the onset to avoid confusion further on in the project as community task team would hold perceptions that some things will be done for them. In the case of the Southern Africa Trust, they go as far as requesting the community groups to fundraise some elements of the project work to increase their ownership of the project. This is helpful to ensure accountability and will improve community buy in as other members of the community will visibly note that their own are part of the process and they would comply better with information sharing and any activities required from the communities.

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