

PRACTICAL IDEAS FOR PARTICIPATORY GRANTMAKING

London's
Giving



& CAMDEN
GIVING



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CAMDEN GIVING AND LONDON'S GIVING

CAMDEN GIVING

Camden Giving is a place-based giving organisation.

We were set up as an independent charity in a deeply unequal borough of London in 2017. Since then we've distributed £6million in grants via participatory processes. We are able to do this because of the support of local businesses, individuals, local government and foundations.

LONDON'S GIVING

Place-based giving is a movement that is taking hold across London and is mobilising communities at a grassroots level to act to strengthen their boroughs.

London's Giving is an initiative of London Funders to support the development of Place Based Giving Schemes. To find out more visit www.londonsgiving.org

INTRODUCTION

This toolkit aims to address the practicalities of implementing Participatory GrantMaking (PGM) with place-based funders.

It was commissioned by London Funders as part of its London's Giving project, to help share learning about PGM and how it can be implemented across the place based giving network.

It was written by the team at Camden Giving and throughout the toolkit, Camden Giving refer to themselves as "we".

The toolkit was first published in 2021 and has been updated in 2023 to incorporate further learning and the evolution of our PGM over the last two years, to include:

- alternative approaches to community-led decision making
- alternative PGM timelines
- reaching underrepresented communities
- the skills and resources needed for PGM
- participatory reporting, and much more.



WHAT IS PGM?

There are different definitions of what PGM is and even within Camden Giving it is not a fixed and static process, more a set of values. For us, PGM means that the people who we aim to benefit are participating in the decisions about how grants are awarded.

At Camden Giving we recruit, train and pay people with lived experience of one or more local issues (such as poverty) and they decide how a pot of funding should be spent to overcome those issues.

Throughout the toolkit those people are referred to as 'Community Panellists'.

BENEFITS



DEEP KNOWLEDGE

People with lived experience of issues bring current information and a deeper understanding of the complexities and intersectionality of inequality.



COMMUNITY CAPACITY

Individuals grow in confidence, local knowledge and agency by being involved in a PGM process.

We see an increase in civic engagement from community panellists after they have given grants.



COMMUNITY ACTION

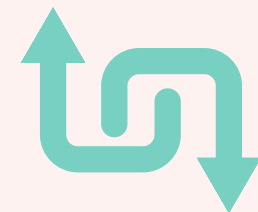
Community Panellists are intrinsic to our work.

Much like our donors and volunteers, Camden Giving can't operate without them. This means that everyone in Camden can play a role in making Camden a fairer place.

VALUES

Camden Giving's PGM processes are rooted in values, and in many ways the values are more important than the practicalities. The following pages show some of the ways we bring these values to life at Camden Giving. It's important to note that participatory grantmaking is not a substitute for a lack of values in the rest of a community or organisation.

FLEXIBILITY



We change the way we work to suit the needs of individuals.

RESPECT



The knowledge of communities is the most precious knowledge we can use, respecting it leads to better outcomes for everyone.

JUSTICE



It is just that marginalised communities should have control over things that affect them.

EVOLUTION



We know we haven't found all the answers, but we're doing our best to keep evolving and improving our practices.

FLEXIBILITY

WHY

We change the way we work to suit the needs of Community Panellists. In order to accommodate for the sheer diversity of individuals that can be involved in PGM, flexibility is key. There are many factors that need to be taken into account and accommodated for to increase the scope of inclusivity.

These include but aren't limited to physical and mental disability, whether the panellists are in employment or have other commitments including familial ones. We've found that having a budget in place for the "unexpected" is essential in order to be able to accommodate (and retain) community members.

HOW

There is no "one-size-fits-all" rule for being flexible and meeting the needs of community members; below are some examples of how we've made changes to make sure panel members can take part.

● DISABILITY

Working to ensure disabled panelists have access to wheelchairs/ scooters to comfortably travel to and from sessions with us.

● WORKING WITH SERVICE PROVIDERS

Working with probation officers and youth workers when necessary to help individuals meet the rules of probation and to understand that engaging with a formal organisation can be an emotional trigger.

● BUSY LIVES

It's rare to have a panel where everyone has the same schedule, so we run extra catch-up sessions for anyone who can't attend the main sessions.

● EXTRA SUPPORT

When a panel tells us they feel they have a gap in their knowledge, we often create extra sessions to overcome this issue.

JUSTICE ≈

WHY

Money. Even so-called "good money" (made via ethical and legal means), benefits some groups of people more than others. As a result, some groups of people can have a disproportionate ability to decide how money is donated to charities and therefore which charities thrive and which fail. There is a lot written on this subject, far more than can be expanded on here (see resources, page 22). PGM goes some way towards redressing this balance.

HOW

We start from a position that acknowledges the unfairness of the systems that we operate within. Camden Giving is on a journey to achieving justice for the communities we are part of, and at every point we are asking ourselves:

"We know that it is unfair that some people hold significantly more money than others, within this context is this process / intervention / action just?"

● NO THANK YOUS

Communities are often conditioned to say thank you for things that should never have been withheld from them. While Camden Giving does say thank you to donors, this isn't something we ask community panellists to be part of.

● COMPLETE AUTONOMY

Our Trustees have never overturned a panel decision they don't like and Camden Giving staff monitor the decisions they would make against the decisions panels make to ensure we are allowing panels to have true autonomy in their decision making.

● FOSTER INDIVIDUAL POWER

Panellists are often going from having very little power over money, to having a lot. There are very few spaces where lived experience is valued, so it is extremely important to create a culture can feel powerful; not overwhelmed.

RESPECT

WHY

There is an underlying need to respect and assign value to the lived experiences and knowledge held by community panellists. We disrespect the community when we negate the voices of people from particular racial, cultural or economic backgrounds, or others who are marginalised.

It is even more profound to respect and accommodate people who face intersectional inequality for whom it can be harder to bring their whole experience. Grantmakers must ensure they it doesn't feel extractive or harmful.

HOW

By respecting the knowledge, energy, time and experiences of our communities and by working in a way that isn't extractive, tokenistic or harmful to our communities, it leads to better outcomes for everyone

● RESPECT THE PERSON

The extent to which respect can be expressed is paramount but we advocate for an inclusive and professional approach, meaning that respect can be manifested by allowing community members into the conversation and paying them respect and their dues as you would a "professional".

It would be entirely possible to put in place the vast majority of the processes needed for PGM, but if just one member of the staff doesn't respect the people on a community panel, then the value will be lost.

● RESPECT THE PROCESS

Our donors, grantees and partners are all aware of our participatory process and what this means for their relationship with Camden Giving. We don't think that there are occasions when participation isn't important, therefore we don't accept grants from donors who don't want their money to be spent through a participatory process.

Respecting the importance of PGM does not mean that it does not need to evolve.

EVOLUTION



WHY

PGM is an evolving practice - its potential has not yet been realised - but PGM alone cannot achieve respect and justice for communities. It's important to see PGM as the current best "hack" we have for a broken system.

PGM is not an end result in itself.

HOW

We spend significantly more time at Camden Giving reviewing our process than we do evaluating our grants. The question we ask ourselves is not "does Camden Giving give useful grants?", but rather "are we creating the right circumstances for people who know more than us to give grants they think are useful?".

● PANEL DEBRIEFS

We've introduced time for panels to feedback to us in pairs about how things went. These usually take about an hour and we ask questions including "how can we have made you feel more in control of the process?", and "do you feel you achieved what you wanted to achieve?" "how could we have supported you better?".

● CHANGING PRACTICES

Our processes have changed over the last three years. We've run 15 different participatory funds and each one has been different - sometimes we've taken 1 step back, in order to go forward. Some of these changes have included moving towards paying people, creating more flexible recruitment processes and supporting panelists to lead our evaluation.

● OUR MANIFESTO

In 2019 we created a Manifesto that outlines how we will work, not what we will do. These are the KPIs that the staff team report back to our trustees and one of the first things we tell our donors about. This means the outcomes can change, but the values remain.

TIMELINE

This demonstrates the PGM timeline for a fund where the panel meet over a shorter period to award grants. In this example, it shows how we work with a panel over a few months to award grants at one panel meeting.



IDENTIFY AN ISSUE

We use a combination of data and insight from our communities to identify issues, such as violence affecting young people, or isolation.



FUNDRAISE FOR A FUND

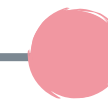
We pool money from multiple sources, which means we can balance the needs of multiple donors. For example, one donor may only want to fund the north of the borough and another may want to fund the south of the borough.



RECRUIT PANEL

Advertise and use referral partners to find people who have experience of the issue we are addressing.

We hold informal interviews at this stage. [See page 28.](#)



TRAIN PANEL

We work with a panel over 3–5 weeks to support them to understand their role and the wider context of the issues they're tackling, the funding sector they're operating in and why their role as PGM panellists is important to tackling inequality. [See page 29.](#)

TIMELINE



TIMELINE



IN CONVERSATION WITH...

PANELLIST

Tell us about yourself?

My names Simon, I'm from Camden, I'm 23 years old and was a panellist on the Future Change Makers fund.

What was your experience like being on the Future Change Makers fund panel?

I had a positive experience being a panellist for the Future Change Makers fund. It was really informative. Before joining the panel, I wasn't aware of the different organisations in Camden but whilst being involved I have been amazed to see how many great charities/events we have in Camden and seeing how the funding has helped the charities is a nice feeling.

How was your experience of applying to be a panellist on the Future Change Makers fund? What intrigued you to take part?

The idea of having the opportunity of taking charge of what happens in my area and being able to have the power to do so. I've always wanted that experience to be the decision maker of important matters and making those decisions for my area was very intriguing. The application process was really easy with a quick interview process.

How do you think the grants from the Future Change Makers fund has supported the community?

The grants have allowed the charities we have chosen to carry on doing the great work they have done. For example, Camden United FC starting a women's team, Creators House opening a new space to allow young people to explore their artistic talents for free, Small Green Shoots giving opportunities to young people interested in photography and music, Maiden Lane Community Centre running a women's cheerleading club and many more amazing and diverse things that make Camden what it is.

What are some of the challenges in your view of being a panellist on the fund?

Challenges I faced was getting out of my comfort zone and speaking out more when I felt like something had to be said. The process has built my confident in being able to express myself in what I wanted to see being changed and having a chance to do so helped me have open conversations whilst, trying to convince others.

What are your key-takeaways from being a panellist?

What I have taken away from being a panellist is that we do have a lot of people that want to actively try and make the community better, the only set back a lot of them have is lack of funding. Being on the panel has supported me as it's allowed me to make connections and they have kept in touch with me with different opportunities and events that open up.



“THE FUND ISN'T LIKE A BANK, IT'S YOUNG PEOPLE FROM CAMDEN THAT WANT TO SEE WHAT OUR COMMUNITY'S IDEAS CAN DO FOR PEOPLE LIKE US.”

ROLLING FUND TIMELINE

This demonstrates the PGM timeline for a fund that is open or the duration of the fund and where the panel meet more frequently to award grants.



IDENTIFY AN ISSUE

We use a combination of data and insight from our communities to identify issues, such as violence affecting young people, or isolation.



FUNDRAISE FOR A FUND

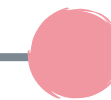
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RECRUIT PANEL

Advertise and use referral partners to find people who have experience of the issue we are addressing.

We hold informal interviews at this stage.



TRAIN PANEL

We work with a panel over 3-5 weeks to support them to understand their role and the wider context. Its important to provide additional training throughout the duration of the fund as both a refresher and to provide new knowledge, data, or context that supplements their experience and decision making.

ROLLING FUND TIMELINE



CO-CREATE FUND

Community Panelists design the criteria and questions that matter to them.



OPEN FUND

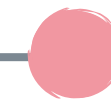
Our funds are open to anyone who is eligible to apply, but we tend to fund smaller grassroots organisations.



SUPPORT APPLICANTS

Camden Giving staff provide support to grant applicants to ensure they providing panellists with clear and accessible information.

With rolling funds it's important to provide clear cut-off dates for when applicants should submit their application in order to be reviewed by a panel meeting on a particular date, especially if it's time sensitive.



DUE DILIGENCE

Camden Giving staff carry out due diligence on behalf of the Community Panellists. Applications that don't meet Camden Giving's safeguarding and due diligence criteria are not eligible to be funded. This includes following up on submitted applications where information is incomplete or unclear.

ROLLING FUND TIMELINE



REVIEW APPLICATIONS

Community panellists access applications via our grants portal. We encourage them to make notes on which applications they wish to fund.

For Camden Giving's current rolling funds panellists are given access 5 days before they meet via an online portal.



DECISION MEETING

Camden Giving staff facilitate a meeting where grant decisions are made. With our rolling fund, our panel meet fortnightly to make decisions for the duration of the fund.

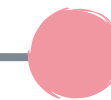
The panel sometimes defer applications where they feel they need additional information from applicants to make a decision. Staff will follow up accordingly and bring updates to the next meeting.



PARTICIPATORY REPORTING

We ask for light-touch reporting from all grantees. We are starting to involve panellists in this process.

The data collected is gathered and fed back to new panels.



REVIEW

We hold review meetings with panelists and funders to keep developing our participatory processes. In doing this, we are reviewing the quality of the process, not the grants given.

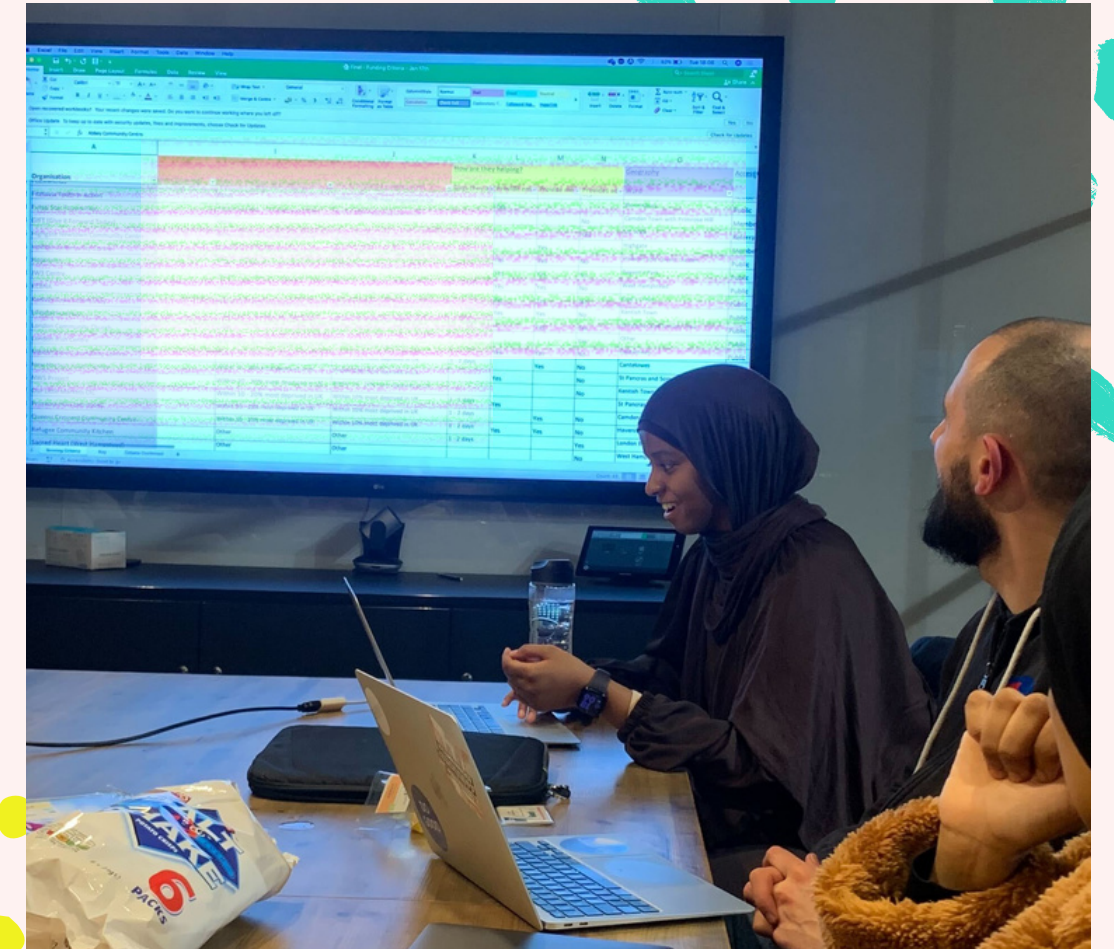
NON-COMPETITIVE PGM

There's an assumption amongst participatory grantmaking sceptics that PGM is the opposite of data-led grantmaking. But participatory grant decisions can be informed by both data and lived experiences of inequality.

At Camden Giving we run data exploration sessions with all of our community panellists and we ask them to tell us what data they need to supplement their experiences. We bring digestible datasets to them to supplement their experience and help guide them with their decision making - the key for us is to present data as a piece of a puzzle, not something to override lived experience.

We make it clear that's it's OK to say "*that data isn't saying what I've seen*". We have also seen data give power to people to highlight the needs of a community. To say for example "*my experience as a Black Londoner reflects what this dataset tells us; Black Londoners need help to keep warm this Winter*".

In addition to providing supplementary data to support decision-making, we are experimenting with a data-led, application-less processes - or as we like to call it "non-competitive PGM".



WHY

We have trialled different models of participatory grantmaking over the years, but have always used the traditional grant application model; where grantees apply to us competitively via an application form. That is an issue in itself.

Many of our grassroots grantees are disproportionately disadvantaged by the traditional way of accessing funding. Perhaps don't have the resource or bid-writing expertise to compete against more experienced fundraisers, or they don't have the time to complete a really engaging application, or they may have had previous negative experiences of applying for grants so they just don't bother anymore.

DID YOU KNOW?

It costs charities £900m a year to apply for grants. Non-competitive PGM replaces the competitive model of accessing funding. It means organisations can prioritise delivering their services, not competing for money.

NON-COMPETITIVE GRANTS FOR FOOD PROVISION IN CAMDEN

HOW WE DID IT

1) We created a tool listing all food provision organisations in Camden by using information on our existing grantees, public information on providers, and by going through existing networks such as the Food Alliance. The tool also includes different datapoints for each organisation, such as:

- Annual income
- If the organisation is led by people from racialised groups
- Where they are geographically based
- If their beneficiary base is growing vs is their income growing (to understand if they're being stretched/can meet the demand)
- If they serve people who face barriers to accessing "mainstream" support
- Index of Multiple Deprivation and Childhood Poverty rates
- Whether they provide any other support beyond food provision, such as employment support or mental health services
- Whether they are open to all or operate a membership model

2) The panel came together for a training and information session to understand the wider context of food inequality on a national and local scale, learn more about unrestricted funding and the cost to charities of applying for funding in the traditional way, as well as how data can support their decision-making.

5) This enabled the panel to create tailored criteria to begin shortlisting. Using that criteria we continued shortlisting until we got to the number we could realistically fund.

3) The panel then refined and prioritised the data points in the tool. For example, is it more important to fund organisations that are working in a ward with high levels of deprivation, or organisations that provide mental health support alongside food provision?

6) Camden Giving approached the organisations selected that met a certain criteria the panel created using the data to ask if they'd like to accept the funding. We asked the selected organisations to answer one question - so we had an idea of what they will deliver with the funding, but they will not be assessed against a pool of other applicants.

4) We also gathered more data. The panel asked us to gather more data on food insecurity. They asked to see data on which organisations primary service was food support. They also wanted to see organisations income growth against beneficiary growth, and for us to include some organisations we hadn't listed who they felt fitted the criteria.

7) We carried out due diligence processes and post-decision making grant processes as we would with our traditional PGM processes.

NON-COMPETITIVE GRANTMAKING

WHAT WE'VE LEARNT SO FAR

- **This approach won't work for every grant programme.** We think it works well when there is a way to target a group of organisations working to tackle a specific issue or cause. In addition – as we are giving unrestricted grants – when there are not specific project activities the panel are assessing and discussing.

For example, Camden Giving is trialling non-competitive PGM with our Food Inequality fund because there are a limited number of specialist food provision services in Camden, and we have a significant amount of information about these organisations already. Plus the community panel has deep knowledge of these organisations and the need. All this removes the need to ask the food provision organisations to answer traditional application questions.

- **Give yourself lots of time.** As it is a new, more complex of making decisions, non-competitive PGM panels will likely need additional training – probably more than one session. You will need plenty of time to refine and shortlist too, especially as the panel are not discussing specific project activities from an application form.
- **Be prepared to gather more data.** The panel may need more data to make decisions or want to add other organisations to the list of potential grantees, which will lead to more due diligence. Gathering data may also slow things down if you're waiting on partners to supply it.

- **Expect some reluctance.** Panellists may feel like their autonomy has been reduced as they are not involved in deciding which organisations have been chosen initially – we provided a list gathered using existing information – and they might want to know exactly what's being delivered with the funding they award.
- **In-person works best** because non-competitive PGM requires some difficult decision-making that is easier to discuss in-person. Ensure there are ways the panel can participate e.g. spaces to bring along children, accessible meeting places.
- **Recruit a large panel.** We typically have between 8 and 12 community panellists for each fund to ensure that there is a diverse representation of experiences, knowledge and opinions for critical discussions. It reduces more dominant voices influencing others and means there are more panellists to challenge biases.
- **Balancing heart-led vs data-led decisions.** We know that choosing between written applications can be emotionally exhausting for panellists when it comes to making difficult decisions that impact their community. Using data can be less emotional but it might be hard for panellists to ignore their personal experience of organisations. You could anonymise the organisations and you'll need to invest lots of time into decision-making. Very firm chairing helps.

NON-COMPETITIVE FUNDING TIMELINE



IDENTIFY AN ISSUE

We use a combination of data and insight from communities and existing networks.

For example, we focussed our efforts on food inequality because we had a lot of detailed data to make decisions with and there is a significant need.



FUNDRAISE FOR A FUND

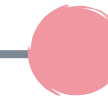
We pool money from multiple sources, which means we can balance the needs of multiple donors. For example, one donor may only want to fund the north of the borough and another may want to fund the south of the borough.



RECRUIT A PANEL

Advertise and use referral partners to find people who have experience of the issue we are addressing. We hold informal interviews at this stage.

We worked with an existing panel who were already working on tackling food inequality.



GATHER DATA

Camden Giving staff identified all organisations delivering food provision in Camden who met the aim of the fund.

We collected detailed data - from specialist networks, public data and from our own database - that would help the panel to prioritise factors that were most important in tackling food inequality.

We plotted the data the panel prioritised against each of the organisations we identified in a digital tool.

NON-COMPETITIVE FUNDING TIMELINE



TRAIN PANEL

Camden Giving staff trained the panel on this new, data led process. See page 18.

We provided information and data on the root causes of food inequality so the panel had context alongside their own experience. We also gathered additional data they requested to make decisions and brought this back at a further panel session.

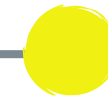
They had the opportunity to add organisations that were not on our list but that they felt met the aim of the fund.



CO-CREATE PRIORITIES & DECISION MAKING

Camden Giving staff supported the panel to prioritise the data.

Community panellists worked together to discuss what factors were a priority to tackle food inequality. Using a digital tool we shortlisted by removing data that was not a top priority. This allowed the panel to shortlist from 40 to 5.



ENGAGE GRANTEES

Camden Giving invited the shortlisted organisations to complete a form telling us how the money is going to be spent. This is for our admin and audit records rather than as part of a competitive process.

We then support grantees to provide us with clear and accessible information and documentation, and answer any queries they have.

NON-COMPETITIVE FUNDING TIMELINE



DUE DILIGENCE

Camden Giving staff carry out due diligence on behalf of the Community panellists.

Applications that don't meet Camden Giving's safeguarding and due diligence criteria are not eligible to be funded.



PARTICIPATORY REPORTING

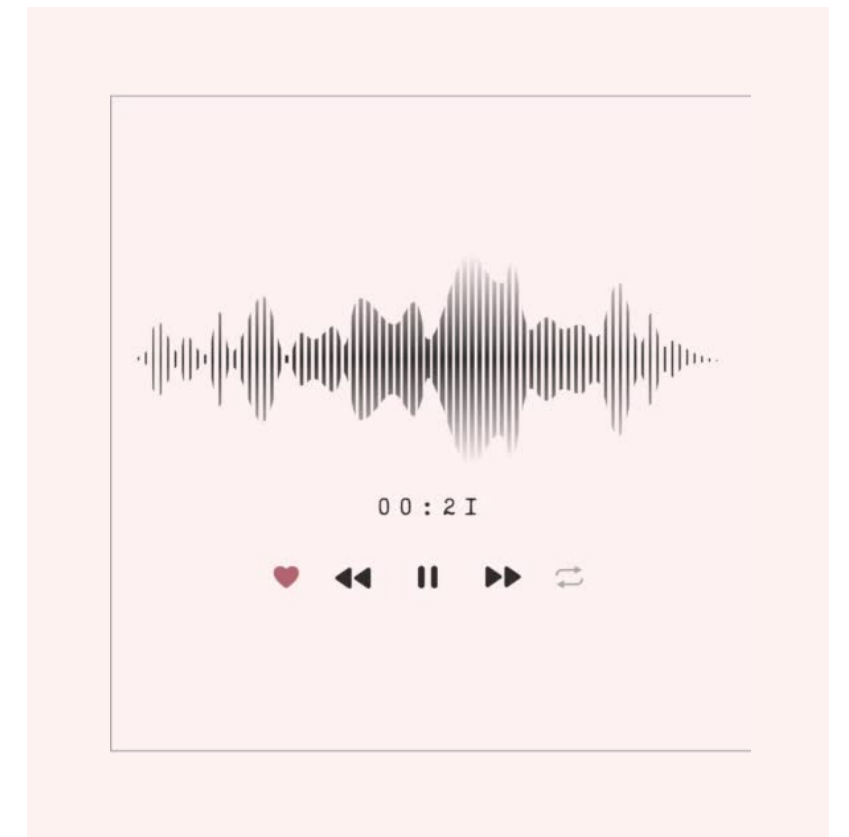
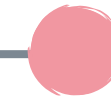
We ask for light-touch reporting from all grantees and are starting to involve panelists in this process. See [page 16](#).

The data collected is gathered and fed back to new panels.



REVIEW

We hold review meetings with panelists and funders to keep developing our participatory processes. In doing this, we are reviewing the quality of the process, not the grants given.



Listen to a grantee talking about trust based funding

IN CONVERSATION WITH...

PANELLIST

Tell us about yourself

I'm Nazma, an environment manager for TfL, a mother, AND Somers Town resident. I was a citizen grantee from We Make Camden Kit Year 1 and a panellist for the We Make Camden Kit Year 2, including our non-competitive grantmaking approach to tackle food inequality.

What intrigued you to take part?

I applied for the panellist role after being a participant on the KX Insight Google project. I came to learn more about the amazing work the Camden Giving team were involved in. I was intrigued to take part as the team were ever so humble and the impact they were making in the community needed to be magnified further and I wanted to be part of this. I mean who wouldn't want to be part of great positive changes?

How was your experience of applying to be a panellist?

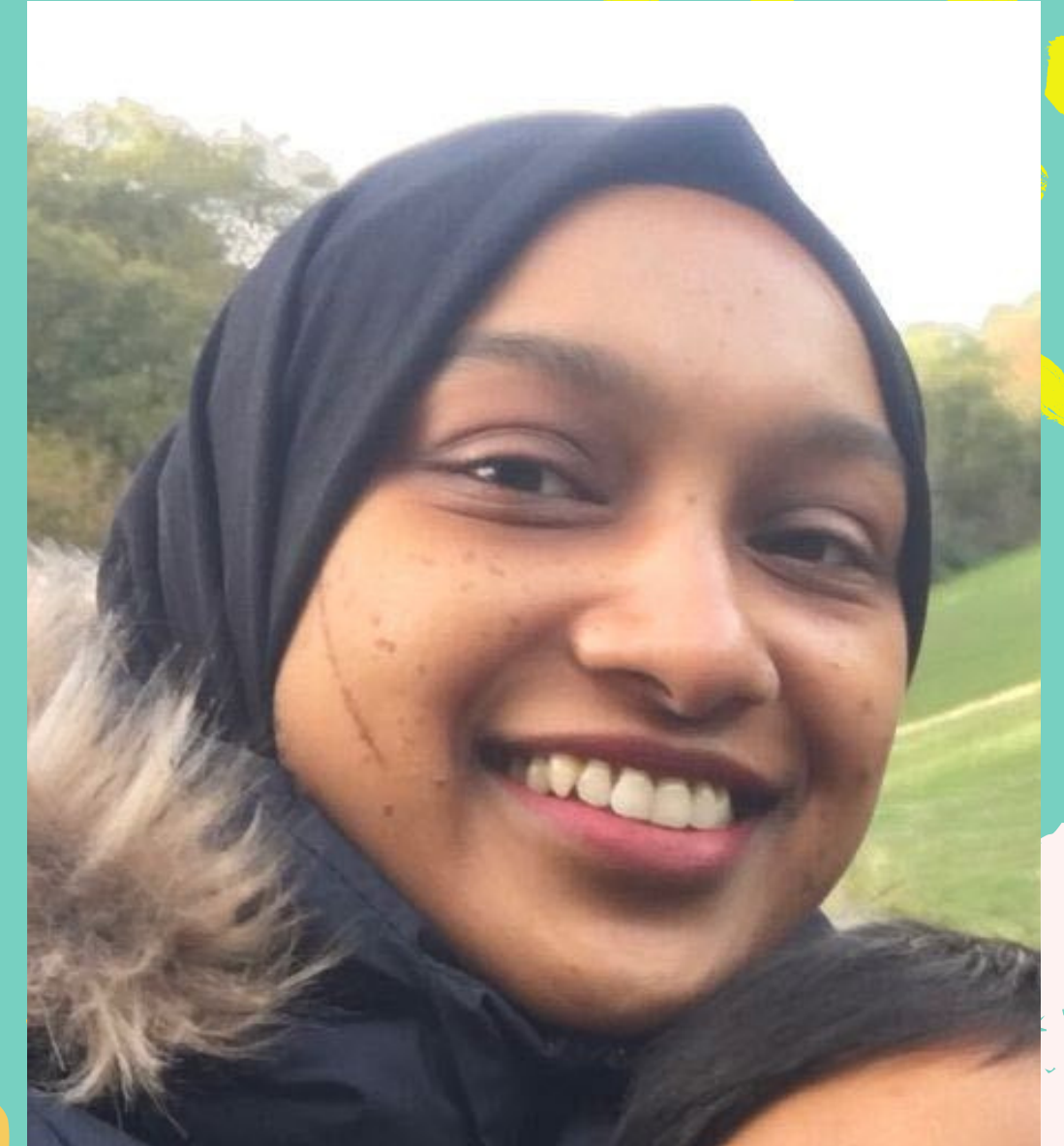
I've been part of the panel now for almost a year and I've thoroughly enjoyed myself, helping to make decisions on community project and being able to support community members trying their best to proactively make positive changes.

What are some of the challenges in your view of being a panellist on the fund?

One of the challenges I find, is seeing some of the hardship many people are going through in our communities. Things like making ends meet and trying to help themselves and their families with food and heating. Seeing that can be mentally challenging and frustrating, as a panellist.

Projects that support single mothers are heart wrenching as these individuals have it tough as it is. I'm hopeful to know someone somewhere actually cares and is able to support with targeted projects. Camden Giving is an avenue that allows this support to happen. Otherwise I'm not sure there's much support for single parents.

In terms of decision making, the Camden Giving team have set up a great framework for panellists to have discussions, taking into account different views and opinions, allowing a diverse insight, resulting in well informed decisions. Sometimes it can be tough due to the experiences and information presented but we get there in the end through open dialogue.



IN CONVERSATION WITH...

How do you think the grants made using this model have supported the community? What impact has it had?

I think the grant helps the community in many ways. This is evident from the variety of applications we receive from diverse members of the community. It's a great representation of the community and its needs. No one else can do this better than the people from the community and those very same people making decisions on funding.

I personally have seen the impact from the projects I've undertaken myself through the process. I've been able to expose the Somers Town community members to British Sign Language with a qualified teacher and BSL interpreter over biryani.

I have had the privilege to help a local taekwondo group to buy equipment and attend an international competition in Manchester last year. These initiatives wouldn't have been possible without the help of the fund. I've also witnessed other projects come to life and lives have been transformed to the point applicants reapply to continue projects for further community benefits. I've also recently been involved in translating marketing materials from English to Bengali for the We Make Camden Fund to reach underrepresented citizens.

What are your key takeaways from being a panellist?

My key take aways would be the Camden Giving team - they are a great support and are always there to listen and accommodate. Nothing is ever too much. I felt respected and at ease to be myself and share my lived experiences. I feel privileged to be in this position as I'm able to speak on behalf of the community and represent where I'm able to. Being paid for my time has meant I am able to pay for my children's tuition and really focus on the role.



BEING A PANELLIST HAS CHANGED MY LIFE AND SUPPORTED ME TO FEEL A SENSE OF BELONGING AND A SENSE COMMITMENT TO MY COMMUNITY.



RESOURCING PGM

The PGM process delivers outcomes beyond the outcomes of the funding itself, so it should be resourced accordingly.

As a rough guide, in 2023 it cost around £17,500 to run one round of participatory grantmaking, including grant administration, working on the basis we will distribute £100,000. This is reflective of inflation increases that affect both organisational costs and direct costs relative to delivering participatory grantmaking.

Some costs you may need to consider:

- Paying panellists* for training, reviewing grants, making decisions and evaluating the experience
- Changes to your grant-giving portal or system to make it easily accessible for panel members
- The cost of running payroll for the panellists
- Staff time to recruit, train and support panellists
- Devices, digital tools and internet access so digitally excluded panellists can take part
- Covering costs that make it possible such as childcare, carers, access requirements, and translators
- A fee for any partners who will help co-deliver the fund or supplement the panel's experiences to aid their decision making. For example, safeguarding leads, referral partners, external facilitators

*It's important to acknowledge the current socio-economic environment we operate in as PGM organisations. We ensure that we compensate panellists above the London Living Wage as a true wage for the work they deliver as knowledge experts. Payment should also be reflective of annual increases to inflation and it's even more important to consider paying a fair wage in light of the cost of living crisis, which burdens many panellists.

PAYING PEOPLE

WHY

Through our participatory practices we are trying to elevate the importance of 'lived experience' because this expertise is central to creating lasting change. That's why Camden Giving pay community panellists above the London Living Wage for their time, both in training sessions, grant meetings and reviewing applications at home via our online grant portal.

Being a community panellist for Camden Giving does not provide a sustainable and significant income, but we know for some people the payment provides a temporary lifeline.

THE PRACTICALITIES

We have paid people in different ways as this work has evolved, including:

- Providing an invoice template for panel members to send to us. The disadvantage of this is panel members are then responsible for making payments to HMRC, which is not something everyone is confident about.
- We've added people to our usual payroll, so they are paid along with the rest of the staff team.
- Where panellists are providing insights, but not doing any work (like managing evaluation process), you could compensate for their time as 'Research Volunteers', which means they don't need to pay tax. There's more information on this here: <https://www.gov.uk/hmrc-internal-manuals/employment-income-manual/eim71105>

We sometimes provide payment in advance if panellists are experiencing financial hardship.

We do not usually provide vouchers in lieu of payment but have the flexibility to do this if there is a personal reason someone needs this.

Panel members are only paid for meetings they attend, if they don't join meetings (and don't arrange a time with the team to catch-up on the session), they are not paid. We now pay panel members to review applications at home, this trust based and we do not ask for proof.

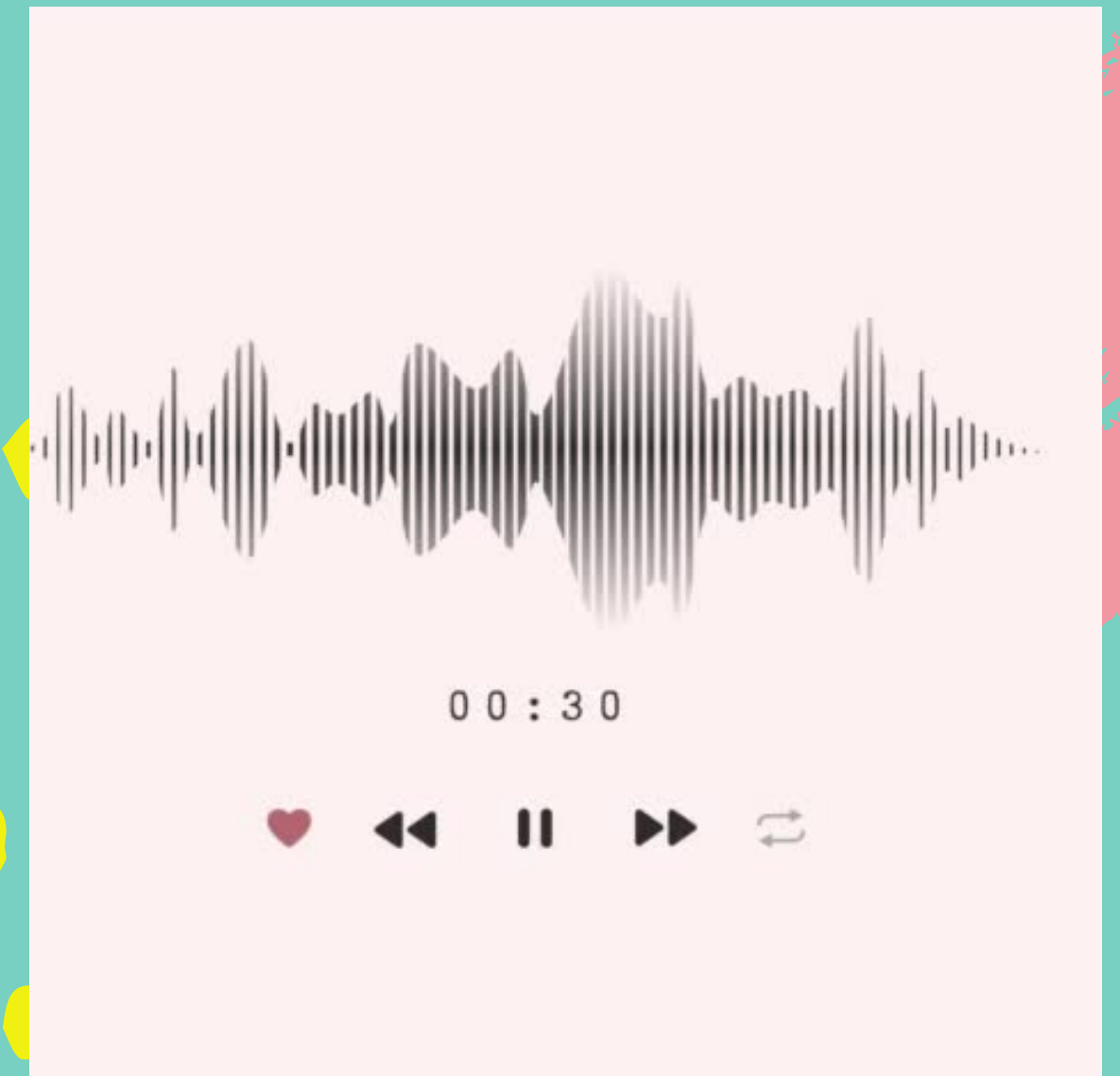
From time to time panellists tell us they don't want to be paid, this has never been because they "don't need the money", but because they want others to benefit from the money. In these cases we have arranged for the equivalent funding to be given to one of the grantees from the fund in their name. We've also seen the generosity of paying panellists benefitting the wider community. See page 27.

PAYING PEOPLE



"I LIKE TO SAY THANK YOU VERY MUCH FOR THE GIFT CARD. I WILL SHARE IT WITH A LOCAL FOODBANK. WHENEVER I GO PASS THERE I ALWAYS SEE LONG QUEUE OF PEOPLE WAITING FOR FOOD. SOMETIME ONE OF MY NEIGHBOUR AND ME BUY FEW EXTRA THINGS TO GIVE TO THE FOOD BANK IN THE CHURCH. NOW THIS GIFT CARD WILL HELP ME TO BUY LOTS OF FOOD. CAMDEN GIVING THANK YOU SO MUCH FOR MAKING AMAZING THINGS HAPPEN. I AM VERY PROUD TO BE A VERY VERY SMALL PART OF CAMDEN GIVING FAMILY.

Community Panellist



Listen to a youth sector grantee talk about payment.

SUPPORTING PANELLISTS

RECRUITMENT

We believe that people who are surviving inequalities are the ones best placed to identify the solutions to those inequalities. However, recruiting people who have complex lives requires a different style of recruitment. We only recruit Camden residents because we're looking for people who have unique insight into the issues we are trying to tackle, but we are flexible about people are living in temporary accommodation or shelters.



RECRUITMENT TIPS

- Work with referral partners. This could include existing grantees – make it clear they will still be able to benefit from the funding opportunity. Tell your referral partners that you want to work with people whose voice would be ignored in other settings. We also receive referrals from the Youth Offending Service and schools.
- Carry out informal interviews, ideally in informal settings that put people at ease. This is also a great opportunity to explain participatory grantmaking.
- Aim to have diverse recruitment panels, or work with your partners (and pay them) to achieve this.
- Target under represented groups. We've found we receive fewer applications from men and from disabled people, so we have designed our process and adverts to attract more men and disabled people.
- Ensure your process favours lived experience over learned experience.
- Be explicit that no experience of funding is required and that full training is provided.
- We also advertise our roles on our website and social media channels; since lockdown we've seen an increase in people finding out about opportunities this way.

SUPPORTING PANELLISTS

CO-CREATING THE FUND

We run sessions over three to five weeks, usually in the evenings for around two hours. We encourage panel members to attend every session, but we know that people have busy lives, so we offer one-to-one catch-ups if sessions are missed. We never ask anyone to leave a panel if they can't attend.

As a minimum we always run the following sessions:

- One "get to know each other" session with some extended ice-breaker activity and co-creating ground rules for working together.
- One or two sessions on the charity sector and funding. We often invite other organisations who can bring some context to the panel's work such as a funding officer from the local authority, or other participatory grant makers. At the end of this toolkit you'll find a link to a fun quiz we do with panels to introduce key terms that they will come across in funding bids.
- One session on what they want to prioritise for the funding. This is usually led by the staff team asking prompt questions, for example, "What support do disabled people need that they aren't getting right now?", "Who could provide that support?", "How long should that support last for?" From these questions the panel will agree that they, for example, wish to support advocacy work and that they particularly want to fund work that is being led by people with disabilities.
- One session teasing out details that might come up in a panel meeting, for example "Do you want to provide intense support for a small number of people or light-touch interventions for lots of people?" and "What do you think is effective outreach?"

SUPPORTING PANELLISTS

THE DECISION MAKING MEETING

Our panel meetings are the most familiar part of the process to traditional funding meetings. We ask all panel members to read and review every application in advance of the meeting. The main difference is that this is the first time our panels have awarded grants, so we try to make the meeting as simple as possible and build up the confidence of panel members to make decisions without us "leading" them to the answers we would give.

The Camden Giving team also carry out all due diligence in advance of the meeting for the panel.

Since March 2020 we've run all grant-meetings on Zoom, but the format remains similar. Depending on the fund we review all applications alphabetically, or by category (by beneficiary, location or type of intervention). We discuss each application's merits and challenges, then anonymously vote on whether the application is a 'yes', 'no' or 'maybe'. Once this is complete we check whether the 'yes' votes meet the initial aims of the fund, if there is anything missing, and if we've overspent; what could be removed.

Occasionally we work with a panel member who is a member of staff or trustee of an applicant, in that scenario we ask them to leave the meeting when that application is discussed. From our experience this conflict doesn't have any impact on the outcome of the application.

In the case of most applications, decisions are unanimous - where that doesn't happen panels make decisions by consensus. It's heart-warming to see people who may not have lived experience of a particular issue change their vote and say "I don't agree with funding this, but I know that this other person's opinion is better informed than mine so I am voting to fund it".



SUPPORTING PANELLISTS

BEYOND DECISION-MAKING

FORMAL ACTIVITY

Our panel members take part in participatory evaluation with the organisations they have funded (see page 32). In this case, the panel are able to award additional funding to organisations who need additional funding to continue and scale their activities, because the panel have direct insights from completing their participatory reporting evaluations to make informed decisions. We support panel members to keep this simple and quick for grantees.

We invite all panel members to give us feedback on their experience.

INFORMAL SUPPORT

Our panelists often tell us that awarding grants has opened up a door to civic engagement for them and we are conscious not to shut that door again by creating a sharp end to their work with us. They can opt to join a WhatsApp group to stay updated with future opportunities that arise. We have also given support to panel members on an ad-hoc basis to:

1. Secure paid employment elsewhere
2. Set up their own community projects (and on 2 occasions apply to us for funding)
3. Access support they need through our network of grantees

We have established an Alumni Network to ensure that lived experience isn't extracted at Camden Giving and that the people we work with can be part of the organisations social change for as long as they want to.

The Alumni Network is formed of Camden citizens who have previously held grants with Camden Giving and/or been part of our community decisions making panels and will actively participate in various opportunities where you will have the power to spearhead Camden Giving's future, including being paid to make decisions on our grantmaking strategy.

PARTICIPATORY REPORTING

THE BENEFITS

PGM should enable panellists to understand the impact of their funding by staying involved in the process beyond their decision-making role. Equally grantees should have the opportunity to engage with the community panellists who supported their ideas and vision, and are often themselves residents who'll benefit from the funded project.

One way this can be done that better reflects the PGM model is shifting from traditional reporting forms to participatory evaluation in the style of 'coffee and chat' conversations between grantees and the community panellists who funded them.



- By removing traditional grantee-funder relationship power dynamics and requirements, we gather insight and understanding about grantees and panellists needs and experiences through honest, conversational approaches.
- Reporting in this way can be more, not less, insightful than written reports because community panellists are often benefitting from the funded project and are able to use their experience to ask meaningful questions to the grantees. It is an important dynamic that creates honest, candid conversations.
- It is an important dynamic that creates honest, candid conversations. The funded organisations value the interaction and feedback from residents benefitting from their activities and services. Panellists get to learn from grantees' experiences and insights.
- This form of reporting doesn't overburden grantees with additional form filling, when their capacity is stretched and demand for services is rising. It means they can focus their time and energy on delivering vital services.
- It increases panellists' confidence, access to pay, and develops transferrable skills (see page 50).
- This form of reporting empowers panellists to understand their impact, learn more about what services exist so they can signpost local people, and benefit themselves.

PARTICIPATORY REPORTING

PARTICIPATORY REPORTING LOGISTICS

1) Recruit a pool of former panellists - ensure that the community panellists involved in deciding which projects were funded are aware of the opportunity. Tell panellists they can stay involved through participatory reporting as part of your exit-planning with them.

2) Amend your reporting questions - reflect on the questions you would typically ask grantees and amend them to be more conversational. You can include further prompts for your panellists to deep-dive into answers that you want to know more about. Use this as an opportunity to refine what you really need to know; consider dropping questions that aren't really necessary or relevant.

3) What else do you need? - Consider what information beyond anecdotal data you need, whether that be quantitative, budget spending, any media. Remember your community panellists can help co-design the questions that they want to ask. Don't forget to ask the panellists for their reflections in the reporting form too to understand what they have taken away from the participatory reporting meeting. For example "What have you learnt from funding this organisation that you would tell a future version of yourself?"

4) Coordinate the meeting - Tell your grantees about the new style of reporting, its purpose and what they can expect. Make sure that the meeting date, location, invitations and any other requirements are coordinated and communicated with both grantees and panellists in advance. Set up the date of the reporting chats based on

your usual requirements. For example if you ask for grantees to report back at the end of the project, you can set up the coffee and chat meeting a month before the project end date to ensure you get the information you need from the panellists, and make any further decisions or raise any queries.

5) Prepare your panellists - when you've established your reporting dates and have your questions, set up a meeting with your panellists to run through the questions and format, explain what they need to do and what they can expect. Manage any concerns together before they lead the meeting independently, for example if they require accessibility support such as physical copies of the questions or want to meet on Zoom instead. Encourage them to remind themselves of the funded organisation and project before the meeting, as well as why they awarded it - it could be a long time since they awarded the grant. You can include basic information such as organisation bio's, project summaries, and grant award amount in the question form. There is a panel briefing template that you can use in the 'Resources' section.

6) After the meeting - the panellists should write up their notes, coordinate data that can't be captured conversationally such as images, videos, budgets, and send these to you in a timely manner, so that it meets the terms between you and your grantees. For example, if you say that you will pay a month after the end-of-project report has been complete, you must manage this well to avoid payment delays. It also means you have enough time to read and analyse the report and raise any further questions or process next steps effectively. It is also important to use the data you've captured to help future panels' decision making.

Don't forget to financially compensate your panellist for their time, check on their wellbeing, and if they have further contributions for you to consider.

PARTICIPATORY REPORTING

CONSIDERATIONS AND LEARNING

REMOVING THE FUNDER-GRANTEE POWER DYNAMICS

Typically Camden Giving staff do not join the reporting chat, to ensure panellists and grantees can have candid conversations and reduce perceived power dynamics. We know grantees do not always share challenges and failures via traditional reporting methods and often produce polished, 'rose-tinted' responses – possibly because of a fear showing ineptitude if they've faced challenges or failures, or because they hope keeping the funder sweet will increase the likelihood of further funding. When panellists are benefitting from the grantee services, there is a more equal power dynamic and they can have more meaningful, frank conversations

OPPORTUNITIES FOR PANELLISTS TO FEEDBACK ON FINDINGS

In an effort to be able to understand how we are able to further support our grantees, we provide a space for the panellists to reflect on what they're hearing. We ask panellists leading the conversations to feedback on any challenges, concerns, and priorities they think we should focus on, after meeting with the grantee.

For example, our young panel highlighted that a number of youth organisations in Camden feel 'burnt out' and some panellists expressed concern about staff wellbeing at organisations they've visited. We made the decision with our Future Changemakers panel to award additional 'staff wellbeing grants for the grantees to support their staff.

ADDRESSING GRATITUDE IN THE CONTEXT OF POWER

Sometimes panellists over-express gratitude to grantees. This can overshadow their ability to ask challenging questions to grantees about what isn't working, what hasn't gone to plan, why they did something a certain way, etc. This is often based around the perception that 'lower-power people' (the panellists) should express gratitude to cultivate stronger relationships with 'powerful people' (the organisations they benefit from). Asking more critical questions creates conversations that feel less transactional, more inquisitive, empowering and purposeful for both communities and community leaders. It means they can explore ideas, priorities and solutions together on an equal footing.

It's important to Camden Giving that we're not just hearing the 'good parts' and we have knowledge to understand things our grantees are finding hard. It also allows panellists to stop asking us what the priorities should be from a funder's perspective and instead start to dictate those themselves.

We're not saying that giving gratitude is a negative thing, but panellists should be equipped to lead critical conversations, like activists who want more from their community leaders.

PARTICIPATORY REPORTING

CONSIDERATIONS AND LEARNING

ACT AS A BROKER AND MATCH-MAKER

Consider the dynamics of the panel-grantee relationship and what might be most beneficial. We believe relatability of experience, knowledge, characteristics between panellists and the grantee representative might help with building trust and familiarity, and aid in more candid conversations. Being a broker is important helps remove the burden on both panellist and grantee. It's good practice to check-in the day before, or on the day, to ensure the panellists and grantees are still available or if they need any support. It also is helpful to make sure there is accountability and reliability from both parties, to avoid delays and to not waste time - for instance if a panellist doesn't show, try and reschedule soon to avoid grantees being paid late.

ACT AS A BROKER AND MATCH-MAKER

Some panellists and grantees have requirements to consider when coordinating the reporting chats - some prefer Zoom, others in person; some require physical copies of questions as they find it easier to hand-write than to type on a laptop; others might find using audio capture devices or recording the meeting helpful to listen back and type-up answers afterwards; others might need transcription software to assist them; sometimes two panellists might be better to ensure that they can lead the conversation, make notes and have someone else to ask follow-up questions.

MANAGE YOUR EXPECTATIONS AND RESOURCING

This requires significantly more resource, investment and back-end infrastructure than traditional reporting requirements. It involves more people and more time for staff to interpret and analyse the data and responses afterwards - especially as it's not submitted directly to us by grantees, or quantitative data isn't captured as it would be in traditional reporting. It can be difficult to pull together quantitative data and visualise the information because we use MS Word documents to capture the conversations.

We're exploring alternatives such as taking notes in a digital format that feed straight into our grantmaking systems.

You need to understand what you want to get from this reporting approach and carefully structure it around that.



IN CONVERSATION WITH...

PANELLIST

Blu joined the 2021/22 We Make Camden Kit panel because he wanted to gain insight into how funding is spent in the borough, and to share his knowledge of being a Camden resident and the community assets he values. He was also keen to get a job after a long period of unemployment.

Blu was involved in funding a variety of We Make Camden Kit projects and in making decisions about how emergency food funding was spent.

Since being a panellist, Blu has made a lot of community connections in the borough, many that focus on his passion for the creative arts, and now has a paid role at Old Diorama Art's Centre - a Camden Giving grantee that we introduced him to. He was also invited to perform songs by another grantee at an event he otherwise wouldn't have known about.



I HAD A WONDERFUL TIME AS A PANELLIST FOR CAMDEN GIVING. IT FULFILLED MY NEED TO HELP OTHERS. ALSO I MET WONDERFUL PEOPLE WHO ARE NOW LASTING FRIENDS.

VALUES & SKILLS FOR PGM

● VALUES

It's important your staff are committed to the values of PGM. At Camden Giving we look for these values in our recruitment process and they form part of the targets staff are set.

● THINK LIKE A YOUTH WORKER

A lot of the skills needed for PGM would be recognised by a youth worker (regardless of the age you are aiming to help). Patience, strong communication, compassion, non-judgemental listening and facilitation are all essential to running a PGM process. It's also important to consider the vulnerability of your participatory panellists and put in place safeguarding procedures and training.

● WHAT YOU DON'T NEED

Staff involved in PGM do not need to be experts in the issue. That doesn't mean that staff shouldn't have learnt or lived experience of the issues but there is a great deal that needs to be done to tackle the lack of lived experience among funders.

The experts in a PGM process are the community panels and staff need to understand that their role is not to be the expert.

● CONSISTENT SKILLS

PGM staff do many of the things that traditional funders would recognise; handling queries from applicants, due diligence checks and managing financial procedures. These functions are not removed from PGM or covered by panellists.

● SUPPLEMENTING SKILLS

Camden Giving is a small team. To supplement our skills we have partnered with other organisations to deliver PGM programmes. For example, we have worked with youth and disability specialist organisations to support recruitment and deliver face-to-face sessions. In these cases we draw up a Memorandum of Understanding (MOU) in advance and fundraise to cover the costs of that partnership.

STAFF SKILLS & EXPERIENCE



Those traditionally viewed as having valuable skills and capacity are often the least directly connected to their communities. At Camden Giving, over half of the staff team either grew up or still live in Camden. Their deep knowledge and unique insight into the issues we are trying to tackle in their communities is fundamental to our PGM. Every PGM organisation should utilise local experiences and internal expertise.

Diversity of skills and knowledge beyond local connections are equally important. Unifying lived and learned experiences of staff teams helps to create a strong, creative and empowered dynamic and a culture of continual learning and evolution, all of which are needed in PGM. Some fundamental skills and experiences Camden Giving staff have in understanding specialisms include:

BACKGROUND IN YOUTH/ SOCIAL-BASED WORK

Much of the work we do requires skills similar to those of a youth worker.

We've noticed as our work evolves, so does the need to protect the emotional safety of our panels, grassroots leaders and staff. We have in-house expertise on providing high-quality pastoral support, staff with trauma-informed practice, clinical supervision experience, and youth-practitioner training. These are all transferrable to the support required for delivering PGM.

Remember to ensure your staff team's mental wellbeing is supported in a progressive way too. This work can lay heavy on us too.

STAFF SKILLS & EXPERIENCE

GRASSROOTS COMMUNITY LEADERS

A number of Camden Giving staff are founders of grassroots projects which adds significant value to our work and learning.

They have direct insight into the challenges we aim to tackle through our work and being 'on the ground' they bring current knowledge, which might otherwise be lost. Because they have trust of the community, they can bring this knowledge and connections to other areas of our work, including panel recruitment and anecdotal data. It keeps our work current and enables us to think proactively about how we can find solutions to issues across the borough.

They have direct experience of applying for funding, so they can help make the process more relatable and honest. Our staff can also apply their knowledge of our PGM approaches to guide their own applications.

DATA AND TECHNOLOGY

Grantmaking is increasingly reliant upon data, digital tools and technology - from managing participation in online panel meetings and digital voting on decisions, to accessing data that supplements lived experience to make more informed decisions, or build a picture of how grants are benefiting communities.

At Camden Giving we have digital skills that aid our PGM in a number of ways but it doesn't substitute the need to use specialists where there are limitations to our knowledge. We are better utilising existing digital tools like Salesforce and Time to Spare to capture and understand data on things like the needs in the community, the outcomes of our grants, gaps in the diversity of community leaders were funding and community panellists, connections we've brokered between grantees and businesses. We also use it to support our staff and panels more holistically. For example implementing 'Trigger Warnings' so it's visible to staff and panels before they read applications.

We are using tools to aid us in developing data-led grantmaking, as opposed to traditional application forms (see page 18 - 22 for more detail).



REACHING YOUR COMMUNITY

Camden Giving is challenging the notion that some groups without our communities are 'harder to reach'.

Having a diverse staff team who are representative of the communities you want to support is key to overcoming this. For Camden communities, not having the connections, awareness or means to engage with us shouldn't be a barrier. If your staff team does not consist of people from the communities you aim to support through your grantmaking, you may find the following approaches useful. But you may also want to look at your diversity and inclusion approaches to understand why that is.

BUILD REFERRAL PARTNERSHIPS

- Work with referral partners that have networks with the people you struggle to reach. For example partnering with specialist organisations for disabled residents, the LGBTQI+ community, youth organisations who work with at-risk youth, representatives from Black, Asian and Minority Ethnic groups. Compensate these partners for their knowledge and efforts.
- Make use of your existing connections to communities who know you and can use their trust and influence to engage and advocate to groups you can't reach, particularly those who might not have access to other services, where language might exclude them, or there are digital barriers for instance.

USE DATA TO GUIDE YOUR APPROACH

- You can use existing data about who is engaging with you and to identify the gaps. Learn about the groups you want to engage and take the time to understand the barriers and shift your approach according to this insight.
- You can approach this geographically. Go to the places the people you struggle to reach might live, socialise, or access services. This will increase your visibility and familiarity, without putting the onus on them to find you. Map their local residence (e.g. social housing estates, communal spaces, community halls). This could also include mapping services and support (e.g. GP practices, Pupil Referral Units, charities and services, job hubs) as well as social places (e.g. barber shops, places of worship, sports pitches, libraries).

REACHING YOUR COMMUNITY

DEMYSTIFYING THE 'OFFER'

- Provide resources and communicate what the role and purpose is, using language that is accessible and relevant to the groups you want to engage.
- Help them to understand the value and worth of life experiences that they can bring to the role that fills a gap in 'learned experience'.
- Demonstrate the benefits of engaging, especially on matters that are of most concern to the people you are trying to reach. Think about the existing institutions that people you are struggling to reach might typically not trust. Alter your approach to show how you have solidarity with them and are listening to their concerns, and reassure them on how you will work to overcome the issues they care about.

ONE SIZE DOESN'T FIT ALL

- Consider each of the groups individually and develop different and appropriate strategies to engage each, considering the distinct circumstances and characteristics of each group. This might mean you need to experiment with new ways of engagement that are non-traditional. For example, in-person activities that remove digital barriers, setting up a 'drop-in surgery' at a local coffee shop or place of worship, changing the language and tone of your media to be more relatable and inclusive, being active in networks such as faith groups, mutual aid groups, resident groups on social platforms.
- Use the knowledge, skills, quirks and interests of your own team. Think about how they can relate to particular groups that you typically aren't engaged with. For example a staff member involved in grassroots football locally might already have established connections to young people they can refer and share information with, acting as a bridge and a familiar face to share concerns, feel a sense of relatability and connectedness.

আমরা ক্যামডেন কিট তৈরি করি "নাগরিকদের ধারণাগুলি বাস্তবায়িত করার জন্য অর্থ এবং সহায়তা"

আমরা ক্যামডেন কিট তৈরি করি ক্যামডেন বাসিন্দাদের এবং কমিউনিটি গ্রুপগুলিকে অর্থ এবং সহায়তা দেয় যাদের তাদের সম্প্রদায়ের জন্য দুর্দান্ত ধারণা রয়েছে। কারা তহবিল এবং সমর্থন পায় সে সম্পর্কে সিদ্ধান্তগুলি বরো জুড়ে ক্যামডেন বাসিন্দাদের একটি প্যানেল দ্বারা নেওয়া হয় যাদের ক্যামডেনের বিভিন্ন অভিজ্ঞতা রয়েছে।

£ 2,000 পর্যন্ত অনুদানের জন্য আবেদন করুন। নিবন্ধিত দাতব্য সংস্থা হওয়ার দরকার নেই!

আমরা এমন প্রকল্পগুলিকে সমর্থন করছি যা সকলের জন্য খাদ্যের অ্যাক্সেস সরবরাহ করে, ক্ষমতার পদে বৈচিত্র্যকে মোকাবেলা করে, তরুণদের জন্য সুযোগ উন্নত করে এবং টেকসই প্রতিবেশী তৈরি করে। বাসিন্দারা বীমা, সুরক্ষা এবং সংযোগের পাশাপাশি £ 2,000 পর্যন্ত সহায়তা পেতে পারেন।

www.camdengiving.org.uk/we-make-camden-kit
yasmin@camdengiving.org.uk

 CAMDEN
GIVING

 we
make
Camden

REACHING YOUR COMMUNITY

REASSURANCE THAT INVOLVEMENT SHOULDN'T BE A BURDEN

- Work to protect resident's dignity and support their emotional safety by providing holistic support such as creating safe spaces and checking in and out, flexibility in how you respond to individual needs, providing training on how to make decisions using an equity and justice lens with specialists if you don't have this expertise in-house.
- Ensure experience isn't extractive. Support them to access opportunities beyond the participation and to take part only as long as they want to.
- Tell people you're removing traditional barriers that prevent people from participating such as childcare, inaccessible locations, flexibly compensating them. Financial compensation should be equitable and flexible around individual circumstances. For instance, providing vouchers for residents who claim welfare benefits, and having a specialist contact for welfare support and advice.
- At Camden Giving we work with referral partners who can reassure communities that their needs and participation requirements will be fully supported by us, if they don't feel they can come direct to us. For example a youth worker will tell us if a young person doesn't have access to digital equipment.



THE NOTION - 'YOU ARE HARD TO REACH' MAKES IT SOUND LIKE IT'S THEIR FAULT - LIKE THEY ARE SAT UP ON A SHELF AND WE HAVE GOT TO LURE THEM DOWN WITH BISCUITS, OR SOMETHING... ACTUALLY IF YOU JUST GOT A LADDER AND SAT NEXT TO THEM THAT WOULD BE FINE.

Flanagan, S.M., Hancock, B. 'Reaching the hard to reach' - lessons learned from the VCS (voluntary and community Sector).



GETTING BOARDS ON BOARD

Camden Giving's trustees are committed to PGM. They have never awarded grants for us and there is no plan to change that. In addition to their personal motivations, they are motivated by the benefits listed on page 4.

More time to focus on the organisation

As in most charities, Camden Giving's trustees focus on good governance, they support fundraising, and ensure that the charity is running in a way that will achieve its objectives. By removing grant-giving from their list of responsibilities, they have more time as a board to focus on other things. Most recently this has meant they've had time to review our financial procedures and to focus on how we contribute to racial equality in Camden.

Questions for trustees to ask themselves

Hannah Paterson has written a set of questions that may be useful for trustees to ask themselves.

You can find them here:

<https://hannah-paterson.medium.com/questions-for-funders-to-reflect-on-458906aa15f2>

Transparency

Funding in Camden is highly competitive and at times grants are awarded to organisations that have learnt to "play the system". These organisations are not always the ones local communities value the most.

PGM works outside of networking and local politics, which means they don't influence our grantmaking. At times this has surprised Camden's civil society, but over time we've seen applicants come to understand that decisions are made differently at Camden Giving.

Less risky grantmaking

Our panels take their role incredibly seriously. Because they are giving grants as "one off" it adds a sense of urgency to their work which means they are more likely, not less likely, to award grants they are confident will achieve what they are supposed to.

Undeniably there are some risks for trustees in this process, but our trustees acknowledge that they are trying to support communities who experience far greater risks on a day-to-day basis.

CHALLENGES

SOME THINGS TO CONSIDER

- There are times when it is helpful to **supplement the lived experience** of participatory panels. For example, when giving grants around unemployment we have given panels access to the specialist advice of local recruiters. This may also be the case with healthcare and environmental grants, among others.
- Donating money that will be distributed via a PGM process is appealing to donors who have a moral or legal obligation to a local community. For example, a developer profiting from an unpopular local development. In these cases participatory grant making provides a way for them to instigate change and bring trust into the relationship they have with the local community. But it must not be used as **a substitute for other moral or legal obligations**, that donors may have such as employing local people.
- Turning down funding bids is a difficult task for panel members, and we offer pastoral support and access to **mental health support** to all our panel members. This is something we'd like to be better at. As the sector begins to place higher value on lived experience, we will all need to develop better pastoral support for those who are doing difficult work in their communities.
- Grantees who are used to applying to traditional funders find it very hard to switch away from using inaccessible sector language. We provide support with that, which usually involves supporting grassroots organisations to structure their applications in a way that easy for panellists to review.

FUNDRAISING FOR PGM

Camden Giving is an un-endowed foundation and the majority of the funding we raise comes from local businesses.

Businesses, funders and individuals give to Camden Giving for different reasons. We find the main reason people give to Camden Giving is our knowledge of the borough and our focus on place. Our donors include developers, big companies, individuals, SMEs, national and local foundations and the local authority.

Usually our supporters are linked to Camden. From residents, people who work in Camden, people who love Camden and its culture, or businesses who have made Camden their home.

More and more we are seeing our donors interested in understanding PGM and how, by donating to us, they take part in shifting power. Global businesses with Camden offices often work with us to support their obligation to the borough in a way that shifts the inherent power they hold.

The nature of PGM means our donors give to an area of work (for example youth safety or community action) but they as an organisation do not decide who specifically is awarded funding. This means they do not have to be experts on knowing who should deliver this work, taking responsibility, cost, training and time away from them as the donor.

Giving to Camden Giving is efficient. Our donors have told us that giving to Camden Giving makes deciding who in Camden to fund easier – because neither they (as the donor) or us (as Camden Giving staff team) are deciding – instead that decision sits with Camden residents. This is (often) different to how they have donated to a charity before, making our donors part of something new.

Our funds are made from multiple donors, which means that we can balance the needs of the different donors. For example, if a donor wants their funding to be used in Euston only, we can use funding from other donors to fund projects in the rest of the borough. We do this by stating in the panel decision-making meeting that at least one project needs to be in Euston.

Camden Giving also works to involve donors beyond giving; from volunteering, mentoring, understanding the PGM movement or benefiting from our networks.

DONOR MOTIVATIONS

"WE CAN'T HELP EVERYONE"

Businesses with big public brands and big expectations of their social good are able to use PGM as a transparent way to make sure their support isn't watered down by trying to please everyone. There's a clear and transparent process that decides how money is spent.

"WE WANT TO LEARN"

Many of our donors tell us they want to develop better knowledge of complex issues within their organisation, by having direct contact with people who are affected by their decisions.

"I DON'T KNOW WHO TO GIVE TO"

Wealthy Camden residents and small business owners often tell us that they can see issues, such as homelessness and poverty around them, but they don't know where to give their money to make a difference. The knowledge our community panels have is a way to overcome this.

"WE WANT OUR MONEY TO GO FURTHER"

Some of our donors give relatively small amounts of money, and they want to make sure it's going to be used by a charity that has the trust and respect of people who will use it, otherwise it's a wasted donation. Donors can put a small amount in the participatory fund and know that it is being used well.

IN CONVERSATION WITH...

DONORS & SUPPORTERS



I THINK THE PGM MODEL IS A GOOD WAY OF GETTING MONEY INTO GRASSROOTS COMMUNITIES QUITE QUICKLY. THE MODEL IS BASED ON BEING ABLE TO DEMONSTRATE WHAT THE NEED IS AND HOW IT CAN BE RESPONDED TO, AND THERE'S PLENTY OF NEED IN CAMDEN. IT'S ALWAYS INCREDIBLE TO SEE THE LEVEL OF LOCAL KNOWLEDGE AND INSIGHT THAT PEOPLE INVOLVED WITH CAMDEN GIVING BRING TO THE TABLE, I THINK IT HELPS TO SHIFT THE POWER DYNAMIC A LITTLE BIT.

Camden Council - Senior Community Partner



JUST WANTED TO ADD, AS I WON'T GET TO SAY IN PERSON, THAT YOU ROCK - CAMDEN GIVING ARE SUCH A LIFELINE, PARTICULARLY FOR SMALL CAMDEN CHARITIES. AND I KNOW HOW MUCH HARD WORK YOU PUT INTO THE PANELS, GRANTS AND MORE. CAMDEN APPRECIATES YOU!

Ward Councillor Jenny Mulholland



THE WORK CAMDEN GIVING IS DOING IS HONESTLY SUCH A SHINING EXAMPLE FOR HOW THINGS SHOULD BE DONE TO INVEST IN COMMUNITIES

Meta

WORKING WITH PARTNERS



FUNDERS

As a fundraising foundation we're reliant on having donors who are committed to shifting power to communities.

See [page 45](#) for more on how we fundraise.

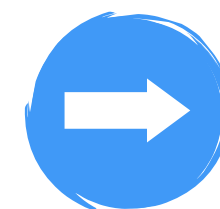


SPECIALISTS

We partner with and pay specialist organisations who can improve the way we work with community panellists. For example, disability specialists who can provide the support disabled panel members need to take part.

We've also worked with equality specialists to facilitate difficult conversations about prejudice.

When fundraising we make sure the costs associated with this are included.



REFERRAL PARTNERS

We work with partners who are trusted by marginalised communities to refer community members to our grant panels. These include our current grantees, schools, the Youth Offending Service and job hubs.

We do this fairly informally and we will accept a recommendation in the place of a written application for people who find that more accessible. We reassure our referral partners that it does not disadvantage an application to us.

PGM VS PARTICIPATORY BUDGETING

There are many different types of participation models to make decisions on funding, investments and budgeting within local government, grantmaking organisations and civil society organisations. Participatory grantmaking and participatory budgeting are just two approaches that help create equity and justice in communities.

PARTICIPATORY GRANTMAKING

There are different definitions of PGM and it will look different within every organisation. The key principle is ceding decision-making authority for grant funds to the communities they are intended to serve.

At Camden Giving, PGM means that the people we aim to benefit are the ones who identify solutions and make decisions about how grants are awarded. They are involved in the majority of our grantmaking processes, including pre- and post- grantmaking. They are the ones designing our grant criteria and questions, making decisions on our grantmaking approach and strategy, leading our grantee reporting, and shaping the priorities we're fundraising and advocating for.

Some of the main PGM models are:

- Community boards – only community members make decisions on funding. No donor or funder has a decision on where the funding goes
- Representative board – a mixture of funder and donors join community members and activists making decisions
- Rolling collective – a cohort of grant holders make the decisions about who the following cohort of grant holders will be
- Closed/applicant collective – applicants to a programme make decisions together, by vote or deliberation
- Open collective/community votes – community members vote on the decisions made
- Onward granting/flow funding – funding other organisations to distribute the funding on your behalf

PARTICIPATORY BUDGETING

Participatory budgeting is usually referred to as a democratic process in which community members decide how to spend part of a public budget.

Within local government, elected officials represent their constituents in the policy making process and deciding how to spend public money is often a part of that role. As is deciding what the decision making process looks like in the first place. Participatory budgeting is an example of local government devolving budgeting decisions to citizens to decide how public funding is spent within boroughs, counties, cities, housing authorities, schools, and other institutions. There are other types of participatory democracy, including participatory policy making, legislative theatre and citizen juries and assemblies.

Participatory budgeting extends beyond local government. Across civil society community leaders are using it to delegate decisions on how their organisation's budgets are set and spent to their beneficiaries.

PARTICIPATORY GRANTMAKING

ADVANTAGES

- PGM democratises philanthropy and policy making by giving people real power over real money to decide what services, interventions and policies are important to them.
- It gives genuine power to the individuals with lived experience, who know what the solutions are to tackling deep-rooted issues.
- Panellists are more connected to, informed and engaged with the issues funding is tackling. The unique insight from communities leads to more effective solutions and greater diversity amongst the community leaders funded.
- It re-aligns investing funding with the values of the communities the grant-making organisations are looking to serve.
- It encourages more risks, innovation and learning in the grantmaking sector which is needed to dismantle existing, unjust systems and structures.
- It builds social capital and aids social mobility through increasing citizens economic participation (if they are financially compensated), increases employability and gain soft skills like critical thinking, debating, communication, builds networks, confidence and friendships, raises awareness of services and projects they can access.
- It develops different skills-sets that aren't always learnt in school, work or other social settings. This includes facilitation, active listening, critical thinking, relationship building.
- It gives agency and power to people and communities often under-heard and under-represented, especially in positions of leadership.
- It provides an opportunity to learn about communities and improve understanding of the issues impacting them.
- It can help the grant maker to reach areas it has historically struggled to fund, which in turn can build relationships and trust.
- PGM can be thought of as restricted to only supporting specific geographic communities, groups and causes, but we've seen it work successfully for issues at a national or global level, and in response to structural and systemic issues.

DISADVANTAGES

- It can be a more expensive and time consuming process to both set up and execute; from recruiting panellists, training, facilitating meetings around everyone's schedules, creating flexible approaches for equitable participation, learning and adapting. Proposal reviews and grant decisions may take longer.
- Community panels aren't always entirely diverse and representative of everyone funding exists to support and there may be gaps in experiences and knowledge.
- Community panellists may want to apply for funding for which they are serving as decision makers, setting up potential conflicts of interests.
- As with any grantmaking, bias and conflicted views could play a role in what organisations are rejected, which may exclude deserving organisations to access funding.
- If community panels don't feel safe or supported to engage in discussions and share their experiences, ideas and thoughts then important insights into decision-making are lost.
- Bringing up lived experience and trauma could feel tokenistic and extractive for communities involved in decision making.
- Panel members may find it difficult to reject grant-seekers for important work they require critical funding for. Without wraparound, pastoral and inclusive support for their wellbeing, or skilled staff support, that can be damaging.

PARTICIPATORY GRANTMAKING

ADVANTAGES

- Including people from more diverse backgrounds can help make the award process more informed and legitimate, broaden sources of knowledge and expertise, and build relationships with the people and organisations they fund.
- Community panels do not have to shoulder the burden of responsibility if there is criticism about decisions – the grantmaking organisation supports with this.
- It can provide meaningful feedback for grant-seekers, to help them understand directly from the community they aim to benefit what is good and bad about their proposals.
- The transparency can help build external confidence in the grantmaking body and alleviate concerns about perceived corruption, prejudice, or bias.
- Community panels often see past 'poorly written' grant applications and can recognise the value in an organisation, community leader or project worthy of funding beyond the bid-writing abilities.
- It can often lead to communities moving from micro-grants to applying for larger grants by allowing them to demonstrate they can manage a grant and to build their confidence.
- It can also help more people access funding as it offers funders the opportunity to start developing relationships and advertising other funding opportunities they might have.
- Communicating the outcomes of grant decisions and paying grantees can be carried out quicker. We and they can move quickly to respond to needs of our communities.

DISADVANTAGES

- If suggestions, ideas and recommendations are not taken seriously and integrated (in some part or whole) into the resulting strategy, guidelines or decision-making criteria, people may become disillusioned and unwilling to participate in future participatory activities the grant maker pursues.
- It can be difficult to discern how to balance experts with people affected by decisions. Completely removing 'experts' could lead to an absence of broader perspectives, which may constrain information gathering needed for decisions.
- Institutional constraints and internal policies may not allow sufficient flexibility for community panels to shape the criteria and parameters of the grant programmes.
- Existing grantmaking staff may feel community panels are making their roles obsolete, including those who have been hired specifically for their expertise in a particular area, issue or priority. This may mean there is push back from staff and boards who are unwilling to engage in this kind of process.
- Participation may skew toward “mob rule” if there are no filters or gatekeepers.
- Grantmaking organisations may be reluctant to “let go” of power and hand decisions to “non-professionals”.

PARTICIPATORY BUDGETING

ADVANTAGES

- It democratises philanthropy and policy making by giving people real power over real money to decide what services, interventions and policies are important to them.
- It deepens democracy, improves infrastructure, strengthens governance and creates a more equitable distribution of public resources.
- Creates more space for inclusive political participation locally, nationally, globally, particularly, especially by historically marginalized communities and those underrepresented in democracy/political processes.
- Promotes social justice and equity by increasing citizens agency and control over decisions affecting their lives.
- Increases citizen participation and civic engagement through increased volunteering.
- It improves self-confidence of citizens making decisions and encourages greater local involvement, as well as the formation of new groups and new community leaders emerge
- Local people are often given a role in the scrutiny and monitoring of the process following the allocation of budgets so institutions are held to account.
- Builds stronger and more collaborative relationships and trust between residents, government, and community organizations. This can ultimately lead to Can lead to transformation of policies and systems.
- It increases the faith in local service providers, helping to establish positive relationships with citizens and organisation within devolution areas.
- Budgets are set and spent in ways that better reflect the strengths, needs and aspirations of the local community/constituency/beneficiaries/ population.
- Citizens who often might not have a reason to come together have a space that builds social cohesion and mutual understanding.
- It's scalable - participatory budgeting on a local scale can be replicated to a wider geographic region and learnings can be shared.

DISADVANTAGES

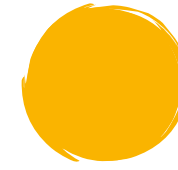
- Citizens might not be financially compensated to participate as this is often a volunteering role, which reinforces unequal power dynamics between staff/policymakers being paid for their roles.
- If there are lots of people and conflicting interests are involved, it may be difficult to determine accountability for decision making and outcomes.
- It could feel tokenistic. If the decisions made by the participatory budgeting are overridden and not binding it can be damaging to communities as it feels disingenuous and creates disenfranchisement if decisions are not acted on.
- If citizens are not given sufficient information and support to reach decisions that can be enacted then the experience can feel extractive and disenfranchising.
- It shouldn't replace other forms of citizen participation in democracy where they can influence other areas of policymaking.
- and take longer to establish and follow through on actions.
- It can still exclude people not typically engaged in forms of democracy, and are left out of decisions that affect them, because more active citizens are recruited to make decisions.
- The process is still embedded in an organisational/institutional infrastructures, so can still have elements of bureaucracy, gatekeeping and unequal power dynamics.
- It might not consider the wellbeing and holistic care of those making decisions, or enact with a justice lens that focusses on cultural, racial, social participation requirements.

OTHER PARTICIPATORY GRANT MAKERS



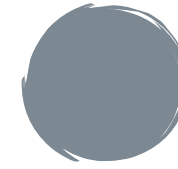
THE OTHER FOUNDATION

<http://theotherfoundation.org/>
LGBTQ funder in South America



DISABILITY RIGHTS FUND

<https://disabilityrightsfund.org/>
Global disability fund



THE RED UMBRELLA FUND

<https://www.redumbrellafund.org/>
Sex worker rights fund



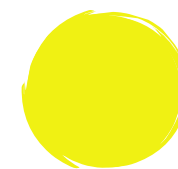
THE EDGE FUND

<https://www.edgefund.org.uk/>
Global activist fund



THE NATIONAL LOTTERY COMMUNITY FUND

<https://www.tnlcommunityfund.org.uk/funding/programmes/leaders-with-lived-experience-2020>
Leaders with lived experience fund



THE RED UMBRELLA FUND

<https://www.tworidingscf.org.uk/>
Community Foundation in North & East Yorkshire

OTHER PGM RESOURCES



EDGAR VILLANUEVA: DECOLONIZING PHILANTHROPY PODCAST

<https://podcasts.apple.com/gb/podcast/philanthropisms/id1591032737?i=1000547762212>



ROSE LONGHURST PODCAST

<https://www.cafonline.org/about-us/blog-home/giving-thought/podcasts-from-giving-thought/participatory-philanthropy-with-rose-longhurst>



DECOLONISING WEALTH

<https://www.nytimes.com/2018/11/27/opinion/philanthropy-minorities-charities.html>



LETTING GO

<https://lettinggobook.org/>



HANNAH PATERSON'S PGM COMMUNITY OF PRACTICE AND BLOGS

<https://hannah-paterson.medium.com/>



PARTICIPATORY BUDGETING

<https://www.participatorybudgeting.org/>

<https://www.local.gov.uk/topics/devolution/devolution-online-hub/public-service-reform-tools/engaging-citizens-devolution-5>

<https://pbnetwork.org.uk/wp-content/uploads/2016/11/Grant-Making-through-Participatory-Budgeting.-A-guide-for-Community-Choices.pdf#page21>



PGM FROM A PRACTITIONER'S PERSPECTIVE

https://nonprofitquarterly.org/participatory-grantmaking-what-practitioners-have-to-say/?utm_content=236459604&utm_medium=social&utm_source=linkedin&hss_channel=lcp-542508



GLOBAL GIVING ARTICLE

<https://www.globalgiving.org/learn/community-led-approaches>

FAQ



WHAT IS THE EVIDENCE PGM WORKS?

PGM is currently a fringe movement and there have been no formal studies establishing it as a "better" way of giving grants than traditional funding mechanisms. But, it's worth noting that there is little evidence that traditional funding mechanisms are having an impact on long-term structural power imbalances. See our report on the impact of PGM in practice over the last 5 years on page 58.



ARE THERE THINGS PANELS DON'T HAVE A SAY ON?

Yes, Camden Giving has safeguarding and due diligence standards that we expect all our grantees to meet. Sometimes we pool funds from multiple donors and in doing so we may specify to the panel that one of these donors has asked their money be spent in a particular geographical area or a particular beneficiary group, but what that money is spent on is always up to the panel.



HOW DO YOU HANDLE CONFLICTS OF INTEREST?

Conflict of interest is an in-built benefit of PGM, community panellists have a strong interest in improving their community, very often they have used a charity that applies for funding and we cherish the insight they bring. If a panel member works for or is a trustee of an organisation applying for funding, we ask them to declare this and they leave the meeting when that organisation is discussed.



DOES PGM REPLACE THE NEED FOR DATA-LED GRANTMAKING?

No. Data is useful to all grant-makers, participatory or not. We provide our panels with data about civil society, about other funders and about issues in Camden. But we are careful to do so in a way that lets them know that data is one part of a puzzle, it sometimes has flaws and is not a replacement for the experiences they have had.



FAQ



WHAT IS THE BIGGEST CHALLENGE?

Fundraising. Right now the excitement around PGM is greater than the number of donors who are supporting it. Having said that, once we find committed donors they tend to support Camden Giving with great enthusiasm.



WHAT IMPACT DOES THIS HAVE ON GRANTEES?

We spend a lot of time supporting applicants through different stages of their application; much of this time is spent helping them to understand how they might want to pitch their work differently to a community panel.

Successful grantees often tell us that they feel a greater sense of responsibility to deliver work that has been chosen by community members. Camden Giving staff give feedback to all applicants from the panel.



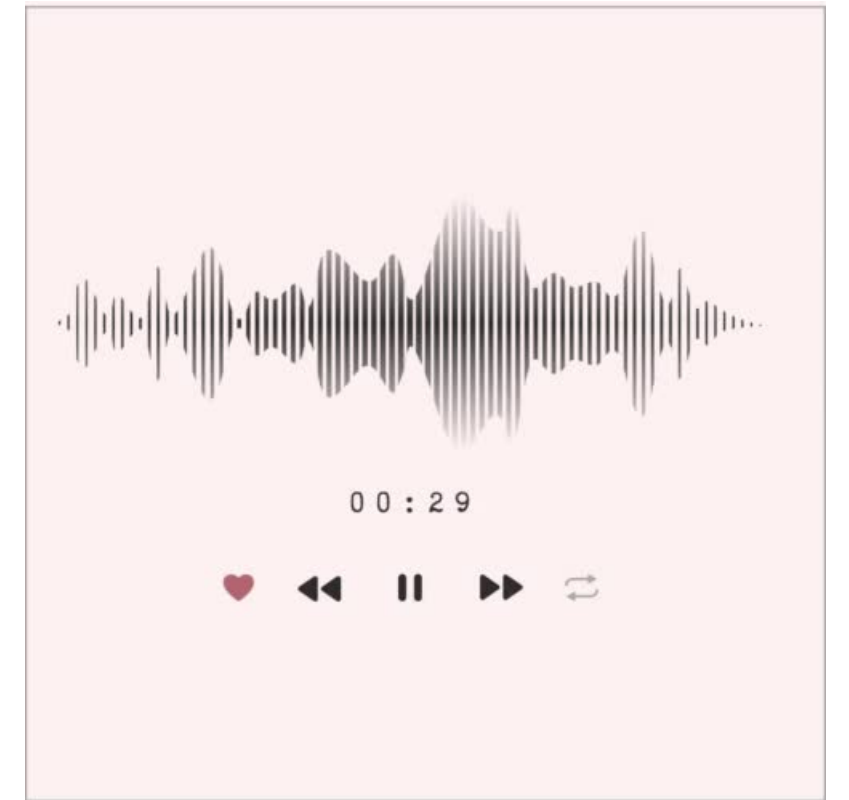
WHAT WAS THE IMPACT OF RUNNING PGM DURING LOCKDOWN?

There was surprisingly little negative impact. We've ensured panel members had access to digital tools, and made it clear that children and housemates can pop in and out of meetings.

We were delighted to see that attendance at meetings rose - particularly among young people - during lockdown.

We placed extra emphasis on panels getting to know each other via Zoom, breaking everyone into small groups at the beginning of sessions for a catch-up. This paid off and panels told us that the social interaction of being a panel member was really valuable during lockdown.

Throughout lockdown we felt really connected to communities in a way that other funders may have struggled to maintain.



FAQ

RESPONDING TO CRISES

We've seen increased community mobilisation and civic action as a result of crisis in the UK and globally. But this has a knock on effect on our PGM. We've seen a significant rise in applicants applying for crisis response support beyond the pandemic - beyond delivering their core work - because of the rising demand on their services and need.

We've increased the size of our small grants to take account of rising costs, inflation and rising need exacerbated by the cost of living crisis. We've seen a 56% increase in applications to the We Make Camden Kit applications and of these, 88% are connected to the cost-of-living crisis, addressing the basic needs of Camden citizens and inequalities that have been exacerbated by the crisis. These are costs that are not met by public funding or statutory services. We don't think this is always our, or our panels, burden to bear and we've had to carefully balance our role and that of local and national government and specialist providers.

Donors also often want to give specifically to causes such as humanitarian aid for refugees, and food insecurity caused by the cost of living crisis. If we're not the right organisation to deliver, resource and subsequently fundraise for it we know where to signpost on to, e.g. mutual aid hubs collecting essentials for refugees, cost of living grants from the council, coordinating responses with corporates, e.g. in-kind donations.

Often our panels make decisions with their hearts, so it can be emotionally difficult turning down funding supporting communities impacted by crisis. Providing pastoral support is critical.

We've increased our panellists' payments to support their increased costs, but in turn we need to fundraise more for all of these costs. But this has created opportunity for us to have frank conversations with our donors about giving differently to support longer-term approaches and build strategic partnerships. For example, providing multi-year unrestricted funding, so we can collectively tackle root causes of inequality that exacerbate impacts of communities in crisis.



“
IT FELT LIKE CAMDEN GIVING WAS REALLY BUTTONED UP WITH THEIR RESPONSE TO CRISIS, AND YOU CAN SEE THE VALUE OF THEM BEING SO CLOSE TO THE GROUND BY THE IMPACT OF THEIR MICROGRANTS TO SMALL ORGANISATIONS

Community Engagement Lead at Google

USEFUL BITS 'N' BOBS

We'd love to see more funders working in this way, so we've uploaded some resources to our website to help.

You are welcome to download and use them for free:

We used our practical knowledge and learning of PGM to create the resources listed on the right of this page. Available here:

<https://www.camdengiving.org.uk/participatory-grantmaking>

Hear from our staff, community panels, grantees and friends of Camden Giving on a range of topics:

<https://www.camdengiving.org.uk/inside-camden-blog>

Read our reports:

<https://www.camdengiving.org.uk/camden-giving-reports>

- Evidencing PGM in Practice
- 5 Years of Solidarity Book

RESOURCES

Panel training

- Slides for panel training
- A quiz to introduce panels to funding terminology

Panel Recruitment

- Recruitment Questions
- Interview questions
- Panel agreement template
- Panel Conflict of Interest form

Evaluation of the impact on the panel:

- Baseline survey questions
- Panel feedback form
- Grantee D&I form

Participatory reporting

- Coffee and chat Intro and Questions

PARTICIPATION ADVISORS & CONSULTANCY

Camden Giving's Participation Advisors have awarded grants as part of our PGM model.

THEY ARE AVAILABLE TO:

1. Share their experience directly with your staff, trustees or funders
2. Discuss ways that PGM can benefit your organisation
3. Advise on how to implement an inclusive panel selection process
4. Advise on training a panel and co-creating an application process
5. Advise on supporting a panel to make decisions and provide feedback to applicants
6. Advise on working with panellists after grants have been awarded

Our Participatory Advisors are paid for their time and knowledge and supported by a member of Camden Giving staff. The minimum amount of time they are available for is three hours (two hours before implementing PGM and one hour after implementation).

Thanks to the support of London Funders, we can provide this service to a limited number of London's Giving members for free.

Contact danielle@camdengiving.org.uk for more information.



London's
Giving

LONDON
FUNDERS

& CAMDEN
GIVING

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