

Haymarket People's Fund

GRANTMAKING PRIORITY-SETTING AND STRATEGY

What are your grantmaking and/or strategic priorities (in terms of geographic focus, issue, etc.)?

Haymarket believes that community organizing is the most effective strategy for achieving our vision of an equitable, peaceful and humane world. By organizing, we mean efforts led by those most affected by injustice that focus on two things: the root causes of the problems facing them and changing the institutions and structures of power that keep injustice in place. We do not fund services that provide for the basic needs of individuals, self-help programs, or advocacy work unless they are part of an organizing strategy.

Haymarket also believes that for real change to occur, organizing must be anti-racist and recognize the intersection of racism and other forms of oppression. We pay special attention to race because we understand that, in the United States, racism has divided all social change movements and has limited the effectiveness of our organizing work.

Haymarket currently offers two kinds of grants—Sustaining Grants and Urgent Response Grants—for social justice organizing work happening in the New England region (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont). We are committed to supporting urban and rural organizing across the region, start-up and emerging organizations, and groups with a long history of grassroots organizing. We make grants for both general operating support and project work.

We look at community organizing broadly and fund groups that focus on the root causes of the problems they are facing. We also look for groups that have strong constituency leadership and accountability, anti-racist and anti-oppression values and practice, and a commitment to movement building. We will consider funding cultural work and resources for organizing (such as workshops, conferences and media work) that are part of an ongoing community organizing effort or are accountable to social change movements.

We evaluate all applications for funding according to the following funding criteria:

- 1) Self-determination and accountability: Is the organization or project led by and accountable to their constituency or community? Do constituents have real leadership and voice in all aspects of the organization?
- 2) Leadership development: Is the group strengthening the skills and experience of their constituency in all aspects of their work? How is leadership development built into their process?
- 3) Anti-racism and anti-oppression values and practice: Does the organization understand racism and is it working to develop anti-racist vision, values and practice, both internally and externally in the community? Is it helping its members and leadership develop a clear understanding of racism and white privilege? Do they understand how racism and white privilege impact their community and the issues they are facing? Is their organization changing as a result of this work? Do they understand other areas of oppression and how they intersect with racism?
- 4) Organizing for systemic change: Does the group understand the underlying causes of the problems they are addressing, and do they have plans and strategies which address these root causes? Is the group working to create systemic change; that is, are they working to change the culture, institutions and/or structures of power in their community? Does the organization have a power analysis?
- 5) Movement building: Is the organization building relationships and unity with other groups working on issues both similar and different to theirs? Is the group able to see its work as part of a larger struggle for change?
- 6) Diversified funding base: Is the group working to build a strong, diverse, and sustainable funding and resource base in their community? Does a group have a good mix of funding sources (i.e. grants, grassroots etc.)?

7) Limited access to traditional funding: Haymarket is committed to funding groups that, because of their analysis and vision, have limited access to traditional funding sources (such as government and corporate funding). We have a history of funding start-ups and smaller, grassroots organizations across the region. We do not fund groups with budgets over \$300,000.

Who decides the grantmaking priorities? The overall strategy for the fund? What's the process by which these decisions are made?

Haymarket's **New England Funding Panel** members collectively determine grant awards for the region according to Haymarket's mission, vision, and principles. Through their organizing and accountability to their constituencies, Funding Panel members help shape Haymarket's work for justice and equity across New England.

The New England Funding Panel is the grant decision making body at Haymarket. Staff only plays a coordinating/support role. The Funding Panel works with the Haymarket staff to carry out grantmaking duties and is accountable to the Haymarket Board of Directors. The Board approves all Funding Panel nominations.

TYPES OF GRANTS

What kinds of grants do you provide (e.g., general, rapid response, capacity building, field-building, etc.)? What is the range in amount of the grants you award?

Sustaining Grants: Grant awards range up to \$10,000 for grassroots social change organizations that meet our funding criteria. Grant sizes are determined after a careful evaluation of each proposal that takes into account Haymarket's criteria and commitment to strengthening anti-racist movement building in New England. We fund both start-up groups (emerging) and groups that are more established (movement building).

Urgent Response Grants: These grants provide up to \$1,000/year to help grassroots social change organizations respond quickly to unforeseen crises or opportunities that critically affect their organization and constituency. This includes unexpected events, political crises, or organizing opportunities. Grants are not to be used for ongoing program work, financial crises, a shortfall in projected funding, or because the group missed a funding deadline. Applications are accepted on a rolling basis as long as funding is available.

Is the participatory decision-making process the same for all grant types and sizes? If not, why?

No, because of the quick turn around with Urgent Response Grants, that application is a shorter process. Applications are reviewed by a few Funding Panel members, and responses are typically given in two to three weeks.

Who determines the type and size of grants, and how?

The New England Funding Panel is the grant decision making body at Haymarket. Sustaining grants are determined at a weekend long retreat, where decisions are made by consensus. A total grant pool is approved each fiscal year by the Haymarket board of directors.

APPLICATION PROCESS

Who is eligible to apply for a grant?

Groups doing anti-racism grassroots organizing in New England are eligible for funding. We do not fund groups with budgets over \$300,000.

What kind of outreach happens to make potential grant applicants aware of your grantmaking?

Groups that have received funding in the past three years receive an application in the mail. We also hold two or three grant information sessions before each grant cycle begins that take place across the region.

How often do you accept applications/grant proposals?

Sustaining Grant applications are accepted one time per year. Urgent Response applications are accepted on a rolling basis.

Can applicants get assistance in applying? If so, what kind?

Staff are happy to talk to anyone who is applying. We also encourage applicants to attend a grant information session because Funding Panel members will be there to go over our funding criteria in detail, as well as answer questions.

What type of information is collected from applicants, and who has access to this information?

Haymarket has a grant application that includes a narrative, as well as a list of attachments. Staff and funding panel members have access to applications.

INITIAL VETTING/SCREENING/ DUE DILIGENCE

Are applications initially screened or vetted to ensure eligibility? How and by whom is this done? If more than one person is involved, how do you ensure that the same criteria has been considered in all cases?

Yes, groups that have not been funded by Haymarket in the past three years need to call the office and speak to a staff person about their work. If they meet our basic criteria, then we will send an application package.

GRANTMAKING DECISION PROCESS AND PANEL

Who comprises your grantmaking selection panel(s)? How do you think about representation of specific population groups or geographies?

The New England Funding Panel comprises up to 18 community organizers from across the six New England states. Ideally, there will be three members from each state, as well as members who represent a range of issues and urban and rural regions (criteria set by the board of directors). The Funding Panel's membership will be majority people of color and meet Haymarket's values of inclusion around age, gender, sexuality, ability, and class.

How are they selected (e.g., by nomination, application, etc.)?

People interested in being on the Funding Panel need to fill out a volunteer application. After the application is reviewed, current members of the funding panel, along with the grants director, meet with the applicant. They make a recommendation to the Funding Panel and then to the Haymarket board for approval.

What, if any, is the term limit for members of the selection panel? Why?

Terms are for three years with the option of extending for a fourth year. The first year is conditional based on mutual evaluation.

What is the process by which the selection panel determines grant decisions?

Funding Panel members go through the following review process:

- ◆ Panel members are put into reading teams (2 to 3 people) and given 10-15 proposals to review.

- ◆ The Panel comes together for an all-day meeting, where they decide the groups they would like to interview. These decisions are made by consensus.
- ◆ The Panel is divided into two-person teams for interviews.
- ◆ The Funding Panel interviews four applicant groups at a time. (Haymarket interviews are group interviews because we have found that this approach reduces tension and often leads to important community building and networking opportunities.) Groups are not competing directly against the other groups; all groups can be funded.
- ◆ The Panel comes together for a weekend retreat where they make funding recommendations based on how well a group fits Haymarket's funding criteria. These decisions are made by consensus.
- ◆ Panel provides feedback to application (funded or not).

Can decision-makers on grantmaking selection panels be applicants? If so, are there any special processes or a conflict of interest policy tied to this occurrence?

Yes, given our model, panel members do have conflicts.

Our policy: Funding Panel members must declare association with an applicant group (e.g., as a board member, volunteer, employee, consultant, beneficiary, fiscal sponsor, etc.) at the initial stage of reviewing proposals. The funding board discusses these potential conflicts and activities that may preclude the member from participating in the process (e.g., interviews, site visits, voting/ decision making, etc.). However, panel members may still take part in the discussion, as well as answer questions and provide information about the project. The funding board member should reconfirm the existence of any potential conflict of interest at all funding board meetings during a review cycle.

What happens if there is disagreement among the decision-making committee? How is this resolved? (e.g., consensus, voting, etc.)

Haymarket's Funding Panel works by consensus.

How are selection panel members trained and supported?

Haymarket holds a new member orientation and a two and one-half day **"Undoing Racism" workshop** offered by People's Institute for Survival and Beyond within the first six months of members' service. We also provide mentoring and caucusing.

What recourse do grants applicants have to challenge the decisions?

Haymarket does not have an appeal process; however, each group (funded or not) is given feedback, and groups can apply the next year.

GENERAL STRUCTURE

What percentage of staff members are “peers”, i.e. of the population the foundation seeks to benefit?

75%

What percentage of board members are peers?

100%

What percentage of the grantmaking decision-making committee(s) are peers?

90%

Are there other committees or operational processes that involve peers?

Yes, Haymarket’s development and finance committees, as well as any ad hoc committees, are made up of peers.

How does the role of paid staff differ from that of peers?

The New England Funding Panel is the grant decision making body at Haymarket. The Board oversees the organization’s governance and finance systems. Staff run the day-to-day operations of the organization.

Do you pay members of your panel/committee?

No, but we do reimburse for travel and/or other expenses.

REPORTING, LEARNING, AND PROCESS ITERATION

What, if any, are your reporting requirements for grantees?

Who develops them?

Haymarket has a basic follow-up report that we ask groups to submit after 10 months of receiving a grant. These were developed by staff with the input of the Funding Panel.

Do you do any kind of formal evaluation? If so, what is asked of grantees and who conducts the evaluations? How do you evaluate impact?

Not currently, but it is something we are working on.

How do you learn about participants’ experiences, both as selection panelists and applicants?

At the interviews, we ask participants to fill out a brief evaluation form. After each grant cycle, the Funding Panel does an evaluation.

With whom do you share the results of what you learn?

We share our results with the Funding Panel, staff, and board.

Have you made changes to your programs based on feedback? If so, what is an example?

Yes, at grantees’ request we started holding an annual grantee gathering and providing more capacity building work with grantees. We also restructured the interview process and now include a glossary of terms in grant information packet.

For more information about the Haymarket People’s Fund, contact Jaime Smith at jaime@haymarket.org.

This resource was developed as a companion piece to the GrantCraft guide on participatory grantmaking. This resource is part of a suite of resources that showcase the rich and varied practices of participatory grantmaking across various organizations, reducing the burden on each funder to repeatedly outline their model. The guide and companion resources give insight to the philanthropy landscape about the what, how, and why of participatory grantmaking.

Visit grantcraft.org/participatorygrantmaking to explore further.