

# Solidarity, not Charity

## Key learnings and best practices for transformative grantmaking



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Image Credit: Janice Chang for Creative Commons.

**Image Description:** This illustration depicts diverse individuals of various sizes and skin tones sharing resources and supporting one another under a protective umbrella. The artwork uses warm oranges, blues, and purples, symbolizing unity and hope.

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# Table of Contents

<b>4</b>	<b>Introduction</b>
<b>9</b>	<b>Six Key Learnings</b>
10	1. Listen to movement leaders
12	2. Move power as well as money
14	3. Support social movement ecosystems
15	4. Incorporate Justice, Equity, Decolonization, and Inclusion
17	5. Trust grantees, and earn their trust
20	6. Prioritize learning over evaluation
<b>23</b>	<b>Five Transformative Grantmaking Practices</b>
24	1. Provide long-term, unrestricted grants
25	2. Use an integrated capital approach
27	3. Minimize bureaucracy
28	4. Give more than money
29	5. Mobilize resources from other donors
<b>30</b>	<b>Five Leading-Edge Practices</b>
31	1. Be transparent about sources of wealth
32	2. Repair harms
33	3. Give more than 5%
34	4. Spend down
35	5. Lobby for change
<b>36</b>	<b>Conclusion &amp; Next Steps for One Project</b>
<b>39</b>	<b>References</b>
<b>42</b>	<b>Appendices</b>
42	A. Interviewees
43	B. Alternative Philanthropy Frameworks
45	C. One Project Grantee Partners Nurture Core Capabilities Partners Boston and Massachusetts Place- Based Partners

# Introduction

**One Project** ([oneproject.org](https://oneproject.org)) is a nonprofit organization that is building infrastructure for a new economy where resources serve people and the planet, not profit. We partner with social movement organizations and networks, across the United States and in the global majority, who have been innovating approaches to economic democracy for decades.

**Economic democracy** is the idea that we, the people, can and should decide how resources (like land, labor, infrastructure, or money) are used to meet our needs. Communities can make deliberate, informed decisions about shared resources, and when they do, there are many [demonstrated benefits](#). This isn't a new idea; we've been learning from our partners about practices like [participatory budgeting](#) (originating in Porto Alegre, Brazil more than three decades ago, and now spread to more than 11,000 municipalities), [democratically governed investing](#), and [non-extractive finance](#). We've also learned that our role in the broader ecosystem is to mobilize capital, build supporting technological infrastructure, and help demonstrate that these proven approaches can work at scale. By the end of 2028, One Project has so far committed to move \$65 million in grants and mission-aligned investments towards this vision.

In 2023, as we prepared to move more money into the economic democracy ecosystem, we organized a series of listening sessions to help us learn about **best practices in transformative grantmaking**. In this report, we hope to support our peers in philanthropy by sharing what we learned. We want to help circulate wisdom from the leading-edge funders we interviewed, as well as provide a window into how One Project's grantmaking is evolving.

This report is not an exhaustive catalog of practices, nor a prescription for all funders. Rather, it's a short snapshot of an evolving field within which we are humbly finding our place. We seek to learn alongside others who are also looking for more effective ways to provide resources for systems change. In that spirit, we invite you to explore the work of Justice Funders, Grassroots International, the Trust-Based Philanthropy Project, the National Committee for Responsive Philanthropy, the Transition Resource Circle, Thousand Currents, the Neighborhood Funders Group, and others

described throughout this report (and see Appendix B for more information).<sup>1</sup>

## Our Journey

Our journey began as a think tank that supported research on economic democracy. In 2021, we launched our first publication, *The New Possible*, a collection of essays and speculative fiction that provided visions of a world beyond crisis, a world designed around natural abundance and human flourishing.<sup>2</sup> The research, editing, and publishing process was inspiring, and taught us a lot about pluriversal possibilities, but we heard clearly from movement partners that ideas without resources aren't enough. **Communities who are building economic democracy today need capital, and they need funders willing to cede control over how that capital is deployed.** That feedback shaped our shift: from producing research, to funding research, to resourcing economic democracy organizations and networks. In the Conclusion & Next Steps section below, we'll also describe our continued evolution towards democratic resource mobilizer and infrastructure provider.

We've always recognized that philanthropy is a complicated space, and that a world of economic democracy ultimately shouldn't need philanthropists. However, we felt a responsibility to move resources now to support the growing movement towards better possible futures. So, to learn how to do this work responsibly, we undertook a listening process in 2023-2024. We spoke with 15 funders and philanthropy serving organizations whose practices have evolved toward power-shifting approaches such as *trust-based, social justice, reparative, and participatory philanthropy*. These conversations deepened our understanding of an ecosystem where **transformative grantmakers are united by a commitment to shift power, not just move money.** We also reviewed the research literature, which confirms practitioner experiences: when communities hold decision-making power over funding, they often direct resources more effectively, with gains in both equity and innovation in the process.<sup>3</sup>

In the pages that follow, we summarize our takeaways: **six key learnings, five transformative tools, and five leading-edge practices.** We then describe our journey from traditional grantmaker, towards participatory funder (via our Horizon Fund, where our grantee partners have significant input to governance and resource allocation), and progress

1 For example Justice Funders. (2024). *Resonance framework*: [justicefunders.org/resonance-framework](https://justicefunders.org/resonance-framework); Trust-Based Philanthropy Project. (2023). *Practices for trust-based philanthropy*: [trustbasedphilanthropy.org/practices](https://trustbasedphilanthropy.org/practices); National Committee for Responsive Philanthropy (n.d.): [ncrp.org](https://ncrp.org); Transition Resource Circle: [transitionresourcecircle.org](https://transitionresourcecircle.org); Grassroots International. (2024). *Supporting social movements: A guide for funders*: [grassrootsonline.org/learning\\_hub/social-movement-funder-guide](https://grassrootsonline.org/learning_hub/social-movement-funder-guide). See Appendix B for more information.

2 Clayton, P., Archie, K. M., Sachs, J., & Steiner, E. (2021). *The new possible: Visions of our world beyond crisis*. Wipf and Stock Publishers. See <https://thenewpossible.org>.

3 See Costanza-Chock, S., Selvaraj, S., & Romanowska, I. (2025). *Who decides where money goes? The benefits of participatory funding*. OneProject.org. <https://oneproject.org/updates/who-decides-where-money-goes>

towards our next goal: to transition from a funder to a democratic resource mobilizer through the **Common Action Fund** and the **Common platform**, where communities will directly govern funding and resource allocation at scale.

## Our Approach

In our interviews with leading-edge funders, we sought to learn more about grantmaking practices that 1) advance economic democracy and 2) move beyond traditional extractive or transactional philanthropy. To do this, we spoke with 15 foundations and philanthropy serving organizations (PSOs) whose approaches vary widely – some practice trust-based philanthropy, others focus on movement building, and several engage in participatory grantmaking. While these funders don't all use the same terminology or frameworks, they share common values around equity, community power, and systems change.

From these interviews, as well as by reviewing reports, papers, and books written by others in the field, we identified a set of key principles and best practices. We then used what we learned to develop our own grantmaking approach.

## Context: The problem with traditional philanthropy

Much of the wealth distributed through philanthropy has its roots in harm – whether through stolen land and labor; the production of commercial tobacco and other harmful substances; coal and oil extraction that leaves behind poisoned air and watersheds; economic systems that have long exploited working people; financial practices that turned housing, health care, and other necessities into commodities; or through imperialism that enslaved and murdered millions, and left in place an economic system that continues to extract resources from indigenous peoples across the globe.

Now, in what some describe as a second Gilded Age, new philanthropies have been created with unprecedented wealth from giant media, tech, and e-commerce companies. Like their industrial age predecessors a century ago, many of these companies erode democracy, damage the environment, and are openly hostile to organized labor.

Scholar Ruth Wilson Gilmore has written that foundations hold “twice stolen wealth” – stolen once by industries that profit from underpaid or unpaid (predominantly Black and

brown) labor and/or exploitation of the environment, and a second time through charitable tax deductions that place this wealth in privately managed, mostly white-led philanthropic endowments.<sup>4</sup>

Tax laws in the United States allow the rich to keep and use their wealth largely as they wish. The requirement that foundations spend only 5% of their assets each year keeps most philanthropic wealth out of the hands of frontline organizations, even though they bear the brunt of confronting multiple existential threats to people and the planet.

The rest of the money is used to make more money, often in ways contrary to the professed values of funders. For example, the Climate Justice Alliance looked at the investment portfolios of the top 50 climate funders and found that most were still heavily invested in fossil fuel companies through index funds.<sup>5</sup> Philanthropy, in other words, too often invests in the very system that creates the harms that grantmaking is meant to address.

Who gets the money remains a critical issue in the field. After the murder of George Floyd, foundations pledged billions of dollars to Black communities. However, many of those pledges were never fulfilled, and the data show that the vast majority of funding still goes to white-led organizations.<sup>6</sup> The National Committee for Responsive Philanthropy (NCRP) looked at 25 of the largest community foundations in the country, for example, and found that “only 1% of grantmaking was specifically designated for Black communities, even though a combined 15% of these 25 cities’ populations are Black.”<sup>7</sup> Similarly, of all philanthropic funding by large U.S. foundations, only 0.4% goes to Native American communities.<sup>8</sup>

As the Transition Resource Circle and Culture Hack Labs write, “Philanthropy believes it is part of the solution. And sometimes it is. Yet, all too often, philanthropy exacerbates our current exploitative system through undemocratic and unaccountable processes — for example, by increasing endowments through existing market mechanisms — and through a lack of imagination on how to support the requisite paradigm shifts.”<sup>9</sup>

We know, because others have been proving it for years, that there are more just and impactful ways to do philanthropy.

4 Gilmore, R. W. (2017). In the shadow of the state. In INCITE! (Ed.), *The revolution will not be funded: Beyond the non-profit industrial complex* (pp. 41-52). Duke University Press. <https://doi.org/10.1215/9780822373001>; Chapman, Z., & Shastry, N. (2024, December 24). Will the revolution be funded? *The Forge*. <https://forgeorganizing.org/article/will-revolution-be-funded/>

5 Climate Justice Alliance. (2024). Put your money where your mission is: How to make your investments climate-justice aligned. Just Return Project.

6 Daniels, A. (2023, October 29). 3 years after George Floyd, foundations say they’ve changed. Many racial-justice nonprofits disagree. *Chronicle of Philanthropy*. <https://www.philanthropy.com/news/3-years-after-george-floyd-foundations-say-theyve-changed-many-racial-justice-nonprofits-disagree/>

7 Ponce, K. (2023, March 17). Black funding denied: Where are we two years later? *National Committee for Responsive Philanthropy*. <https://ncrp.org/2023/03/black-funding-denied-where-are-we-two-years-later/>

8 Candid. (n.d.). *Investing in native communities*. <https://nativephilanthropy.candid.org/>

9 Culture Hack Labs & Transition Resource Circle. (2024). *Post capitalist philanthropy: Examining the narrative landscape for cultural evolution*. <https://www.culturehack.io/app/uploads/2024/05/PCP-White-Paper-Examining-the-narrative-landscape-1.pdf>

COMMUNITY  
MEMBERS  
THEMSELVES  
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LIVED  
EXPERTISE  
ABOUT WHAT  
THEY NEED  
MOST.

# Six Key Learnings

From our conversations with funders and philanthropy serving organizations, we distilled the following set of six key learnings. These form the bedrock of our grantmaking approach.

# 1. Listen to movement leaders

Traditional philanthropy is donor-centered. When entering a new area of funding such as climate or economic justice, for example, foundations often commission studies or engage in internal strategic planning based on their own theories of change. Beneath this approach is an unspoken (often even unconscious) assumption that those who make or manage the money are best equipped to know how to spend it.

Transformative funders, by contrast, generally believe that community members themselves hold valuable lived expertise about what they need most. These funders know that they don't need to replicate the planning efforts of social movements; instead, they follow movement strategy. They identify their unique offering by listening carefully to movement leaders about what the ecosystem needs, who to partner with, and where their impact should be targeted.

This process of engaging communities in authentic conversation does at least three things: it signals to the grassroots that their expertise is recognized and valued; it builds a foundation of trust before any money is moved; and it provides clarity to the funder about how they can best support front-line groups.

One of the most cutting-edge approaches is when funders resource field leaders to help develop their grantmaking strategy. The Board of Directors of the Marguerite Casey Foundation frequently consults with economic justice movement leaders and other grantees to grapple with high-level strategy questions. The Kataly Foundation asked environmental justice leaders to create the strategy for their environmental justice grantmaking program, and those leaders also made grantmaking decisions.<sup>10</sup>

<sup>10</sup> The Kataly Foundation. (2022, December 5). Why trusting grassroots leaders to allocate rapid response dollars after climate disasters is smart philanthropy. *Medium*. <https://kataly.medium.com/why-trusting-grassroots-leaders-to-allocate-rapid-response-dollars-after-climate-disasters-is-smart-c74096222f1c>

# The Chorus Foundation on using a *What, Who, Where* framework

Chorus began with a living donor and funder, Farhad Ebrahimi, who wanted to impact climate change (“What issue?”). As he and the foundation learned about the causes of climate change, they saw that it was not a question of science or policy; the science, evidence, and policies exist.

Image credit and description: A Photo from the Chorus Foundation showing several people leaning over a large table, working together on a collaborative drawing project. The participants, wearing green, white, black, and other shirts, are focused on the papers spread across the table.



As the foundation listened, they aligned with the just transition framework in seeing that climate change was the result of how political, economic, and cultural power was distributed in society. They decided to focus on granting to groups that build power in frontline communities (“Who?” and “What approach?”) to show up for climate as well as a myriad of other issues. In partnership and co-strategy with these groups, Chorus committed to long-term partnerships in place-based communities where multiple actors built political, economic, and cultural power (“Where?”). As Chorus’ grantmaking matured, communities wanted to be the decision-makers on the funding, and asked Chorus to focus on mobilizing other funders towards funding Just Transition. Chorus transitioned from staff-led grantmaking processes, and this shift freed staff time to focus primarily on influencing other funders and donors (“What - Championing a need in the field”). By ceding grantmaking decisions to field leaders, Chorus leveraged each stakeholder’s strengths—communities directing resources for on-the-ground impact while Chorus used its position to multiply funding by catalyzing other funders to align with movement strategy.

## 2. Move power as well as money

The authors of *Resonance*, a report by Justice Funders, write that “If one of the fundamental premises of a regenerative economy is learning how to govern from a place of deep democracy, all of us need to engage with self-governance to learn new ways of being in relationship with one another. For philanthropy, this means we need to democratize power through our structures and cultures.”<sup>11</sup>

“If one of the fundamental premises of a regenerative economy is learning how to govern from a place of deep democracy, all of us need to engage with self-governance to learn new ways of being in relationship with one another.”

JUSTICE FUNDERS

In particular, a transformative approach known as participatory grantmaking has gained increasing visibility in recent years, especially after a 2017 report commissioned by the Ford Foundation. Some funders have turned to participatory grantmaking in response to criticism about their closed-door practices, and in response to questions about whether philanthropy is compatible with democracy or is inherently plutocratic.<sup>12</sup>

Many progressive funders practice various forms of participatory grantmaking. For example, the Solidaire donor network supported twelve movement leaders in their efforts to disburse \$16 million over two years through the Southern Power Fund. Solidaire’s staff and network raised the first \$1 million, proving proof of concept. The movement leaders then created the grantee list, and their organizations handle the granting – all without applications or reports. At Big Green

11 Justice Funders. (2024). Resonance framework. <https://justicefunders.org/resonance-framework/>

12 Gibson, C. (2020). *Participatory grantmaking: Has its time come?* National Center for Family Philanthropy. <https://www.ncfp.org/knowledge/participatory-grantmaking-has-its-time-come/>. See also Reich, R. (2013). What are foundations for? *Boston Review*. <https://www.bostonreview.net/forum/foundations-philanthropy-democracy/> and Giridharadas, A. (2019). *Winners take all: The elite charade of changing the world*. Vintage.

DAO, both donors and grantees participate in committees together and vote on how resources are distributed. While this work requires significant trust-building, the resulting relationships foster transformation on both sides. Research shows participatory grantmaking can lead to more relevant, thoughtful funding decisions and infrastructure that is more responsive to community needs, since it centers the knowledge of people with lived experience.<sup>13</sup> Similarly, grantees of the Chorus Foundation in Richmond, California, used their multi-year grant commitments to create a Richmond Just Transition Fund that they (the grantees) then controlled. This allowed Chorus to step back from grantmaking and focus on mobilizing other donors and funders to grow the Richmond Just Transition Fund.<sup>14</sup>

There is a continuum in this approach, ranging from community consultation to the complete ceding of decision-making power from the funder to the community. For example, when the Libra Foundation created the Democracy Frontlines Fund in 2020, they raised \$81 million from eleven foundations who pledged to “get out of the way.” Grantmaking decisions were turned over to a braintrust with deep experience in grantmaking and funding social movements, while the funders themselves embarked on a learning journey to “dig more deeply into issues of racial justice and equity.”<sup>15</sup> Similarly, when the Kataly Foundation was created in 2018, the donor, Regan Pritzker, turned decision-making power over the foundation’s \$445 million in assets to CEO Nwamaka Agbo and her team, who in turn brought frontline community members into the process. Together, these examples demonstrate the possibility of shifting power from traditional philanthropic structures to community-led decision-making.

13 Gibson, C. (2023). *Deciding together: Shifting power & resources through participatory grantmaking*. Trust-Based Philanthropy Project. <https://www.trustbasedphilanthropy.org/tools-resources/participatory-grantmaking>

14 East Bay Community Foundation. (2023, October 11). Richmond just transition fund. <https://www.ebcf.org/fund/richmond-just-transition-fund/>

15 Democracy Frontlines Fund. (n.d.). *Money to meet this moment*. <https://www.democracyfrontlinesfund.org/#about>

### 3. Support social movement ecosystems

Traditional philanthropy is often about the individual funder-grantee relationship. But transformative funders generally believe that *social movements* “are the mechanism by which people come together to make their voices heard and change their communities for the better.”<sup>16</sup> These funders target their interventions to support whole movement ecosystems, not just individual grantees. This often means collaborating with other funders and with a cohort of grantees who play different, complementary roles in a movement ecosystem.<sup>17</sup>

“Social Movements are the mechanism by which people come together to make their voices heard and change their communities for the better.”

MOVEMENT INVESTMENT PROJECT, NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY

This ecosystem-centric approach has allowed funders to support highly successful movements that have resisted anti-immigrant bills in Arizona, won universal preschool in Ohio and marriage equality nationally, restored voting rights to people with felony records in several states, changed the political landscape in Georgia and elsewhere, and supported climate justice work in communities around the country.<sup>18</sup>

One of the benefits of a movement ecosystem view is that it values smaller organizations that play critical but often overlooked roles. The Mertz Gilmore Foundation, for example, has focused much of its climate change funding in Virginia. In addition to supporting larger organizations like Appalachian Voices and the Southern Environmental Law Center, they also moved funds to very small organizations like the Allegheny-Blue Ridge Alliance, which played a critical communications role in the fight to stop the Atlantic Coast Pipeline.<sup>19</sup>

16 National Committee for Responsive Philanthropy. (2024, January 19). *Movement investment project*. <https://ncrp.org/movement-investment-project/>

17 See Ricigliano, R., & Muoio, A. (2023). Rethinking how to finance system health. *Kumu Blog*. <https://blog.kumu.io/rethinking-how-to-finance-system-health-7170f4bf9074>

18 Han, H., McKenna, E., & Oyakawa, M. (2021). *Prisms of the people: Power and organizing in twenty-first century America*. University of Chicago Press.

19 Mertz Gilmore Foundation. (n.d.). *Building lasting change*. <https://www.mertzgilmore.org/presidents-letter-2023-building-lasting-change>

## 4. Incorporate Justice, Equity, Decolonization, and Inclusion

It is well documented that BIPOC leaders and their organizations receive less funding than their white counterparts, and face more restrictions on their funding.<sup>20</sup> White-led organizations receive 80% of environmental grant dollars; the Monterey Bay Aquarium alone receives over three times as much funding each year as all environmental justice organizations combined.<sup>21</sup> Similarly, nonprofits led by women and Native Americans receive less funding than they would if the system were equitable.<sup>22</sup>

“The obstacles that [women of color (WoC)] must remove—in order to survive and thrive—are the same ones that keep all people from being free. When WoC fight and win for ourselves and our communities, everyone else benefits by extension.”

VANESSA PRIYA DANIEL

20 Grantmakers for Effective Organizations. (n.d.). *Centering equity through flexible, reliable funding: Resourcing BIPOC leaders*. <https://www.geofunders.org/news/centering-equity-through-flexible-reliable-funding-resourcing-bipoc-leaders/>; See also Dorsey, C., Kim, P., Daniels, C., Sakaue, L., & Savage, B. (2020). Overcoming the racial bias in philanthropic funding. *Stanford Social Innovation Review*. [https://ssir.org/articles/entry/overcoming\\_the\\_racial\\_bias\\_in\\_philanthropic\\_funding](https://ssir.org/articles/entry/overcoming_the_racial_bias_in_philanthropic_funding).

21 Taylor, D. E., & Blondell, M. (2023). *Examining disparities in environmental grantmaking: Where the money goes*. Yale School for the Environment. <https://doi.org/10.13140/RG.2.2.10106.36801>

22 Mercado, S. (2022). 2022 review: Indigenous organizations, issues saw greater visibility. *Philanthropy News Digest*. <https://philanthropynewsdigest.org/news/2022-review-indigenous-organizations-issues-saw-greater-visibility>; Indiana University Lilly Family School of Philanthropy. (2023, October 11). Giving to women's and girls' organizations represents 1.8 percent of charitable giving in the U.S. [https://philanthropy.indianapolis.iu.edu/news-events/news/\\_news/2023/giving-to-womens-and-girls-organizations-represents-18-percent-of-charitable-giving-in-the-us.html](https://philanthropy.indianapolis.iu.edu/news-events/news/_news/2023/giving-to-womens-and-girls-organizations-represents-18-percent-of-charitable-giving-in-the-us.html)

In the current backlash against racial equity, critics claim that the JEDI (Justice, Equity, Diversity, and Inclusion) movement is about quotas that provide an unfair advantage to some, but that's not the case. It's really about undoing a system of unfair advantages. Many funders believe that philanthropy can maximize impact by overcoming a bias against investing in the work of groups whose members have long been marginalized, but who are some of the most effective organizers in the country (and world!). As author Vanessa Priya Daniel, founder of the Groundswell Fund, writes, “The obstacles that [women of color (WoC)] must remove – in order to survive

and thrive – are the same ones that keep all people from being free. When WoC fight and win for ourselves and our communities, everyone else benefits by extension.”<sup>23</sup>

Proponents of equity in philanthropy recognize that grantmaking can repair some of the harm that was done in the past, create a more even playing field for all, and achieve greater impact by no longer overlooking the work of leaders who are quietly transforming their communities. Just as a venture capitalist might search for overlooked entrepreneurs who can add value to their portfolio, funders are doing the same.

These grantmakers understand that equity and inclusion often play out very differently in other countries, particularly in Global Majority countries where the majority of the populace are working class, so they invest time and resources to understand these dynamics and how they manifest locally in the work of grantees. They also seek to understand how some JEDI approaches, if applied uniformly across different countries, can obscure important nuances. There is room for more learning in this arena, and funders need to develop strategies that are adaptable to global contexts.

<sup>23</sup> Daniel, V. P. (2025). *Unrig the game: What women of color can teach everyone about winning*. Random House.

## 5. Trust grantees, and earn their trust

Modern, institutional philanthropy has built large bureaucracies designed to carefully vet and assess grantees. This reproduces power inequality and mistrust. Onerous grant application processes and impact reporting requirements are manifestations of funders' (often unconscious) desire for strict oversight of the assets they control. The cost of this distrust is significant, especially for smaller organizations with limited capacity. They are often required to submit lengthy applications and collect data that may have little meaning, in order to meet requests from program officers who are typically far removed from the community where the grantees live and work.<sup>24</sup>

In contrast, transformative funders build relationships with communities, learn which organizations are trusted by and accountable to those communities, and (over time) tend to make longer term commitments, because they know that transformational change takes time, people, and predictable flows of funding.<sup>25</sup>

These funders believe that trust is a two-way street, and they work to earn the trust of the communities they serve. They know there is an inherent power imbalance in philanthropy that, when not handled with care, can cause harm to grantees and movements. When funders make abrupt pivots in their funding strategies, for example, they can destabilize organizations that are not given time to find new sources of support. When funders impose priorities on grantees that are divorced from the reality on the ground, they force grantees to waste precious time and effort. When funders have not listened to or built relationships with communities, they can disrupt movement ecosystems by incentivizing competition or mandating collaboration that might undermine existing networks and relationships. Instead of imposing their will on communities, transformative funders earn trust by creating systems and processes that minimize harm to grantees, as well as by building relationships grounded in accountability to the communities they serve. When this occurs, participatory processes often generate stronger, more lasting change than traditional models, including deeper networks,

<sup>24</sup> See [Crappy Funding Practices](#) to learn more on how funders make grantees jump through unnecessary hoops.

<sup>25</sup> See Han, H., McKenna, E., & Oyakawa, M. (2021). *Prisms of the people: Power and organizing in twenty-first century America*. University of Chicago Press.

increased leadership capacity, and movement infrastructure that endures beyond grant cycles.<sup>26</sup> These funders recognize and reject the ways philanthropy has caused harm by searching for the silver bullet, abruptly changing direction at the whim of new leadership, and centering funder-led ideas for social change.

More than anything, transformative funders listen to learn. They know that the issues they want to address have been grappled with over generations by the people most impacted by those issues. Instead of unilaterally launching a new initiative, they listen. Before shifting their grantmaking practices, they learn how a new direction might impact grantees. They follow field-led strategy and take other measures to mitigate harm to the ecosystems they serve.

Transformative funders allow for their grantmaking strategy to evolve and adapt to changing circumstances, but they do it in conversation with field leaders. They often provide unrestricted funding to allow for maximum flexibility, capacity building, and resilience in grantee organizations.<sup>27</sup> Two additional important practices are a) clear communication around funding commitments, and b) providing ample runway to grantees if and when their funding will stop; grantees recommend at least nine months' notice to exit.<sup>28</sup>

Earning the trust of grantees is a long-term journey — one that requires donors and foundation leaders to reckon with the realities of wealth inequality, white supremacy, ego, and the need to release control in order to genuinely co-create with field leaders.

26 Suárez, D. F., Johnson, J. M., Gibson, C. M., & Cardona, C. (2024). *Participatory grantmaking in philanthropy: How democratizing decision-making shifts power to communities*. Georgetown University Press.

27 Harder+Company Community Research. (2019, April). *Weingart Foundation: The case for unrestricted operating support—Key findings from 2018 grantee partner case profiles*. Weingart Foundation. <https://weingartfnd.org/wp-content/uploads/2021/01/Summary-and-case-studies-1.pdf>

28 See slide 25, New Economy Coalition. (n.d.). *Resourcing agreements for NEC members & funders* [Google Slides presentation]. [https://docs.google.com/presentation/d/1yFxfEF1E3xflbsXC5wW379U9QHQP1-24SoX-9AtwNW-U/edit?slide=id.g20716368067\\_0\\_31#slide=id.g20716368067\\_0\\_31](https://docs.google.com/presentation/d/1yFxfEF1E3xflbsXC5wW379U9QHQP1-24SoX-9AtwNW-U/edit?slide=id.g20716368067_0_31#slide=id.g20716368067_0_31)

# Contribution rather than Attribution

The core shift in mindset needed to avoid chasing the silver bullet is to embrace, as veteran philanthropy professional and author Dimple Abichandani puts it, “contribution rather than attribution.”<sup>29</sup> The main value proposition of grantmaking is that the funder has resources while the grantees have expertise and experience in creating the change both the funder and grantee desire to see. The funder does not “create change;” rather, the funder *contributes* to the change that the ecosystem is making. This de-centers the funder and puts them in the stance of contributing to a vision and strategies held by those closest to the problems and solutions.

<sup>29</sup> See Abichandani, D. (2025). *A new era of philanthropy: Ten practices to transform wealth into a more just and sustainable future—How we fund in times of crisis and opportunity*. North Atlantic Books.

## 6. Prioritize learning over evaluation

The current economic system has left its mark on philanthropy through the adoption of the “returns on investment” mentality, along with metrics that claim to measure the impact of social change.<sup>30</sup> However, if the goal of transformative grantmaking is to drive systems change, it is hubris to believe that one grant, or even a set of grants, can achieve such goals. Systems transformation takes time, and tends to be nonlinear.<sup>31</sup>

Traditional philanthropy’s evaluation frameworks often position the funder as both expert and arbiter, granting them the authority to “monitor the completion of grant outcomes.” This creates a power imbalance akin to that between a bank’s loan officer and a borrower — one that is often intensified by the dynamics of race, class, gender, disability, and other factors. As a result, grantees may feel pressure to overstate successes and conceal challenges that could otherwise offer valuable lessons for achieving meaningful social change.

Transformative funders take a different approach. They prioritize learning over traditional evaluation, which invites curiosity and centers the grantee as the expert with lived experience. In this role, the grantee provides feedback on what worked, what stands to be improved, and what reasons there may be for project outcomes. The funder learns from this reflection, and this learning may also be applied across their overall grantmaking strategy. Funders may still use indicators and other data to help track progress, but in ways that support collective learning, not unilateral judgment of the grantee by the funder.

Some funders assess their impact more holistically. Since advancing economic democracy involves many actors with many different approaches, Chorus Foundation evaluated its work at the ecosystem level rather than by focusing on any single grantee. They measured success by how well they helped strengthen relationships across the ecosystem and, in turn, supported power-building for systemic change. They also prioritized learning from grantees and communities on their own terms — centering what matters most to grantees — and worked to educate and encourage other

30 This belief system led to the rise of philanthropic “impact investing” that uses a top-down, market-based orientation to social change. See Wood, D. (2020). Roles foundations play in shaping impact investing. *Stanford Social Innovation Review*. [https://ssir.org/articles/entry/roles\\_foundations\\_play\\_in\\_shaping\\_impact\\_investing](https://ssir.org/articles/entry/roles_foundations_play_in_shaping_impact_investing) And Soskis, B. (2021). Impact investing and critiques of philanthrocapitalism. Urban Institute. <https://www.urban.org/research/publication/impact-investing-and-critiques-philanthrocapitalism>

31 See, for example, Phillips, S. (2024). *How we win the civil war: Securing a multiracial democracy and ending white supremacy for good*. PublicAffairs.

funders to direct more resources in ways that align with movement needs.

Transformative grantmakers value relational learning. Instead of relying on time-consuming forms and reports that often go unread, those we spoke with preferred conversations or meetings for learning and progress updates. This approach improves the quality of information exchange and provides valuable strategic insights. Relational learning also centers the ecosystem as the primary beneficiary of learning. For example, the Chorus Foundation had a grantee listserv where grantees posted progress reports, shared updates, and learned from one another. This turned progress reports into tools for cross-organization and cross-community updates, fostering network-level learning and cross-pollination.

Inherent in this approach is a belief that evaluation is a two-way process in which both partners can learn and grow. The Marguerite Casey Foundation focuses on improving their ability to efficiently deploy resources to the field. For example, they measure the time that passes between an organization submitting an application and receiving a check. Rather than focus on holding grantees accountable, evaluation can be flipped to hold funders accountable.

From this standpoint, funders must explore not only grantmaking but also other ways to help their grantees succeed. How can they, for example, work with grantees to amplify their stories? How can they help shift the narrative around racial capitalism so that others understand the context in which grantees work? How might funders help organize other funders to collaboratively advance the whole ecosystem's work?

# General Service Foundation

General Service Foundation (GSF) removed the requirement for written reports (which would often take grantees 12-14 hours to draft) and shifted to 40-minute phone calls between grantees and program officers. This transformed their grantmaking by fostering deeper relationships, and allowed for grantee-led conversations. The result was an ongoing channel for conversation that built trust and allowed grantees to feel that GSF was in solidarity with them. This shift to listening also resulted in GSF being on the leading edge of efforts in the philanthropic sector to address needs on the ground, such as Healing Justice, simply because GSF was talking with grantees in a way that other foundations weren't.

Image credit and description: A photo from the General Service Foundation, where two people engaged in conversation in an indoor setting with bright windows visible in the background. The person on the left is wearing a white vest over a maroon shirt. The person on the right is wearing a beige top.



Their conversational reporting is based on three simple questions:

- What do you want us to know about your work?
- What are the strategic questions you're grappling with?
- How can we help? (in addition to the grant)

# Five Transformative Tools

In addition to the six key learnings we've just reviewed, through our conversations with transformative funders, we identified five transformative tools. These are not universally adopted. Some transformative grantmakers employ all of them, while others use only a few, depending on their goals and unique circumstances.

# 1. Provide long-term, unrestricted grants

Long-term support has become more commonplace because it reduces the time required for fundraising, strengthens grantees' ability to do long-term planning and budgeting, and allows grantees to focus on larger goals instead of meeting short-term funder requirements. Much of the Chorus Foundation's spend-down grantmaking, for example, was made through commitments of up to ten years.

## 2. Use an integrated capital approach

Philanthropic institutions in the U.S. contribute over 13 times more money to global stock markets via their investment portfolios (their endowments and other assets) than they do to advancing their missions via grantmaking.<sup>32</sup> Many funders are now attempting to align their investments with their mission. This alignment is crucial for building economic democracy, which aims to divest philanthropic assets from the dominant financial system and redirect capital into community-controlled institutions that build economic power.

Integrated capital refers to the coordinated deployment of different forms of financial capital to enterprises that work to solve complex social and environmental problems.<sup>33</sup> Communities often need a variety of types of capital — such as investments, loans, and loan guarantees — to achieve their goals. Banks typically won't provide these kinds of capital to grassroots organizations, but philanthropy can. Mission-aligned investments can significantly support local solidarity economies that prioritize people and the planet over profits.<sup>34</sup>

Integrated capital is being deployed by grantees as well as by funders. For example, RUNWAY has launched the Rooted Fund, an “integrated capital investment fund committed to investing \$50 million into businesses, cooperatives, and social impact organizations in Black communities across the U.S.”<sup>35</sup> The fund offers donors and investors the opportunity to make long-term investments for lower returns, or to make loans at no interest. The Boston Impact Initiative makes investments in communities of color to “grow worker or community power and voice, including co-ops, worker-owned, and unionized businesses.”<sup>36</sup>

32 According to the Climate Justice Alliance, “Of the roughly \$93 trillion flowing throughout global financial markets in 2020, nearly \$1.2 trillion of that came from U.S. based philanthropic investments. During that year, those same foundations gave out \$88.6 billion in grants.” Climate Justice Alliance. (n.d.). *Put your money where your mission is: How to make your investments climate-justice aligned*. <https://climatejusticealliance.org/>

33 Definition of integrated capital RSF Social Finance. (n.d.). *Integrated capital for social enterprises*. <https://rsfsocialfinance.org/news/integrated-capital-for-social-enterprises/>

34 Justice Funders. (2023). *Shifting capital and power to build the regenerative economy: A just transition investment framework for philanthropic institutions*. <https://justicefunders.org/state-of-the-movement-2023-shifting-capital-and-power-to-build-the-regenerative-economy/>; Agbo, N. (2024). How to use integrated capital to shift power to the front lines. *Stanford Social Innovation Review*. [https://ssir.org/articles/entry/how\\_to\\_use\\_integrated\\_capital\\_to\\_shift\\_power\\_to\\_the\\_front\\_lines](https://ssir.org/articles/entry/how_to_use_integrated_capital_to_shift_power_to_the_front_lines); see also Resource Generation. (2025). *Transformative investment principles (TIPS)*. <https://resourcegeneration.org/transformative-investment-principles/>

35 RUNWAY ROOTED Fund. (n.d.). *RUNWAY ROOTED fund*. <https://www.rootedfund.family/#about>

36 Boston Impact Initiative. (2025, October 30). *Home*. <https://bostonimpact.org/>

# The Kataly Foundation on Integrated Capital



Image credit and description: A photo by Sarah Jacqz of Nia Evans, director of the Boston Ujima Project, wearing a hoodie, standing with arms outstretched, facing a room of Ujima members and supporters seated. The room has fluorescent ceiling lights, a wall clock, and a colorful banner in the background.

The Kataly Foundation began offering integrated capital through a \$10M pilot [Restorative Economies Fund](#) that combines grants with non-extractive investments (loans, loan guarantees, lines of credit, etc.) and non-financial support, including technical assistance or strategic advice. For example, one of Kataly's grantee partners is The Guild, an organization in Atlanta that builds community wealth and power through cooperative real estate, entrepreneurship programs, and access to capital for marginalized communities. "Through the model of integrated capital, Kataly's support of The Guild included a \$50,000 rapid response grant, a \$550,000 per year general operating support grant for three years, and a \$5 million loan at 0% interest with a term of 10 years. In addition to financial support, we provided strategic advice for fundraising, supported funder briefings, and offered technical financial advice on their projections."<sup>37</sup>

37 Agbo, N. (2024). How to use integrated capital to shift power to the front lines. *Stanford Social Innovation Review*. [https://ssir.org/articles/entry/how\\_to\\_use\\_integrated\\_capital\\_to\\_shift\\_power\\_to\\_the\\_front\\_lines](https://ssir.org/articles/entry/how_to_use_integrated_capital_to_shift_power_to_the_front_lines)

### 3. Minimize bureaucracy

When grantmakers deeply trust and follow the strategic direction of field leaders, there is less need for complex systems to vet, monitor, and evaluate grantees. Grantee staff can then reallocate time otherwise spent on foundation applications, reports, and evaluations. For example, the Solidaire Donor Network distributes millions of dollars annually to movement groups without applications or reports, trusting 1) that field leaders can identify values-aligned groups to fund, and 2) that grantees are best positioned to maximize the impact of the funding they receive. Similarly, the Weingart Foundation streamlined its due diligence and reporting, prioritizing trust relationships over transactional engagements while easing the burden on grantees. They rely on partners' insights about their organizations and the communities they serve through formal conversations and informal check-ins.

## 4. Give more than money

Transformative funders who truly listen to the communities they serve know that systems change requires more than money. These funders go beyond the grant check to find other ways they can support and advocate for their grantees, including technical assistance, communications support, and opportunities for grantees to come together for shared learning. They also use their positional and social capital to open doors, influence donors, and advocate in spaces where grassroots groups lack access.

## 5. Mobilize resources from other donors

Grassroots groups working to build economic democracy often operate outside the mainstream economic system. As a result, they tend to hold less wealth and power and have fewer connections to the people and institutions that might offer the grants, investments, and other resources needed to sustain and grow their work. These groups have called on grantmakers to play a more active role in helping them access capital and shift resources from the extractive economy toward economic democracy.

Some transformative grantmakers have responded to these calls and are leveraging their unique positions as wealth holders to educate and encourage other donors to align their philanthropic activities and investments with economic democracy. Funders can do this by exercising thought leadership in the philanthropic sector, inviting grantees to speak in philanthropic spaces, and providing donor education through retreats, conferences, pooled funds, and cohorts, among other approaches. The Chorus Foundation, for example, developed a comprehensive communications strategy to engage the philanthropic sector through films, journal articles, media interviews, conference presentations, a special supplement to the Stanford Social Innovation Review, and countless personal conversations with donors.<sup>38</sup>

38 Stanford Social Innovation Review. (2024). *Philanthropy and power* [Special issue]. [https://ssir.org/supplement/philanthropy\\_and\\_power#](https://ssir.org/supplement/philanthropy_and_power#) a Chorus-sponsored supplement to the Stanford Social Innovation Review, 2024.

# Five Leading-Edge Practices

We also identified five leading-edge practices that have not yet been widely adopted across the sector.

# 1. Be transparent about sources of wealth

A growing number of funders are openly sharing information about how the wealth they manage was earned, who was harmed in its amassing, and how that history impacts their grantmaking. For example, the National Committee for Responsive Philanthropy (NCRP) helped several foundations in the Washington, DC area reckon with the sources of their wealth, in an effort that can serve as a guide to others.<sup>39</sup>

<sup>39</sup> National Committee for Responsive Philanthropy. (2024, January). *Cracks in the foundation: Philanthropy's role in reparations for Black people in the DMV*. <https://ncrp.org/wp-content/uploads/2024/01/NCRP-reckoning-launch.pdf>

## 2. Repair harms

Some funders are engaging in reparative philanthropy. The Decolonizing Wealth Project defines this as “the redistribution of resources in a manner that acknowledges the extractive origins of philanthropic wealth (family or institutional) and how colonization, slavery and the forms of oppression facilitated the accumulation of wealth that philanthropy protects, grows and distributes.”<sup>40</sup> The Bush Foundation, for example, announced “reparative and restorative action” and moved \$50 million grants to both NDN Collective and Nexus Community Partners.<sup>41</sup>

40 Decolonizing Wealth Project. (n.d.). *Reparative philanthropy*. <https://www.decolonizingwealth.com/programs/reparative-philanthropy>

41 Ford Reedy, J. (2021, December 14). *Note from Jen: What reparative action means to us*. Bush Foundation. <https://www.bushfoundation.org/learnings/note-from-jen-what-reparative-action-means-to-us/>

## 3. Give more than 5%

U.S. foundations are required to spend the equivalent of 5% of their assets each year. They can give more, of course, but 5% for grantmaking has become the norm among foundations, especially those that want to exist in perpetuity. This means that up to 95% of foundation assets are typically invested in the stock market, where they are often used to continue extractive and harmful practices that undermine the foundation's mission. During the early days of COVID-19, many foundations and philanthropic interest groups endorsed higher spending rates in response to the crisis. Some funders have permanently committed to higher payout rates.<sup>42</sup> Most recently, more foundations are committing to higher payout rates as the nonprofit sector comes under assault. Maintaining these commitments through challenging times (and turbulent markets) is a leading edge practice.<sup>43</sup>

- 42 Council on Foundations. (2020). *A call to action: Philanthropy's commitment during COVID-19*. <https://cof.org/news/call-action-philanthropys-commitment-during-covid-19>; Waleson, H. (2007). *Beyond five percent: The new foundation payout menu*. National Committee for Responsive Philanthropy. <https://ncrp.org/resources/beyond-five-percent-the-new-foundation-payout-menu/>.
- 43 MacArthur Foundation. (2025). *Set it at six: Supporting civil society in need with increased giving*. <https://www.macfound.org/press/perspectives/supporting-civil-society-in-need-with-increased-giving>; Daniels, A. (2025, April 10). 70-plus foundations 'meet the moment' and pledge to increase their grants. *The Chronicle of Philanthropy*. <https://www.philanthropy.com/article/70-plus-foundations-meet-the-moment-and-pledge-to-increase-their-grants>.

## 4. Spend down

Several donors and funders, including the Whitman Institute, Kataly Foundation, Ceres Trust, Chorus Foundation, and Compton Foundation, have made the decision to put themselves out of business by turning their assets over to the communities they serve. They believe that moving their wealth to communities quickly is more important than existing in perpetuity. Few, if any, of these funders would suggest that spending down is the right move for all foundations; it is a case-by-case determination based on each funder's goals and context.<sup>44</sup>

44 See Henderson, A. W., & Ebrahimi, F. (2024). We need a strategy for spending down. *Stanford Social Innovation Review*. [https://ssir.org/articles/entry/we\\_need\\_a\\_strategy\\_for\\_spending\\_down](https://ssir.org/articles/entry/we_need_a_strategy_for_spending_down).

## 5. Lobby for change

Some transformative funders are working to change the rules of philanthropy. The Donor Revolt for Philanthropy Reform, which was launched by a group of donors with private foundations or Donor-Advised Funds (DAFs), is calling for a number of changes to the laws governing philanthropy in the U.S.A. Among them, they want to increase the minimum payout requirement from 5% to 7%, limit which expenses can be applied to the minimum payout, and require DAFs to pay out their assets within 5 years of receipt.<sup>45</sup>

<sup>45</sup> Donor Revolt. (n.d.). *Join the donor revolt for philanthropy reform*. <https://donorrevolt.com>

# Conclusion & Next Steps for One Project

One Project's practices have evolved significantly since our early days as a think tank. In this report, we've explored how our organization has been reshaped by listening deeply to foundations, grantee partners, and philanthropy-serving and community-based organizations who told us clearly what movements need from funders. In response, we've moved towards trust-based, relational, solidarity-centered, and participatory grantmaking. We've adopted many of the best practices outlined in this report, in ways that are developmentally appropriate for our organization, and we remain committed to learning through practice.

**Nurturing Core Capabilities.** A key moment in our journey towards transformative funding was the launch of our Nurture Core Capabilities (NCC) grantmaking program in 2023. NCC includes multi-year general operating grants to 29 groups – alliances, coalitions, and place-based initiatives – with a majority led by and serving BIPOC, working-class, and historically excluded communities who are all working towards a just transition to a regenerative, democratic economy. Learnings from these grantees, many of whom have long been building alternative models of power and resource stewardship, help shape One Project's perspective and strategy. In addition to grants, we also offer opportunities to foster relationships, share learnings, and co-design infrastructure together.

**Co-designing Common.** In 2025, we worked with a subset of our grantees to co-design the [Common platform](#) – an ethical, open-source, community-governed digital platform that facilitates decision-making, networking, collective resource governance, and shared learning.

Using Common's tools for participatory funding, One Project, People Powered, and the Coalition for Worker Ownership and Power (COWOP) launched three pilot projects in 2025 to allocate \$550K. For example, [People Powered](#) is using Common for their annual participatory budgeting process that engages 120+ civil society organizations across six regions and 250+ participants. Through Common, participants collaborate directly on budget proposals and build meaningful

connections across their global network. Rather than juggling multiple platforms, they now manage their complete workflow through Common, transforming budget allocation from an administrative burden into genuine community engagement that deepens trust. Similarly, the Coalition for Worker Ownership and Power (COWOP) is using Common to democratically allocate \$100K among 40+ cooperative business members to provide transportation support and food access. Through Common, COWOP collectively develops ideas into proposals, determines acceptance criteria, and co-designs approaches that will improve access to essential services for worker-owners. Six additional organizations have committed to using Common, demonstrating growing momentum toward shared infrastructure for the economic democracy movement.

## THE INFRASTRUCTURE FOR DEMOCRATIC RESOURCE DISTRIBUTION EXISTS TODAY.

**Piloting the Horizon Fund.** One Project's new participatory pooled Horizon Fund is using the Common platform to support field-led resource allocation to innovative projects identified by grantees. The Horizon Fund currently includes more than 30 groups and organizations that model, seed, and grow economic democracy in the U.S. and around the world. These organizations provide meaningful input on funding goals and decisions through Common's democratic decisionmaking features. The Horizon Fund is a shared space where One Project's grantmaking team and practitioners (who are deeply embedded in the work and have a firsthand understanding of interconnected challenges) collaborate to direct resources towards what is most needed.

**Preparing for the Common Action Fund.** We are also preparing to raise \$100 million to launch the Common Action Fund (CAF), a multi-sector field-led large scale capital vehicle for economic democracy. The launch of the Common Action Fund, hand-in-hand with the Common platform, will mark our transition from a traditional funder with program officers

making grants, to a resource mobilizer providing infrastructure for collectively controlled resources. By running our own (and other funders') grantmaking on the Common platform, we're demonstrating that the infrastructure for democratic resource distribution exists today. This transition allows us to more fully practice what we've learned: communities closest to challenges should hold real decision-making power over the resources meant to address those challenges. Eventually, together with the growing movement of which we're a part, we hope to advance economic democracy at scale.

We're beginning to build organizational culture, practices, and relationships that will be crucial for our mission. Rather than striving for perfection, One Project is committed to continuous learning and co-creation within a growing network of foundations, grantee partners, organizations, and networks who see community transformation, not dependence on funders, as the end goal.

We're grateful to our peers in philanthropy who shared their evolving practices with us, and also to the movement partners, grantees, and communities whose work, feedback, and patience have shaped One Project's trajectory. The practices described in this report are not innovations we developed; they are responses to what movements have been demanding from philanthropy for decades. We hope this summary is useful to other funders, and we hope that funders who read this will join us in a commitment not just to learn from, but to actively walk the path towards ceding power to the communities our work is meant to serve.

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# Appendices

## A. Interviewees

During the course of our research, we interviewed the following people, who provided invaluable insight into how we can practice new forms of philanthropy that better serve frontline communities working for a just transition to a democratic economy.

Anna Fink, Executive Director,  
Amalgamated Bank Foundation

ada smith, Governing Power Strategist,  
Solidaire Network

Carmen Rojas, President and CEO,  
Marguerite Casey Foundation

Dimple Abichandani, Philanthropy Advisor & Author and  
Former Executive Director, General Service Foundation

Farhad Ebrahimi, President and Founder,  
Chorus Foundation

Joyce Ybarra, Vice President, Programs,  
Weingart Foundation

Kathryn Gilje, Executive Director, Ceres Trust

Louise Armstrong, Transitional Executive Director,  
Thirty Percy Foundation

Maria Nakae, Senior Director of Just Transition Investing,  
Justice Funders

Nwamaka Agbo, CEO of Kataly & Managing Director  
of the Restorative Economies Fund

Sara Mersha, Director of Grantmaking and Advocacy,  
Grassroots International

## B. Alternative Philanthropy Frameworks

A number of groups have offered frameworks for grant-making practices that move power as well as money, and that enable frontline communities to attack the root causes of the issues they face as they work for a more just and resilient world. Here are some frameworks that inspire us:<sup>46</sup>

### [Resonance: A Just Transition Guide for Philanthropic Transformation, 2nd Edition.](#)

This guide, produced by Justice Funders, introduces funders to the just transition framework, applies it to philanthropy, and describes how some funders are “redistributing wealth, democratizing power, and shifting economic control to communities.”

### [Put Your Money Where Your Mission Is: Make Your Investments Climate-Justice Aligned](#)

A guide for missions-aligned investing, produced by the Climate Justice Alliance.

### [The Movement Investment Project](#)

An initiative by the National Committee on Responsive Philanthropy (NCRP) that encourages funders to support movement-building in order to address the root causes of inequities.

### [Post Capitalist Philanthropy: Examining the Narrative Landscape for Cultural Evolution](#)

The white paper identifies six narrative communities within philanthropy, including business as usual, philanthropy as reparations, and reimagining wealth, and proposes a way of understanding wealth as a “transition pathway” where “wealth is alchemized through philanthropy to serve liberation and regeneration and usher in post capitalist realities worth living.” Produced through a collaboration between the Transition Resource Circle, a One Project grantee, and Culture Hack Labs.

### [Six Practices of Trust-Based Grantmaking](#)

The Trust Based Philanthropy Project shares these practices that address the inherent power imbalance between funders and grantees.

<sup>46</sup> For the perspectives of more than a dozen organizers and progressive funders, see [Philanthropy and Power](#), a supplement to the Stanford Social Innovation Review, 2024.

### [Five Key Principles of Social Justice Philanthropy](#)

A set of principles offered by the donor network Resource Generation, meant to ensure that foundations are “accountable, transparent, and responsive in their grantmaking.”

### [Social Movement Investing](#)

A guide to “investing capital in coordinated alignment with social movements to amplify, augment and strengthen community power building,” produced by the Center for Economic Democracy, a One Project grantee.

### [Building Solidarity with Global Movements](#)

A program of Thousand Currents.

### [Do Better: Grantmaking Principles and Practices Toward Community Accountability](#)

A guide from the Neighborhood Funders Group for funders wanting to shift from transactional grantmaking to partnership with grantees.

### [Supporting Social Movements: A Guide For Funders](#)

This guide describes Grassroots International’s approach to what they call solidarity philanthropy, and offers an introduction to the importance of funding social movements.

### [Decolonizing Wealth Project](#)

DWP offers programs and resources on reparative philanthropy and other topics.

### [Community-Driven Philanthropy: Participation, Partnership and Power](#)

A guide from Grantmakers for Effective Organizations that focuses on “the idea that grantmaking is most equitable and effective when it meaningfully engages and includes a broad and diverse set of voices.”

### [Solidarity Philanthropy: Redefining Philanthropy’s Relationship to Social Movements](#)

Solidarity Philanthropy is a framework put forward by Grassroots International that redirects philanthropic resources toward social movements and communities experiencing injustice, emphasizing deep partnerships and movement-led priorities. It calls on funders to increase flexible funding to movements, divest from harmful systems, and practice genuine allyship beyond financial support.

## C. One Project Grantee Partners

### Nurture Core Capabilities Partners

[Amazon Sacred Headwaters](#)

[The Boston Ujima Project](#)

[Center for Economic Democracy \(CED\)](#)

[Center for Ethical Land Transition](#)

[Climate Justice Alliance](#)

[Cooperation Jackson](#)

[DisCO](#)

[Global Alliance for the Rights of Nature \(GARN\)](#)

[Global Tapestry of Alternatives](#)

[Grassroots International](#)

[The Guild](#)

[The Industrial Commons](#)

[Just Futures Impact](#)

[Maria Fund](#)

[The Metagovernance Project](#)

[National Black Food & Justice Alliance](#)

[New Economy Coalition](#)

[Participatory Budgeting Project](#)

[People Powered](#)

[Public Bank East Bay](#)

[PUSH Buffalo](#)

[Right to the City Alliance](#)

[Runway](#)

[Seed Commons](#)

[Sogorea Te' Land Trust](#)

[Thousand Currents](#)

[Transition Design Project for the Cauca River Valley](#)

[Transition Resource Circle](#)

[US Federation of Worker Cooperatives](#)

### Place-Based Pilot Partners

[Alternatives for Community & Environment – Roxbury](#)

[Environmental Empowerment Project](#)

[Arise for Social Justice](#)

[Asian American Resource Workshop](#)

[Bent Birch Retreat Center / Movement Retreat Center](#)

[Boston Ujima](#)

[Boston Impact Initiative \(BII\)](#)

[Brazilian Women's Group](#)

[Brockton Interfaith Community / Co-op Cultivators of](#)

[Greater Brockton](#)

[Brockton Workers Alliance](#)  
[Cambridge HEART \(Holistic Emergency Alternative Response Team\)](#)  
[Casa del Trabajador/Metrowest Worker Center](#)  
[Center for Cooperative Development and Solidarity](#)  
[Center for Economic Democracy – Solidarity Economy Incubator Fund](#)  
[Center for Economic Democracy – Solidarity Philanthropy Learning Circle](#)  
[Chinese Progressive Association](#)  
[City Life / Vida Urbana](#)  
[The City School](#)  
[Community Movement Commons](#)  
[Cooperative Development Institute](#)  
[Cooperative Fund of the Northeast](#)  
[Democracy Brewing](#)  
[Design Studio For Social Intervention](#)  
[Dorchester Art Project](#)  
[Dorchester Food Co-op](#)  
[Dudley Street Neighborhood Initiative](#)  
[Eastern Woodlands Rematriation](#)  
[Families for Justice as Healing](#)  
[GreenRoots](#)  
[Heal the Hood](#)  
[Homes for All](#)  
[Launch.coop](#)  
[LUCE Hotline](#)  
[Massachusetts Solidarity Economy Network](#)  
[Matahari Women Workers’ Center](#)  
[Muslim Justice League](#)  
[Mutual Aid Eastie](#)  
[Neighbor to Neighbor Massachusetts](#)  
[Neighbors United for a Better East Boston](#)  
[New England Community Project](#)  
[Nipmuc Indian Development Corporation](#)  
[Pioneer Valley Workers Center](#)  
[Resource Organizing Project](#)  
[Roots & Dreams and Mustard Seeds](#)  
[Valley Alliance of Worker Co-operatives](#)  
[Wellspring Cooperative](#)  
[Worx Printing Cooperative / Good Press](#)  
[Youth Justice Power Union](#)