

GRANT-MAKING POLICY

Version 2 - September 2023

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NEXT REVIEW DUE	July 2024

1. ABOUT MISSION 44

Mission 44 is a new charitable foundation, seeking to transform the lives of young people from underserved communities. Our vision is a fair and inclusive society where all young people can reach their full potential. Through grant-making, advocacy and research we aim to support, champion and empower young people from underserved communities to succeed through narrowing opportunity gaps in education, employment and wider society.

1.1 Our Values

<i>We are brave</i>	We have an ambitious sense of possibility, working to transform young people's lives.
<i>We are collaborative</i>	We never work alone. We work with humility, building partnerships and coalitions to make change happen.
<i>We act with integrity</i>	We are honest, transparent and build trust-based relationships.
<i>We are inclusive</i>	We put equity as the heart of everything we do and amplify the voices of the underrepresented.
<i>We are curious</i>	We are evidence-led, continuously learning to grow our impact.

1.2 Purpose

This policy applies to Mission 44, a charity registered in England and Wales (registered charity number: [1199596](#)). Mission 44 is governed by a Board of Trustees. A staff team led by the Chief Executive has delegated responsibility for day-to-day activities.

The purpose of this policy is to:

- Outline principles of grant-making adhered to by Mission 44
- Articulate those principles and our criteria for grant-making
- Provide a standard of grant-making practice for Mission 44

2. GRANT-MAKING PRINCIPLES AND APPROACH

2.1 Progressive Grant-making

Our grants programmes will be the primary lever we use to improve the lives of young people from underserved communities. A progressive approach to philanthropy will be at the heart of our approach, investing in ideas that create sustained, long-term societal change.

Principles	Approach
<ul style="list-style-type: none"> • Flexible and trusting with our partners, offering both restricted and unrestricted funding • Taking an empowering approach, collaborating with young people and their communities to shape our decision-making • Transparent about our approach, who we fund, and why • Using our grant-making to catalyse innovation, collaboration and draw in additional investment 	<ul style="list-style-type: none"> • We draw on research and networks to identify and set-up long-term partnerships • We match-fund with other funders where strategy and values align • A proportion of our funding decisions to be shaped through participatory grant-making • A proportion of our funding will be allocated to support early-stage, innovative ideas to scale • We prioritise investment in organisations led by people of colour

2.2 Capacity Building

We will not only support our delivery partners financially, but will supplement our grants with access to capacity-building support that enables them to grow their sustainability, impact, and reach. In particular, we will support:

- Strategy development
- Income diversification
- Communications
- Operational development
- Monitoring and evaluation of progress/impact
- Access to Mission 44's network - both domestic and international

We will commission an external partner to enable us to deliver our support programme:

Principles	Approach
<ul style="list-style-type: none"> • We prioritise supporting capacity building with ethnic-minority led nonprofits • We invest in leaders, supporting them to grow and develop networks of support • We are demand-led: we work with our partners to understand their needs and curate support opportunities • Strong focus on providing a high-quality offer, getting regular feedback from our partners 	<ul style="list-style-type: none"> • Capacity diagnostics with partners to identify areas of support • Thematic workshops, focus on key topics or areas of support identified by our partners • Coordinate learning networks and action learning sets • Skills-matching with our network of corporate supporters • Targeted training and development opportunities • 'Booster' awards of up to £5k for

We will use our grant-making to catalyse innovation, collaboration and draw in additional investment.

2.3 How we will fund

As a new foundation, proposals to Mission 44 will be mostly by invitation only, for at least the first three years of activity (2022- 2025). We will find delivery partners through our collective professional and personal networks as well as seeking input from experts and collaborators from across sectors.

Our grant-making represents a key lever through which we find, support, and scale promising or effective interventions to improve outcomes for the most disadvantaged and discriminated against young people in the UK. We will work with organisations to develop proposals that fit our funding programmes' aims and objectives, seeking to shift power, reshape priorities and inform practice.

As well as supporting proven interventions, we will aim for at least 10-20% of our partnerships to be focused on high risk/high impact projects in order to support innovation.

Our grant-making will be informed by research and we will look to support novel approaches that add to the existing evidence base as well as those that have already proven to be impactful.

To support our approach, we will offer two types of grants:

- 1) Development grants: 1-2 year grants that support delivery partners to strengthen the effectiveness of their programmes or sustainability of their organisations;
- 2) Impact grants: longer-term partnerships (typically lasting at least 3-4 years) that generate useful learning and have potential to create change.

In line with our values, we want our grant-making to be informed by those who have firsthand experience of the issues we seek to tackle. We will incorporate participatory approaches to our grant-making, sharing decision-making power and enabling the communities we have been set-up to serve to shape what and how we fund and evaluate our impact.

Young people will be at the heart of everything we do. Our Youth Advisory Board will actively inform and review our grant-making principles and approach and be involved in our end to end grant-making.

2.4 Our Priorities

Our grant-making will be guided by Mission 44's three organisational goals:

1. *Education*: to build a more inclusive education system, where all young people can thrive
2. *Employment*: to support career progression in STEM and the creative industries
3. *Empowerment*: to enable more young people to be positive changemakers

We focus our efforts on funding initiatives that reach young people under the age of 24 who face disadvantage or discrimination. In particular, we will fund initiatives that aim to improve the lives of Mission 44's target groups:

- Young people from low-income backgrounds
- Young people of colour
- Care experienced young people
- Young people excluded from school

The number and value of grants awarded by Mission 44, is necessarily limited to the amount of funds that are available for distribution each year. Mission 44 will allocate an annual budget for grant-making which will be reviewed at least annually to ensure appropriate allocation of resources.

We will aim to partner with a range of organisations, prioritising organisations that have historically been underfunded by trusts and foundations. **In particular, we will ensure at least one-third of our grant funding goes to organisations led by people of colour.**

We will prioritise funding organisations that share the values of Mission 44 and consistently demonstrate them in how they operate day-to-day. This includes prioritising organisations that embed young people from underserved communities into how they work and are governed, including in proposal development and programme delivery.

2.5 Who we will fund

- Registered charity
- Social enterprise or Community Interest Company (CIC)
- Charitable Incorporated Organisation (CIO)
- Other non-profit organisations with asset locks to protect against private gain
- Statutory body (e.g. local authority)
- State-funded schools, further education or higher education institutions
- Community benefit society
- Cooperative society

- Individuals¹

2.6 What we won't fund

- Work that is not legally charitable
- One-off or annual events such as galas or festivals
- The practice or promotion of religion or any particular belief systems
- Recoverable VAT – if you are not VAT registered, you will need to include VAT costs as part of the funding you request for your programme
- Loan repayments

In exceptional circumstances, we will also consider providing grants to the following organisations where doing so will play an important role in achieving our strategic ambitions:

- 1) for profit organisations, where funding will be ring fenced for a not-for-profit initiative
- 2) smaller nonprofit organisations where the grant equates to more than 50% of their annual turnover.

In these instances, a Development grant will be provided for a period of up to two years.

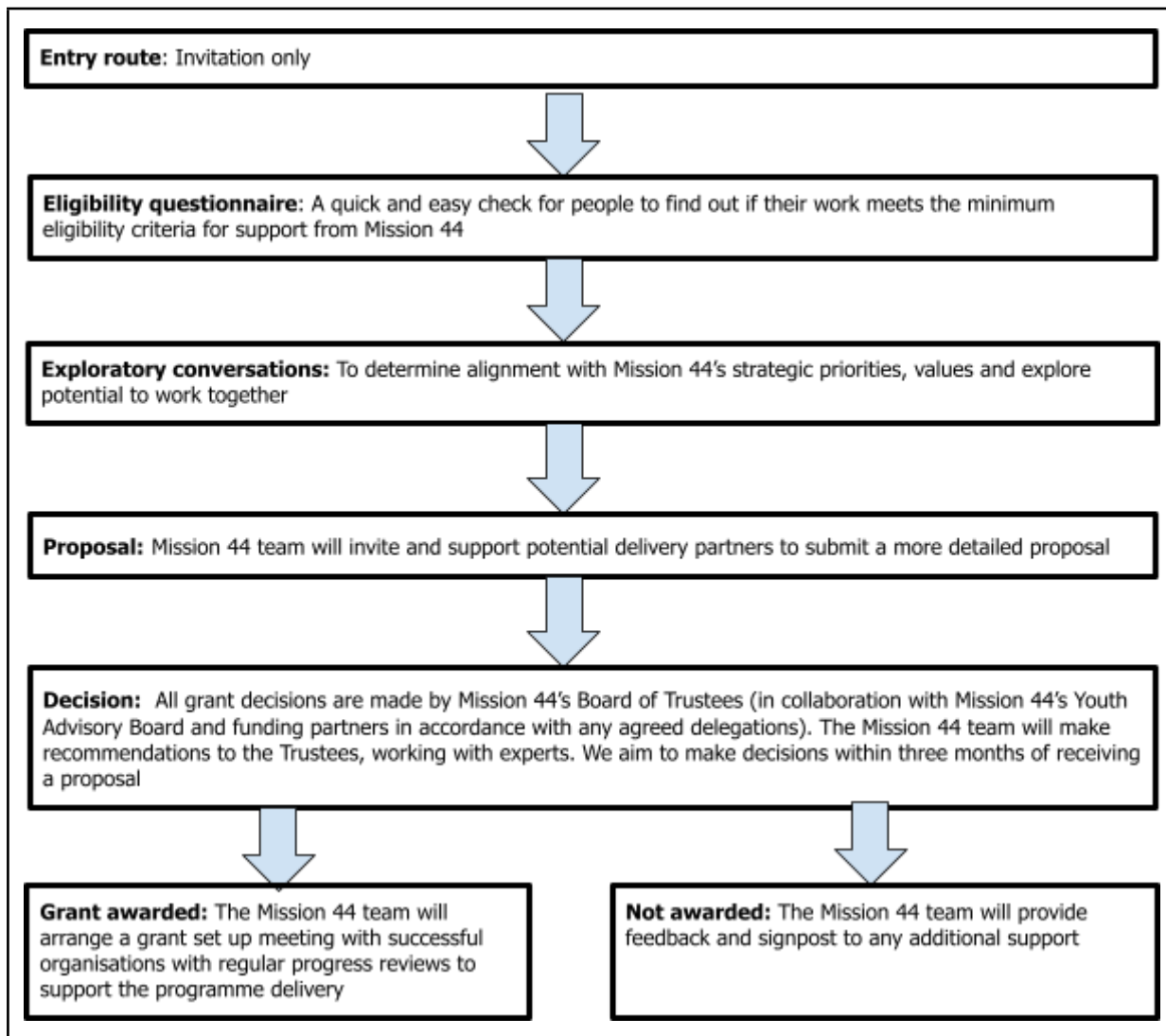
We will regularly review our eligibility criteria and grant-making approach to ensure that our grant-making remains responsive to changes in the external environment and continues to support Mission 44 to achieve our strategic goals.

3. GRANT-MAKING PROCESS

Mission 44 will aim for its grant-making processes to be transparent and flexible. Organisations will be guided through the following process. We will collaborate with young people and their communities throughout, to inform our decision making.

We are evidence-led, and are keen that the organisations we fund are too. We will ask delivery partners to consider the role of evidence at every step of the grant-making process – from exploratory conversations and proposal development (whether that be to support an initiative already found to be effective or to fund work where there is a clear gap or need) to progress reviews, evaluating impact, and sharing learnings. We will provide active support for the research components of our funded partnerships and where relevant commission external evaluation to understand the effectiveness of our funding programmes and partnerships.

¹ We intend to put a process in place to enable us to fund individuals directly from 2023/24 onwards.



4. DUE DILIGENCE

We will carry out due diligence checks on potential delivery partners that meet our basic eligibility criteria. These will be proportionate to the amount of funding recommended and the level of risk the programme represents.

Due diligence may include requesting details of and/or reviewing publicly available information relating to any of the following:

- Status as a charity or registered company, including evidence of registration with Charity Commission, Companies House or another regulatory body;
- Governing documents;

- Financial stability and the last 3 years accounts (for newer organisations we will ask for a 12 month cashflow projection);
- The identity of the applicant organisations directors, trustees, executive committee or other key staff , in particular, to seek to establish whether they are authorised to act in that capacity;
- Governance and operational structures and practices, including internal financial controls;
- Relevant operational policies and procedures, for example, in relation to safeguarding children and vulnerable adults, and approach to diversity, equality and inclusion;
- Any risk factors that might affect the proposal or pose a reputational risk to Mission 44.

5. DECISION-MAKING

The Board of Trustees has ultimate collective responsibility for all grant-making decisions in line with Mission 44's charitable purposes and any restrictions agreed with donors and funding partners.

Trustees may assign certain decision-making responsibilities to its sub-committees, Board members, Youth Advisory Board members and/or staff within its scheme of delegation. Such delegated decisions are subject to scrutiny and review from time to time.

Trustees reserve the right to apply conditions to any grant. Trustees also reserve the right not to approve any recommendation or nomination if they (or those acting with their delegated authority) determine that the resulting grant would not be charitable, or would conflict with Mission 44's stated policies or damage its reputation.

6. REPORTING AND GRANT MANAGEMENT

We will ensure that our reporting and payment processes are flexible and purposeful, enabling organisations to focus on delivery rather than reporting and administration. We will seek to make reporting light-touch and accessible and will only ask for information we need and use. We will agree to reporting milestones as part of our grant set up process and our reporting requests will always be proportionate, adopting a relational rather than transactional approach.

Delivery partners can expect regular check-ins with the Grants and Research team including quarterly and annual monitoring reviews. We will work with our delivery partners to embed learning into programme design and delivery and will be clear with our

funded delivery partners on exactly what we hope to learn from each fund and what information we will need from them. Wherever possible, we will encourage delivery partners to use reports they are already using such as an Impact Report, a report for their trustee board, a progress report written for another funder, or an Annual Report.

In line with our values, we're not just interested in successes. We will work with delivery partners to understand when things don't work out; why they don't go well; and how we can take learning and use that knowledge moving forward. We will create learning networks across our delivery partners, supporting connections between them and the wider Mission 44 networks to grow sustainability, impact and reach.

We will also work with delivery partners to tell the story of our partnership and amplify the voice of underserved young people, providing a platform to share their stories and raise a spotlight on their experiences. We aim to showcase our work with delivery partners using ethical storytelling that brings to life Mission 44's values and objectives.