What is the social impact of Christian grant-making and how can it be measured?

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Abstract

The aim of the research project is to contribute to the body of knowledge by producing an original account of the social impact of Christian grant-making, how it can be measured and to provide an insight into the organisational behaviour of Christian grant-makers. The theoretical underpinning of the research will be drawn from the grant-making, well-being and impact measurement literatures.

The research statement, *'What is the social impact of Christian grant-making and how can it be measured?'* is achievable in terms of the methodology, the data collection and data analysis.

There is a tendency in the voluntary sector to see faith-based mission (the cause) as holy. The benefits of Christian grant-making are not clear. It has been obscured by the obvious fiscal benefits associated with awarding grants and it is this important dimension that the project will seek to address. The research will talk about the distinctiveness of Christian grant-making, impact measurement and the position of well-being in the organisational mindset. It will seek to question whether the current claims of impact are valid.

The research was undertaken using both quantitative and qualitative research methods. Data collection was facilitated through the application of a variety of instruments including semi-structured interviews, scrutiny of documents and web pages and a coded questionnaire. Key research findings are supported by multiple sources of evidence which enhance research validity through triangulation, and the research was conducted mindful of the ethical protocols in place.

The captured data will identify the sample's attitudes to the social impact of its grant-making, the measurement of the impact of its grant-making, the measurement of adding value to the grant-making process and their attitude to whether wellbeing metrics can be used to measure and evaluate the effectiveness of Christian grant-making.

The research findings show:

1) A rigorous analysis of the effectiveness and value of the social impact of Christian grant-making;
2) A rigorous analysis of how selected grant-makers choose to measure the impact of their grants;
3) Identification of trends and conclusions to inform a revised methodology;
4) Confirmation that well-being metrics can be used to improve the effectiveness of grant-making.

Chapter 1: Introduction

1.1 Background to the research topic

The choice of this ambitious research project has been shaped by my own experiences as a grant-making professional active in Christian grant-making since 1998. In determining the exact nature of the research project I had numerous conversations with fellow MSc students and academic members of staff.

The key questions which contributed to the adoption of the research statement included: How do grant-makers currently assess their effectiveness? How effective are the approaches used by funders to monitor and evaluate charities and their use of grant funding? As grant-makers what do you change, for whom and is all change down to you? What are the impact funders are having on the grantees work?

Harris (2001) draws attention to two significant strands in the development of contemporary social science scholarship:

- the recognition of the importance of "self" *(recognising the relationships between himself, the research participants and the research being produced)*, in research processes;
- the recognition of the reflexive *(in the context of social research, reflexivity is reflected in the way in which a researcher 'constructs' the research setting that is, in turn, part of the researcher's own social world)* nature of the knowledge construction.

Yasmin *et al* (2014) found that whilst the extant literature has examined disclosure and accountability of charity organisations, a focus on the faith-based sub-sector has been neglected. Literature examining faith-based organisations has concentrated primarily on religious organisations and not charity organisations per se.

Due to the wide remit of the grants made by Christian grant-makers (capital projects, core costs, running costs, restricted grants), the project will focus on specified fields of activity in the social welfare dimension, rather than the entire universe. After due consideration of the ontological and epistemological perspectives and characteristics, the proposed research statement was adopted:

'What is the social impact of Christian grant-making and how can it be measured?'

1.2 Christian grant-making in the UK

The area of Christian grant-making is a sub-set of the main faith community. Wharton and de Las Casas (2016) report that one in four charities in Great Britain is faith-based. From a total of 187,495 registered charities in Great Britain over a quarter (49,881) are faith-based. Nearly two-thirds of these are Christian or of a Christian tradition. Generally, faith-based charities or faith-based organisations account for 23% of the faith-based sector (p.11).

The latest data from the Charity Commission records of 169,768 charities, 35,675 (21%) are classified as for 'religious activities', whose main focus is religious worship and related activities (Charity Commission 2021).

In the extant literature there is very little analysis of the Christian funding sector. In 2016 Theos (a leading UK religion and society think tank) published a report called *'Christian Funders and Grant-making: An Analysis'* drawing on data analysis from the Charity Commission website and on a range of in–depth interviews with both funders and grant recipients. Theos' report looked at the size, denomination, areas of focus and grant sizes of 268 different funders (Theos 2016).

What is a faith-based organisation (FBO)? The most well-known framework of analysis is the meta-typology posited by Sider and Unruh (2004), which amalgamates extant models and introduces six categories a FBO may fall into: faith-permeated; faith-centred; faith-affiliated, faith-background; faith-secular partnership and secular (a sliding-scale from highly faith-based to devoid of religious affiliation). Where does the Christian Grant-Making community sit in the overall UK picture? Like many cause driven areas of the grant-making sector, the community is divided across a number of different groups:

1. Funders that only fund Christian mission such as the members of the Christian Funders Forum who grant more than £30 million a year (Christian Funders Forum 2021);
2. Funders who part-fund Christian mission as part of their charitable objectives;
3. Funders who fund Christian mission as they recognise the strength of their community initiatives and benefits.

1.3 The Research aims and objectives

The aim of this research project is to assess the extent of the social impact of Christian grant-making and how it can be measured. The theoretical underpinning of this research will be drawn

from the grant-making, well-being and impact measurement literatures. The research project is intended to contribute to the body of knowledge by producing an original account of the social impact of Christian grant-making, how it can be measured and to provide an insight into the organisational behaviour of Christian grant-makers. The research question is achievable in terms of the methodology, the data collection and data analysis.

The key research objectives are:

- Identify how selected grant-makers determine the effectiveness of their social impact;
- Analyse how selected grant-makers measure the impact of their grants;
- Identify which factors (organisational, cultural, values and beliefs) influence the choice of measurement methodology;
- Establish whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making.

Moxham and Boaden (2007) found that the nature and requirements of many of the beneficiaries of the activities of voluntary organisations means that it is vital to ensure that performance is measured and judged to be effective.

1.4 The Research methodology

The choice of methodology, according to Quinlan *et al* (2019), is the way in which the research is carried out (p.3). In the current pandemic, the selected methodology needs to take into account the difficulty of conducting face-to-face meetings, site visits to selected grant-makers and the availability of staff to complete interviews and questionnaires given that many are working from home. However, through the medium of Zoom direct access is achievable.

The research project will use both quantitative and qualitative research methods, firstly using questionnaires and then semi-structured interviews as research instruments to explore the sample's approaches to the social impact of its grant-making, their attitudes towards the measurement of the impact of its grant-making, their attitude to the use of measurement in adding value to their grant-making process and their attitude to whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making.

The aim of the survey is to explore the key features of the organisational research landscape and to test out the responses to my research interests, as well as giving a possible basis for refining the methodology of the data collection and data analysis.

The research methods will include:

- literature search and critical analysis;
- study of documents and web pages;
- identification of research population;
- data collection methods – questionnaires, interviews (mixed methods approach);
- analytical methods – quantitative, qualitative;
- evaluation and discussion of the results.

At the heart of the research effort is Impact. A useful definition of Impact adopted by Inspiring Impact (2021) is:

> *the broad or longer-term effects of a project or organisation's work (also referred to as the difference it makes).*

This can include effects on people who are direct users of a project or organisation's work, effects on those who are not direct users, or effects on a wider field such as government policy.

MacIndoe and Barman (2012) found that research on performance measurement by non-profit organizations increasingly focuses on the use of outcome measurement to assess organizational effectiveness.

1.5 Value and impact of this research

There are many exciting aspects of researching in this sub-set, not least being able to shine a light on the positive impact of this area of grant-making and how the project will add value and potentially assist trusts and foundations who help shape the lives of the beneficiaries for the better.

According to Fisher (2004) an understanding of the need for impact measurement has begun to take hold among faith-based organizations engaged in a broad range of human services.

Arvidson and Lyon (2014) note that the further impetus to focus on social impact measurement among non-profit organisations in the UK has come from philanthropic funders and grant-makers wanting to demonstrate their own impact and use performance measures in their decision making related to the allocation of funding.

Ebrahim and Rangan (2014) found that it makes more sense for funders rather than operating organizations to take on the challenge of measuring impacts.

The research will talk about the distinctiveness of impact measurement and how it can add value to the trusts work and the grantees work. It will seek to question whether the current claims of impact are valid. The research questions imply that measurement of the social impact may cause a fundamental change in the prevailing culture of Christian grant-makers and this will be discussed later in the project.

The anticipated outcomes from the research project will be:

a) A rigorous analysis of the effectiveness and value of the social impact of Christian grant-making;

b) A rigorous analysis of how selected grant-makers choose to measure the impact of their grants;

c) Identification of trends and conclusions to inform a revised 'best practice' methodology;

d) Confirmation that well-being metrics can be used to impact and improve the effectiveness of grant-making.

Chapter 2: Review of the Literature

2.1 Introduction

The aim of this chapter is to produce a review of all relevant literature but not an encyclopaedic one. Due to the limitations of the word count certain items have had to be sacrificed to enable the inclusion of the more focused and more related items relevant to the research objectives.

Hart (1998) explains that a major benefit of the literature review is that it ensures the researchability of your topic before 'proper' research commences.

Reviewing the literature is essential, not only in providing a context for the research subject and specifically limiting and identifying the research problem but also in providing the researcher with important information for subsequent aspects of the investigation (Walliman, 2001).

The chapter sets out the most relevant and useful literature for the purposes of the study and the literature is reviewed in three sub-topics: Grant-making, Well-being and Impact Measurement. The review in each area has been presented in a chronological way.

In the extant literature there is no specific content covering the social impact of Christian grant-making and how it can be measured. *This significant gap in the non-profit literature will be addressed by the completion of this research project.*

2.2 Grant-making

In this part of the literature review the aim is to illustrate the position of the grant-making community and its relationship with the measurement of the impact of its grant funding.

In their seminal study of grant monitoring by charities, Ashford and Clarke (1996) found that of the professional grant-makers only a few undertake extensive and regular monitoring, including information collection, organisation evaluation and control. Their study surveyed 170 UK charities and they explained how grant-makers evaluate the outcomes achieved with their grants if the beneficiaries themselves cannot, or do not, evaluate the work they have achieved with the grant funding.

Their view is not surprising. The *modus operandi* of many long-established grant-makers regarding impact assessment and measurement is seen through the lens of a long-held myopic outlook. Most

Boards of Trustees meet four or six times each year and the onus for any creative advancement in this area is down to the CEO, who may be restrained by budgetary concerns or an absence of support from the Board.

There is limited discussion of grant-making and impact-measurement in the literature. Leat (2006) reports that UK grant-making foundations found performance measurement at its most valuable when it is not seen as an activity, a phase or a set of techniques but rather as a fundamental, omni-present part of the organisational culture. Given this was the position fifteen years ago, the grant-making community seems to have addressed this vital area with a sense of urgency that can be only measured at a glacial pace.

Thomson (2010) examined the extent of impact measurement in non-profit organizations and the relationship that outcome measurement has to funders reporting mandates. His data supported the conclusion that funders outcome reporting mandates affect the extent of outcome measurement among non-profits, even where resource constraints limited measurement prior to the mandates. He concludes by stating that it is important to directly examine whether the increased extent of measurement that can result from mandates actually leads to increased use of measurement in organizational decision making (p.624).

Cairns *et al* (2011) examined the core characteristics of different approaches to funding plus *(the practice of giving more than money)* used by UK charitable foundations. Their report discusses the findings from 29 trusts and foundations engaged in funding plus work, based upon 101 interviews with grant-makers and third parties that were engaged with the delivery of funding plus, and grantees in receipt of funding plus approaches.

The mind-set of funding plus is being more responsive to the adoption of new practices, and it is common to see trusts that have funding plus at their core, leading the way in the adoption and promotion of impact measurement and the use of well-being metrics. Resources have a strategic place in the creation of a fresh methodology within the grant-making community and it is to the regret of many trusts that the lack of resources, made worse by the pandemic, has frustrated initiatives in this area.

It came as no surprise that Polonsky and Grau (2011) found that trusts and foundations want different impact measurements, which is problematic to grantees given that charities rely on

multiple funding sources. These requirements add to managerial activities and costs which are unrelated to the direct delivering of services and can distract the charity from its core focus. In order to assist donors and charity organizations further, a major initiative that came out of their work is a clear articulation of the steps needed to develop evaluative criteria (p.206).

They suggest that seven steps should be considered by each charity, including grant-makers, to develop its own assessment of its social impact:

- Step 1. Institute a culture where social value evaluation is valued;
- Step 2. Engage with internal and external stakeholders to define appropriate social value criteria that best reflect your charity's performance;
- Step 3. Establish measurement criteria, drawing on accepted practice within sector (or developing your own when needed);
- Step 4. Train internal employees;
- Step 5. Integrate ongoing evaluation and monitoring into routines to minimise disruption to processes;
- Step 6. Consider auditing process of evaluations to enhance credibility;
- Step 7. Communicate the criteria, assessment processes, and outcomes internally and externally.

Polonsky and Grau conclude by saying it is critical that whatever sets of approaches are developed, they cover the range of both hard and soft measures and are not skewed towards one perspective or the stakeholders. They posit that the goal of any evaluation system should be to provide information to the charity to improve its performance, both socially and organizationally, as well as to the funders to assess whether their support has been justified (p.208). Their work offers organisations an accessible and simple strategy of framing the approach to impact measurement whilst retaining a strong focus on the desired outcomes.

Ogain *et al* (2012) report that changing funding requirements have been the primary driver of increased investment in impact measurement. There are other drivers—in particular, trustees and senior management prioritising impact—but funders play a critical role in shaping behaviour. Further, different types of funders seem to drive different types of behaviour and practice. Government funders are seen to have stringent requirements around measuring impact but also provide financial support for grant evaluation. Trusts and foundations are viewed as having less strict

requirements but are seen as being supportive and encouraging in their approach to funding evaluation.

This view is refreshing to hear, although the discipline of reporting to government funders will add value to the approach when used in reporting to trusts and foundations. Saying that, not all voluntary sector organisations have a blended income from both sources – many survive and rely on non-government funding sources.

In the most recent decade, the phrase *'social justice philanthropy'* has emerged to describe grant making for progressive social reform according to Suárez (2012). His work investigates this new discourse based on a cross-sectional analysis of foundations that actively support non-profit social action. He argues that smaller foundations, younger foundations, and public foundations are more likely to mention social justice or social change in their programme descriptions than are other philanthropic institutions.

By mentioning social justice or social change in their programming, foundations reject the legal and normative restrictions on social action, sending signals to activist grant seekers that their ideas and tactics are welcome. Perhaps as important, these foundations serve as models for other foundations that may be willing to support activities besides direct services, and they also pressure the broader philanthropic community to reassess the limits of strategic grant making (p. 274).

The language of social justice philanthropy is used commonly in the United States but seems not to have made any significant inroads to the UK grant-making community who are probably not quite ready for this approach. In my view, radical thinking and seeking to change the road map are not a popular or familiar signpost in UK foundations and trusts.

Parker and Morgan's (2013) important study focused on the funder and fundee attitudes to the support of church-based community projects by grant-making trusts. Their main finding shows that the marked inability of churches to explain their charitable status effectively hindered the process of grant-making, despite the willingness of trusts to fund community projects. This inability to communicate in an open and collegiate way stems from a long-standing mindset of entitlement and white privilege within the faith-based community, particularly in the established denominations (Scorer, 2020). Despite this long-held position, many secular grant-makers are now funding Christian mission in local communities as they see the community benefits that it brings.

In the extant literature there is very little analysis of the Christian grant-making sector. In 2016, Theos (a leading UK religion and society think tank) published a report called *'Christian Funders and Grant-making: An Analysis'* drawing on data analysis from the Charity Commission website and on a range of in–depth interviews with both funders and grant recipients.

The report (Theos 2016) is still the most recent mapping of UK Christian funding. It looked specifically at who Christian funders are, what they are doing and explored critical questions about the ethos and theological basis of Christian grant-making, as well as the practical issues facing the sector as a whole. The report defined Christian funders as those registered charities that make grants to organisations (as opposed to individuals) and that have some form of Christian ethos (p.6).

Theos' report looked at the size, denomination, areas of focus and grant sizes of 268 different funders. The report noted that the sector is dominated by small funders with 74% having an income of less than £250,000 a year (p.7). The 268 funders included 137 funders who had an annual income of below £50,000; 78 who had an annual income of between £50,000 and £999,999; 32 funders who had an annual income of between £1m and £9.99m; and 8 funders who had annual income between £10m and above (p.8).

The only other publication since the Theos report that has reflected on UK Christian mission, is the work by Kurlberg & Kurlberg (2018) who reported on the *'Trends in Christian Philanthropy in the UK'*. Their work observed that impact is an important consideration for philanthropists but at the same time some acknowledged that this is not always easy to measure, and that some causes – such as start-ups and those with a focus on the spiritual – need to be evaluated differently (p.66).

2.3 Well-being

One of the key research objectives is to establish whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making. Well-being is a new concept to many in the voluntary sector and very few organisations use well-being metrics to measure the impact of their work. This is quite surprising given the long-standing investment by UK government departments in measuring well-being in relation to forming local and national policy making decisions.

Well-being is defined by the Oxford English Dictionary (2021) as *'the state of being comfortable, healthy, or happy'*. According to Green and Elliott (2010) by including multiple aspects of religiosity,

including religious affiliation, religious behaviours such as prayer, the running of retreat centres, attendance at services and involvement in other religious activities, they were able to conclude with confidence that the remaining impact of religiosity on health and well-being was real and not spurious. This reflection is a heart of the debate of the ability to measure the impact of specialist services by faith-based organisations (both by the grantee and funder). This important area of impact is addressed in the questionnaire and in the interviews (Chapter 4).

Crepaz-Keay (2015) explains that mental well-being is of interest to many different disciplines with different starting points and different needs in terms of measurement. He argues that well-being is no longer seen as a middle-class concept but as a fundamental part of the human condition. Mental well-being is now considered by an increasing number of people as both measurable and a possible outcome of well-designed interventions.

New models have emerged in the literature linking the concepts of well-being and those of impact measurement. The work of Smyth and Vanclay (2017) has established *'The Social Framework for Projects'* which is a conceptual model that explains the various environmental and social factors contributing to people's well-being and the social sustainability of projects, namely: people's capacities, abilities and freedoms to achieve their goals; community/social supports and political context; livelihood assets and activities; culture and religion; infrastructure and services; housing and business structures; land and natural resources; and the living environment (p.65). This model has the added benefit of being a communications tool which ensure that the process of mitigating the social impacts of large projects is accessible to all stakeholders (p.65).

White (2018) posits that non-profits are under considerable pressure to demonstrate the impact of the work they do and showing the value of these organisations is not easy. His paper contributes to this research gap by developing a framework for measuring the impact of social purpose organisations. He explains that one prevailing view on defining and measuring social value stands out and it concerns well-being. Here, the concept of social value as well-being can be thought of as the absence of negative conditions and feelings as a result of adjustment and adaptation to a complex social need.

How can the UK charity sector, both grantees and funders, measure well-being against their charitable objectives? Franklin and Kenward (2020) found that charities can directly measure the well-being impact of interventions by using the Office of National Statistics measure of Life

Satisfaction (Office of National Statistics 2020) which they argue is a pragmatic, practical approach to assessing a charity's impact.

According to Franklin and Kenward, many charities are only just starting to gather data using the ONS well-being measures and it will take time for the evidence base to build-up. As such there is a need to estimate the well-being impacts of an intervention based on data about other outcomes (p.4). They outline a seven-step approach to assessing the well-being cost-effectiveness of a charitable intervention:

- Step 1. Develop a logic model of key well-being pathways for the intervention;
- Step 2. Estimate net additional outcomes;
- Step 3. Assess direct well-being impacts;
- Step 4. Assess indirect well-being impacts;
- Step 5. Assess direct costs of the intervention;
- Step 6. Estimate indirect fiscal cost savings;
- Step 7. Calculate the well-being cost-effectiveness measures

The end result of the analysis will be an estimate of how much an intervention cost in £ per life satisfaction points in the year gained. Those interventions with the lowest well-being cost effectiveness are likely to be the best interventions from a well-being perspective as they are the cheapest per unit of life satisfaction delivered (p.11).

In the Christian grant-making community one of the principal funders, The All Churches Trust (2021) in conjunction with the Church Urban Fund, have recently developed an impact report for churches and charities to use in an annual assessment of a project. Although the content design is quite straightforward, it is jargon free and encourages the writer to make a pragmatic assessment of impact without having to possess the skill set of an expert witness (Appendix I).

The literature review also researched web-based literature that focuses on wellbeing metrics, which included *The Warwick-Edinburgh Mental Wellbeing Scales* (WEMWBS 2021). WEMWBS has been developed to enable the measuring of mental well-being in the general population and the evaluation of projects, programmes and policies which aim to improve mental well-being. WEMWBS was developed by the Universities of Warwick, Edinburgh and Leeds in conjunction with NHS Health Scotland.

The 14-item WEMWBS scale has 5 response categories, summed to provide a single score (see Appendix A). The items are all worded positively and cover both feeling and functioning aspects of mental well-being. The WEMWBS sits within a conceptual framework that represents mental well-being as both feeling good and functioning well. The scales cover:

- eudemonic and hedonic well-being *(as talked about in the ancient philosophical context)*;
- psychological functioning and subjective wellbeing *(as talked about in current psychology and social science research)*.

The concept of mental well-being defined by WEMWBS is therefore much more than the absence of mental illness. People who have been given a diagnosis of mental illness can and do experience well-being when their illness is not making them feel bad or function poorly. Mental well-being is holistically linked to other aspects of well-being: physical, social and, where appropriate, spiritual. The relational aspects of mental well-being are inherent in the scales.

In addition to WEMWBS is a specialist resource called *What Works Centre for Wellbeing* (2021). An independent collaborating centre that was established by the UK Prime Minister in response to the Commission on Well-being and Policy in 2014, to continue the implementation of the UK National Well-being Measurement Programme established in 2010. The centre develops and shares robust and accessible well-being evidence to improve decision making that is used by Governments – national, local, and the wider public sector; and large, small and multi-national businesses, professional bodies and Civil society – charities, social enterprises and community groups (*What Works Centre for Wellbeing* 2021).

2.4 Impact Measurement

Measurement is not new. In her important historical perspective Barman (2007) reports that from about 1900 to the First World War period an emerging group of social service professionals, committed to a new vision of the task of philanthropy, employed measurement as a means to justify their methods and modes of social change.

Buckmaster's (1999) paper develops the argument that impact measurement can be used effectively as a tool to facilitate the formulation of new strategies, thus providing critical feedback to managers in non-profit organisations. She concludes that the procedure will elicit better accountability and more effective programme evaluation by non-profit organisations.

Just over 20 years ago, Kendall and Knapp (2000) suggested eight areas of performance to develop criteria for measuring the performance of voluntary organisations: economy, effectiveness, efficiency, choice /pluralism; equity; participation; innovation and advocacy.

In more recent times, a relatively hidden benefit of impact measurement emerged from Carman's findings (2009). Her paper posits that funders might be able to change the way they make funding decisions not only by explicitly using evaluation and performance information, but also by rewarding those organizations that use evaluation and performance information to improve service delivery.

Gibbon and Dey (2011) caution against the adoption use of a singular methodology such as social return on investment (SROI), as it risks reducing the measurement of social impact to a misleading headline figure where exact measures are unobtainable, and approximations have been used.

In their systematic literature review of 599 sources Maier *et al* (2016) mapped non-profit organizations (NPOs) becoming business-like against three research foci: the causes of NPOs becoming business-like, organizational structures and processes of becoming business-like, and the effects of becoming business-like. It is interesting to note that despite the marked increase of NPOs being more business-like, in the body of their review it does not refer to the impact of the organisation and how it can be measured.

However, in their excellent guide to social impact measurement Muir and Bennett (2014) really capture the essence of why impact and its measurement is so important: **to know whether you are really making a difference:**

> *This is arguably, the most important reason to measure outcomes – so that it is clear to the public, supporters, advocates, funders, leadership and employees of organisations and agencies that their initiatives and programmes meet the values, missions and goals they aspire to and espouse. Organisations can talk a lot about the work they do and the number of people they work with, but are they really making a difference? Without measuring outcomes and impact, you can't know for sure (p.8).*

This basic premise of knowing whether you the funder are making a real difference is what it means to be an effective, informed and responsive trust or foundation. Being effective on the ground,

adding value to beneficiaries' lives is the real ROI (not flag waving or drum beating about your work on social media).

Moxham (2014) performed a systematic literature review about the performance measurement systems for third sector organizations and identified three drivers for performance measurement in a review of 55 papers: accountability, legitimacy and improvement of efficiency and effectiveness.

The findings of her literature review suggested that third-sector performance measurement systems show a lack of clarity in terms of who they are for and about what should be measured. The majority of the measurement methods identified in this study collect data retrospectively, a practice that can incur a significant time lag between service delivery and performance measurement. If third-sector organisations are focused on being responsive to the needs of service users, it would appear to be important to collect timely performance information (p.718).

Polonsky *et al* (2016) report that the diversity of non-profit social missions and outcomes may mean that there is limited ability to develop 'objective' comparisons across sectors and even within sectors and thus social measures may need to vary.

Mitchell and Berlan (2018) argue that understanding the factors that may promote, inhibit, or mediate the ability or willingness of non-profits to monitor and evaluate their programmes is a vital step in improving the capacity of the non-profit sector to engage in more effective performance management. They posit that only when non-profits produce more and higher-quality programmes evaluation data will it become possible to answer larger questions pertaining to the wisdom and value of public outsourcing to non-profit organizations, and the implications of these trends for general social welfare.

According to Moura *et al* (2019) the applicability of performance measurement systems in non-profit organizations has been considered a challenge, as the diversity of these organizations makes it difficult to define proper terminology and organizational characteristics. In the discussion surrounding social impact measurement Kah and Akenroye. (2020) found that transparency, accountability and legitimacy from external stakeholders are common rationales for measuring social impact. It was also established that social enterprises recognise their social interventions and seek to better understand the impact of these interventions on society.

2.5 Summary

The review of the literature has identified the following:

- evidence which supports or casts doubt upon the principles stated in the research statement;
- ideas that give possibilities for the design and uses of the techniques and tools to be included in the methodology;
- ideas that can shape the research methodology to be adopted.

The extant literature on grant-making as discussed in this review shows that trusts and foundations have an awareness of the value of impact measurement but have shown little desire to meaningfully engage with the process. Grant-makers may feel that funding-plus (Cairns *et al*, 2011) is a useful substitute but this approach does not use the frameworks and models that have been proposed and developed for effective and illustrative measurement (Polonsky and Grau, 2011).

The review found that well-being, the most recent of the academic disciplines, has been very pro-active in positioning itself to engage with the third-sector as a metric that can deliver on accessing the impact of grant funding on beneficiaries lives (Smyth and Vanclay 2017, Franklin and Kenward 2020 and WEMWBS 2021). The specialist resources that are available to both grantees and funders are straightforward in their design and can really add value to the organisations work at very little cost.

The heritage of impact measurement combined with the recent literature positions this element of the research puzzle as the foundation upon which to build a successful and meaningful outlook. As Mitchell and Berlan (2018) argue the engagement of funders and grantees will only result in a more effective and responsive organisation, and will allow it to maintain a strong focus on the real question that drives it mission: to know whether you are really making a difference (Muir and Bennett (2014).

The literature indicates that the research community has acknowledged this area of concern. Further, that faith-based non-profits are now looking at the prism of grant funding, impact measurement and well-being metrics with more confidence that ultimately will help deliver their mission more effectively, and with renewed compassion.

On a statutory note, it is disappointing that only 10 pages of the Charities SORP are dedicated to the trustees' annual report and there is no specific requirement to report on impact beyond the mandatory public benefit statement (Charities SORP 2015).

This lack of commitment and direction by the Charity Commission is frustrating given the opportunity that charities have to add value to their profile through the annual report. Funders routinely scrutinise the annual report and the larger more well-resourced charities do spend considerable effect on reporting the impact of their work. If impact report and measurement was made part of the Charities SORP the less well-resourced charities would really benefit is "marketing their product" more effectively, as it would then be compulsory and not an option to avoid.

In a recent survey the Charity Commission (2020) reviewed 102 trustees' annual reports for the 2017 financial year. The survey really illustrates the shortcomings of the SORP: only 4 out of 10 trustees' annual reports met the legal requirement to report on public benefit; fewer than 1 in 10 charities went beyond this to make explaining the impact of their work an important part of their trustees' annual report.

Six charities had focussed on the difference the charity had made to the lives of the people the charity was set up to help and one charity had focussed on the charity's impact on wider society. None had covered both aspects. These results clearly show that the literature is being quite optimistic *vis-à-vis* the reality on the ground.

Chapter 3: Methodology

3.1 Introduction

The detailed methodology used in the project can only be confirmed after the completion of the background research (Walliman 2001, p. 270, 283 and 284). In order to ensure a rigorous approach, the research project will complete a survey of Christian grant-making trusts and foundations using an inductive approach. de Vaus (2013) explains that the relevant data can be collected by a variety of techniques and in many studies, it may be appropriate to use a range of research methods (p.6).

To identify the research population, grant-makers will be selected from the register of the Charity Commission of England and Wales and the Office of the Scottish Charity Regulator. For the purposes of this research project, it is considered that a good sampling frame exists and that the population is properly defined: trusts and foundations of the grant-making community in the UK who only fund Christian mission; trusts and foundations who part-fund Christian mission as part of their charitable objectives; and trusts and foundations who fund Christian mission as they recognise the strength of their community initiatives and benefits.

3.2 Methodology – the detailed approach

The research project used both quantitative and qualitative research methods, so called *'mixed methods'*. Quantitative and qualitative research methodologies have different philosophical foundations and different epistemological and ontological assumptions. Arguments against the use of mixed methods usually hold that these distinctions are not, or perhaps cannot, be observed in mixed methods research (Quinlan et al 2019, p. 345).

This study used questionnaires and semi-structured interviews (a two-stage study) as research instruments to explore the sample's approaches to the social impact of its grant-making, their attitudes towards the measurement of the impact of its grant-making, their attitude to the use of measurement in adding value to their grant-making process and their attitude to whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making.

3.3 Data collection methods

One of the principal research instruments that was deployed to gather data is the questionnaire (Quinlan *et al* 2019, p.157). The self-completion questionnaire (delivered via email) was selected as the most appropriate data collection method because of its ability to reach the sample who are

based at widely dispersed locations throughout the UK, and also because of the low cost of data collection and processing.

The other method was the use of the semi-structured interview.

3.4 The Questionnaire

A questionnaire should be a concise data-gathering method (Quinlan *et al* 2019) and one of the key issues is the length of the questionnaire (p.283). The proposed questionnaire will use open and fixed questions and Likert scales, whose reliability tends to be good partly because of the greater range of answers permitted to respondents (Oppenheim 1992, p. 195 to 200). The design of the coded questionnaire is therefore very important, and a significant investment of time was spent in crafting the final document. Oppenheim (1992) explains that the self-administered questionnaire ensures a high response rate, accurate sampling and a minimum of interviewer bias (p. 103). This type of questionnaire suited this research project given the ongoing restrictions of the pandemic.

The use of the questionnaire (Walliman 2001) also benefited those in the sample as time for checking facts and completing the questions needs to be taken by the respondents, which tends to lead to more accurate information. Questionnaires do not suffer from the limitations of time and geographical location, which can limit the scope and extent to which data can be captured. However, the most serious problem is that the rate of response is difficult to predict or control (p.236 – 237).

The questionnaire was broken down into five parts. The first part was an introduction giving the aims of the survey. The aim of the survey had also been given in the covering letter but in case the letter became separated from the questionnaire or indeed the initial recipient of the questionnaire had passed the form to another person, an explanation would be available to the actual respondent.

The four main parts of the questionnaire addressed the questions that arose from the key research questions, as discussed in the introduction. The four headings are Impact Measurement; Operational Grant-making; Well-being; and Details of your organisation.

The closing part of the questionnaire was a short section thanking the respondents for completing the questionnaire and reminding them to return it (by email or post) by a specific date. My address was given on the questionnaire in case the respondents had lost the covering letter.

According to de Vaus (2013) with self-administered questionnaires it is necessary to concentrate on clarity and simplicity. The art of questionnaire design involves thinking ahead about the research problem, what the concepts mean and how to analyse the data. The questionnaire should reflect both theoretical thinking and an understanding of data analysis.

The questionnaire included the following (based upon de Vaus 2013):

Open and closed formats. A closed or forced-choice question is one in which a number of alternative answers is provided from which respondents are to select one of more. An open-ended question is one for which respondents formulate their own answers. The questionnaire contained both open and closed questions, so that attitudes could be determined as well as facts.

Likert scales. This approach to measuring attitudes involves providing a statement that reflects a particular attitude or opinion. Respondents indicate their level of agreement or disagreement with the statement. Usually, respondents are given the alternatives of 'strongly agree', 'agree', 'neutral', 'disagree' and 'strongly disagree'.

3.5 Semi-structured Interviews

The other principal research instrument to be used is the interview. Quinlan *et al* (2019) detail the data collection methods that can be used which includes one-to-one interviews: *'the researcher interviews each participant, one at a time and in great depth and detail'* (p.251). The interviews were conducted online using Zoom and were recorded for subsequent analysis.

Interviews are of an *open-ended* nature in which you can ask key respondents for the facts of a matter as well as for the respondents' opinions about events. Well-informed respondents can provide important insights into a situation. According to Alcock and Scott (2005) interviews normally provide an opportunity to study subjective meanings and motives; they allow the researched and subsequently the researcher to describe, interpret and understand the relationships that quantitative methods can only describe.

The interviews were based on a template that emerged from the design of the questionnaire and reflection on the literature review. The template was used as the outline for the interview discussions and proved very useful (Appendix B). The interviews were conducted online using Zoom and were recorded with the interviewee's agreement.

3.6 Data analysis and evaluation

Miles and Huberman (1994) observe that researchers have a responsibility to produce good research (p.291). *Do the findings of the study make sense? Are they credible to the people we study and to our readers?* (p.278). A consistent reflection on these comments was made when the two research instruments were designed and throughout the subsequent analysis and evaluation.

The process of data analysis involves describing, interpreting and drawing conclusions from the data. The size of any sample often determines peoples view of the legitimacy of analysis. In this study the response rate achieved from the questionnaire was 42% (14 respondents from 33 contacted) which in my view added a persuasive level of legitimacy even to the most cautious of readers.

However, it is interesting to note that Oppenheim (1992) reminds us that statistical significance does not necessarily indicate social significance or practical usefulness (p.288). One is never able to convince all readers that you have completed the research to the highest standards but at the heart of the issue is the robustness and ambition of the research design which has been justified in this chapter.

To help analyse the content of the interviews, NVivo Transcription version 12 was used (NVivo 2021). This software uses automated transcription technology to deliver accurate transcripts that can easily be annotated and used in subsequent analysis. The data analysis of the interviews involved focusing on structured-focused questions to identify themes and arguments out of the data and to see if there were any connections between respondents. This method is discussed by Quinlan *et al* (2019), p.347.

The subsequent evaluation and discussion of the data was not completed by software packages (whose principal role is to organise the data into hierarchical categories) were not used to provide detailed analytical comment. That is the responsibility of the researcher who reflects on the data and articulates the shapes and patterns that are visible, and also comments upon what is not visible.

An equal measure of data was gathered through the questionnaire and the interviews, which in particular allowed direct interaction thereby enabling explanations of the responses. Whilst the interview method offers the potential of richer data than structured questionnaires, it places reliance upon the interviewer's sensitivity and bias.

3.7 Ethical considerations and bias

The research project will be mindful and conscious of the DARG principles (2009), namely:

> *'honesty, integrity, sensitivity, equality, reciprocity, reflectivity, morality, contextuality, non-discriminatory, fairness, awareness, openness, altruism, justice, trust, respect, commitment'.*

The expectations of the University are also very important: '*Research ethics is a vital element of research integrity, together with the scientific rigour of a project and the conduct of the researchers. In particular it concerns the safeguarding of any participants in the research'* (City, University of London 2021).

MSc research projects must obtain ethical approval before the research commences. As such, before this study started a 'low risk form' was submitted to the University who confirmed the content was low risk and allowed the study to commence (Appendix G).

The ethical issues that need to be considered as part of this study included consent in terms of participation, data ownership, the management of confidentiality and the issues of anonymity. One of the major concerns one finds with potential respondents is privacy, confidentially and anonymity.

In this study all interviewees were assured of anonymity. The covering letter which accompanied the questionnaire included this text (which was also repeated on the first page of the questionnaire):

> '*The information you provide will be analysed on a non-attributable basis only, so you need have no concerns about confidentiality'* (Appendix C).

Each questionnaire and interview scripts were assigned a code and reassurance was given to the respondents that only the researcher would have access to the information that would allow the respondents and their organisation to be identified.

The integrity of the researcher is also a matter which concerns respondents. In this study all of the respondents were known professionally to the researcher and the prior knowledge of who was dealing with the data management and other related issues provided the respondent with a level of intellectual comfort that is often missing when dealing with 'first-time' researchers.

Dealing with ethical issues effectively involves heightened awareness, negotiation and making trade-offs among ethical dilemmas, rather than the application of rules (Miles and Huberman 1994, p.297).

Bias/skew in any research project is easy to miss or overlook. Quinlan *et al* (2019) note that bias in research is anything that contaminates or compromises the research (p. 254), which includes researchers themselves being the cause (p.257).

The four stages of data analysis (description, interpretation, conclusions and theorisation) may be affected by bias and skew. In addition to bias and skew is the concept of sensitivity (Lee 1999), in particular asking sensitive questions in surveys (p.95) and asking sensitive questions in interviews (p.117). As such the project must remain sensitive to the many challenges during the research journey and regular reflections on the methods was used to prevent any bias tainting the work.

3.8 Reliability, Validity and Triangulation

Reliability. The reliability of the research data is a key consideration in the design of the research instruments. Reliability means consistency – adequate reliability is a precondition to validity (Oppenheim 1992, p. 159). A data collection instrument in social science research is deemed reliable if it produces the same result again and again, over time and in different circumstances (Quinlan *et al* 2019, p.282).

Included in the research questionnaire are three main pillars of reliability: *equivalence reliability* (when a lot of different items are used in a questionnaire, they all measure the issue consistently); *representative reliability* (does the questionnaire produce the same result when applied to different organisations in a sample); and *stability reliability* (does the questionnaire produce the same result over time).

Validity. The issue of validity in terms of the methodology of questionnaires is the concept of measurement validity. Measurement validity refers to the degree to which the data collections methods, as they are designed, can accomplish what is it that they are designed to accomplish. This

can be established by using content validity, face validity, criterion-related validity and construct validity (Quinlan *et al* 2019, p.282).

The concept of validity in research is defined by Quinlan *et al* (2019):

> *'a question of how logical, truthful, robust, sound, reasonable, meaningful and useful is the research; the accuracy of a measure or the extent to which a score truthfully represents a concept (p.25)'.*

The issue of validity in terms of the methodology of the interviews is the principle of co-construction: the data is constructed by the interviewer and the interviewee. Respondent verification is a method used to help establish the validity of the research project by encouraging the interviewees to verify the findings of the research. This was achieved in this research project during the discourse of the interviews.

Triangulation. The practice of triangulation as discussed by Yin (1994) will allow the research project to cross-check the data that comes from multiple sources: documents, questionnaires and interviews. The research study will draw on two different types of evidence, questionnaire data and interview data.

Taken both together, the data will provide the research project with a comprehensive and triangulated evaluation. With triangulation, the potential problems of construct validity can also be addressed, because the multiple sources of evidence essentially provide multiple measures of the same phenomenon (p. 91 to p.93).

Stake (1995) notes that triangulation is a way of working to substantiate an interpretation or to clarify its different meanings and is used by researchers to minimise misperception and to avoid invalidity of conclusions (p.112 – 115).

Mason (2000) views triangulation in a different light. She states that *'at its best….the concept of triangulation….encourages the researcher to approach their research questions from different angles, and to explore their intellectual puzzles in a rounded and multi-faceted way'* (p.149).

3.9 Time Management

The management of time (especially for a part-time student) is critical to the success of any research project (Claessens *et al,* 2005). The drafting of a Gantt chart at the beginning of the process, see Appendix F, and a strict adherence to it resulted in the work being completed prior to the deadline.

Chapter 4: Analysis and Discussion

4.1 Data collection methods, gathering of the data and analysis of the data

Christian grant-makers make grants that support capital projects, core costs, running costs, restricted use and unrestricted use. The variety and reach of the grant outputs to grantees is vast and so this research project will focus on specified fields of activity in the social welfare dimension area – focusing on the entire universe would require a book commission.

One of the principal research instruments that was used to gather data is the questionnaire (Quinlan *et al* 2019, p.157). The self-completion questionnaire, which was delivered electronically, format was selected as the most appropriate data collection method because of its ability to reach the sample who are based at widely dispersed locations throughout the UK and also because of the low cost of data collection and processing.

Oppenheim (1992) explains that the self-administered questionnaire ensures a high response rate, accurate sampling and a minimum of interviewer bias (p. 103). This type of questionnaire was particularly suit this research project given the ongoing restrictions of the pandemic.

The other principal research instrument to be used is the semi-structured interview. Quinlan *et al* (2019) detail the data collection methods that can be used which includes one-to-one interviews: *'the researcher interviews each participant, one at a time and in great depth and detail'* (p.251)*.*

The interviews were conducted online using the medium of Zoom and have been recorded for subsequent analysis and archival purposes.

For the purposes of this research project it was judged that a good sampling frame exists and that the research population is properly defined. To identify the research population, grant-makers were identified from those listed on the register of the Charity Commission of England and Wales and the Office of the Scottish Charity Regulator. The selected grant-makers were identified from the total population, and all are active in Christian grant-making. In order to secure the agreement of the respondents, they were assured that they and their organisation would not be identified in any way, their personal participation would remain confidential, and their responses would be anonymised.

Otter.ai (Otter 2021) and Temi.com (Temi 2021) were used to transcribe the interviews. The qualitative research analysis software programme NVivo (Nvivo 2021) was used to assist the process of arranging and categorising the data from the interview transcripts. Due to the low number of questionnaires that were returned (14 out of 33 sent) the use of specialist software such as SPSS was not appropriate due to the limited amount of data that needed to be processed.

4.2 Well-being metrics and the data

One of the key research objectives are to establish whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making. Rowold (2011) posits that well-being is a highly complex construct related to human nature and people perceive multiple facts or sub-dimensions of well-being (p.950).

Well-being metrics can contribute to policy design, monitoring, and evaluation in a range of areas: for example, places and people with good public health, education, and welfare systems have higher levels of well-being (Graham *et al* 2018).

This research was undertaken against the background of a very rapidly changing situation, driven by the extremes of the pandemic and the response to it by individuals and organisations. The analysis presented in the returned questionnaires and in the interviews reflects the contribution of the Christian funding community to societal well-being in normal times and during crises.

Survey data captured by the questionnaires reveal that well-being plays a central role in planning and approaches made by grant-makers to their grantees.

For example, in response to question C1 *"Is the well-being of beneficiaries part of the desired outcome of your funding programmes?"* the following reply was made: "*Yes 100%. Their physical, emotional, mental, and spiritual well-being are all important to the Trustees".* (Respondent 10.)

4.3 The Questionnaire

The use of the questionnaire is to obtain detailed information for analysis from an accurate sample of the population. Using a questionnaire enabled me to organise the questions and receive replies without having to think about talking to all the respondents, a very difficult task given that the respondents in the sample are located all over the UK and not all of them were familiar or keen to use Zoom or other online video methods.

In order to encourage open and frank discussions about the experience of Christian grant-making and its impact, the interviewees were assured that their responses would remain anonymous. The interviews always began with the gaining of their consent for recording the Zoom interview and a reminder that everything said would be treated as confidential and anonymised in the final writing up of the research.

At the end of each interview this was repeated. Following each interview, a "thank-you" email was sent to each respondent and it reminded them of the offer of a summary of the research findings when it becomes available.

4.4 The Survey

The stated aim of the survey as printed on the questionnaire was *"to further academic research and to provide data to improve and sustain the work of those who fund Christian mission and outreach"*.

The stated aim had three sub-aims: 1. to engage with the respondent of the survey; 2. to encourage them to participate; 3. to gain access to the organisation in terms of survey data.

In May 2021 the questionnaire was sent with a covering letter electronically to 33 respondents which reproduced accurately the structure and features of the population. A deadline was given of 3 weeks to complete and return the questionnaire.

A total of 14 respondents returned the questionnaire by the deadline which represents an overall response rate of 42%. Because this was an adequate response rate it was not necessary to send a chaser email to those who had not met the deadline.

4.5 Presentation and analysis of the Questionnaire

The questionnaire contained thirty questions in four sections. The more significant responses were chosen for analysis and discussion and fourteen questions from the four sections are presented in tabular form, figurative form and text form.

The role, place and evaluation of Impact Measurement

The survey questionnaire (Appendix D) began by asking respondents for their views on Impact Measurement. There were twelve separate questions and I have analysed five questions: A1, A3, A5, A8 and A12.

Table 4.1   **Attitudes towards Impact Measurement** (Question A1)

	Mean	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
It is essential to evaluate our funding to understand its impact and effectiveness.	**1.9**	12	2	0	0	0
It is unnecessary for grantees to provide impact measurement data, as we already know the impact our funding makes.	**-1.5**	0	0	0	7	7
Impact measurement is not appropriate for our funding programmes, and is a waste of time and resources.	**-1.4**	0	1	0	5	8
Impact measurement is one of our top priorities.	**0.9**	5	5	2	2	0

Base: complete sample (14)   *Note: mean is based on a value of +2 for strongly agree, +1 for agree, 0 for neutral, -1 for disagree and -2 for strongly disagree.*

The responses shown in table 4.1 above show that the respondents' attitude to impact measurement overwhelming thought that it is essential to evaluate their funding and impact measurement is one of their top priorities. They also overwhelming reject the two negative questions regarding measurement.

General views about Impact Measurement

Respondents were then asked the extent to which they agreed or disagreed with a number of comments about Impact Measurement (Table 4.2).

Table 4.2 **Views about Impact Measurement** (Question A3)

	Mean	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There is an ethical obligation to measure the impact of our funding.	**1.1**	4	8	2	0	0
Our impact measurement programme helps our grantees understand that their work is really making a difference.	**0.6**	1	8	3	2	0
We use both qualitative and quantitative tools to measure our impact.	**1.5**	8	5	1	0	0
Impact measurement is a *'here today, gone tomorrow'* concept.	**-0.5**	0	0	1	7	6
Impact measurement plays an important role when we are reporting to regulatory bodies (Charity Commission, OSCR, Companies House).	**0.6**	2	8	0	4	0
The use of impact measurement is part of our organisational DNA.	**0.7**	1	8	5	0	0
The outcome of impact measurement helps us to communicate our mission in a more efficient and effective way.	**0.8**	3	6	4	1	0

Base: complete sample (14)

Note: mean is based on a value of +2 for strongly agree, +1 for agree, 0 for neutral, -1 for disagree and -2 for strongly disagree.

The responses shown in table 4.2 above show that the respondents incorporate an ethical approach to their impact measurement programmes, and dismiss the *"here today, gone tomorrow"* question. The survey data agrees that impact measurement also has external value, especially in communicating their mission to external stakeholders.

Figure 4.1 **Social direction of your funding** (Question A5)

How does your organisation determine which social issues to support?
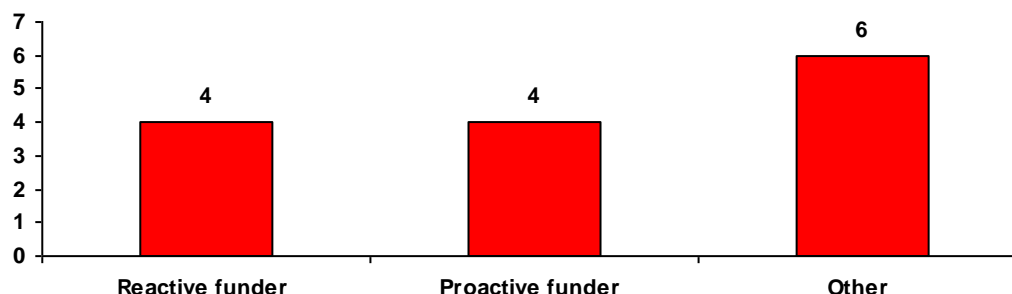
Base: complete sample (14)

The six responses in the other column included organisations that are both reactive and proactive funders, and also those that make strategic grant allocations and have key funding criteria across established funding streams.

Impact Measurement and the Organisation

Table 4.3 **If your organisation uses impact measurement as part of its operational discourse, can the following effects be identified as a direct result?** (Question A8)

	Mean	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A more efficient use of charitable funds.	**0.9**	1	11	2	0	0
A stronger organisational mindset.	**0.8**	1	9	4	0	0
Improved funding reach.	**0.6**	0	9	4	1	0

Base: complete sample (14)

Note: mean is based on a value of +2 for strongly agree, +1 for agree, 0 for neutral, -1 for disagree and -2 for strongly disagree.

The responses shown in table 4.3 above show that the majority of the respondents agreed that impact measurement delivers a more efficient use of their funds and improves funding reach. This approach also results in a stronger organisational mindset and a perceived improvement in the funding reach.

Figure 4.2   **Opinion on why grant-makers do not use impact measurement** (Question A12)
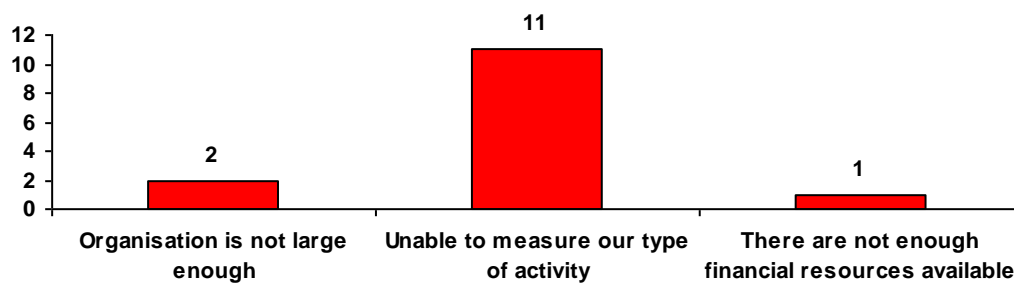
Base: complete sample (14)

The specialised nature and remit of Christian grant-making is clearly illustrated by the majority of responses in the middle column. However, this opinion contrasts starkly with the data in table 4.1 (Question A1) and table 4.2 (Question A3).

Operational grant-making

This section of the survey asked respondents for their views on operational grant-making. I have presented the analysis of two of the four questions, the first one covering the types of grants the organisation makes (Question B1) and the second question in respect of evidence reporting (Question B3).

Figure 4.3   **What types of grants does your organisation make?** (Question B1)
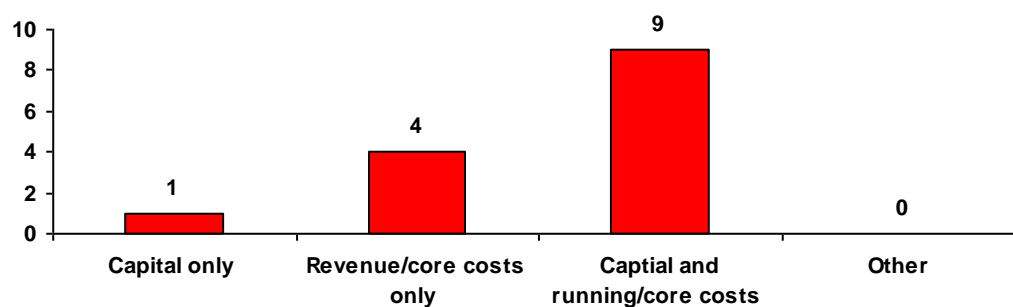
Base: complete sample (14)

One of the long-term criticisms of the grant-making community is a reluctance to fund *"back office or engine room"* costs (referred to in the above figure as revenue/core costs). This data is very refreshing showing that the majority of the respondent's organisations have adopted a grant-making strategy which fully embraces this vital area.

Figure 4.4   Evidence reporting: When in the annual funding cycle do you require your grantees to report on their project to you (Question B3)
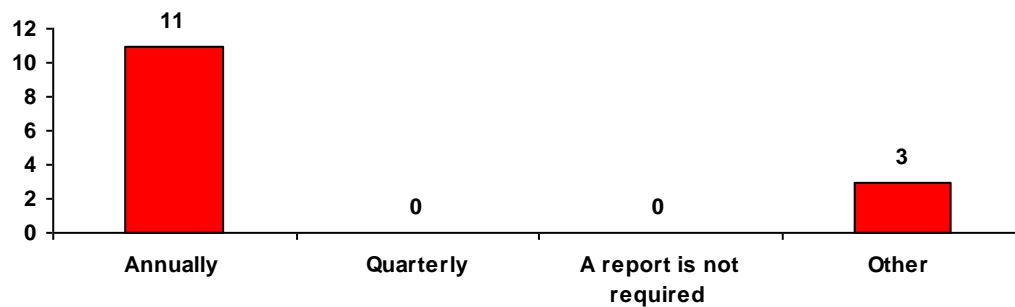
Base: complete sample (14)

The data capture here shows an annual engagement by the funders to their grantees. It would be interesting to know if during the year any other contact is made by the funder. The response in the other column includes a year after the completion of a major capital project; 6/12 months depending on the nature of the grant; and a mix, depending on the duration of the grant.

Well-being

This section of the survey asked respondents four questions on their views on well-being, which is one of the key research objectives. I have presented the analysis of three of the questions, one covering the understanding of the term 'well-being' (Question C2), the relationship between well-being and the organisation (Question C3) and an opinion on the concept of well-being (Question C4).

Figure 4.5   When you see the words 'well-being' in a grant-making context what does it means to you? (Question C2)
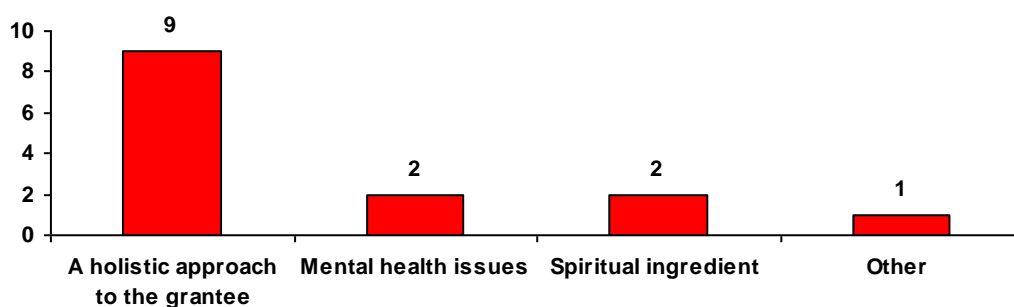
Base: complete sample (14)

The respondents show a healthy awareness of the place of well-being in their relationship with the grantees. Well-being is a relatively new concept to funders, so this is an exciting development. Interesting to note that 2 of the respondents view well-being in spiritual context. The response in the other column reflects a closer relationship with the grantee; the concern is with the individual beneficiaries.

Figure 4.6 **Thinking about an organisation like yours – its internal organisational structure, its leadership and internal management systems – is well-being (in respect of funded projects), regarded as an important part of the operational mindset?** (Question C3)
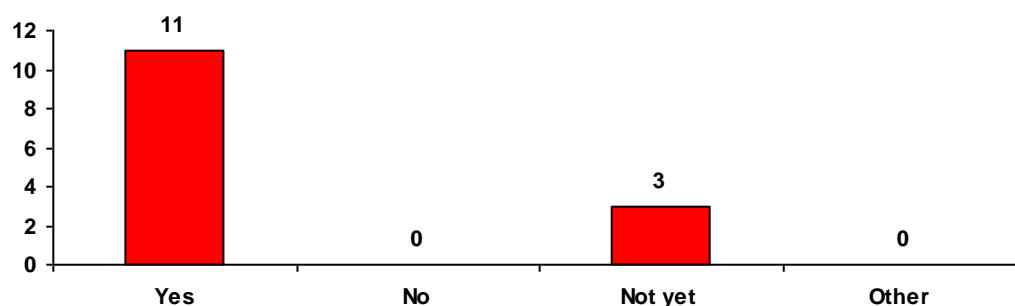
Base: complete sample (14)

The respondents overwhelming confirm that their organisations regard well-being as part of the operational mindset.

Table 4.4 **Attitudes towards various statements well-being** (Question C4)

	Mean	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Well-being can be physical, social and spiritual.	**1.6**	9	4	1	0	0
Well-being can shape social and environmental factors.	**1.07**	6	3	5	0	0
The concept of well-being is not yet fully developed.	**0.6**	2	6	4	2	0
Well-being is an important component of a funding application to our organisation.	**1.6**	7	14	7	3	1

Base: complete sample (14)

Note: mean is based on a value of +2 for strongly agree, +1 for agree, 0 for neutral, -1 for disagree and -2 for strongly disagree.

The responses shown in table 4.4 above confirm that the respondents have a thorough knowledge of the dynamics behind well-being and clearly show that this knowledge is not superficial. The other interesting data capture is the relationship in their organisations between well-being and the design of their individual grant application forms.

Profile of the sample

This section of the survey asked respondents ten questions about the organisational shape of their trust or foundation. I have analysed four of the ten questions, one covering the organisation's total annual income (Question D1), how long has the organisation been in existence (Question D2), how many employees work for the organisation (Question D3) and what is the level of the annual grant-making budget (Question D4).

Figure 4.7 **What is your organisation's total annual income?** (Question D1)

Base: complete sample (14)

The data show in figure 4.7 above illustrates the growing wealth of niche funders in the Christian grant-making community. Despite being the poor cousin to secular funders, this data shows that the respondents organisations can really add value through their grant programmes.

Figure 4.8 **How long has your organisation been in existence?** (Question D2)
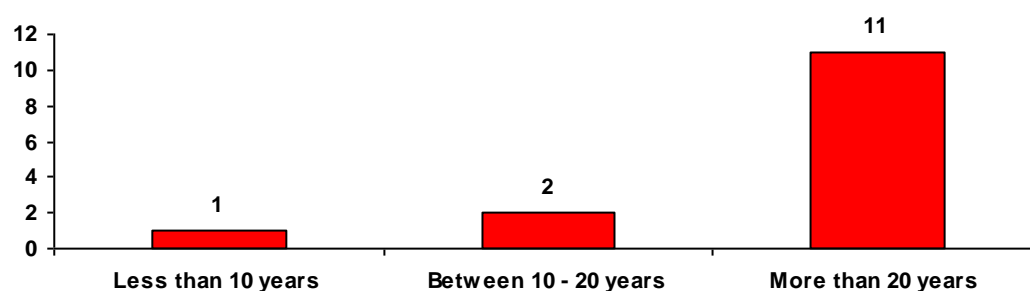
Base: complete sample (14)

Most respondents were mature organisations with 11 (79%) having been in existence for more than 20 years. One respondent had been in existence for less than ten years and two for between 10 and 20 years.

Figure 4.9   How many employees work for your organisation? (Question D3)
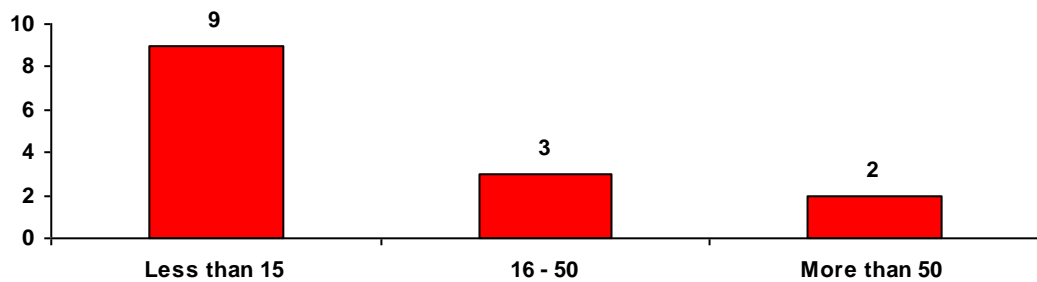
Base: complete sample (14)

The responses shown in figure 4.9 above illustrate the nicheness structure of Christian funders – small, tightly run organisations with the majority low head counts in terms of employees. A total of 9 respondents (64%) employed less than 15 people with only 2 respondents (16%) employing more than 50 people.

Figure 4.10   What is the level of your annual grant-making budget? (Question D4)
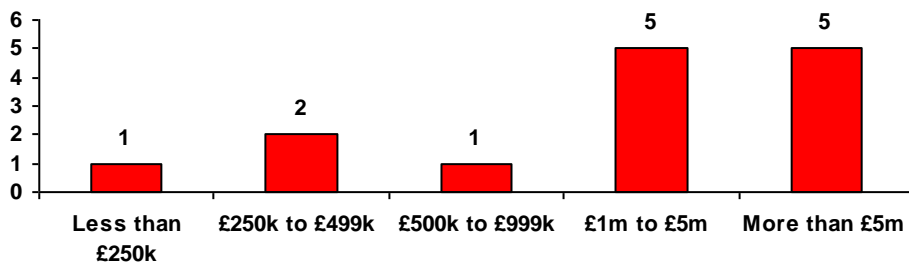
Base: complete sample (14)

The data shown in figure 4.10 above shows a strong financial impact at the higher value range of between £1m to more than £5m, which is clearly connected to the data in figure 4.8. (Question D2) regarding the existence of the organisation. The longer established, the more funds are available to give away.

4.6 Presentation and analysis of the semi-structured Interviews

The study invited five executives of Christian funders who were identified as willing to participate, in semi-structured interviews to delve deeper into concepts and themes of the theoretical framework, in terms of the context of the pandemic and its impact on pre-existing methodologies. The interviews were also designed to give an insight into the practices required for post-crisis recovery of grantees. A qualitative thematic content analysis has been applied to both documentary sources and the interviewees' accounts.

Five interviewees (36% of the questionnaire sample) were interviewed via the medium of Zoom. All participants were interviewed in their capacity as leaders or senior representatives of the organisations that responded to the questionnaire. They represented funders who have been active less than 10 years and those that are well established (over 50 years old). The asset value of the organisations represented ranged from £16m to £253m. The interviewees have a wide range of experience in the funding world and are active in related networks akin to their charitable objectives.

These in-depth interviews provided participants with the opportunity to engage in a face-to-face (via Zoom) dialogue about funding processes by drawing on their own experiences. Consequently, all participants provided me with a detailed understanding of the processes involved and their perspectives of the effects of the current *modus operandi* of their organisations. Interviews varied in theme and focus and the use of a set of template questions (Appendix B) to invite respondents to reflect on the topics about which they felt most strongly worked well, whilst keeping the overall interview time to no longer than 30 minutes.

A thematic analysis was undertaken using NVivo (2021) to categorise and summarise the core themes emerging from the interviews, particularly focusing on the actions their organisations had taken during post-pandemic recovery, including strategic decision making, strategic planning and long-term resilience. Coding for interviews was guided by the themes and sub-themes identified in the theoretical framework.

These Zoom interviews were transcribed from mp4 files to word documents using online software Otter.ai (Otter 2021) and Temi.com (Temi 2021). An example of an interview transcript can be seen at Appendix E. All five interview transcripts were analysed by NVivo (2021) and thus emerged a number of key and emerging themes which have been presented in a word cloud format (see figures 4.11 and 4.12).

Figure 4.11: Explore diagram for "Measurement" node

Figure 4.12: Word cloud for "Measurement" node. *The word cloud incorporates all the responses from the five interviews and has presented the word cluster when using the coding node "Measurement".*

Why use a word cloud and what can it tell us? More researchers are using word clouds to highlight important textual data points as they can immediately convey important information and they are reliable for visualising unstructured text data and gaining insights on trends and patterns (McNaught & Lam 2010 and DePaolo & Wilkinson 2014).

The more a specific word appears in a source of textual data (in this case the five interview transcripts analysed by NVivo), the bigger and bolder it appears in the word cloud. The analysis of the interviews shown at figure 4.12 illustrate a priority in the minds of the those interviewed of a desire for change (the most prominent word) in relation to their activities and programmes (the next two prominent words). Wrapped around these prominent markers are words such as think, move, act, happen and question. This summary of text from the five individual respondents, all from quite diverse organisations within the Christian grant-making community, allows us to conclude that there is a healthy process at work to react to the challenges of the last 18 months (pandemic) and emerge with a revised methodology in terms of delivery, impact and well-being.

4.7 Discussion of the data

In this research, the evolution of the organisational survey of the study is presented, from the design of the questionnaire through to the detailed analysis of the responses. The use of the questionnaire, the methodology of the interviews, the capture of data from the surveys (with the use of impressive online software packages) has moved the study forward significantly. The analysis of the responses, as discussed below, will show a strong degree of polarity between intent and practice and a number of exciting results.

It is worth noting that the surveyed organisations, who are in the main well-established Christian funders with a clear remit, can engage with the use of impact measurement in the deliverance of its charitable objectives but seem to be held back by their niche activities in terms of actual measurement (see figure 4.2).

Views on the measurement of impact and its relationship with the delivery of their charitable objects remain mixed on the part of those who were interviewed. The questionnaire responses confirmed that change in their *modus operandi* is a key concern for funders. There is strong agreement that measurement and evaluation is critical, and it was agreed that measuring impact improved the efficiency and effectiveness of a funder's delivery to grantees.

Almost all questionnaire respondents (86%) said their organisation should engage with impact measurement in order to evaluate their funding. A further 71% of the questionnaire respondents felt this engagement should be a matter of priority. During the interviews it was clear that the driver of this attitude to impact measurement is the experiences of funding through a pandemic. The lead word in figure 4.12 (word cloud) is ***change.*** What is puzzling here is why is it the challenges of the pandemic has led to this position, rather than good governance and improved operational management. This was not one of the questions put to the respondents and in hindsight it should have been. They also overwhelming rejected the two negative questions regarding measurement (see table 4.1).

In continuing the discussion of impact measurement, it was impressive that the vast majority of respondents (86%) agreed that there is an ethical obligation to measure the impact of their funding. Trusts and Foundations traditionally have an arms-length relationship with anything in the ethical dimension but perhaps part of this fresh realisation of the benefits of ethical thinking, is that the outcomes of impact measurement will have many positive benefits including helping respondents' organisations to better communicate the outcomes of their mission (65% of respondents agreed with this).

In addition to the ethical benefits, 86% of respondents felt that the use of impact measurement will result in a more efficient use of charitable funds which is normally the base line of Trustees' expectations. However, despite the positive data, the one troubling finding of the questionnaire *vis-à-vis* impact measurement is the majority of respondents (78%) agreed that funders are unable to use impact measurement owing to the type of funding activity. This opinion is worrying because it may mean that despite the willingness and agreement to engage with the principles of impact measurement, it may simply not be possible due to the bespoke funding streams that Christian grant-makers have. Further research in this area is necessary.

The position of respondents organisations in respect of the type of grants made and the requirement of evidence-reporting was almost universal. It is impressive to see that the majority of questionnaire respondents (93%) recognise the importance of core cost/running cost grants *(grants that can be used on an organisation's core functions, including salaries, fundraising, operations, governance, income generation, or other spending that is not project-specific).*

Core costs funding is not new to most Christian funders and during the pandemic there has been a significant uplift in this approach by secular funders with a desire to make the grants unrestricted over a period of up to 5 years. With regard to evidence-reporting 100% of the respondents confirmed they had a requirement for grantees to report back on their funding, with 79% making this an annual requirement.

Interviewees were strongly positive and knowledgeable about the concept of well-being. The majority of respondents (64%) recognise that well-being in a funder's context must reflect a holistic approach to the grantee, as part of the operational mindset. 93% of respondents recognised that well-being can be physical, social and spiritual. 14% of respondents recognised that well-being had a stand-alone spiritual ingredient in relation to the context of grant-making. It may be the case that this recognition will grow in future years when the in-house adoption of well-being metrics becomes more universal.

The organisational profile of the respondents reflects an established and settled framework. Most respondents were longstanding funders with 79% having been in existence for more than 20 years. Only a total of 2 respondents (14%) employed more than 50 people with 9 respondents (64%) employing fewer than 15 staff. As expressed in the interviews the majority of the respondents have experienced a growth in demand for their funding during the pandemic (March 2020 to date) and have responded in different ways to the challenges of the grantees.

The value of the annual grant-making budget ranged from less than £250k per annum to more than £5m per annum. It was refreshing to see that 71% of the respondents' organisations award more than £1m per annum – this is almost certainly linked to the high level of mature organisations in the sample.

Reflecting on the literature, the qualitative study by Carnochan *et al* (2014) proposed a number of recommendations that related to the role of funders which emerged from the experiences of the organizations participating in their study (p.1028):

> *"First, non-profit human service organizations would benefit from funder efforts to standardize the performance measurement and reporting requirements that they impose. This would reduce the administrative burden associated with reporting, by streamlining the amount of data organizations need to collect.*

Second, funders should assess the costs associated with performance measurement and reporting and adjust overhead rates to adequately fund these processes. Finally, collaborative initiatives between funders and non-profit human service organizations to identify appropriate outcome measures can lead to more informed practice by organizations, while continuing to ensure accountability to funders" (p.1028-1029).

This summary by Carnochan *et al* in 2014 *is* a fair likeness or an echo of the findings of the data that was captured by questionnaire and interview in this study. They posit that engagement with grantees is crucial, the examination of cost and outcomes are fundamental, and this will result in an increase in positive outcomes.

Finally, one of the interesting outcomes of the interviews was the concept of an exit-interview for grantees. This idea was offered by the first interviewee. The subsequent responses are very interesting:

The organisation I've worked for a long time, we've never considered it. It's a new idea and it sounds really good. We had a process where people did a final report and sometimes we would do a final review on those final reports. We might meet with them, but nothing as formal as an exit interview. But I like the idea.   **Interviewee 2.**

I think it really depends on who carries out the interview, and how confidential it is. Because I hate to say it but anyone who's dealing with a funder will never say a bad word to their face. I've been on the other end of it, you know, as a recipient of grant funding, and you don't bite the hand that feeds you. **Interviewee 3.**

I like the idea of it. I suppose it's the degree of rigor that underpins it in terms of holding the charities feet to the fire regarding the performance, and the evidence that they have produced. I think there is something, a relational bit that it gives us an opportunity to do more in that space than simply an undetermined zoom interview. **Interviewee 4.**

I would be fascinated to learn more about them. I think it's a great suggestion. I know one or two big of the bigger foundations, the well-resourced ones, invite their people to submit questions. **Interviewee 5.**

Chapter 5: Conclusion

5.1 Reflections and conclusions on the project

This final chapter will discuss the research proposition, look at the outcomes of the analysed data and reflect on the literature which connects with the conclusions. The chapter will conclude with addressing the limitations of the research and propose further research.

The literature review confirmed that the purpose of impact measurement is to understand what difference organisations' activities make to society and to communicate that difference or value to the organisation itself and to its internal stakeholders (such as grantees and benefactors).

In respect of proving their worth, Connolly and Hyndman (2004) argue that third sector organisations (TSOs) in the UK must justify their existence. Measuring impact performance makes visible TSOs' resources, activities and achievements, which leads to better informed discussions and decisions. They consider that, unless performance measures are in place, it is difficult for TSOs to counter criticisms of poor management and ineffectiveness. Their viewpoint is supported by the findings of this research project, in particular the analysis of the questionnaires and the main conclusion of the interview data analysis: *we need to change* in order to be more efficient, effective grant-makers.

According to Zappala and Lyons (2009), work on recent approaches to measuring social impact in the third sector few would argue with the statement that it would best serve the common good if Third Sector organisations were better able to conceptualise, articulate and demonstrate the impact of their programmes, either in the design phase or at their completion. They do further by arguing that the submission of a social accounting report or SROI report should be a condition of receiving funds, which would lead to the wider use and awareness of social impact measurement (p.22). This position is an interesting one is relation to the opinions of the survey respondents, and the argument that the provision of funding to deliver impact reports is a more effective approach than making it a condition of funding is a convincing one.

Gibbon and Day (2011) take the counter view: "it is easy to see why the simplicity and clarity of SROI is attractive to policy-makers, fundraisers and investors, who are keen to quantify and express social value creation and thus make comparative assessments of social value.

However, this apparent simplicity also risks reducing the measurement of social impact to a potentially meaningless or even misleading headline figure and should therefore be treated with caution (p.63).

Lee and Nowell (2015) suggest that, despite the common assumption that performance measurement is motivated by internal needs to improve operational functioning and efficiency, institutional pressures and the need for external legitimacy are likely to have a stronger influence on what non-profits actually measure (p.314). This is disputed by the data collected by this research project. The analysis shows that respondents have an ethical approach to the process (table 4.2) and they have a strong desire to be more efficient and widen their funding reach (table 4.3). Perhaps it is the larger funders who assets exceed the size of Christian funders (figure 4.7) hold the need for external legitimacy and the need to maintain a very public profile.

According to the European Venture Philanthropy Association (2013) the aim of a good impact management system should be not only to maximise the value for the final beneficiaries, but also to improve the services or/and products offered. They believe there are five main steps in order build a system that allows the user to collect the right data, and seven principles that guide social sector funders through each of the steps. They are summarised in the figure below:

Figure 5.1   Social direction of your funding

These steps aim to help venture philanthropy organisations and social purpose organisations to implement a system to collect information in order to improve the products and services offered to the final beneficiaries (European Venture Philanthropy Association 2013, p.5).

The paper by Bach-Mortensen and Montgomery (2018) found that the main implication identified in their systematic review is the apparent willingness of funders to enforce evaluation on third sector organisations without offering support and consistent guidelines as to how evaluation should be undertaken. They posit that to address this problem it is central not to focus on individual barriers (such as financial resources) but to consider what support is necessary to ensure that the organisations have the appropriate capacity and capability to undertake evaluation (p.12). This is a very important point. Funders may seek to embrace the impact measurement process but if their grantees do not have the skill set or resources or both there will be little to be gained by the experience.

Quinlan *et al* (2019) explain that in the final section of the research report, the researcher presents the conclusions and recommendations of the research project (p.383). The target audience for the dissemination of the results of this research project will be in three groups. Within these groups the research summary will be circulated to the CEO or their equivalents. The dissemination of a summary of the findings (which will be drafted in a collegiate and positive framework making it attractive to read and thus inviting the organisation to benefit from the content), will be made available to three groups:

The first group are those organisations who contributed to the research data via the interviews and questionnaires.

The second group will be the trusts and foundations of the grant-making community in the UK who only fund Christian mission; trusts and foundations who part-fund Christian mission as part of their charitable objectives; and trusts and foundations who fund Christian mission as they recognise the strength of their community initiatives and benefits.

The third group will be the membership and related organisations in the trust and foundation world, such as the Association of Charitable Foundations, Institute for Voluntary Action Research, Wales Funders Forum, Scottish Grant-Makers Group and the Christian Funders Forum.

It is useful here to reflect on the key research objectives, which are to:

- Identify how selected grant-makers determine the effectiveness of their social impact;
- Analyse how selected grant-makers measure the impact of their grants;
- Identify which factors (organisational, cultural, values and beliefs) influence the choice of measurement methodology;
- Establish whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making.

The first two key research objectives were met by the responses to the survey, the content of the interviews and the subsequent analysis and discussion of the data. The third key objective of the choice of measurement methodology was addressed in the questionnaire with the following results:

Figure 5.2   **What tool do you use to measure your impact?** (Question A2)
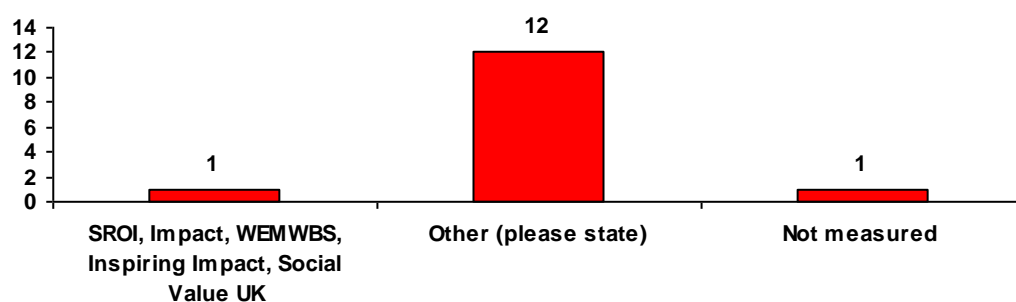
Base: complete sample (14)

The responses to this question were the most surprising of the study. Despite the availability of established tools used by the general funding community (SROI *et al*) the overwhelming majority (86%) of the questionnaire respondents confirmed that their organisation used a tool that had been developed in-house or a reliance on what the grantee uses:

"Developing our own system using tools from Inspiring Impact" Respondent 27.

"Using our own grant impact questionnaire" Respondent 10.

"Through grantee feedback" Respondent 32.

"In-house reporting tools and surveys" Respondent 12.

"Our own review based on key information requested" Respondent 16.

It can be safely assumed from the responses that the overriding factor of choice is organisational culture. There seems to be a timidity to engage with the more mainstream tools but perhaps this is explained by the responses to question A12 in Figure 4.2 (p.38), *"Why grant-makers do not use impact measurement",* which confirmed the specialised nature and remit of Christian grant-making, which provide the answer to why in-house bespoke measurement tools are preferred.

Harlock and Metcalf (2016) note that as recently as 2015 there were over 130 different tools and techniques available to third sector organisations (TSOs) to measure their impact. "This marketplace is not static, and tools are continually being developed and updated as the industry around impact measurement evolves. This presents TSOs with a significant degree of choice, yet also means that they face time-consuming research and decisions to select the practices most suited to their specific needs" (p.104).

Two impact reporting templates for the Christian funding community are currently available on the internet which illustrates a helpful trend in establishing the tools which will empower the charities and others in their journey of impact measurement. The first is available through All Churches Trust (2021) and can be viewed as Appendix I. This reporting tool was created in conjunction with the Church Urban Fund and is a three-page impact summary which is easy to use and is aimed at local church projects.

A more sophisticated version is the *'Funding Progress Report'* used by the Esmée Fairbairn Foundation (2021) for its grantees which can be seen at Appendix H. This report is two pages of A4 which asks about internal and external contexts, three key outcomes and requests a number of supporting documents including budgets and audited accounts to accompany the completed report.

The last of the key research objectives is to establish whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making. The discussion in the literature review of well-being metrics, principally WEMWBS (2021), confirmed that mental well-being is holistically linked to other aspects of well-being: physical, social and, where appropriate, spiritual.

The data captured by the survey and questionnaire confirm that the Christian grant-making community have a strong awareness of well-being and seek to incorporate the principles into their work and approach to impact measurement. This validation by the respondents and the frameworks provided by the literature confirms that this key research objective has been met.

Reflecting on the approach to impact measurement by Christian grant-makers and secular grant-makers: *is there a marked difference?* The research shows that there is a different approach by Christian grant-makers mainly because they recognise that specific aspects and uses of their funding resources are very different from a secular funder, and they do not hesitate to support and engage with projects that are evolving and have no guaranteed outcomes.

In the questionnaire, respondents agreed that spiritually has a place in their methodology (figure 4.5) and in the interviews the measurement of prayer and retreat centres was discussed with a sense of openness, familiarity and acceptance. The literature recognises this concept of spiritually and faith in the mindset of the Christian grant-makers, Rowold, 2011 and Kurlberg & Kurlberg, 2018.

General grant-makers seem not to focus on these types of intangible benefits and the place of faith in the funding mix, but seem to concentrate on the "hard numbers" and too often the "headline grabbers". Secular funders are also much more conscious of reputational damage that may be associated with funding an area of society that may reflect badly on their brand, and in the case of some funders, the public profile of individual trustees.

Christian funders are prepared to fund projects that are difficult to measure in terms of above the line benefits, and at first sight seem quite unorthodox. This is probably the most marked difference between Christian and secular funders. Christian funders use their faith to direct their decision making and subsequent impact measurement, a concept that does not feature in the general grant-making communities.

5.2 Limitations and Further Research

The only difficulty encountered during the research were logistical issues, compounded by producing the study during a pandemic. The entire paper has been delivered under lockdown conditions and thus frustrates the person-to-person availability of interviewees and access to respondents, in particular the time that they have available. However, it is fair to say that through the medium of Zoom and other software, it has been possible to successfully conclude the study. The limitations of the study also included a small sample size – in a non-pandemic environment this could have been increased considerably.

The analysis of the data and the review of the literature has produced a number of interesting outcomes in an area that had not been researched before. The drawback of the literature is that it is

centred in the non-profit world and not the Christian non-profit world. The emergence of well-being in the literature added value to the study and it was encouraging to find the respondents familiarity with the concepts.

The research has identified a number of themes in the use of impact measurement and its relationship with the social impact of Christian grant-making. A consideration for future research is to move beyond the boundaries of the population of this study and widen it to include the more mainstream funders, including those who specialise in areas such as medical research and overseas development work.

The collective view of the respondents is to change their current *modus operandi* and improve their service to their grantees, and they are clearly aware of the work that needs to be completed so that the social impact of Christian grant-making can be measured and articulated.

The final words must go to Aristotle who wrote:

> "*To give away money is an easy matter. But to decide to whom to give it and how much and when, for what purpose and how, is neither in every man's power, nor an easy matter*". (Illingworth *et al*, 2011, p.3).

Appendix A

Warwick Edinburgh Mental Wellbeing Scale (WEMWBS)

Below are some statements about feelings and thoughts.

Please select the answer that best describes your experience of each over the last 2 weeks.

	None of the Time	Rarely	Some of the Time	Often	All of the Time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been feeling interested in other people	1	2	3	4	5
I've had energy to spare	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling good about myself	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been feeling confident	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5
I've been feeling loved	1	2	3	4	5
I've been interested in new things	1	2	3	4	5
I've been feeling cheerful	1	2	3	4	5

Appendix B

List of Initial Interview questions

Q1 Is impact measurement really necessary? Aren't trusts able to determine it themselves?

Q2 Are impact claims made by trust valid, with no recognised third-party validation?

Q3 Why are impact assessments never published?

Q4 Does your impact assessments shape future funding programmes?

Q5 Risk: if trusts were willing to take more risk would their programmes be more effective?

Q6 What is the main theme of your COVID funding?

Q7 What measurement tools do you use & why?

Q8 Is impact measurement taken seriously by the charity world?

Q9 What funder-plus work does your trust undertake?

Q10 Would exit-interviews by end of term grantees help impact assessment?

Appendix C

Letter that accompanied the Survey Questionnaire

Dear xxx,

The Social Impact of Christian Grantmaking – an MSc survey

I am currently undertaking research as part of my MSc in Grantmaking, Philanthropy and Social Investment at Bayes Business School, University of London. As part of my research, I am surveying a number of Grantmakers in the UK and I would welcome your assistance in completing the attached questionnaire.

The aim of this survey is to further academic research and to provide data to improve and sustain the work of those who fund Christian mission and outreach.

The information you provide will be analysed on a non-attributable basis only, so you need have no concerns about confidentiality. Only the academic staff and I will see the results of the survey.

I appreciate that you receive many requests to assist research but I hope you will support my work. Please note that there are no right or wrong answers in the questionnaire, I am interested in your opinion.

Please complete and return the questionnaire by 11th June. Those who complete the survey will be provided with a summary copy of the research when it is finished.

Thank you.

Kind regards,

John

Appendix D – Survey Questionnaire

<div style="border:1px solid black">

Survey of the Social Impact of Christian Grant-Making

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This survey is being undertaken as part of an MSc in Grantmaking, Philanthropy and Social Investment at Bayes Business School, University of London. The aim of the survey is to further academic research and to provide data to improve and sustain the work of those who fund Christian mission and outreach.

Your responses to this questionnaire will be analysed for the benefit of all participants on a non-attributable basis and you are encouraged to be forthright and open about your experiences.

Please return the completed questionnaire by 11th June 2021 via email to **secretary@ranktrust.org** or via post to Dr John Higgs, Room G3, Worth Corner, Turners Hill Road, CRAWLEY RH10 7SL.

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Section A: Impact Measurement

</div>

A.1. **The role, place and evaluation of Impact**

Here are some comments about impact measurement. Please indicate your response to each of them on the scale below.

33

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
It is essential to evaluate our funding to understand its impact and effectiveness.	1	2	3	4	5
It is unnecessary for grantees to provide impact measurement data, as we already know the impact our funding makes.	1	2	3	4	5
Impact measurement is not appropriate for our funding programmes, and is a waste of time and resources.	1	2	3	4	5
Impact measurement is one of our top priorities.	1	2	3	4	5

A.2. Does your organisation currently measure the impact of your funding and if yes, what tool do you use? Please circle the one you are familiar with:

      SROI, Impact, WEMWBS, Inspiring Impact, Social Value UK…….….…1

      Other (please state) _____2

      Not measured………………………………….………………………...…3

A.3. Here are some more comments about impact measurement. Please indicate your response to each of them on the scale below.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There is an ethical obligation to measure the impact of our funding.	1	2	3	4	5
Our impact measurement programme helps our grantees understand that their work is really making a difference.	1	2	3	4	5
We use both qualitative and quantitative tools to measure our impact.	1	2	3	4	5
Impact Measurement is a 'here today, gone tomorrow' concept.	1	2	3	4	5
Impact measurement plays an important role when we are reporting to regulatory bodies (Charity Commission, OSCR, Companies House).	1	2	3	4	5
The use of impact measurement is part of our organisational DNA.	1	2	3	4	5
The outcome of impact measurement helps us to communicate our mission in a more efficient and effective way.	1	2	3	4	5

A.4. How effective is the current approach used by your organisation to monitor and evaluate your grantees?

      _____

      _____

      _____1

A.5. **Social direction of your funding**

      How does your organisation determine which social issues to support?

      Reactive funder (only respond to applicants made) …………….……1

      Proactive funder (reach out to potential grantees) ………...……....2

      Other (please state) _____3

A.6. What kind of social impact does your organisation want to make?

      _____

      _____

_____
_____1

A.7. Does your organisation offer formal training in impact measurement?

     Yes 1

     No……………………………………………………. 2

A.8. If your organisation uses impact measurement as part of its operational discourse, can the following effects be identified as a direct result:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A more efficient use of charitable funds	1	2	3	4	5
A stronger organisational mindset	1	2	3	4	5
Improved funding reach	1	2	3	4	5

A.9. How does your organisation determine the effectiveness of its grantmaking staff?

_____
_____
_____1

A.10 In what areas of society does your organisation aspire to make the most impact?

_____
_____
_____1

A.11. On the scale below, how committed are the senior staff in your organisation to measure the social impact of your funding programmes?

1	2	3	4	5
Very keen to measure				Not at all keen to measure

A.12. Here are some reasons why grant-makers do not use impact measurement. Please circle the one you most agree with:

     The organisation is not large enough 1

     Unable to measure our type of funding activity........................ 2

     There are not enough financial resources available 3

Section B: Operational grant-making

B.1. **Types of grants and level of risk**

What types of grants does your organisation make?

Capital only 1

Revenue/core costs only 2

Capital and running/core costs…………………………………..3

Other (please state)_____4

B.2. On the scale below, where would you place your funding programmes in terms of risk?

1	2	3	4	5
Risk adverse				We embrace risk

B.3. **Evidence reporting**

When in the annual funding cycle do you require your grantees to report on their project to you?

Annually 1

Quarterly 2

A report is not required …………………….………………………3

Other (please state) _____4

B.4. When you consider the areas that you have funded during the Covid pandemic, which of these areas would you consider as the most important?

_____

_____

_____

_____1

Section C: Well-being

One of the key research objectives is to establish whether well-being metrics can be used to measure and evaluate the effectiveness of Christian grant-making.

C.1.   Is the well-being of beneficiaries part of the desired outcome of your funding programmes?

_____

_____1

C.2.   When you see the words 'well-being' in a grant-making context what does it mean to you?

A holistic approach to the grantee 1

Mental health issues 2

Spiritual ingredient 3

Other (please state) _____ 4

C3.   Thinking about an organisation like yours – its internal organisational structure, its leadership and internal management systems – is well-being (in respect of funded projects), regarded as an important part of the operational mindset?

Yes 1

No 2

Not yet 3

Other (please state) _____ 4

C.4.   Please indicate your response to each of the following statements:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Well-being can be physical, social and spiritual.	1	2	3	4	5
Well-being can shape social and environmental factors.	1	2	3	4	5
The concept of well-being is not yet fully developed.	1	2	3	4	5
Well-being is an important component of a funding application to our organisation.	1	2	3	4	5

Section D: Details of your organisation

D.1.   What is your organisation's total annual income?

      £250,000 - £499,999 1
      £500,000 - £999,000 2
      £1m - £5m 3
      Over £5m…………………………………………………………4

D.2.   How long has your organisation been in existence?

      Less than 10 years 1
      10 – 20 years 2
      More than 20 years 3

D.3.   How many employees work for your organisation?

      Less than 15 1
      16 – 50…. 2
      More than 50………………………………………………………..3

D.4.   What is the level of your annual grant-making budget?

      Less than £250,000   1

      £250,000 - £499,999   2

      £500,000 - £999,999   3

      £1m to £5m   4

      More than £5m   5

D.5   How many people in your organisation are involved in the grant-making process?

      1 person 1
      2 – 5 people 2
      6 – 10 people 3
      More than 10 people 4

D.6.   What is your organisation's primary funding focus?

_____
_____
_____1

D.7.   In what order would you place the following in reaching your organisation's funding priorities? *(mark 1 to 5)*

Founders' vision/wishes ....
Board of Trustees ....
Senior staff ....
Beneficiaries ....
Other (please state) _____

D.8.   Do you think that there is a strategic alignment of your organisation's charitable objectives and those of your grantees?

Yes 1
No 2

D.9   Grantees think about funders in different ways. What picture do you think that your grantees have of your organisation?

_____
_____
_____
_____1

D.10.   What is your position in your organisation?

………………………………………………………………………1

Speaker 1: (00:08)
The work I'm looking at is the social impact of Christian grant making. So Christian grant-makers in the UK for a long time, have been ploughing their field and claiming impact. Whether those claims are valid and the concept of impact can be measured in some way. So how do we measure Christian grant making? How do you measure your attendance or retreat centre? How do you measure prayer? I found out since, so I sent a questionnaire out to let the people they've responded. So, these questions arise from the discussion of the feedback. So, the first thing is in your position, in your trust, would you say that impact measurement is really necessary, or aren't you able as a trust to determine yourselves through, you know, your staff and your programmes, or did you need, do you think it's necessary to have a sort of a measuring tool or system?

Speaker 2: (01:26)
I think you, I think you should strive to do that. However, challenging that that task might be the, uh, I think having an understanding that impact can be seen in, in different ways, you know, not just looking at the sort of the hard and soft, the qualitative and the quantitative, trying to get a better flavour and understanding of it. I think in the first instance, it's helpful to understand what it is you're hoping to achieve that understanding about intent and purpose and what are you trying to achieve against which you can then measure? I think that having been through that social impact sort of strategy led sort of process looking at all of our various programmes, the information that we provided to the social impact team, but also talking to those that we work with.

Speaker 2: (02:14)
It was interesting to get a different perspective, to look at the evaluations, especially independent stuff, to try and get a better flavour as to what was our most impactful work. And in a nutshell, everything that we were, we were able to demonstrate clear mission, purpose. I have a clear intent and purpose as to what we were trying to achieve was, was largely more impactful from the, the more generic and on the softer stuff. Things like the xxxxxx programmes and the general grants for us, you know, the small grants and those major grants that tend to sit towards the, the unsolicited end were more difficult to prove in terms of impact.

Speaker 1: (02:52)
Thank you. When funders make claims of impact, I just wonder what you feel about how valid they are, because it's almost like marking your own homework, you know, there's no third-party validation system that I've discovered for this era of grant making that you can publish and be seen to be impartial. So, when you hear trust and foundations claiming impact, how valid are those claims, do you think there's validity in, in claims when there's no validation?

Speaker 2: (03:47)
I think impact is something that often is talked about the but rarely sort of analysed. I think there's a danger of being rather superficial in, in sort of talking about impact about claiming in fact, I think that, you know, the simple stuff about attribution contribution. I kind of get, and I suppose that's one of the reasons why I felt that it was appropriate to ask an organization with expertise in impact recording, to look at impact from a different perspective, to get them to look at the information, the data, to talk to the various sort of individuals. Those, we work with those, we partner with, and it was interesting to when we went through that process, that the, how, how, how did we expect them

to report back.

Speaker 2: (04:43)
Was it simply going to be a one to 10? And what they tried to do was to look at a combination of impact combined with reach and cost. And I think we ended up with a quadrant effectively and the outer upper court in the outer right quarter was high impact, the high reach and the sort of good value for money in terms of cost. And it's quite a complex business. We didn't come up with that sort of matrix, but I think they use that as a means. At least I think what was interesting is whether you agree with the fact that our most impactful programmes were in as impactful as they claim, it's actually comparing some of those programmes with some of the other stuff we do. So even within the internal organization, it obviously where we, where we sort of struggled to sort demonstrate impact, there was obviously a good reason for it.

Speaker 2: (05:36)
We weren't clear often about purpose. We weren't clear about sort of measuring any sort of matrix and it lacked any degree of external evaluation or review. And in some ways, we were able to ask questions as to why that might be, and I suppose what we've tried to do. And I think the benefit, if I've learned one thing, and it sounds a bit grandiose and I don't claim to know to have any simple answers here, it's helped me to start thinking about what we do in terms of, almost it's like a social impact ecosystem, of the things that we're involved with in terms of the various programmes, all of the various component parts of the organization, all of the stakeholders that we work with who are part of this impact ecosystem.

Speaker 2: (06:24)
You look at your objects, you look at the sort of the values. You look at the sort of the operational pressures what's emerging. It's quite a complex sort of picture, but there's something about seeing impact differently and striving to be more impactful by, through better understanding. I think having a more informed dialogue within the organization externally is, is, is fruitful. I find that process is very clear that the just two things: one was to inform strategy and not to dictate it and that in many ways, this is just the first step in, in trying to understand how do, how do we demonstrate bang for a buck better than we've been doing in the past and simply claiming it.

Speaker 1: (07:11)
Do you publish your impact assessment openly?

Speaker 2: (07:14)
Well, what we've done, I suppose, that we've made that available to other organizations. We're going to put it on the website. We asked them to look at impact in relation to our various charitable objects. So, trying to match also not just impact, but where we've talked about, you know, for us, we have, you know, we have that one object one, and two is about Christianity, about the promotion of Christianity and the promotion of Christianity through xxxxxx. And even though I, you know, I'm mindful of the sort of the generic nature of these questions, the bit around xxxx and xxxxx was more challenging for the organization that have been tasked to deliver that because they couldn't demonstrate it. And I think for them, it was interesting when you talked about impact, they came there, their perception within the context of xxxxx was, was that they saw in patches viewing number of xxxxxxxxxxx, xxxxxxx xxxxx, and positive appreciation, all the good reviews that they collect, that's how they impact and the impact team. So, there's an interesting journey about what

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impact looks like using different approaches and different models, and that's a journey that we're still on.

Speaker 1: (08:27)
Would you say that your impact assessment shapes or has shaped your future funding programmes?

Speaker 2: (08:35)
I think it almost certainly will. It will influence the way that we allocate funding to activities and allocate priorities, if that makes sense. So, it will influence funding decisions in the future.

Speaker 1: (08:51)
Let's talk a little bit about risk. Some trust and foundations in their questionnaire responses are very risk adverse and others embrace risk. It was a scale question. So, you had a one to five option and some sit in the middle. My question here is if foundations were willing to take more risk, would you say their programmes would be more effective or would that result in a taxi rank full of Kids' Companies?

Speaker 2: (09:25)
Yeah, that is a good question. I don't think there's any simple answer. I think if you subject yourself to external review and you get a mixed bag of, of results, you need to ask why and how do you do you learn from that? And for us, those programmes where we identified greater risk, because they wouldn't, you, they were doing something different were arguably demonstrably actually more impactful. I think there is a correlation between risk and performance achievement impact that that is worth exploring in more detail. I think there is a connection, but I don't necessarily mean that taking risks makes you more impactful. I think that it all depends on why, where your baseline is and perhaps about where you. As far as the independent assessors are concerned, perhaps it could, but I instinctively feel that if you're not taking enough risk, you might consider, you might be not as impactful as, as you as perhaps you could.

Speaker 1: (10:41)
I read one response that someone about their annual risk assessment who said one of the risks was not being risk adverse. The Trust I work, we routinely over the years have funded programmes that have no guaranteed outcomes. So, if your risk is they may crash and burn, but if they're scrutinized properly and it's principally the people, who've got their hands on the steering wheel in my judgment, they can fly.

Speaker 2: (11:45)
If you just get back to that, I mean, I'm an agree entirely about that, that thing about how you see risk and whether being risk averse. But I mean, for us, I am conscious that there are some similarities in the way that we do business, and you are that we never give a grant out to anyone that we haven't met. We don't work with unsolicited appeals. So, there's a risk mitigation in that in itself and often you're right. We back people. And if that relational sort of, so there is something there about a process, this sort of, whether you call it engaged, whether they call it proactive, whatever it might be. But the more we look to mitigate risk in that, I suppose, if you were looking at it in a different model where it was unsolicited appeals, you didn't meet, and it was done on paper analysis. There is, for me that represents a significantly greater risk, and I suspect you will be less impactful. And there's no question, the more generic the appeals they say, for example, that some of the

programmes that we've put through had come through trustee recommendations for good reasons. And they were certainly consistent with our general purpose, the more generic the proposal, the more generic and the less connection with the executive, the less impactful those programmes are.

Speaker 1: (12:58)
The trust I work for we have the policy that although trustees can sign post, they don't directly engage with the applicant. We manage risk through the process you've described by kicking the tyres, visiting and all of that. Yeah. I'm just talking about measurement, going back to a wee bit about measurement in your trust. What, what measurement tools do you use to measure your impact and why do you use them?

Speaker 2: (13:32)
I suppose, with there are a number of tools. I think one of it is, is simply about reporting what the outcome and output should look like. We've done that all individual basis. We've done it on a big level with our place-based sort of programmes where we have a theory of change, where we try to specify to look at the activities on a bigger level to look at specifying sort of what output outcomes trying to be to connect those, to sort of mission. At its most basic form, it's about information about relationship management, I think is part of it. It's not just about receiving a report. We know that there is some sort of bits of software out there.

Speaker 2: (14:19)
We're now using with one of our other sort of flagship programmes. So having a piece of software that helps particularly smaller charities have a means by which they can capture activities and performance in that way. Looking at numbers, looking at who they're connecting with the, so I think understanding that there is a huge amount of information and data. I think data is our weakness really about actually being able to sort of process and, and crunch that in a more sophisticated way.

I think there is one other bit there's much neglected, and it's about storytelling that, that richness of storytelling, the giving, not just encouraging charities to tell their stories better, but to equip them with the skills to do it more effectively. I think there's something about a capacity gap there. And I think it's something as a foundation that we don't do nearly well enough.

Speaker 1: (15:19)
We got time for two more questions. Do you think, generally speaking, across the piece that impact measurement is taken seriously by the charity world, and given for example that the Charity Commission, our regulator, in the SORP do not demand anything about the measurement of impact. So, the regulator is saying, don't worry about impact. You don't have to do it.

Speaker 2: (16:07)
Just because it's too difficult and it falls into the too difficult graphic to be specific as to what impact is. I don't think there's enough understanding about impact within the charitable world. I think certainly within the foundation sector, there's much more to be done. I'm not suggesting by going down the social impact sort of audit route is a challenging sort of process. And if you looked at that process you might see flaws there, but I think it was an interesting step on the right ladder. And it's something we need to do more of, and we need to share more widely, but I don't think that impact is well understood. I don't think the regulator understands what impact is or a bit like generic sort of stuff around responsible and ethical investing. What does it actually mean when you start to define what it is in practice? That, because it falls into the too difficult bracket and the working with things

like EDPA, you know, they're investing with and investing for impact, trying to screw that down as to what they both mean in practice and demonstrating that as often proved incredibly challenging.

Speaker 1: (17:15)
And just to be done, just so you know, well, in my research, I've found in the top 100 charities, there's only one director of impact.

Speaker 2: (17:26)
Yeah. It's interesting. We we're, you know, we're about to recruit to director of impact and learning.

Speaker 1: (17:31)
You'll be number two then the other one, uh, who this person may wish to go and sit with. I know her actually,

Speaker 2: (17:38)
Well, I'd like to follow that up then in that case.

Speaker 1: (17:41)
The children's charity is that right? Yeah. They have a director of impact standalone appointment.

Speaker 2: (17:48)
I think they are. I think we're, I'm just beginning to sort of, um, to look at how we might embed that, and that new impact and learning posts will be okay.

Speaker 1: (17:58)
One of the interesting replies that came out of the questionnaire, that one particular foundation arranges exit interviews for end of term grantees. I suppose at the moment, the Zoom sense, but in a normal that sit down and have a cup of tea since do you think that could aid the journey of impact assessment or the counterbalances that grantees will tell you it's all being brilliant or fantastic.

Speaker 2: (18:43)
I think, I think the latter could easily apply. I liked the idea of it. I suppose it's the degree of rigor that underpins it in terms of holding the charities feet to the fire regarding the performance, the information, the data that, the evidence that they have produced. But I think for us, and I think you're similar because we have a much more relational approach. It often isn't down to just a one-off interview. Too often some of the organizations we don't necessarily fund the continuation to, but actually we want to have that relationship. And that, that network sort of, I think that's a big challenge for us is about what, you know, as this network grows mindful of the fact that we don't accept like you unsolicited appeals. I think is a relational bit that it gives us an opportunity to do more in that space than simply an undetermined Zoom interview, which I can imagine might tick a few boxes, but in reality, I suspect that it will achieve very little.
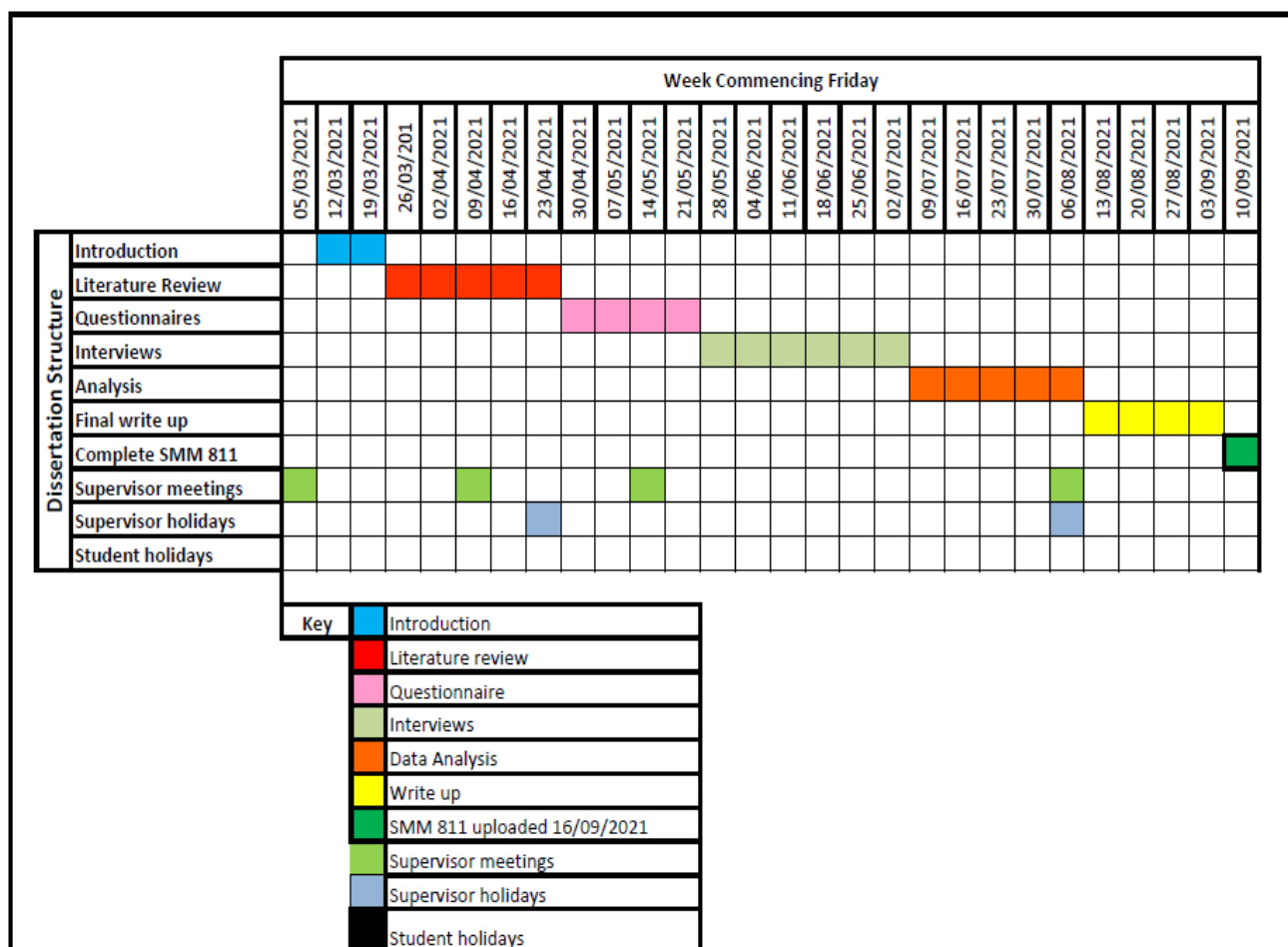
Speaker 1: (17:41)
Thank you very much for your time.

END

Appendix F – Gantt Chart for SMM 811 – Dissertation

Charities Masters Programme 2020/21
Gantt Chart for SMM 811 Dissertation

Dissertation Structure		Week Commencing Friday																												
		05/03/2021	12/03/2021	19/03/2021	26/03/201	02/04/2021	09/04/2021	16/04/2021	23/04/2021	30/04/2021	07/05/2021	14/05/2021	21/05/2021	28/05/2021	04/06/2021	11/06/2021	18/06/2021	25/06/2021	02/07/2021	09/07/2021	16/07/2021	23/07/2021	30/07/2021	06/08/2021	13/08/2021	20/08/2021	27/08/2021	03/09/2021	10/09/2021
	Introduction		■	■																									
	Literature Review				■	■	■	■	■																				
	Questionnaires									■	■	■	■																
	Interviews													■	■	■	■	■											
	Analysis																			■	■	■	■	■					
	Final write up																								■	■	■	■	
	Complete SMM 811																												■
	Supervisor meetings	■				■				■														■					
	Supervisor holidays								■															■					
	Student holidays																												

Key		
	■	Introduction
	■	Literature review
	■	Questionnaire
	■	Interviews
	■	Data Analysis
	■	Write up
	■	SMM 811 uploaded 16/09/2021
	■	Supervisor meetings
	■	Supervisor holidays
	■	Student holidays

Appendix G

City, University of London: Ethical Low Risk Application checklist

Checklist to see if your research project is low risk

This form should be completed in full. Staff should email it to Claire.Molloy.1@city.ac.uk (PA to Professor Paul Palmer, Associate Dean for Ethics, Sustainability & Engagement).

Students should email it to their supervisor.

Does your research involve any of the following? *For each item, please place a 'x' in the appropriate column*	**Yes**	**No**
Persons under the age of 18		x
Vulnerable adults (e.g. with psychological difficulties)		x
Use of deception		x
Questions about potentially sensitive topics (e.g. bullying, discrimination)		x
Potential for 'labelling' by the researcher or participant (e.g. 'you are stupid')		x
Potential for psychological stress, anxiety, humiliation or pain		x
Questions about illegal activities		x
Invasive interventions that would not normally be encountered in everyday life (e.g. vigorous exercise, administration of drugs)		x
Potential for adverse impact on employment or social standing		x
The collection of human tissue, blood or other biological samples		x
Access to potentially sensitive data via a third party (e.g. employee data)		x
Access to personal records or confidential information		x
Anything else that means it has more than a minimal risk of physical or psychological harm, discomfort or stress to participants.		x
Confidential Business Information that is privileged to the organisation		x

If you answered 'no' to all the above questions your application may be eligible for light touch review. Please complete the Low Risk Form enclosed. We aim to send you a response within 7 days of submission. However, review may take longer in some instances, and you may also be asked to revise and resubmit your application. Thus you should ensure you allow for sufficient time when scheduling your research.

If you answered 'yes' to any of the questions, your application is NOT eligible for light touch review. Please request the '**Standard Research Ethics Form'.** We aim to send you a response within 7 days of the next Research Ethics Committee Meeting. Note that you may be asked to revise and resubmit your application so should ensure you allow for sufficient time when scheduling your research.

If you are unsure about your answers to any of the above questions, please contact the Chair of the Business School Research Ethics Committee, Paul Palmer (profpalmer@city.ac.uk)

Funding Progress Report

ef Esmée Fairbairn FOUNDATION

We use progress reports to find out how the work we are funding is going and understand how it's making progress towards our impact goals. You can read more about our approach on our website https://esmeefairbairn.org.uk/our-support/grants/reporting/

To ensure that reporting is simple for you and useful to both of us, we will only ask for information we need and use. You don't need to use this reporting template - you can submit a report you're already producing.
This could be an Impact Report, a report for your trustee board, a progress report you've written for another funder, or your Annual Report. If you don't have one of these, you can use this report template.

We like reports to be brief – **no more than 500 words per section**. Base your report on the past year's progress towards the (up to) three key outcomes you aimed to bring about over the term of our funding. For final reports, it would be good if you could reflect on progress over the whole funding period.

We want to emphasise that we are genuinely interested in knowing when things didn't work out according to plan. How did you learn from this experience and use the knowledge to move forward?

This is not your only opportunity to talk to us! Please keep your Grants Manager up-to-date with any significant news, changes to how you want to use the grant, or changes of key staff.

1. **External context** – summarise any major changes which have affected your progress towards your outcomes.
2. **Internal context** – are there any major issues which have affected your progress towards your outcomes?
3. **First key outcome:** *Please see your report email for a reminder*   Evidence of progress to date.

What has not gone to plan?

What changes have you made as a result of what you've learned?

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4. **Second key outcome**: *Please see your report email for a reminder*

Evidence of progress to date.

What has not gone to plan?

What changes have you made as a result of what you've learned?

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5. **Third key outcome:** *Please see your report email for a reminder*

Evidence of progress to date.

What has not gone to plan?

What changes have you made as a result of what you've learned?

6. Is there anything else you would like to tell us or ask us?

Include any conditions of the grant now met, significant changes to future plans, or funding.

In addition, please attach

- A breakdown of income and expenditure for the past year's funded work against your original budget.
  If this differs from your original income and expenditure budget please explain why.
  If our grant was for core costs, send your management accounts covering the last 12 months.
- An income and expenditure budget for the year ahead, with secured income clearly highlighted, for the whole organisation.
- A copy of your latest annual report and full accounts covering the last 12 months (if you have not already sent them). If not yet available, please send them as soon as they are.

How do I report?

Two months before each progress report is due, you will be emailed a personalised link to our online progress reporting system. If you haven't received your link, please contact funding@esmeefairbairn.org.uk

Appendix I - All Churches Trust & Church Urban Fund reporting tool

End of year one project reporting tool

Project summary

Organisation name

Project name

Project location

Project start date

Project duration

Project manager/lead

Is there a website or other social media related to the project?

1. Please summarise the activities delivered by your project in the last year.

2. What have been the most significant achievements of this year?

CHURCH URBAN FUND

ALLCHURCHES TRUST LIMITED
OWNERS OF ECCLESIASTICAL INSURANCE GROUP

3. What has not gone so well and why?

4. What key lessons will you take into the future of this project, or another project?

5. Please share one story of change that has come about as a result of your project this year. This might be a story told by a participant about themselves or something that you have observed as staff.

Who will you share this story with and how?

End of year one project reporting tool continued

Objectives — What are the main changes you hope to see as a result of your project?	Indicators — What information do you need to determine whether you have met that objective?	Target — What do you hope to achieve in your first year?	Progress — What progress have you made towards achieving your objective?
Example: More young adults with learning disabilities will gain and sustain employment	1a. # of young adults with learning disabilities employed in church café	20 people employed	18 people employed
	1b. Length of their employment	At least 50% of those employed for more than 6 months	65% of those employed for more than 6 months

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