

# Weaving Collective Practice

A LEARNING JOURNEY FOR FUNDERS ON CHILD & YOUTH PARTICIPATION

This four-part learning journey for funders explores what child and youth leadership and partnership means in practice and offers meaningful ways to practice child- and youth-centered funding and participation in philanthropy.

Hosted by [Elevate Children Funders Group](#) alongside [Georgia Booth](#), [Ruby Johnson](#), the ECFG Child and Youth Participation Working Group, the [What's Possible](#) team





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## SERIES OVERVIEW

### *Weaving Collective Practice*

In early 2022, Elevate Children Funders' Group commissioned a research study to better understand child and youth participatory models used by funders. The resulting [Funders' Toolkit for Child and Youth Participation](#), co-created by an amazing group of young leaders, and with the guidance of an advisory committee and the ECFG Child and Youth Participation working group, is the first of its kind to offer support and guidance on the substantive "how-to" of child and youth participation - tailored specifically to funders.

Building on that work, the Weaving Collective Practice learning journey supports funders to move from principle to practice, strengthening organizational culture and practice around child and youth participation in philanthropy.

Co-hosted by ECFG with [Georgia Booth](#) and [Ruby Johnson](#), the Toolkit authors, alongside the ECFG CYP working group, and the [What's Possible](#) team, the series draws on collective practice and expertise from funders, practitioners, activists, and youth-leaders.

The series consists of four webinars, each exploring practical steps for safeguarding and wellbeing, compensation, making the case internally, and funding youth-led movements - all with reflection activities and other resources to support funders as they apply learnings to their own work.



## WHY CHILD AND YOUTH PARTICIPATION?

*before you begin the series...*

This learning journey is based on the fundamental belief that **meaningful participation in philanthropy can be a powerful catalyst for increased impact** and transformation at multiple levels, from the individual to the systemic.

It is intended for funders and organizations that seek to improve their capacity to engage children and young people in their grantmaking. This includes those who currently or aim to provide financial resources directly to children and youth, involve children and young people in their grantmaking processes, or better support the participation of children and young people in the work of their adult-led grantees.

That said, we understand that many are joining from different points in their journey. **For a refresher on the basics of participation, we recommend watching the [Toolkit launch event](#) as a precursor to the learning journey.**

### A note on *language accessibility*:

This series, including the four workshop recordings and their accompanying notes, as well as the Toolkit launch recording, are available in **English, Spanish, French, and Portuguese**. We encourage you to share and learn alongside colleagues and partners across these languages.

**For our Portuguese-speaking participants:** The Toolkit itself is currently only available in English, French, and Spanish. Please **[email us](#)** to let us know that you'd appreciate and use the full Toolkit in Portuguese. There are links throughout the notes to excerpts from the Toolkit - in this case, we have linked to the English version, but you can access the same excerpts in both Spanish and French in the notes in each respective language.

Some external resources listed may not be available in Portuguese. We have linked all available languages and apologize for any inaccessibility. If there is a resource that you are particularly interested in, please email us and we'll reach out to the publishing organization to see if a Portuguese translation might be available in the future.



# Resource & Recording Library

Session recordings, readings, and other resources recommended by our organizers and speakers to deepen learning and serve as an additional resources for discussion

## Session Recordings

video, audio, transcript, & chat files



For a participation refresher, watch the Toolkit launch recording



Session 1: Making the case & building your vision



Session 2: Practical steps for safeguarding, care, and wellbeing



Session 3: Practical steps for compensation policies and practices



Session 4: Putting it all together - funding youth-led movements

## Toolkit Excerpts & Activities



Full Funders' Toolkit on Child and Youth Participation



Why Child and Youth Participation



Guiding Principles & Four Depths of Participation



Getting Started: Compensation



Getting Started: Safeguarding, Care and Wellbeing



Developing Your Vision activity

## Session Slides, Mentis, & Murals



Session 1 slides, Mural, & Menti results



Session 2 slides



Session 3 slides & Mural



Session 4 slides & speaker slides on challenges faced by one youth activist & her recommendations for funders

## Resources for further exploration

recommendations for funders & making the case

- CIVICUS Resourcing Playbook
- FRIDA No Straight Lines
- FRIDA & Mama Cash Girls to the Front
- Plan International A Toolkit: Pathways to Partnering with Youth-led Groups
- We Trust You(th) Resources & Recommendations for Funders
- EMpower's Youth Engagement practices & Programme Guide by the Adolescent Girls Learning Community

on safeguarding

- Adolescent Girls Investment Plan Safeguarding Kit, Consent Form and Event Risk Assessment Tool for virtual meetings and planning sessions with girls and young people.
- Amnesty, Staying Resilient While Trying to Save the World (Volume 2): A Well-Being Workbook for Youth Activists (available in French and Spanish).
- FRIDA's Safeguarding Policy and related article.
- Funders Safeguarding Collaborative website.
- FRIDA's Happiness Manifesto.
- United Edge Transformative Safeguarding Course.
- GFC: Safeguarding Resources | Recursos de salvaguarda.
- CRIF's Seeking Safety learning brief

on compensation

- Best Practices in Supporting Young People to Attend Conferences
- 10 Reflections on Compensating Girl and Youth Activists
- Maximising Benefits: A Recommended Framework for Volunteerism and Compensation for Young people for those developing a compensation policy
- In Practice: How Foundations can Compensate Stakeholders for Their Time - examples of financial stipends rates
- Volunteer Engagement, Indirect Compensation and Youth Experience
- GEF Young Feminist Manifesto: A bold and transformative vision for change





# Session 1: Making the case & building your vision

In our first workshop, we welcomed participants, provided an overview of learning materials and the overall scope of the journey, and launched into communications and evidence building. We explored internal barriers within our organizations and deepened our understanding of what will move people. Participants developed key messages and a plan for how to engage their relevant audience (e.g. senior leadership, the board, donors, etc).

## Panel Discussion

### Featured Speakers

- |                              |   |
|------------------------------|---|
| 1. Douglas Calixto, Porticus | 3. Jayanthi Pushkaran, EMPower                |
| 2. Anna Windsor, Wellspring  | 4. Lucile Bula, Swiss Philanthropy Foundation |

### Key Takeaways

1. Successful strategies to increase support for participatory approaches include sharing case studies and evidence of the impact, building personal intergenerational relationships, and addressing risk in a participatory manner - while recognizing this takes time.
2. Recognize the emotional component of participatory work - tailor messages to resonate with different stakeholders' values and beliefs for effective advocacy and internal change.
3. Address underlying barriers related to perceptions and belief systems. Practical challenges often mask deeper issues, such as biases and value systems, which need to be addressed to make progress in youth engagement.
4. Give program officers and grantee partners autonomy and frame initiatives as pilots for learning to help overcome initial resistance and allow for experimentation and refinement.

## Message Writing Workshop - Ask yourself:

1. Who are you trying to move internally? What challenges are associated with this audience?
2. What matters to these people / what will move them? What do they need to believe or know to take action?
3. What are two key messages you feel will resonate with this audience?  
Consider the Head, Heart, Hand approach -
  - a. Head - What do you want people to know (fact)
  - b. Heart - What should you feel (story/example)
  - c. Hand - What can they do (what does this tangibly look like)

## Want to deepen your learning and practice?

- |   |  |
|---|--|
| • Read the 3-page <a href="#">‘Why CYP?’</a> section of Weaving a Collective Tapestry | • <a href="#">Recording files</a>  |
| • Complete the <a href="#">Developing Your Vision</a> activity                        | • <a href="#">Slides &amp; Mural</a>                                       |
| • For a participation refresher, watch the <a href="#">Toolkit launch recording</a>   | • <a href="#">Menti results</a>  |
| • Schedule a conversation with <a href="#">Georgia</a> and <a href="#">Ruby</a>       | • EMpower’s <a href="#">Youth Engagement practices &amp; LCP Guidebook</a> |



# Session 2: Practical steps for safeguarding, care, and wellbeing

With a lens of care and wellbeing, and grounded in an understanding that all safeguarding issues are rooted in power, privilege, and conscious or unconscious bias, our second workshop explored what a trauma-informed approach to participation looks like and identified practical strategies for safeguarding, including working with children under 18. We explored what it means to “do no harm” while balancing safeguarding and agency, and practicing child-and-youth-friendly embodiment practices.

## Fishbowl Discussion

### Featured Speakers

- |  |  |
|--|--|
| 1. Gabrielle Bailey, <a href="#">CRIF</a>    | 3. Tomaida Banda, <a href="#">Firelight Foundation</a>                       |
| 2. Ainagul Amatbekova, <a href="#">FRIDA</a> | 4. Chandeerah Davis, <a href="#">Girl Up</a> , <a href="#">UN Foundation</a> |

### Key Takeaways

1. **Safeguarding is a shared responsibility** across organizational functions, community, and young people - it is not just a safeguarding lead responsibility. Find a balance between respecting the autonomy of young people, and maintaining their safety.
2. **Ground safeguarding in care, wellbeing and joy.** Invest in more holistic and trauma-informed approaches; consider working with wellbeing practitioners, resourcing healing spaces, and redefining safeguarding to include both safety/risk and healing.
3. **Address power dynamics and develop trust.** Take the time to build authentic relationships and create a safe and supportive environment for young people to engage. Let go of expectations and ensure young people have equal authority.
4. **Consider the power of money.** Address “money trauma” in yourself, your organization, and amongst young people. Provide support to navigate the complexities of money and power, creating safe spaces to discuss.
5. **Funders must provide adequate resources** for effective safeguarding facilitation, training and capacity-building, and safe spaces creation.

## Want to deepen your learning and practice?

- Read the ‘[Guiding Principles](#)’ and the ‘[Getting Started: Safeguarding, Care and Wellbeing](#)’ sections of the Toolkit
- Review the session [recording files](#) and [slides](#)
- Schedule a conversation with [Georgia](#) & [Ruby](#) to review plans

## Resources from the Field

- [Adolescent Girls Investment Plan Safeguarding Kit, Consent Form and Event Risk Assessment Tool](#) for virtual meetings and planning sessions with girls and young people.
- Amnesty, [Staying Resilient While Trying to Save the World \(Volume 2\): A Well-Being Workbook for Youth Activists](#) (available in French and Spanish).
- FRIDA’s [Safeguarding Policy](#) and [related article](#).
- [Funders Safeguarding Collaborative website](#).
- [FRIDA’s Happiness Manifesto](#).
- [United Edge Transformative Safeguarding Course](#).
- Global Fund for Children: [Safeguarding Resources](#) | [Recursos de salvaguarda](#).
- CRIF’s [Seeking Safety learning brief](#)



# Session 3: Practical steps for compensation policies and practices

In our third workshop, we explored, with real examples from the sector, common questions that come up around compensation: *How much financial compensation should you pay and at what stage in the process? How do you balance compensation with low participation? How do you practically transfer money to informal groups and individuals? What are legal and safeguarding risks to consider? What are examples of non-financial compensation?*

## Case Study Presentations

### Featured Speakers

1. [Elisa Novoa](#), Senior Programmes Coordinator, [Women Win](#) (formerly [CIVICUS](#))
2. [Faith Kaoma](#), Co-founder & COO, [Copper Rose Zambia](#), (also part of [We Trust You\(th\)](#))
3. [Ola Abagun](#), Executive Director, [ATHENA Network](#)

### Key Takeaways

1. **Whenever possible, compensation should be decided in conversation with young people.** If you can, offer a variety of financial and non-financial compensation options (ideally a combination of both) and allow the young people to select what makes the most sense for them. Ensure you are building in time and space for feedback and iteration.
2. **When it comes to compensation, there is no one “right” answer.** It can be helpful to have a policy to guide the decision-making process in an equitable way, but there must be room for nuance, as you handle each on a case by case basis.
3. **Whenever possible, cover all expenses up-front.** Don't expect young people to be able to front any money and don't ask questions that suggest they have to disclose information about their financial situation.
4. **Discuss the safety risks with adolescents and seek guidance from colleagues or partners from their country, if possible.** It is important to differentiate between paid labour and a stipend, so be transparent about whether the role is as a participant, volunteer, or worker.
5. **Organizations are all still relatively new to providing compensation.** Learning and sharing, with transparency and vulnerability, is key and funders are encouraged to share practices, policies ([drafts too!](#)) and insights with each other.

## Want to deepen your learning and practice?

- Read the 3-page [Getting Started: Compensation](#) section of the [Toolkit](#)
- Review the session [recording files](#), [slides](#), and [Mural board](#)
- Schedule a conversation with [Georgia](#) & [Ruby](#) to review plans

### Resources from the Field

- [Best Practices in Supporting Young People to Attend Conferences](#)
- [10 Reflections on Compensating Girl and Youth Activists](#)
- [Maximising Benefits: A Recommended Framework for Volunteerism and Compensation for Young people](#) for those developing a compensation policy
- [In Practice: How Foundations can Compensate Stakeholders for Their Time](#) - examples of financial stipends rates
- [Volunteer Engagement, Indirect Compensation and Youth Experience](#)
- [GEF Young Feminist Manifesto: A bold and transformative vision for change](#)

### Share your draft policy

Many are in the process of developing their own compensation policies, but it feels early for most. If you have a draft to share, please upload it [here](#) so we can all learn together. If you'd like your policy to be anonymized before sharing, [email it to Zoe](#) and she'll remove any identifying information before posting.

See pages 2-4 for guidance on questions that came up in the conversation





# Compensation questions that arose during the session

*While many questions surfaced as part of the conversation, they all fell into one of six themes. Below, we have offered guidance on each of these themes:*

## How much to compensate and methods of payment

In terms of how much, this depends on the time commitment as well as the context, the type of funder you are and how much budget you have (e.g. smaller feminist orgs/funders may experience resource scarcity more so than a private foundation). **There is no one right answer and there will not be a one-size-fits-all answer.**

Some funders and NGOs calculate this based on an hourly rate. We have seen others base it on a low to mid level day rate or just a lump sum figure. Here are some real examples we have seen:

- \$25 - 30 an hour for panellists in a PGM process or advising on a strategy/programme process.
- \$250 for a collaboration/validation process for a report to join two workshops, review and provide written feedback on the report and join the launch event as a speaker.
- \$250 - 300 monthly stipend for volunteer coordinator role for a network with time commitments varying between zero hours and 20 hours per month.
- \$500 - 1000 for participation in an advisory for 6- 12 months. Sometimes advisers are expected to pay for data packages for their phone out of this money.
- \$250 - 1000 as a speaker/facilitation fee

If you are unsure, be in conversation with young people, partners and peers. If the participatory process is long term, build in time and space for feedback and review of the compensation on offer. If the process is more short term, build in time for feedback at the beginning and at the end.

Compensation is different to expenses and should be recognised as such. Access needs might include translation, interpretation, data packages/payment of a device, access needs related to a disability or childcare support. Other expenses might include travel, visas, travel insurance, per diems, accommodation, food etc. This should always be paid partly or fully upfront and there are very real safety risks if this is not the case. Don't make assumptions about expenses - ask young people what expenses they might incur and agree how to pay this.

In terms of methods of payment, agree with your finance team well in advance how payments can be made to unearth potential obstacles. Payment might be through bank transfer, Western Union, PayPal or in cash. Young people might prefer that this is paid into a family member's bank or to a local organisation.



# Compensation questions that arose during the session

*While many questions surfaced as part of the conversation, they all fell into one of six themes. Below, we have offered guidance on each of these themes:*

## Deciding whether to offer compensation and what type

We suggest testing out the decision-making tree in the [CIVICUS and Restless scoping paper](#) to assess whether the young person is taking on a role as participant, volunteer or worker. If you are not sure, be in conversation with young people as well as with other partners and funders / peers to understand how others are thinking about and approaching compensation.

If you can, be in conversation with young people on what compensation and recognition could look like and offer a variety of options - for example, some may prefer to be funded to attend a workshop or a course then get paid cash. Check in with them throughout the process in case things change, such as the expected time commitment.

Make it clear up front how and when compensation will be paid/shared. Will this be up front on a trust-based basis, at different points throughout (perhaps tied to milestones) or at the end? As much as possible, we suggest providing some or all up front to avoid delays later on. If compensation is tied to levels of engagement, make that very clear and perhaps discuss with young people what this should look like at the beginning as opposed to deciding unilaterally. There can be a tendency to take a punitive stance, as opposed to being in conversation with young people about why their participation is low (perhaps there are other support or care needs) and working to support them. This can be a good opportunity to discuss shared accountability between young people as opposed to accountability to the funder/organisation and facilitate a conversation to decide what a shared accountability mechanism can look like.

## Examples of non-financial compensation

Recommendation letters, access to people/networks/funders, information on funding and advocacy opportunities, trainings/capacity building opportunities (should be defined by/with young people), access to or funding for healing space and wellbeing practitioners and support, vouchers/gift cards, acknowledgement and recognition in reports/public resources (should be defined by/with young people).





# Compensation questions that arose during the session

*While many questions surfaced as part of the conversation, they all fell into one of six themes. Below, we have offered guidance on each of these themes:*

## Legal & safeguarding concerns and creating a policy

Discuss the safety risks with adolescents, seek guidance from colleagues or partners from that country if possible, and get parental consent (different organisations have different stances on parental and guardian consent). It is important to differentiate between paid labour and a stipend, which would not necessarily come under the same labour laws (and have tax implications, for example). There are a lot of grey areas and it might need to be case by case. Be in learning spaces with other funders and NGOs working with adolescents to see how others are providing compensation and managing risks. It is possible and it can be safe but there are, of course, many grey areas and it may need to be case by case. It can be helpful to have a policy to guide that process in an equitable way, but there must be room for nuance.

We suggest involving legal/HR/finance/safeguarding teams early on to understand internal structural and procedural processes that may need to be adapted or transformed. If you already know which geographies you would be compensating in, seek advice on local labour laws and any other laws that may restrict movement of money, particularly from international organisations. If possible and appropriate, create space for learning and dialogue between young people and colleagues. This might need to happen later in the process if there is some internal capacity strengthening work to do with colleagues who may not have worked with young people before.

In creating a policy, we recommend documenting any examples/approaches you have implemented as well as any learnings from those examples. What worked? What was challenging? What would you do differently next time? Are there patterns/models that seem to work and can be easily adapted in other contexts?

## Working in different contexts (global vs local, mixed groups of adults and young people, etc)

If you are bringing together a group from different countries/regions for the same project, we recommend providing a set rate and not adjusting to the local market rates. This approach often focuses on the cost of living and does not take into account inherited wealth, visa/passport privilege (allowing some people the freedom to work in “cheaper” countries while making European/US rates). We have seen it work well when you choose a rate on the higher end and provide this to everyone. You should take into account bank/transfer fees and pay these separately. If you are running a participatory process in one country or region, we advise working with local rates and seeking advice/guidance from young people in that country/region.

In a mixed age settings, their value is actually their age, therefore the value of their perspective requires them to be young. In this case, scales or pay grades based on age or years of experience wouldn't work. In an advisory group setting, is also important to consider that many adults likely have a full-time income to sustain any voluntary participation, whereas young people who are still in school or at university are likely to be volunteering during the time that they may otherwise have a part-time job, so recognizing that trade-off with compensation in recognition of their time and efforts can help prevent burnout and support their continued participation.



# Session 4: Putting it all together - funding youth-led movements

In our final workshop, we reflected on the highest form of participation: directly funding youth-led movements and young activists. This included reflections on trends in funding youth movements and youth-led organizations globally, and how powerful (and underfunded) they are. We heard directly from youth-led movement leaders, who offered final tips as you embark on your journey.

## Activist Roundtable

### Featured Speakers

1. [Ruby Johnson](#), feminist activist, strategist, writer, and practitioner
2. [Dr. Ramatu Bangura](#), executive director, Children's Rights Innovation Fund
3. [Jennifer Kaberi](#), founder and CEO, Mtoto News
4. [Brian King](#), Assistant Child Participation Manager, Mtoto News
5. [Omar Hemed](#), Head of Children Department, Mtoto News
6. [Jayaa Jaggi](#), Youth Peace-builder ([read Jayaa's recommendations for funders](#))
7. David, Michelle, George, [Mtoto News Young Activists](#)

## Want to deepen your learning and practice?

- Review the [recording files](#) & [slides](#)
- Review Jayaa's [challenges faced & recommendations for funders](#)
- Read [this 3-page section](#) of the Toolkit on the depths of participation and flexible resourcing for youth-led groups
- Schedule a conversation with [Georgia](#) & [Ruby](#)

### Resources from the Field

- CIVICUS [Resourcing Playbook](#)
- FRIDA [No Straight Lines](#)
- FRIDA and Mama Cash [Girls to the Front](#)
- Plan International A Toolkit: [Pathways to Partnering with Youth-led Groups](#)
- We Trust You(th) [Resources & Recommendations for Funders](#)

## Key Takeaways

- Young people are the driving force behind historical and current societal change, underscoring the need for explicit commitments to funding youth-led change.
- Resourcing the activism and leadership of young people is the truest form of participation, and it is philanthropy's role to ensure their work is resourced and lifted up. This requires shifting funding practices, partnership agreements, reporting, and ways of working.
- Young leaders are struggling to access resources for their work due to limited financial support opportunities, registration challenges, reimbursement models, and the inflexibility of funding structures. They asked funders for direct flexible, multi-year funding.
- Building trust and relationships between funders and young leaders is crucial. Funders were encouraged to work collaboratively with youth initiatives, understanding their challenges and providing guidance rather than imposing strict rules.
- Consider resourcing an existing fund that is set up to partner meaningfully with youth-led groups. If you are resourcing groups directly, think about how the participatory methodologies can help build a trusting and meaningful relationship, e.g., participatory grantmaking, grantee-centered reporting, etc.





## WEAVING COLLECTIVE PRACTICE

# Series Speakers, Co-hosts, and Organizers

*A very special thank you to all of our speakers, co-hosts, and organizers for bringing this series to life*

### Georgia Booth

Georgia is a feminist advocate and strategy expert with over 10 years' experience in programming, influencing, strategy development and grant-making with a strong focus on girl and youth collective action. She has technical expertise in girls' rights, meaningful youth participation and gender justice, and experience working with community-based organisations, NGOs, and philanthropic institutions.

For more information on services and approach, visit [www.georgia-booth.com](http://www.georgia-booth.com).

### Ruby Johnson

Ruby is a feminist practitioner, working to redistribute resources to communities who are bravely and creatively resisting, reforming and reimagining alternatives to the current system. Her strength is in being the connective tissue between people and ideas. At the heart of her work is ensuring the people impacted are leading in design and decision making. She takes the time to ensure meaningful processes that move us closer to power-sharing, centering trust, accountability and joy.

Learn more at [www.rubyamelia.com](http://www.rubyamelia.com).

### What's Possible

What's Possible is an Experiential Learning Institute and \$1M pooled fund in partnership with [CRIF](#) and [We Trust You\(th\)](#). What's Possible will enable a cohort of donors to learn and plan WHILE funding participatory youth-driven grantmaking. Explore what's possible when funders follow young people's lead at [crifund.org/learning-community/whats-possible](http://crifund.org/learning-community/whats-possible).

### Series Speakers

Thank you to: Jayanthi Pushkaran ([EMPower](#)), Douglas Calixto ([Porticus](#)), Anna Windsor ([Wellspring](#)), Lucile Bula ([Swiss Philanthropy Foundation](#)), Gabrielle Bailey ([CRIF](#)), Ainagul Amatbekova ([FRIDA](#)), Tomaida Banda ([Firelight](#)), Chandeerah Davis ([Girl Up](#), [UN Foundation](#)), Elisa Novoa ([Women Win](#), formerly [CIVICUS](#)), Faith Kaoma ([Copper Rose Zambia](#), [We Trust You\(th\)](#)), Ola Abagun ([ATHENA Network](#)), Dr. Ramatu Bangura ([CRIF](#)), Jennifer Kaberi, Brian King, and Omar Hemed ([Mtoto News](#)), Jayaa Jaggi (Youth Peace-builder), and David, Michelle, and George (Youth Activists, [Wish Hub Africa](#)).



### Elevate Children Funders Group

ECFG is a global network of funders focused exclusively on the wellbeing and rights of children and youth. We support children and youth by building a community of funders and creating spaces for: greater learning and effectiveness in how we use our individual resources; more collaboration and alignment across our varied philanthropic strategies; collective action for more and better funding, and support for our wider field.

A special thank you goes to the ECFG Child and Youth Participation Working Group, co-chaired by Vanessa Stevens (Global Fund for Children), Souleymane Sagna (Fund for Global Human Rights), and Anna Windsor (Wellspring Philanthropic Fund), who initiated the charge for this learning series and offered insight and guidance throughout.

Interested in continuing the conversation? [Let us know!](#)