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INSPIRING PHILANTHROPY AND INVESTING FOR IMPACT

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Philanthropy Impact

MAGAZINE

THE CAMPAIGN FOR GROWING MODERN PHILANTHROPY

WHAT KIND OF SOCIETY DO WE WANT TO BUILD?

WHAT IS THE DESIRED NEW NORMAL FOR PROFESSIONAL ADVISORS, PHILANTHROPISTS, SOCIAL INVESTORS AND IMPACT INVESTORS?

THIS ISSUE: FUTURE PHILANTHROPY AND SOCIAL IMPACT INVESTMENT

PART ONE OF A FOUR-PART SERIES

WHAT 14 WOMEN LEADERS IN PHILANTHROPY HOPE FOR A POST-COVID FUTURE

BEYOND REACTING: A CALL FOR PHILANTHROPY TO TAKE ON SYSTEMIC CHANGE

WHAT CAN THE PHILANTHROPIC SECTOR DO TO ADVANCE RACIAL JUSTICE?

CONTENTS

PHILANTHROPY IMPACT

Vision: A world where individuals and families engage in philanthropy and social impact investment, supported by professional advisors.

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The purpose of the magazine is to share information about philanthropy and social impact investment in a domestic and international context. We welcome articles, letters and other forms of contribution to philanthropy in Philanthropy Impact Magazine, and we reserve the right to amend them.

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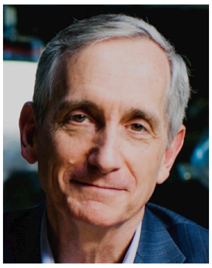
EDITORIAL

PHILANTHROPY 2.0 – MOVING FROM DONATING TO CAUSES TO INVESTING IN CAUSES

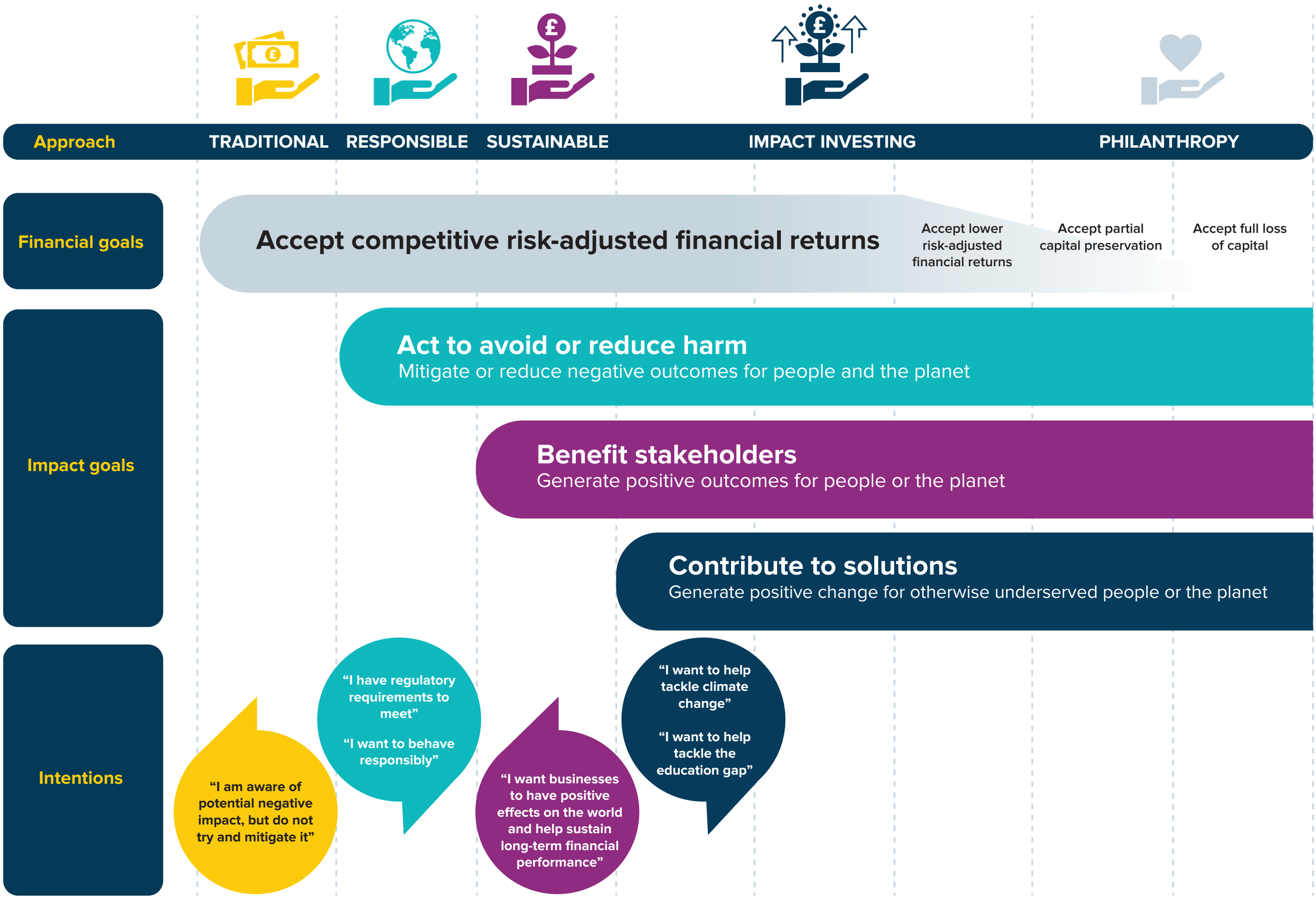
JAMIE BRODERICK – WWW.LINKEDIN.COM/IN/JAMIEBRODERICK1

Advocates of impact investing now routinely use a version of the Spectrum of Capital (see diagram) to describe how investment capital can be deployed, from traditional investing (on the left) to philanthropy (on the right). As you move from left to right, you add more intention to avoid harm, more effort to benefit society, more focus on providing solutions, as well as more scrutiny on measurement.

The diagram shows that impact investing and philanthropy share the aspiration to actively contribute to solutions, on a continuum from competitive risk-adjusted financial returns, moving to lower than market returns, falling to partial capital preservation, and then to full loss of capital at the rightmost end, which is traditional philanthropy, let's call it Philanthropy 1.0.



JAMIE BRODERICK



Source: Bridges Fund Management and Impact Management Project

The investing world is steadily moving to the right, as professional investors abandon the traditional notion that investing should take no note of negative impacts on society and the environment. Mainstream investing is now actively seeking to avoid or reduce harm, and increasingly has the ambition to benefit stakeholders. Some asset owners now even insist that their investments contribute to solutions, at least for a portion of their portfolio.

Less noticed is that philanthropy is also evolving, but to the left — becoming more like investing, as it accepts the notion that it, too, represents a deployment of capital, even if the financial return expectations are different. So, as investing becomes more values-oriented, philanthropy is becoming more disciplined and professional. The two worlds, historically separate, are converging into values-based, disciplined investing.

"WHY AREN'T MORE FINANCIAL ADVISORS TRAINED IN THE DISCIPLINES OF PHILANTHROPIC INVESTMENT?"

This new version of philanthropy, let's call it Philanthropy 2.0, shares with the investing craft a commitment to careful research of potential "investments", looking at the charity's people, process, governance and track record. It measures the outcomes and impact generated, and assesses the success of the strategy by those outcomes, not by the amount of money invested. And it assesses and manages the risk that the intervention will generate no outcomes, or even negative outcomes. In fact, this type of investment discipline has long been exercised by well-resourced grant-making foundations. But as has happened with investing, this level of discipline should be exercised by all serious philanthropists.

Once you start to look at philanthropy as a form of investment, some questions suggest themselves:

- Should philanthropists be using a professional advisor, as they do for their other investments?
- Why aren't more financial advisors trained in the disciplines of philanthropic investment?
- Why invest for good in philanthropic investments, but not in one's other investment pools, especially in endowment pools or Donor-Advised Funds?
- There is a big gap between a market return, a lower-than-market return and return of capital (i.e. a 0% return) on the one hand, and a minus 100% return on the other (i.e. the typical financial return on donations). Why isn't more done in that space between 0% and minus 100%?
- If impact investors are providing capital to create solutions, how can philanthropic capital be deployed in a complementary way, rather than competing? What special capabilities does philanthropic capital have that market capital does not? (Hint: higher-risk areas that cannot sustain a market return, or blended finance structures to support the crowding in of market capital.)

Philanthropy 2.0 calls for us to stop donating to causes and start investing in causes. Not as a metaphor, but for real — using the knowledge, techniques and discipline that conventional investing has developed over several generations. The most admired conventional investors are not those who manage the most money, but those who generate the highest risk-adjusted returns for the money they manage. Similarly, some day, the most admired philanthropists will not be those who spend the most money, but those who achieve the greatest impact with the resources at their disposal.

JAMIE BRODERICK

Jamie Broderick is a Director of the Impact Investing Institute, an independent, non-profit UK organisation that aims to accelerate the growth and improve the effectiveness of the impact investing market. The Institute is supported by the Government Inclusive Economy Unit, the Department for International Development, the City of London Corporation, and a number of financial services organisations in the UK.

Jamie was Head of UBS Wealth Management in the UK from 2013-2017. Jamie joined UBS after nineteen years at J.P. Morgan Asset Management, latterly as Chief Executive of its European operations. He joined J.P. Morgan in New York in 1993 and moved to London in 1996. He started his financial services career at Wellington Management Company, an independent asset management partnership in Boston.


Christine Switzer
Fidelity Charitable


Fanta Toure-Puri
Girls First Fund


Jacqueline Novogratz
Acumen


Jamie Cooper
Big Win Philanthropy


Jennifer Risher
HalfMyDAF


Latanya Mapp Frett
Global Fund for Women


Marina Feffer
Generation Pledge


Mosun Layode
African Philanthropy Forum


Priya Bery
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Rena Greifinger
Maverick Collective


Sarah Haacke Byrd
Women Moving Millions


Sudha Nandagopal
Social Venture Partners


Vini Bhansali
Solidaire


Cristina Ljungberg
The Case for Her

WHAT 14 WOMEN LEADERS IN PHILANTHROPY HOPE FOR A POST-COVID FUTURE

RENA GREIFINGER - WWW.PSI.ORG AND WWW.MAVERICKCOLLECTIVE.ORG

When asked "What kind of society do we want to build?" I did what I always do when I am grappling with hard questions and looking for inspiration. I turn to women that I respect and admire

When asked, "What kind of society do we want to build?" I did what I always do when I am grappling with hard questions and looking for inspiration. I turn to women that I respect and admire. Women who, whether we have collaborated for years or met only once, have left me thinking, "Wow. I can learn from her."

This time I turned to 13 leaders in philanthropy, all whom identify as women, working on issues like racial justice, entrepreneurship and gender equality. To each I asked, *"What new values or principles have guided your philanthropic practice during COVID-19 that you would like to continue past the pandemic?"*

Perhaps it's because I crave such a gathering of kindred spirits; but I cannot help but write as if the 14 of us were curled up in my living room, glass of whatever in hand, examining this question from our diverse perspectives and experiences. Four continents and a global pandemic mean we settled for email. However, the responses I received (excerpts of which appear below in quotations) were so rich, so resonant and so in line with one another that it feels as though we were indeed together — in conversation and in mindset. Let's imagine that we were.


RENA GREIFINGER

ROOTS AND INTERSECTIONS

I imagine Vini Bhansali, who leads Solidaire (www.solidairenetwork.org), kicking off the evening. "COVID-19 has exposed longstanding inequities caused by systems and policies robbing our communities of the resources they needed to be healthy and resilient. I am moved to see our donors...providing the long-term sustained support needed for our collective liberation."

"Right!" Mosun Layode, who leads African Philanthropy Forum (www.africanpf.org), might respond. "Meaningful social changes are not achieved by quick fixes. We must be willing to take

RENA GREIFINGER – MANAGING DIRECTOR, MAVERICK COLLECTIVE

Rena Greifinger leads the Experiential Philanthropy division at Population Services International and is Managing Director of Maverick Collective. With over 15 years of entrepreneurship, global health and design-thinking expertise, Rena has been at the forefront of designing and delivering unique philanthropic programmes that drive lasting impact for women and girls around the world; while co-creating a movement of philanthropists who are becoming informed advocates, bold leaders and strategic investors through their partnership with PSI.

As PSI's Global Youth & Girls Advisor for five years, she led the organisation's work in design-thinking and private sector approaches to adolescent health. Prior to PSI she started Next Step's One Love Project, an award-winning programme that builds leadership, life-skills and mentoring support for young people living with HIV in the US. She holds a Master of Science from the Harvard School of Public Health.

the time necessary to understand the problem and have the readiness to stay the course long enough to mitigate or resolve it."

"Yes!" Sudha Nandagopal exclaims. As leader of Social Venture Partners (www.socialventurepartners.org), she implores that we fund "systems change efforts led by and for those most impacted by unjust systems...institutional philanthropy has historically not gotten funds to these leaders and their organisations."

"GETTING TO ROOT CAUSES MEANS INTERROGATING AND DISMANTLING THE BROKEN SYSTEMS THAT MUCH OF OUR SOCIETIES ARE BUILT ON — SYSTEMS OF RACISM, OPPRESSION AND PATRIARCHY."

"We cannot overcome this crisis and realise equality for women without fixing this funding chasm," agrees Sarah Haacke Byrd, who leads Women Moving Millions (www.womenmovingmillions.org). "As a community of funders, we are meeting this moment by asking our community to give boldly to close this funding gap and to challenge ourselves to adopt new approaches, listen to diverse perspectives, and work within and across movements."

Christine Switzer, philanthropic strategist with Fidelity Charitable (www.fidelitycharitable.org), would add: "The trend I am seeing is that there is more of an appetite now to consider funding other issue areas that may not have been on donors' radars, funding organisations focused on racial and social justice, and leveraging impact investing opportunities."

At this point, the nods of agreement would be ferocious. Getting to root causes means interrogating and dismantling the broken systems that much of our societies are built on — systems of racism, oppression and patriarchy. To tackle these injustices means to move philanthropy from the oft-used model of single-issue funding to funding through an intersectional lens. Not doing so, asserts Jamie Cooper, who leads Big Win Philanthropy (www.bigwin.org), will not only create further crises, but "we miss opportunities to thoughtfully design interventions that could ultimately spur a stronger foundation for improved service delivery, economic growth and societal well-being".

POWER AND TRUST

Systemic change relies on our ability as a society — particularly among those that have historically held power — to shift the power to design, deliver and decide how programmes are funded to those who are closest to the problem. That requires humility, courage and trust. In speaking about her work with the Liberian Amujae Leadership Forum, Jamie reminds us that "Liberia's [COVID] readiness—seemingly much beyond where the US and UK were at that time—reinforced that we never assume we know better than the leaders we work with what needs to be done in their context, and count on them to guide how we direct our efforts for greatest impact."

Latanya Mapp Frett, who leads Global Fund for Women (www.globalfundforwomen.org), would likely chime in here with her steadfast commitment to feminist principles of philanthropy — those espousing "core support, flexible funding and community-led responses." Sarah agrees, urging us to embrace the "guiding principles of trust-based philanthropy...and giving multi-year, unrestricted funding".

This could be the behaviour change we need to get people to release the money in their Donor-Advised Funds (DAF), I could imagine Jennifer Risher saying. She launched a challenge encouraging DAF holders to give now and give big (www.halfmydaf.com).

The belief that communities can and should determine their futures without excessive donor intervention was proven this past year as donors remained grounded at home. "This," explains Fanta Toure-Puri, who leads the Girls First Fund (www.girlsfirstfund.org), "gave some much needed space to the grantees/communities to strategise and catch up with their priorities."

FAST AND FLEXIBLE

In recounting her own experience galvanising peers to co-fund a COVID-19 rapid response, Cristina Ljungberg who leads The Case for Her (www.thecaseforher.com) remarked how "a group of individuals can move fast, take risks and fill a gap where a reasonably small amount of funding can kick off a movement across the globe".

Latanya concurs. "When the pandemic spread, [our] grantee partners got right to work and used our flexible funding to respond [to COVID-19] ...while laying the groundwork for broader gender justice and equality."

Marina Feffer who leads Generation Pledge (www.generationpledge.org) said, "Our family foundation created a new budget for mitigating negative impacts of the crisis in a speed of decision-making we had never experienced before!"

WORK TOGETHER

In spite of the need to shelter in place and socially distance ourselves from each other, COVID-19 has sparked collaboration in philanthropy that we will all strive to maintain.

Sudha says what I imagine most of us are thinking: "Solving systemic crises requires collective action. That's why it's more important than ever to participate in donor networks and utilise collective giving opportunities...to turn what is usually an isolated, individual action (writing a check), into a collective, transparent, system-level and long-term response."

Christine has "connected more philanthropists and non-profit organisations across the country through virtual gatherings to build community".

"PHILANTHROPY HAS NOT ALWAYS BEEN A COLLABORATIVE PRACTICE. LIKE SHIFTING POWER AND TRUSTING OTHERS TO DIRECT RESOURCES, IT TAKES COURAGE."

Philanthropy has not always been a collaborative practice. Like shifting power and trusting others to direct resources, it takes courage. "As an investor", Jacqueline Novogratz, who leads Acumen (www.acumen.org), says, "we've also had to practice courage, listen deeply and redefine success in terms of who, what and how we fund."

BIDDING FAREWELL

As we wrap up this imaginary evening of discussion, I feel more encouraged than ever about the future of our society if we can, in Fanta's words, "remain humble and think big" about philanthropy's role in it. Thank you Vini, Sudha, Latanya, Cristina, Jennifer, Mosun, Christine, Fanta, Priya, Jamie, Marina, Jacqueline and Sarah. As I continue to build my own leadership, I commit to keeping you all — and other inspiring leaders — close, and continuing to, as Priya Bery, who leads the Tarsadia Foundation (www.tarsadiafoundation.org), implores: "Ask questions rather than chase outcomes. Be brave, courageous and uncomfortable. Be honest and speak up. Lead with your heart."

WHAT KIND OF SOCIETY DO WE WANT TO BUILD? ONE WHICH OPENS UP TO PHILANTHROPY AND ALLOWS PEOPLE TO BE GENEROUS

HELEN BOWCOCK PHD OBE DL – WWW.HAZELHURSTTRUST.ORG AND WWW.AAKSS.ORG.UK

With the current challenges in charity funding, being open to generosity in different forms may prove a better investment than taking a narrow view. The often misunderstood concept of philanthropy needs to be interpreted in an inclusive way as an open system which relies upon people of very varied financial means

The COVID crisis should provide evidence of why philanthropy matters and why we need to take it more seriously than ever before in a society open to generosity. One cause for optimism during these bleakest of times has been a voluntary spirit and desire to help others, which emerged right from the start of the lockdown. Admonished to stay at home and protect the NHS, many instead found ways to help other human beings rather than stay still, immobilised by public mandate.

For example, in my own town, a group of residents — many already affiliated with local charities — had organised themselves into a help force before the NHS issued its appeal for volunteers. When the national programme proved ineffective in satisfying the demand to give time, they continued as before to deliver shopping, connect with people living alone and marshal support for the food bank. Some of them had experienced their own means of earning a living disappear abruptly but they still found the energy and motivation to be generous with their time and resources.

When choir practices came to an abrupt end, the leader of my choir persuaded members to make our own individual recordings of his harmonised version of Carol King's You've Got A Friend and then, with help, worked night and day to synchronise 276 voices for release on YouTube. With the theme of isolation in mind, he canvassed opinion and selected the Women's Aid Live Chat service as a destination for the donations we gave willingly in return for participating. And once the final recording was distributed within our own networks, the £10,000 target was rapidly exceeded and over £100,000 had been raised at the last count. The shared social experience of singing together had taken on a new and more meaningful nature.

HELEN BOWCOCK

Perhaps none of this sounds remarkable. Choirs often fundraise and many charities, including food banks, necessarily rely upon the conscience of local residents. This was, however, a remarkable time in which there were unprecedented constraints upon giving voluntarily, but people chose to overcome them and gave themselves permission to care for others. If it was not abundantly clear already, then it should be clear now, that the state could not fulfil every need and this was particularly evident within the system of health. The desire for active participation in raising money to provide for others was perhaps best exemplified by Captain Tom who has raised over £30 million pounds even though his chosen cause was the NHS itself.

The charity in which I serve as chair of the trustee board has, for the first time, launched an emergency appeal which has far exceeded its initial target, attracting our largest single donation as well as multiple smaller gifts of very varying amounts. These donors can be assured that their chosen organisation, which delivers highly specialised pre-hospital emergency medicine, has continued to deliver a full service throughout the crisis when many other medical treatments were withdrawn. As a self-governing charity, it was founded by local people who sought to fulfil a gap in medical provision when there was neither the political will nor budget to resource it from statutory funding. Guided by the principle embedded in British society since the mid-twentieth century — that medicine should be free at the point of delivery — the charity was enabled by the much older tradition of philanthropy.

So, in answering the question about the kind of society we want to see, it would seem appropriate to consider what the experience of the COVID crisis might teach us about the nature of philanthropy. The examples given so far demonstrate that, despite the most unusual constraints, people still find ways of taking action and of giving greater meaning and value to money through the addition of their time, skills and networks. Perhaps one lesson from this crisis is that the so often misunderstood concept of philanthropy needs to be interpreted in an inclusive way, as an open system which relies upon people of very varied financial means. As Martial Paris of WISE-Philanthropy Advisors stated in the most recent Philanthropy Impact Magazine 'You don't need a fat wallet to be a philanthropist — philanthropy is everyone's business'.

This matters for several reasons. If, as could so easily be interpreted from the media, philanthropy is assumed to be about extreme wealth, then this lets large segments of society off the hook. A quick glance at recent press coverage about philanthropists gives the impression of a rarified world of 'disruptive tech billionaires' or of celebrity — a world beyond the reach of most. A report from The Beacon Collaborative found that even people who can be defined as 'high net worth' consider that they may not be quite rich enough to meet a perceived threshold to give away some of their wealth. We cannot afford the perception that this is a luxury market. Whilst those people with the highest levels of wealth should certainly be encouraged to give more, this does not mean that philanthropy is their exclusive domain.

The second reason that "philanthropy is everyone's business" is that the COVID crisis has revealed a reserve of time and money that people are willing to give away, but their good will and commitment need to be maintained. There is probably significantly greater untapped potential and good reason for charities to treat everyone as potential donors. Early tentative interest in volunteering or a modest donation can often precede increasing support over the longer term, if met with appropriate stewardship. So often the motivation for trusteeship is to give something to society, regardless of personal financial means. With the current challenges for charity funding, being open to generosity in different forms may prove a better investment than taking a narrow view of philanthropy or assuming that paying trustees is somehow in the interests of the sector.

One further reason for a broad-minded view of philanthropy is that now, more than ever, we need to be very clear about its role, and government needs to be honest about where state provision starts and stops. There are significant areas of health and medical services delivered by charities, including hospices and air ambulances, and the extent of fundraising for NHS institutions is somewhat concealed by the illusion that our health system is funded entirely by the state. So let's give credit where it is due and acknowledge the collective value of the many people who give time, money and networks, not because they are all very rich but because they believe in a cause. And let's invite everyone to the party so that philanthropy becomes a normal part of life in a society in which generosity is appropriately acknowledged and respected.

HELEN BOWCOCK PHD OBE DL – TRUSTEE OF THE HAZELHURST TRUST & CHAIR OF AIR AMBULANCE KENT SURREY SUSSEX

Following an early career in information technology, Helen co-founded a software company specialising in advanced information security systems and served as a Director during a period of rapid growth and significant investment.

Following the sale of assets in the company, she co-founded The Hazelhurst Trust, a grant-making trust with a focus on education and research. She has written several reports making the case for philanthropy in the UK and was awarded an OBE for services to philanthropy in 2015. She grew up in the North East and is a graduate of Durham University. More recently she completed a PhD at the University of Kent and has served on the boards of several not-for-profit organisations in the South East, notably the University of Surrey and Air Ambulance Kent Surrey Sussex where she is Chair.

"THE PANDEMIC HAS SHAKEN UP PHILANTHROPIC STRATEGY AND PRACTICE. BUT JUST BEFORE LOCKDOWN, PHILANTHROPISTS AND FUNDERS WERE RESPONDING TO THE CLIMATE CRISIS."

BEYOND REACTING: A CALL FOR PHILANTHROPY TO TAKE ON SYSTEMIC CHANGE

EMMA BEESTON – WWW.EMMABEESTON.CO.UK

Emergencies are a powerful force for action, and philanthropy has proved it can react. But it must also avoid the danger of flip-flopping and 'Shiny Object Syndrome' — where our brains are drawn to novelty and a desire to be at the leading edge of change

The response to COVID-19, whether by individual donors or institutional funders, has highlighted one of philanthropy's strengths: the ability to react and to react quickly. The inherent independence and autonomy of philanthropic decision-makers has seen a rapid mobilisation of funds to support those affected by the pandemic. For example, Esmee Fairbairn Foundation awarded six months additional funding, worth £14m, to 540 existing grantees, and the London Community Response saw more than 50 funders contribute over £18m. Philanthropy's power to act unimpeded is an asset in a crisis when the right thing to do is clear. Grants and donations have also shown their value in terms of being so much simpler than social finance and quicker than trading and contracts.

As well as sparking a philanthropic response, COVID-19 has acted as a catalyst in changing philanthropic practice. The 'we stand with the sector' pledge was signed by around 400 UK funders, committing them to increased flexibility and listening to grant-seekers. These changes have long been needed and are hardly radical. So, whilst welcomed, change in practice is bittersweet for fund-seekers who have for years called for unrestricted funding, simplified application processes, better collaboration between fund-givers, and quicker decisions. Similarly, campaigners arguing that charitable funds are released from DAFs and endowments to be used to do good in the real world will also be both celebrating and galled by the fact that change happened so swiftly in response to COVID-19.

EMMA BEESTON

URGENCY IS A POWERFUL FORCE FOR ACTION

The pandemic has shaken up philanthropic strategy and practice. But just before lockdown, philanthropists and funders were responding to the climate crisis. There were public pledges, new programmes and increased collaboration in response. And since then, Black Lives Matter has resulted in another wave of responses with practices challenged and money directed towards racial justice. Again, philanthropy is proving that it can react. But the danger is flip-flopping — becoming a victim of 'Shiny Object Syndrome', where our brains are drawn to novelty, amplified by the desire to be (and be seen to be) at the leading edge of change.

One of the reasons that philanthropy can react well is due to the lack of accountability. It does not need to change laws or policies or gain support for its actions. This has also meant that it has previously been slow to alter its practice or give up its power. Attempts have been made to address this through initiatives to increase transparency such as GrantAdvisor and 360giving as well as a rise in scrutiny, both external (such as IVAR and Charity So White) and internally (such as ACF's Stronger Foundations programme and the new Grant Givers Movement). These and other voices are calling for philanthropy to maintain the changes made in response to COVID-19.

As we shift into the long-haul of the 'new normal', the urgency has lessened for fund-givers, who are now focused on what to do next. How can they best support the sector's recovery? How do they balance supporting those they already fund with the needs of newly emerged groups and issues? But the urgency is still felt by the fund-seekers who are worried about their survival. They have lost income from all sources: cancelled events, no trading, paused and diverted grant funding, and falls in donations. At the same time, demand is set to rise: more people will be unemployed, living in poverty and experiencing mental health issues. Charities are rightly anxious. Has all the money been spent on COVID-19? Will funders they have relied on for years now be switching to something new?

BUILDING BACK BETTER

In order to build back better, philanthropy needs to draw on one of its other strengths: the ability to take a long-term view. COVID-19 has shone a spotlight on how issues are deep seated and interconnected. It is marginalised communities that are most affected by pandemics, and injustice, and climate change. Philanthropy needs to wrestle with this complexity and direct resources to systemic change — to challenging the underlying structures that give rise to inequality and disadvantage.

Some philanthropists and foundations are already doing this. For example, in June, the Rockefeller Brothers Fund announced that it will increase its annual spending to allocate an additional $48 million over the next five years to address critical system failures that underlie both the COVID-19 pandemic and the enduring racial justice crisis. This focus on systems change poses difficult questions when much philanthropic wealth has been created from this very inequality. Darren Walker of Ford Foundation put it this way: "Moving from generosity to justice requires the philanthropist to get uncomfortable ... It requires philanthropy to interrogate some of the very systems and structures that produce our advantage". And this call to fund systems change brings the difficult dilemma that arises wherever need is great and funds limited: how do you address both the immediate needs and find money to tackle the root causes?

My fear is that after the flurry of reactive change in response to COVID-19, the old ways will come back. Philanthropists will flit from one issue to the next — creating uncertainty for fund-seekers which undermines their financial sustainability and ability to plan (which ironically is then assessed in funding decisions). Institutional funders will pause while they draw up new strategies and examine their internal structures — slowing the flow of needed funding.

SUPPORTING SYSTEMIC CHANGE

My prediction and hope is that philanthropy shifts from reacting to taking that system view. One that embraces the need to collaborate with others and partner with those affected. One that addresses wider causes and adds funds that tackle prevention, and that examines its own role within the system, changing practice to address barriers and bias. It means taking a longer-term view: staying focused on the core issue with sufficient time to embrace the difficult and complex.

EMMA BEESTON – PHILANTHROPY ADVISOR

Emma Beeston advises foundations, grant-givers, companies and families on creating and implementing giving strategies. She facilitates strategy and training sessions, co-created the Advising Donors module for the University of Kent's Master's in Philanthropic Studies, lectures on CASS Business School's Charity Master's Programme and delivers training for the Association of Charitable Foundation's Professional Development Programme.

Emma is Co-Founder of Bath Women's Fund and has advised numerous foundations, including Bupa UK Foundation, Oak Foundation, Mercers' Company and AIM Foundation.

I am optimistic that philanthropy will move beyond reacting. COVID-19 has demonstrated how everything is interconnected and that philanthropic giving can be done differently. What I see is that everyone wants to build back better. And if everyone makes a change within their sphere of influence — such as removing a step from an application process, shifting investments to align with their mission, ring-fencing funds for under-represented groups, valuing lived experience in recruitment processes and decision-making, providing core funding — a ripple effect of these small acts will have the combined effect of supporting the systemic change needed. And the rise in transparency and scrutiny will hopefully be enough to stop philanthropy returning to the old normal.

WHAT CAN THE PHILANTHROPIC SECTOR DO TO ADVANCE RACIAL JUSTICE?

PATRICIA HAMZAHEE FRSA – WWW.INTEGRITICAPITAL.COM

The good news is that influencers from within the philanthropy sector are working to improve how diversity, equity and inclusion can shape better outcomes, but there remains a great deal to do and tangible actions are needed if systemic change is to be achieved

Now more than ever, if it is to fulfil its social purpose, the philanthropy sector must put advancing racial justice at its heart. The choices made by us today will have a lasting impact for generations to come.

The outcry worldwide that followed the murder of George Floyd put racial justice front and centre with many powerful voices expressing allyship with the Black Lives Matter movement. While these words of support are important and have been welcomed, tangible actions are needed if systemic change is to be achieved.

Nowhere is this more apparent than in the philanthropic sector – which is being asked to do more to address the racial inequalities that have blighted the economic prospects of Black and Brown communities for generations.

The sector is also being challenged to correct its own lack of representation and racial biases. #CharitySoWhite is a public campaign tackling institutional racism in the charity sector. Several representatives from Black infrastructure organisations have stepped down from mainstream grant panels in protest of perceived tokenism. This has encouraged funders to examine their own barriers to entry and embrace better representation and transparency.

The good news is that influencers from within the philanthropy sector are working to improve how diversity, equity and inclusion can shape better outcomes and long-term solutions for underserved communities.

PATRICIA HAMZAHEE FRSA

We must all acknowledge that there remains a great deal to do, internally within our organisations and externally in how we engage with these communities.

During these past difficult months, most trusts, foundations and institutional funders admirably stepped up to provide critically needed emergency funding to support charities and other organisations through the COVID-19 crisis. However, despite the disproportionate impact of COVID-19 on BAME communities, we witnessed much of this funding go to large, established charities, already the most resilient and best positioned to raise funds, as distribution hubs for community support, whilst small, under-resourced local BAME-led front line organisations continue to be at risk of closure.

This pattern is seen in other sectors, for example in the start-up and the impact investment communities, where funding to support Black and ethnic minorities is too often channelled through mainstream (read White-led) providers rather than

being given directly to beneficiary organisations. This usually means that less money reaches the front line after administrative costs and management fees are deducted. It also helps to perpetuate perceptions of weakness. While oversight is always important to good governance, paternalism is not.

We need to openly acknowledge these power and racial imbalances inherent in our sector and seize the opportunity to set a new precedent for the future.

CREATING A BLACK PHILANTHROPIC INFRASTRUCTURE

Several farsighted philanthropic funders have understood that there will be no lasting change until there are strong Black-led infrastructure organisations that have the autonomy and resources to work directly to strengthen the lived experiences, leadership and communities of Black people. They are brave in funding these organisations and in reshaping their own systems and processes to improve the success rates of Black-led organisations in securing funding for their beneficiaries.

It is also crucial for Black communities to wield their own economic wealth, however limited, to their benefit. This means greater marshalling of Black philanthropic resources. While the racial wealth gap remains huge, as a recent article on race and representation in Spear's magazine pointed out, there is a growing community of Black professionals, artists, entrepreneurs and others who can and do "put their own money where their mouth is".

As Black Lives Matter outrage moves from the front pages, a number of initiatives and organisations have emerged to keep the pressure for change going. They are devoted to organising Black people, including those with wealth and class privilege, to utilise their resources for transformative shifts in power. There is an amazing effort, particularly from young Black entrepreneurs, to build networks of support that advance Black talent and interests. The most recent and remarkable example of this is Kike Oniwinde, the young founder of BYP Network, who successfully crowdfunded almost £1 million from 1 ,200 investors to support her on- and off-line community that connects Black people from around the world.

We admit that there are examples of inefficiencies and a lack of transparency in some Black-led initiatives that have attracted under or un-used donations in the wake of Black Lives Matter, breeding mistrust within and outside the Black community. This is something we must confront but is no different from other communities who have created a philanthropic ecosystem from scratch.

WHAT MORE CAN THE PHILANTHROPIC SECTOR DO?

There are many ways philanthropists and their advisors can help to disrupt dominant negative narratives and empower the disenfranchised:

Fund Racial Justice

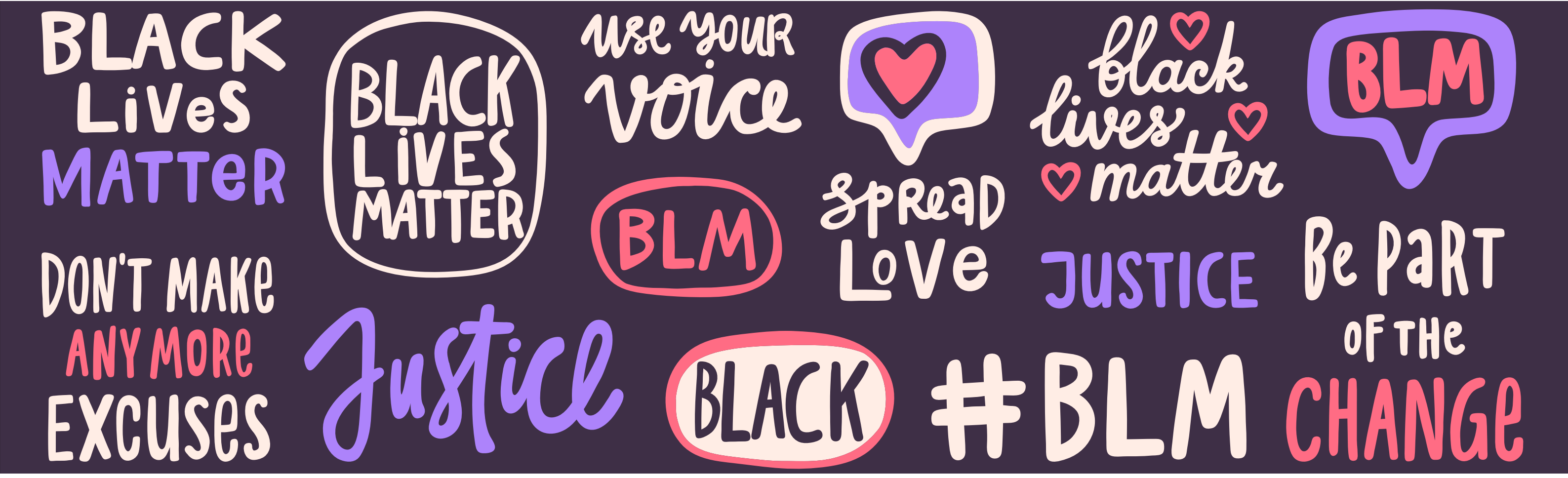
Put aside fears of promoting Black activism. Don't be afraid of using the word Black when funding organisations that are working for progressive change against Black racism. Tackling racism is a life and death struggle for many, as

PATRICIA HAMZAHEE FRSA – FOUNDER AND PRINCIPAL CONSULTANT, INTEGRITI CAPITAL

After some 20 years in investment banking and financial communications, Patricia helps social enterprises attract private capital and advises private capital providers on their responsible investment strategies. Through Extend Ventures, she is also working to diversify access to funding for Black and ethnic minority businesses.

She is a Trustee of Ballet Black and Areté Network. She is President of Friends of International House New York UK, an Associate Director of The Finance Foundation and a member of Women in Social Finance. She was previously a Trustee and outgoing Chair of the Development Board of Black Cultural Archives; Senior Advisor with The Good Economy, a social value advisory firm, and a member of BVCA's Responsible Investment Advisory Group.

Patricia received a BA in Political Science from the University of California and studied for an MA at Columbia University's School of International Affairs and East Asian Institute.



seen in the still too numerous fatalities. We must go far beyond the use of social media hashtags sparked by outrage that ends with the following news cycle.

Provide Access

The Black community is one of the largest sources of social entrepreneurs. This is often by necessity, as these individuals feel thwarted from conventional career paths and from launching traditional business start-ups. Even though their ideas and innovations are plentiful, the opportunities and access to funding and other resources are not. Social enterprise can offer another source of funding, but it still requires social investors and those deploying philanthropic capital to help ensure that these entrepreneurs gain equal access to resources, services and opportunities.

Promote Inclusion

An inclusive economy ensures that resources are fairly distributed across communities and opportunities are open to all. Philanthropists who are serious about nurturing racial equity will work hand in hand with Black infrastructure leaders to build inclusive networks. Black leaders in finance launched the #100BlackInterns initiative, where mainstream institutions agree to provide meaningful internship opportunities for Black university students and graduates looking to break into frontline investment positions. Some 80 asset management companies have signed up so far.

Deliver Impact

Runnymede Trust's pivotal report, The Colour of Money, shows the shocking levels of economic racial inequality that exist in Britain. Closing this gap should be an economic and moral necessity for all philanthropists looking to recognise and support those on the frontlines addressing this issue through creating positive social impact. The sustained focus of the W.K. Kellogg Foundation on racial equity in economic terms is an important example of how this can be achieved.

Philanthropy Impact's July 18 panel discussion, Racial equity in the philanthropy and impact investment ecosystem, explored much of this with Gavin Lewis of BlackRock, Dama Sathianathan of Bethnal Green Ventures and Stephanie Brobbey of Goodman Derrick joining me to share our experiences.

While many of us are weary of having the same conversation about race time and again, we also are aware that the conversations and allyships must continue. But we need to see more action and less talk.

A meaningful quote from long-time freedom-fighter and co-director of the Highlander Research & Education Center Ash-Lee Woodard Henderson, that I read in NPQ, says it perfectly, "Fund us like you want us to win."

In summary, I am confident that we are moving toward the society we all want to see, one where co-creation and collaboration are the drivers. In the face of a global pandemic and a battle for racial justice, I am inspired by many fearless change-makers, challenging the status quo to embrace the intentionality of community building.

"PHILANTHROPISTS WHO ARE SERIOUS ABOUT NURTURING RACIAL EQUITY WILL WORK HAND IN HAND WITH BLACK INFRASTRUCTURE LEADERS TO BUILD INCLUSIVE NETWORKS."

TIPPING THE BALANCE OF POWER

PAUL STREETS - WWW.LLOYDSBANKFOUNDATION.ORG.UK

Philanthropy has a clear power dynamic. What we've seen during this pandemic is the good that comes when we share some of that power

The transfer of money alone sets out a distinct relationship between the giver and the receiver. This is something that we cannot shy away from and indeed, with the best of intentions, the balance of power between a funder and a charity cannot be entirely levelled. Without acknowledging this, we can end up further perpetuating it through our working practices: in the requirements we place on those applying for funding, in how we use and share our knowledge, in how transparent and collaborative we are in our decision-making and how we communicate it, and in how we partner with others, particularly those we support.

Having or wielding power in such a way isn't inherently a bad thing. It is true that it can allow philanthropists to further causes which don't benefit the people who experience the greatest inequalities. Similarly, when power is employed with trust and inclusion it can yield much more equitable relationships. While philanthropists should work towards rebalancing these dynamics to give more power to those without, at the same time we need to accept the power we hold and leverage it to benefit those we seek to serve.

This has never been more prescient than now and in the months and years to follow, as we recover from the effects of COVID-19 and work towards building back better. Beyond the infection rates, the pandemic has shown us the sheer number of people that are living in uncertainty; far from being the great leveller, it has further exacerbated the structural inequalities already present in our society. The many facets of this crisis have negatively impacted Black, Asian and minority ethnic communities, those on low incomes, people facing complex social issues like mental ill health, homelessness and domestic abuse. As we look towards recovery, we need to address these inequalities in our society and how we use our funds and influence to shape a more equitable society instead of returning 'back to normal'.

What we've also seen during this pandemic is the good that comes when we share some of our power. As charities responded to the sharp increase in demand for their services, they also faced a decline in income from fundraising, trading and donations. Spearheaded by the London Funders' 'We stand with the sector' campaign, trusts and foundations all over the country responded to their needs with greater flexibility, switching from fixed or project funding to letting the charities decide how best to spend their money, trusting that they know the communities they support better than us.

> "AS WE LOOK TOWARDS RECOVERY, WE NEED TO ADDRESS THESE INEQUALITIES IN OUR SOCIETY AND HOW WE USE OUR FUNDS AND INFLUENCE TO SHAPE A MORE EQUITABLE SOCIETY INSTEAD OF RETURNING 'BACK TO NORMAL'."

PAUL STREETS

Removing the barriers within these processes meant that the charities in the front lines could focus their efforts on responding to the crisis. They provided food and toiletries to families that couldn't access provisions, helped women and men facing lockdown with their abusers to find safety, secured accommodation for people without, provided support and companionship to people with learning disabilities or those with mental ill health.

As those with the income and resources to help, we need to accept that we're most effective when we listen to the organisations that are led by and rooted within the

communities they serve. We can do this beyond our systems and processes by bringing charities and those with lived experience into our decision making. Diversifying staff, with a particular focus on boards and senior teams, means that all key decisions within our organisations will be appropriately challenged and made with diverse perspectives fully considered.

Beyond our own teams, we need to look externally at how we partner with the charities delivering vital services. We've had the privilege of weighing into charities' decision-making by using our income as leverage to determine which projects they run, outcomes they meet and information they gather. Diversifying our own decision-making is a start, but we also need to take a steer from charities on how we can best support them to deliver their work. This can take the shape of requesting and actioning their feedback, inviting them to decision-making panels, and incorporating participatory grant-making.

A large part of our power as philanthropists is evident in our ability to influence change. We so often have access to networks that those who are marginalised do not. And yet, throughout this pandemic, we have seen how powerful community action can be. From the Black Lives Matter movement to the many speaking out against no recourse to public funds and the support for extending the ban on evictions.

When Marcus Rashford used his platform to call on the government to reverse the decision not to provide free school meal vouchers to the 1.3 million children from low income households, he was backed by many campaigners, charities and communities, resulting in the government making a U-turn in their ruling. An example of how those with power can lend their weight to amplify the voices of the communities they speak out for.

We can go a step beyond that too, and use our resources to support charities and communities to build expertise in influencing for change, through funding and capacity-building programmes like our own How to be a Change-Maker programme. Thus, ensuring those with knowledge and lived experience can campaign on their own terms without needing to rely on those of us with power.

The coronavirus pandemic will have long-lasting effects on our society. Even if we're able to circumvent a second wave, we'll still be faced with the economic impact of the health crisis, tens of thousands of job losses in the charitable sector alone and a worsening of pre-existing racial and income inequalities. Philanthropists have a key role to play in our recovery. We have the ability to effect change and adapt new working practices that lead to a fairer and more equitable society for all. We won't be effective unless we heed the lessons from this year, acknowledge and accept the power we hold, and genuinely share that power with those at the forefront of this crisis while also using it to effect change and renew into a better society.

PAUL STREETS – CHIEF EXECUTIVE, LLOYDS BANK FOUNDATION

Paul joined the Lloyds Bank Foundation in May 2013, after a career which has spanned the voluntary and public sector and work in international development (DfiD/Sight Savers), Human Rights (Amnesty International), professional and service regulation and health and social care.

He has been Chief Executive of Diabetes UK; the Health Development Agency and the Postgraduate Medical Education and Training Board. Immediately prior to the Foundation he worked as a Senior Civil Servant in the Department of Health heading up Public and Patient Engagement and Experience.

Paul is an Honorary Visiting Professor at Cass Business School, City University of London. In 2003, he was appointed an OBE for services to people with diabetes.

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HOW A GLOBAL HEALTH CRISIS BECOMES A CATALYST: PHILANTHROPY, GRANT-MAKING AND DIGITAL TRANSFORMATION

MARCELLE SPELLER OBE – WWW.BREVIO.ORG

It is often under difficult circumstances that new initiatives flourish. So why has philanthropy and grant-making remained fundamentally unchanged for so many years? Could the coronavirus pandemic be the catalyst we need to drive innovation and transformation?

Over the past six months, we've all read the harrowing stats emerging from charities. One in 10 is facing bankruptcy, while 60,000 redundancies are expected this year, according to research from Pro Bono Economics. New Philanthropy Capital (NPC) reports that more than 5,000 charity workers have already been made redundant.

These stats paint the picture of a sector on the brink of collapse. But the truth is, there were cracks in the ceiling long before the pandemic hit. Charities have been desperately calling for change for many years. A digital revolution is what the third sector needs but it won't be without its challenges.

WHY NOW IS THE TIME FOR CHANGE

Some may think that now is the worst possible time to shake things up. Maybe the world we now find ourselves in is too uncertain and unpredictable? In truth, this 'new normal' actually serves as the best time to adapt, adjust and innovate. It's a time for bold new ideas to transform philanthropy and the third sector into a fairer, more sustainable space.

It's an approach that worked for Google, Facebook and Salesforce. While these three companies may not have started in the midst of a global pandemic, they did launch right before major economic meltdowns. Google and Salesforce set up shop in 1998 and 1999 respectively, right before the dot-com bubble burst. Facebook launched in 2004, just before a global recession.

All three of them were able to prosper despite the economic uncertainty. They completely transformed the way we find information, connect with each other and engage with our stakeholders — vital tools in times of uncertainty.

Comparatively, the third sector has lagged behind on digital transformation. While grant application forms have (mostly) gone digital, it's not uncommon to see PDFs that charities must download and fill in. Charities are also relying on email, or even fax, to send sensitive information across to funders, putting them at risk of their data falling into the wrong hands.

According to the 2020 Charity Digital Skills report 66 per cent of charities rate their board's digital skills as low, and 51 per cent don't have a digital strategy. Excessive bureaucracy and a distrust of innovative tech companies have both been major barriers for charities and grant-makers when it comes to embracing digital.

BUT WHAT DOES TRANSFORMATION LOOK LIKE?

Over the past 15 years, companies like Netflix, Amazon and Bumble have revolutionised the way we consume entertainment, shop online and date. As far back as 1961, UCAS transformed the way students apply for UK university places. Now they only need to write one application to apply to multiple universities. So what if there was something similar for the third sector?

MARCELLE SPELLER OBE

A platform designed to support philanthropic grants could connect funders with charitable and social investment opportunities through a central grant application process. Technology could automate the monotonous data collection and checking process, leaving philanthropists with more time to apply their skill and judgement when deciding who to fund.

Launched in May 2020, amidst a global pandemic, Brevio seeks to do just that. The concept is simple: funders sign up to the platform, describe their fund and set their unique funding criteria. Similarly, charities sign up to the platform, complete an application and describe their funding need, whether it be for core costs, a specific project or for building the capacity of their team.

Brevio then matches charity to funder, but only when these criteria match. Both funders and charities still maintain control over where their money goes or which grants they apply for. No money goes through the platform, Brevio is simply the connector, bringing the two parties together in a smarter way.

Innovative platforms like this are popping up all across the third sector. Optimy, based in Canada, offers a range of products to support grant-making, volunteering, donations, corporate sponsorship and scholarships, including smart application forms, CRM services and budget management. Major corporate players, like Salesforce, have also adapted their product to work as a CRM for the third sector via their salesforce.org branch. Even the UK Government is getting on board, with the recent launch of their due diligence tool, Spotlight.

While platforms like Brevio and Optimy may seem bold, they could massively reduce the time funders spend reviewing grant applications and allocating funding. For example, a philanthropist using Brevio would only receive submissions from charities who have been matched on true eligibility so there would be no need to sift out ineligible applications.

These platforms also present funders with new charities they may not have otherwise found — a valuable feature for philanthropists who don't have the resources of big grant-making organisations. On Brevio, wealth managers and philanthropy advisors can also be set up with a profile to undertake crucial research on behalf of their clients and look for charities that align with the causes their client cares about most.

Just think, how many times have you discovered a new film or tv series thanks to Netflix suggestions? This could be the new normal for the third sector, with philanthropists and their advisors discovering new charities thanks to innovative new platforms using clever matching technology.

SO WHERE DO WE GO FROM HERE?

Over the next three years, recovering from the impact of COVID-19 will be one of the key challenges charities face. In fact, 70 per cent have cited it as their biggest upcoming challenge, according to Blackbaud's *The Status of UK Fundraising report* (2020).

With charities growing concerned that the economic situation will result in fewer donations, they are turning to other methods of fundraising. Grants are becoming increasingly more important for their survival, but the time and resources needed to research and apply for multiple grants can be overwhelming. Innovative ideas like Brevio seek to reduce this burden and open up the opportunities for funders and charities to find each other in a digital space.

With the rise in artificial intelligence, automation and more data than ever before, the future of philanthropy and grant-making will be powered by digital. Over the next ten years, we'll see technology automate more of the burdensome administrative tasks, like grant applications, research and measuring impact. Perhaps we will even have our own online marketplace for philanthropists and charities to 'sell' or 'shop' for grants. With technology anything is possible, but only if we embrace it.

While transformation doesn't happen overnight, it is clear that there is a desire for change coming from both sides. Philanthropists want to ensure their funds are having the desired impact, and charities want a more efficient way to apply for grants.

Change happens when we come together collectively. And while an economic recession and a global health crisis might not seem like the right time, it is perhaps the best time. Because adapting is the only way we'll survive the impacts of this pandemic together.

MARCELLE SPELLER OBE – FOUNDER AND CHAIRMAN, BREVIO

Marcelle's entrepreneurial spirit and business acumen saw her initially as the founder of Holiday-Rentals.com, an online holiday rentals platform that would later become HomeAway, a world leader in the holiday rental industry and part of the Expedia Group. She then turned her attention to the third sector having completed The Philanthropy Workshop, a prestigious global course on giving effectively.

In 2008, Marcelle founded Localgiving.org, now a leading match-funding platform for local charities in the UK. To date, it has raised over £30 million for said charities and groups. In 2011, she was awarded an OBE for her services to the voluntary sector, and two years later she was awarded a Beacon Fellowship for Pioneering Philanthropy and was named Philanthropist of the Year at Spear's Wealth Management Awards.

In 2018, Marcelle took on the challenge of innovating the wider third sector, this time commissioning research to tackle the inefficiencies in the grant process — the core work of Brevio.

"WE WOULD LIKE TO ENVISAGE A FUTURE WHERE OPEN AND ACCESSIBLE FOUNDATIONS PRIORITISE THE NEEDS OF THEIR PARTNERS OVER THEIR OWN PREFERENCES."

TOWARDS A BETTER BALANCE IN GRANT-MAKING: A CASE STUDY

HANNAH HOARE – WWW.THEBLUETHREAD.ORG.UK

Foundations can often be closed ivory towers, requiring partners to jump through many hoops of application in return for very restricted types of support. This needs to change

HANNAH HOARE

The global pandemic has highlighted both strengths and fractures in our society. No event has affected the UK so completely since the Second World War, and yet the pandemic has affected us all differently. Coronavirus and lockdown have exposed society's weaknesses and its stark inequalities. As philanthropists, the responsibility sits with us to recognise our privilege and power, and point this towards creating a future we want to see.

WHAT SHOULD FUTURE PHILANTHROPY LOOK LIKE?

Foundations can often be closed ivory towers, requiring partners to jump through many hoops of application in return for very restricted types of support. This creates pressure for charities and detracts from their core work, and at yet at the same time it judges applicants on their ability to apply well rather than their ability to do good work.

We would like to envisage a future where open and accessible foundations prioritise the needs of their partners over their own preferences. Where foundation staff and philanthropists build good relationships across traditional boundaries, siloes and groups. And where weighty and demanding bureaucracy is replaced with respectful and proportional processes supplementing trusting relationships. In our view, this will mean that charities are better and more holistically supported, less dragged down by the requirements of their funding, and more able to achieve the impact that is their reason for being (and our reason for supporting them).

WHAT IS THE FUTURE WE WANT TO BUILD?

At The Blue Thread we consider it our obligation to consider and support those around us. Recognising our good fortune, our role is to use our assets — financial and otherwise — to achieve change with and for those who find themselves in more challenging positions. In doing that, we want to build collaborative and balanced relationships across our work and our community. Traditional relationships between those who have and those who have not — particularly grant-makers and grantees — can look unequal at best and uncomfortable at worst. We would like to create

working relationships based on equal trust, mutual respect and constructive discussion, through which everyone involved can learn and grow. We are working towards this by taking an open and trusting approach to grant-making, which prioritises supporting and trusting our grantees. We explore this more below.

HOW ARE WE GETTING THERE?

As a new foundation, we are building our practice mindfully and with a view to avoiding what we see as the pitfalls of traditional processes. We took a quick decision mid-March to run an emergency COVID-19 grants programme, supporting community organisations responding to acute need created by the lockdown. We decided to trial a relational approach based on conversation rather than application, looking to overcome elements we saw as unhelpful in traditional grant-making processes. In developing this approach, we looked to leaders in this movement (Grant Givers Movement, NPC, Bridgespan and Echoing Green, Lankelly Chase Foundation, #CharitySoWhite and others) who are working towards a better relationship and more balanced dynamic between grant-makers and grantees. We know it is not perfect, but hope this approach makes steps towards a relational approach that is better for everyone. Key elements of the programme include:

- Taking responsibility for identifying organisations and deciding whether we wanted to fund them, rather than asking organisations to spend time and resource convincing us. We built relationships with potential grantees through phone calls to complement desk-based research and sector recommendations, and by continuing these conversations we are offering wider support and learning more about our partners' work.
- Inviting partners to recommend other organisations to us, widening our network and alerting us to organisations known to do good work by their peers but who we might not have found and who might not have found us. We think this serves to share our power and involve charities we trust in the process of grant-making.
- Reducing and eliminating bureaucracy as much as possible, working without application forms or bids, and inviting partners to feedback on their impact as and when it suits them. We hope this reduces the demands we place on our partners, therefore prioritising the value of their time.
- Recognising that lockdown was an emergency with unexpected impacts, providing fast, unrestricted funding for organisations to use as they needed. Restricted funding is almost always driven by funders' needs, while creating burdens for grantees. Creating more unrestricted funding streams is commonly called for by the sector and is a route to redistributing power.

HANNAH HOARE - EXECUTIVE DIRECTOR, THE BLUE THREAD

Hannah has worked across the third sector. She started her career at the UK Department for Education, working on a range of policy areas, including Free Schools, school funding, and with Ministerial and analytic teams.

Moving on to Social Finance UK, Hannah worked with local and national government, charities and social enterprises, and grant-making trusts and foundations to develop effective responses to tricky social issues including health-related unemployment, looked after children and adoption. Much of her work was within the Impact Incubator, a partnership with grantmaking trusts and foundations, responding to challenges including tackling perpetrators of domestic abuse, enabling addiction recovery and supporting children leaving care.

She also has experience setting up a new charity and developing its fundraising and programming strategy.

> *"THANK YOU FOR TAKING THE TIME TO EXPLORE THE BEST WAY OF SUPPORTING US AS YOUR GRANTEE. I WISH OTHER FUNDERS HAD A SIMILAR APPROACH – IT'S MOST APPRECIATED."*

WHAT DO OUR PARTNERS SAY?

We see this experience as a learning opportunity, and we know that we will not get everything right. This approach requires us to take small steps — often starting with small grants — getting to know organisations and developing partnerships as we learn and reflect. We are in the process of seeking feedback from our grantees via a short, anonymous, six-question survey, asking how they found working with us and exploring what could be more helpful for them. We are delighted that we are receiving many really positive comments:

"Really appreciate this approach, it's a lot easier than long forms - helps to build a real relationship between org & funder, and hopefully helps give a better flavour of the work. I don't mind written applications but it is a real art and I feel this may exclude excellent quality projects if they are not as experienced at writing applications or if English is a second language etc."

"It has been such a pleasure & really low effort on our part - it makes everything quicker with getting the funding to the essential costs in a timely way and relieves workload which enables us to focus on the impact itself"

"Thank you for taking the time to explore the best way of supporting us as your grantee. I wish other funders had a similar approach - it's most appreciated."

We have also been able to take action in response to suggestions received through the survey, including updating our website to provide more clarity on our current work and the availability of funding opportunities, providing information on this via Twitter too. We are also going back to grantees to tell them how we have responded to their comments, hopefully avoiding the common habit of collecting data and then not telling those we have collected it from what we have done with it.

SHOULDERING RISK, SHELVING EGO, MOVING FORWARD

Ultimately, the approach we are developing requires us to put down our ego: it means that we have to work towards finding organisations that we trust to do good work, and working with them to understand how to magnify that impact. It means we have to let go of the notion that it will be additive to ask grantees to tell us exactly 'what difference' our funding made; instead, we have to be content that we have created value by supporting a great organisation to do excellent work in their community. It is a learning process, and one that will develop over time as we test things out and respond to feedback.

We hope that this goes some way to redressing the power imbalances in traditional grantmaker-grantee relationships, which can further perpetuate the inequalities that as a sector we seek to tackle. We would invite other philanthropists to join us on this journey: to reduce and rebalance demands on their partners, to place trust in those they work with, and to fund supportively and unrestrictedly with a view to supporting an organisation's whole mission and vision. We hope that others will join us in playing our part in a community of changemakers each committing their energy and resources — financial and otherwise — to a better world.

PHILANTHROPISTS NEED TO GO FURTHER WITH THEIR FUNDING PRACTICE TO BUILD A BETTER POST-COVID WORLD

MATTHEW MANNIX – WWW.THINKNPC.ORG

This means maintaining the positive adaptations made at the beginning of the crisis, reflecting on which former grant-making practices to bring back and recognising where practice needs to evolve

At the beginning of the COVID-19 outbreak, many funders altered their funding practices to support organisations to adapt quickly and to respond to emerging needs. Many also reduced the demands of their application and monitoring processes. Changes such as these, and the removal of restrictions on grant funding, greater flexibility around grant reporting and due diligence, and increased collaboration between funders, were all very welcome — and should remain standard practice in perpetuity.

Many good funding practices from before this crisis that fell away in the initial response should also now be brought back. We must not be complacent in thinking that the new funding practices that I have just outlined go far enough in creating the best possible funding ecosystem. Philanthropists need to go further with their funding practices to help build a better post-COVID world. This includes maintaining the adaptations they made at the beginning of the crisis, reflecting on which of their old grant-making practices they should salvage and recognising where their practices need to evolve.

This means philanthropists addressing the power imbalances inherent in philanthropy, which create difficulties in making effective funding decisions and undermine the relationships between funders, grantees and the communities they are trying to support. It also means using data to determine who needs support, and in what areas, and targeting giving as a result.

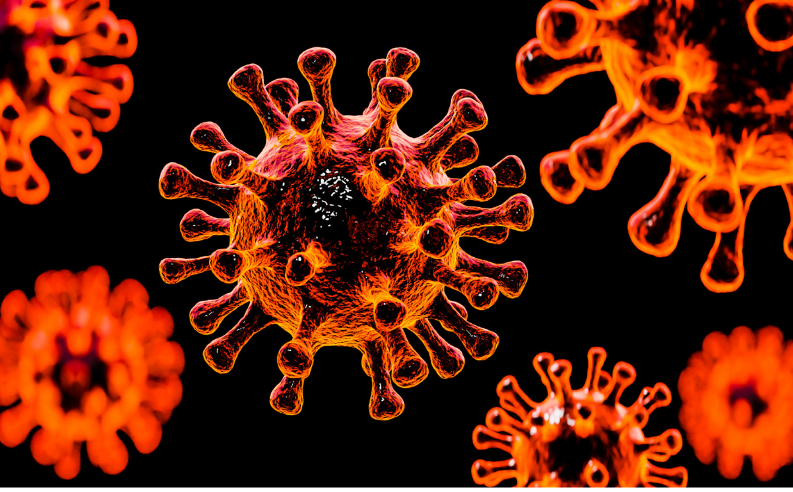
PRE-CRISIS FUNDING PRACTICES TO BRING BACK

While the efforts made by many donors to adapt their practices to help the sector during the early stages of the outbreak were appropriate in the heat of the crisis, some good practices fell by the wayside that should remain at the centre of funding practices going forward.

The availability of one-off emergency grants during the crisis enabled many organisations to continue operating when they were most needed. However, these single and often time-restricted payments will not make organisations sustainable over the long term. Charities tell us they need longer-term funding to reduce the burden of 'raise to deliver fundraising' and to ensure that programmes last long enough to have an impact. Therefore, philanthropists should revert to offering multi-year funding wherever it is possible. Where this is not possible, they should indicate whether, and under what conditions, they will consider organisations for a re-grant.

At the height of the crisis, funders were right to drop many of the requests for information that they would usually have asked grantees for. However, when done proportionately, due diligence serves a purpose. Funders must ensure that their money reaches the individuals and communities in most need and that it reaches organisations best placed to

MATTHEW MANNIX



support them. Moreover, due diligence is not just about finding reasons not to fund an organisation. It's also about figuring out how to fund organisations well, by determining where they may need extra support. Due diligence should, however, be proportionate to the size of the investment funders are prepared to make and how likely they are to make it.

WHERE PHILANTHROPISTS MUST GO EVEN FURTHER

Combining the best of our pre-crisis grant-making practices with new practices taken up at the height of the crisis will make for a good starting point in building a better post-COVID funding system. However, donors and their professional advisors also need to challenge themselves to go further to ensure that their grant-making is better informed and meets the same standards they impose on the organisations they fund.

No matter how well-intentioned funders are, a lack of first-hand experience of the issues can undermine their legitimacy and lead to the funding of organisations and programmes that achieve less impact. One way funders can remedy this is by seeking to ensure their boards and staff (or those that seek to advise them) are more diverse and representative of the people they want to help. This can involve inviting more young people to your board or hiring staff from the communities you are directing your funding toward. Schemes such as the 2027 programme help provide professionals from working-class backgrounds with roles in foundations, and they help many organisations to be more representative. Where there are genuine barriers to recruiting people with lived experience, funders should set up advisory panels comprised of people from the groups they are trying to help. And, at the very least, philanthropists must seek the views of the service users of the organisations they are funding.

Funders often encourage their grantees to use data to increase the impact of their activities. However, many donors don't see the need to use data to manage their own impact. Those involved in philanthropy should be targeting their funding better by using data to determine who needs support, where they are, and what needs they have. Lacking expertise in converting raw data into actionable insights is no excuse for not using data to inform your funding decisions. Donors should also collect data from the organisations they currently fund — being mindful not to overburden them — to learn if they are unintentionally omitting certain types of organisations from their funding (e.g. those that are Black-led or small in size).

A STRONGER POST-COVID WORLD

Adding the best of our pre-COVID grant-making practices to the new practices taken up during the initial stages of this crisis is vital for ensuring we support charities and social enterprises effectively through the trying period they are likely to face in the coming years. However, philanthropists and professional advisors must also go further to ensure they are successfully addressing the power dynamics that lie at the heart of philanthropy and using data to make better informed and more targeted funding decisions. As we enter a 'new normal', reflecting on these changes will help the sector to build a better funding ecosystem and to build back better.

"LACKING EXPERTISE IN CONVERTING RAW DATA INTO ACTIONABLE INSIGHTS IS NO EXCUSE FOR NOT USING DATA TO INFORM YOUR FUNDING DECISIONS."

MATTHEW MANNIX – CONSULTANT, NEW PHILANTHROPY CAPITAL (NPC)

Matthew provides advice to philanthropists, trusts and foundations on their grant-making and funding practices. He specialises in helping funders to indentify effective organisations to fund and undertaking due diligence into how they can best support them. Matthew also advises charities on their strategy development and impact measurement.

COVID-19 – WHERE NEXT?

HELENA WILKINSON – WWW.PRICEBAILEY.CO.UK

The one certainty is change, and we must all be prepared to adapt in order to survive

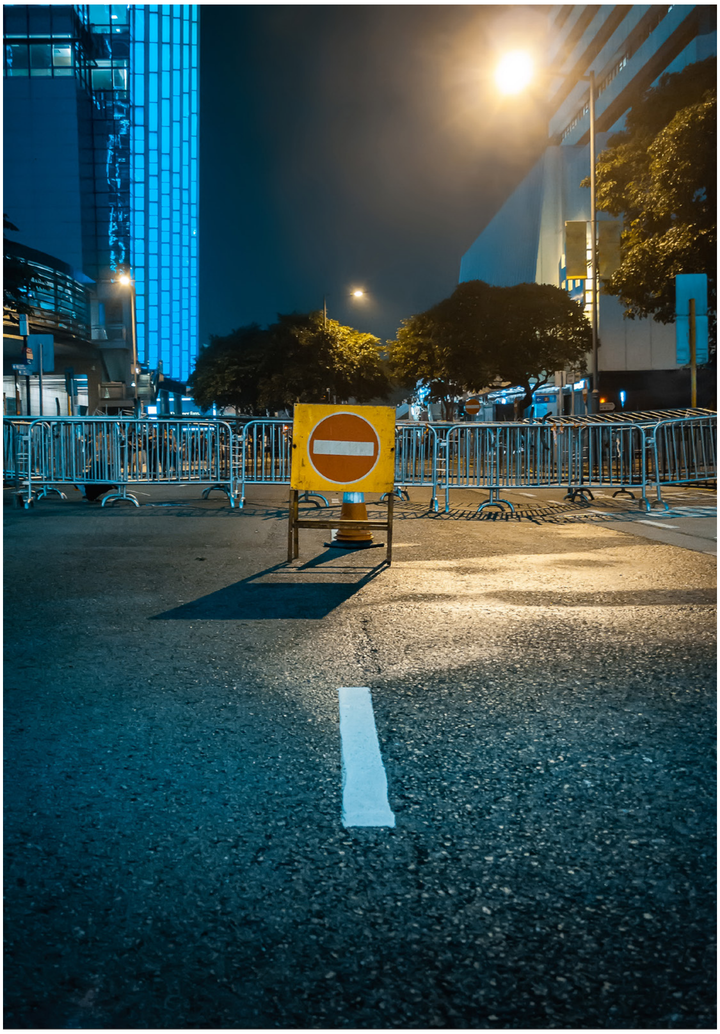
It is interesting to consider that if you had asked me at the start of the year, "Would and can you audit remotely?" I think the answer would have been that we have undertaken such audits in the past but not often. So it is interesting that as an audit profession, all firms have adapted to completing remote audits and continuing to deliver services.

We are not alone in in dealing with the challenges of managing in this new norm, thinking carefully about mental health and wellbeing, loneliness, work efficiency and organising social interaction on a telephone or through a computer screen rather than face to face. We have enjoyed not commuting and the ability to gain back some time in our day so that we can enjoy other things in life.

As a society, we have all learnt new skills, new ways of delivering our services and charitable activities, and are much more digitally active than previously. The global economy had a massive shock for many months, as our economic model is based predominantly on wealth generation. Not many businesses consider their environmental impact and the sustainability of global resources over profit generation.

So, thinking about society and what will this look like in the future — in my opinion we will never revert back to running our businesses and charities as we did pre-COVID. I would expect to see a society that challenges governments and businesses on their equality, ethical and environmental policies. I feel we may have shifted into a new focus and area where we do not want to go back to the old ways and behaviours.

The high street has been changing for a while — from being retail focused to community focused, with cafes, gyms and community-centred activities replacing retail shops — which has reflected our conscious change of use of the high street. The pandemic has sped up the pace of change, and we will see that city centres will never the same again, in terms of footfall and use of buildings. International travel will become more expensive and a luxury compared with the cheap flights of the past.



The pandemic has also highlighted how vulnerable we are as a society, especially as we have heard from government that we will be living in this new norm for many months.

HELENA WILKINSON

CHANGE TO SURVIVE

In future, we will need to continue to change as humanity in order to survive. Without a fundamental rethink as to how we behave, we will end up with change being forced upon us through natural events, such as extreme weather conditions and climate change, which will fundamentally change our planet in the next few decades.

I think we will continue be much less interactive in our face-to-face meetings, and social distancing will become pervasive in society — so no hugging or shaking hands with strangers, and even keeping a respectful distance. Wearing of face masks and the fear that infections will breed will be more commonplace. This, therefore, naturally leads to digital channels becoming more normal, and these will be enhanced through new technologies which will allow for holograms and projections, so it will

start to feel as if that person is really in the room with you. Working from home will become the norm and going to an office or to a meeting will become strange. We will be very conscious of the reasons why we travel and for what purpose. Even foreign destinations and holidays could be more normal through holographic projections rather than physically traveling to that destination — especially as travel costs will become prohibitive. Virtual worlds and gaming programmes are becoming commonplace, and the technology will make these much more sophisticated with a full 4D or even 5D experience.

HOW WILL FUNDRAISING EVENTS HAPPEN IF SOCIAL DISTANCING AND VIRTUAL MEETINGS ARE COMMONPLACE?

VIRTUAL WORKING

So where will offices be in the future? I am not convinced that offices will survive. We will want to work more remotely and the office will become contactless. The technology will be developed rapidly to make interactions with colleagues more virtual so that there will be no need to be in the same building as they will be in the room with you when you desire. This will therefore change the nature of society and our interactions. We will want to meet with people but for other reasons than in the work context — so for entertainment and social interactions. This will prioritise social centres where restaurants, entertainment and leisure are combined.

I can see that the effect of such change will continue to make the world smaller — creating more international business through digital interactions and channels. We will be much more dependent on ensuring we use renewable energies — so gas, oil, diesel and petrol will disappear and be replaced by those which are environmentally friendly.

Many of us will have been impacted by personal loss as a result of this pandemic and this naturally means that we may reconsider our work-life balance, and its implications on life style and what we see as important in life.

A NEW WORLD ENVIRONMENT

Therefore businesses and charities need to start to plan for a new world environment and how they will change and adapt the strategic plan to fit into this.

Charities need to plan how they will fundraise in a new virtual environment. How will fundraising events happen if social distancing and virtual meetings are commonplace? How will charities deliver their activities in such an environment?

It will be more important than ever that organisations have professional advisors who are horizon scanning, are abreast of all sector, government and economic changes and can help and support the philanthropy sector in planning for new structures, processes and income, as well as being able to consider and review new systems and controls — many of which have become remote/electronic due to COVID-19 — and the implications for ensuring strong controls in a digital context. Charities will need to be fleet of foot and adaptive to circumstances to survive the next few months and years, and be prepared to take timely difficult decisions.

The one aspect that can be predicted is that we will see a lot of change as a society arising from this shock to the system where the world stood still for a while.

HELENA WILKINSON – PARTNER, PRICE BAILEY

Helena is a Partner at Price Bailey, where she is Head of Charities and NFP. She was Vice-Chair of the ICAEW Charity Finance Professionals Community until December 2019, having been involved for nine years, and she holds a Diploma in Charity Accounting.

Helena is a recognised charity expert, writes for national and charity press, and regularly presents at charity events. She has worked within the not-for-profit sector for nearly 30 years, including 23 years in professional practice, in addition to seven years as Financial Director of Alexandra Park and Palace.

Her roles within the industry have included financial management, corporate governance and strategic planning. Her experience on 'the client's side of the fence' enables her to give innovative and pragmatic advice to clients.

PHILANTHROPY IN A POST-COVID WORLD

MARK GREER – WWW.CAFONLINE.ORG

Donors are re-examining their relationships with the charities they support, and demonstrating a new appreciation for not just the mandate and outcomes of those charities – but the vital nuts and bolts of their work, and the importance of resilience

It has been, for all of us working in philanthropy, a challenging but inspiring few months as we watched our clients respond with speed and vigour to the impact of the global pandemic. I know I echo the views of many advisors — be they colleagues from the accountancy, legal or financial and banking sectors or specialist advisors in charitable giving — when I say that, in many instances, it was our clients, the individuals with whom we were already working, who came to us in those early days, knocked on our (virtual) doors and asked how they could best help. A tremendous amount of the immediate philanthropic giving that we have seen in these first months was not prompted by direct appeals. As the impact of lockdown on charities' income and their ability to deliver vital services became evident, those with the most to give responded in force.

As we search for silver linings amid such uncertain times, those of us on the philanthropic front lines — helping clients not only to assist in the moment but also to assess how best to direct their generosity in future — have noted a new level of engagement and in many cases notable shifts in approach. With the markets continuing to rebound and the economy struggling back to its feet, we are seeing an enduring willingness to give with, mercifully, no sign of donor exhaustion. This marks a shift from the economic shock of 2008, when charitable receipts fell sharply, as the banking crisis affected those in the higher income range first before filtering down into the wider economy. With this crisis, donations from private clients into CAF in the early stages of the pandemic have increased, both from our existing clients who have a history of supporting a range of causes and from new clients who have decided that now is the time to formalise or increase the amounts they give to charity.

MARK GREER

A ROADMAP FOR GIVING

Gleaning those insights from the vast network of charity clients that we work with and from our unique research into wider charitable giving behaviour in the UK and policy proposals that we have promoted as part of a coalition of leading charities to unlock money through a temporary increase to Gift Aid, we have been able to offer a roadmap for giving plans. At times, this research can identify the gaps in support — an area that private philanthropists are often drawn to, the left-behind or forgotten causes. An example in the early days of lockdown was fear amongst overseas aid charities that giving would take on a hyper-local flavour in response to the UK facing such a severe crisis on its doorstep. Indeed, our early polling of household giving in the UK recorded a clear shift towards localism as people, understandably, looked to help closer to home. For several philanthropists, this was an opportunity to fill a gap or to hold firm in their international giving plans and encourage their peers to do likewise.

We have been buoyed by the spirit of cooperation that has permeated those of us working in philanthropy as a range of groups have worked together to not only increase philanthropic giving, but to ensure that a clear picture emerges of where the greatest needs lie. CAF has joined others in partnering with 360Giving to share data with this open platform around grant-making to help identify cause areas, communities and geographic regions that are being underserved. Others are helping to build this picture in various ways; Pro Bono Economics launched a survey to track and understand the impact of Covid-19 on charities; UK Community Foundations (UKCF) is conducting research looking into which charities local communities cannot afford to lose; among the Beacon Collaborative measures is a new toolkit for donors as they embark on a new relationship with a charity; and NPC have created a COVID-19 donor guide on how to best respond.

SO WHAT IS DIFFERENT?

Perhaps one of the brightest spots has been the response by philanthropists to our industry's collective call for a new approach towards unrestricted gifts to charities. Donors are re-examining their relationship with the charities they support and where they may once have given funds to be dedicated to a specific area of the charity's work, the pandemic has laid bare the crucial need for unrestricted funding.

This does not mean donors are writing blank cheques and accountability has been weakened. Instead, it means that donors have cast a fresh eye over what those funds are used for when crises hit. "Overheads" are the funds that keep the lights on when a charity is forced to cease all operations owing to lockdown. They are the funds used by foodbanks to rent space to store donations, the money required to pay rent on community hubs for troubled young people in deprived areas so that they are still there when lockdown is lifted; the funds required to purchase laptops for staff who were sent home but the connection to families of dementia patients needed to be maintained. With this increased awareness, we are also seeing closer relationships between donors and causes. Always eager for detail, philanthropists are demonstrating a new appreciation for not just the mandate and outcomes of the charities they support – but the vital nuts and bolts of their work. This can only lead to strengthened ties and build resilience as we emerge from the crisis.

PRIORITISING RESILIENCE

Indeed, the sharp shock of the pandemic has revealed the weaknesses in many charities, be they administrative, logistic or structural. Resilience has been clearly identified by CAF and others, as the at-times missing link that is the difference between survival and closed doors. CAF has been sharing the lessons learned from our piloted resilience programme last year, which put 10 small charities through their paces, and gave them coaching and other support to help them build their resilience. The funds these charities were given, paid for by philanthropists looking to make a lasting difference to as many small charities as possible, were not to be used for service delivery. For several, this meant executive level training and support, for others it meant auditing what they were offering, acknowledging that they had grown too fast or branched out too far, and stepping back and deciding to offer fewer services in order to return to their core cause and ensure that their charity was delivering on its mandate. For the donors who were seeking true, lasting impact, funding a charity's resilience is a unique way to achieve their goals and bolster the sector in the long-run, far beyond the COVID-19 crisis.

It is worth noting that the giving levels we are seeing extend well beyond individuals, as we work with our corporate clients who are highly motivated to marshal their resources and creativity in the development of their approach to giving. Several industries have come together to deliver imaginative programmes to assist charities and are eager to ensure that employee engagement in their philanthropic initiatives is not lost amid the challenges of remote working. As global businesses accustomed to delivering beyond their borders, many large corporations have embedded overseas initiatives into their giving plans and we expect to see more of these programmes in the months to come.

MARK GREER – HEAD OF PRIVATE CLIENTS, CHARITIES AID FOUNDATION (CAF)

Mark Greer joined CAF in 2016 to lead the CAF American Donor Fund team, working with private clients and their families to help achieve their philanthropic goals around the world. Today his role encompasses leading all of CAF's private client proposition, including both the CAF Charitable Trust and CAF American Donor Fund teams.

Mark has spent much of his professional life working with people to help them realise their philanthropic ambitions. Mark's knowledge includes philanthropy and philanthropy advice, social investment, fundraising, major donors, cross-border giving, Donor Advised Funds and other charitable giving vehicles. Prior to joining CAF, Mark worked as Philanthropy Director at UK Community Foundations and was CEO of the Beacon Awards for Philanthropy. Earlier in his career, Mark led programmes engaged in intercultural work and community development, as well as working for a British MP and a UHNW family in Miami, Florida.

HARNESSING PASSION

Whether we are assisting private clients or businesses, there is a constant to these conversations that our teams inevitably pick up on. When talk turns to charitable aims, the world of business gives way and becomes the story of personal interest, of passion for a chosen cause, of a business's desire to send a strong message to both customers and employees that purpose is embedded in their ethos, that they are a part of their community.

It is in harnessing this passion that we are able to continue to build on our reputation, both as a country and as global citizens, and ensure the charities and causes close to our hearts move on from surviving, continue to adapt and, ultimately, thrive.

MAYBE IT'S PROVIDENCE, MAYBE WE'VE ACTUALLY BECOME FRIENDS

DANIEL BREWER – WWW.RESONANCE.LTD.UK

If the philanthropy and impact investing world is to live up to the promise of changing the world for the better, then the toxic behaviours the investment world has become used to must die

I remember sitting in my family living room invited by my Dad for my opinion on where he should invest some savings. Nigel was coming round. This was the late 1980s, I was in my mid-teens and I knew nothing about investments. Remember the time when an independent financial advisor actually turned up to your house to talk about what you might do with a small £10,000 savings pot with tailored advice? Now, of course, it is all but impossible to get tailored investment advice unless you have in excess of £250,000 of liquid cash.

Nigel told us about this new ethical fund called Friends Provident and it felt good to put some money into an organisation that seemed to take some sort of responsibility for its actions. I'm pretty sure I added no value to the conversation, I don't remember any of the other options but I was sufficiently taken by the proposition that a few years later when I managed to save a little cash in my gap year I too invested my PEP (anyone else remember them? They were the ISA predecessor) into Friends Provident.

I slightly naively thought that our money was somehow now available to those fine companies in the FTSE 250 and beyond to help them expand into grand new adventures. It wasn't until much later that I discovered that my cash had just been used to acquire shares (and probably not even real shares but some kind of shadow share) from someone else who wanted to sell theirs. It felt like the moment my 10-year-old sister handed her limited edition commemorative £2 coin for safe keeping into the bank, thinking that the same actual £2 coin was going to be there when she asked for it back in a few years' time. We had tried to explain, but she was having none of it.

"I SLIGHTLY NAIVELY THOUGHT THAT OUR MONEY WAS SOMEHOW NOW AVAILABLE TO THOSE FINE COMPANIES IN THE FTSE 250 AND BEYOND TO HELP THEM EXPAND INTO GRAND NEW ADVENTURES."

DANIEL BREWER

I think I had an innate belief that my investment was helping to make the world a better a place, but actually the system was really just set up to help me — enabling me to share in the profits of the companies. I was really disappointed; I expected more. Years later, a kindly uncle gave my children a piggy bank. It had four transparent sections in it. Saving, Investing, Giving and Spending. Brilliant, now I could have a conversation with my then five-year-old about the difference between saving (set aside for me just in case) and investing (for something beyond me). She just kept filling up the other two and I comforted myself that she was actually still sort of saving if only to spend in a few months and investing beyond herself as a budding philanthropist.

OPAQUENESS AND COMPLEXITY

The investment industry thrives on its opaqueness and complexity. Derivatives and hedging, options and futures are more than I care to understand. I'm sure they may have their place, but I always struggle to really see the point. Does my investing in those things do anything useful for anyone beyond speculating about making a financial return? Does it add or create real value beyond a financial return to me? More recently, I watched a documentary about the 2008 credit crash, which at one point highlighted that an investment 'professional' had exuded so much confidence that despite using entirely unintelligible 'cross-collateralised' jargon for over an hour, a room full of other investment professionals sanctioned billions of pounds going into a scheme that shortly evaporated.

If the philanthropy and impact investing world is to live up to the promise of changing the world for the better, then the toxic behaviours the investment world has become used to must die. This will never come about solely as a result of the Financial Conduct Authority's excellent attempt to force regulated entities to train their staff in how to behave better — though they are right to try. We need to rise above the desire to show off about how clever we are, and try to dazzle investors with our magic black box of wizardry that only we truly understand. "Trust me, I'm a banker" is as flawed as politicians asking for the public's trust.

Last week, I read about a large US investment house deciding to start investing for impact. There is much to be celebrated when organisations that have access to billions of dollars want to turn their energy towards having a positive social impact. But I confess I sighed, as the article went on to highlight their declared intent to quickly become a 'market leader'. I wanted to scream at them. Of course, it is fine to have an ambition to be a market leader. But the arrogance that their first objective is simply a desire to win, and thus miss the chance to focus on something beyond themselves, is truly disheartening. And I would argue there is no place for it in the world of impact investing.

AMBITION TO ACHIEVE IMPACT

Resonance is a small firm — 18 years young — with enormous ambition. But our ambition is about giving homes to the 80,000 families stuck in temporary accommodation; or the 2,000 people with learning disability who have been locked away for years in institutions because of their 'challenging behaviour'. There are cheaper, better alternatives that can be unlocked with investment.

As an engineer I've always been interested in how things work, or more specifically, in the things that don't yet work well. Resonance is now looking after over £200m of other people's money, and to tackle some of the issues we see in front of us we need to add a zero to that in the next few years. All the funds that we manage find their way to becoming useful capital in the hands of a social entrepreneur. But to access this kind of scale, we need to plug into the mainstream markets. Resonance has a number of direct relationships with owners of capital, but increasingly the regulatory mechanisms prevent our unlisted, illiquid funds from being marketed to them. The wealth managers who are seeing their clients wanting more than just a financial return are increasingly important, but remember, people like my Dad are no longer viable clients for them.

FUND OF FUNDS

What we need is a fund of funds listed on a public market that allows all forms of capital to invest in a wide range of impact funds. This would bridge the gap between Resonance's niche funds, focused on specific impacts using a particular approach, and the investors who want their capital to be working for impact but haven't the time or skill to work out which ones to back.

So when Friends Provident Foundation (all that remains of the fund my Dad and I backed in the 80s) first invested in one of Resonance's funds, it felt a little like I was looking after my Dad's own money and I felt a huge sense of responsibility not to let them down. And then they joined the brave pioneers that founded Snowball Investment Management — an investment vehicle with a global portfolio of investments across all asset classes with one thing in common: all the funds (including some of Resonance's) are measured on both their financial performance and the impact that the funds in their care are enabling to happen.

Maybe it's providence, maybe we've actually become friends.

DANIEL BREWER – CHIEF EXECUTIVE OFFICER, RESONANCE

Daniel is the CEO of Resonance and leads the growing team supporting social enterprises and charities prepare for investment in a variety of transactions, including real estate acquisition and development, community share issues and direct venture capital investments. He has seen the company flourish as it has created demand-led, impact investment funds, now managing over £200m of investments.

Daniel founded Resonance in 2002, having spent several years in manufacturing as an engineer and leading a political lobbying campaign on the UK poverty trap. Outside work, Daniel is a non-exec of a small number of high impact social enterprises and a trustee for a leading impact investor foundation.

ARE YOU A HIGH VALUE FUNDRAISER WORKING WITH (U)HNWI?

Philanthropy Impact

Come and join our interactive half-day training workshop to learn how to be a professional advisor to the wealthy and increase their engagement in your cause

Our research reveals that UHNW individuals give 17 times more — that's £335k compared with just £19k — when supported by advisors on their philanthropic journey. Imagine what that could mean for your beneficiaries!

The course is highly interactive, giving real examples of how fundraisers can address solutions to challenges in innovative and collaborative ways.

QUESTIONS TO BE ADDRESSED ON THE COURSE:

- What can fundraisers learn from advisors to change the way they view wealthy donors and philanthropy?
- Who are professional advisors and what motivates them? How can you as a fundraiser work together with them to help meet their client's needs?
- What is the spectrum of advisors and what are their roles?
- Managing expectations of fundraisers.
- What internal and external challenges do fundraisers face in this process?
- How can we make the fundraising sector more innovative and a space for collaboration not just competition?

PROFESSIONAL DEVELOPMENT:

EARN 180 SELF-CERTIFIED CPD POINTS

To learn more about this course contact Victoria Shaw:

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