



Volume 1

**Reimagined
Philanthropy:
A Roadmap to a
More Just World**



ROCKEFELLER
Philanthropy
Advisors



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Foreword

Dr. Beth Breeze

"Philanthropy" is a tricky word to pronounce and even trickier to define. When faced with someone who is clearly unsure what it is that I do (or worse, thinks that I collect stamps), as a Philanthropy scholar then my standard response is to mention some of the most famous philanthropists – people they are sure to have heard of. "You know, like John D. Rockefeller and Andrew Carnegie?" Bingo! Now they get it.

Bearing the name of a historically pre-eminent donor enables Rockefeller Philanthropy Advisors (RPA) to cut through public misunderstanding and underline the continuing role and enduring importance of private giving. The connotations and debates associated with its storied name also mean that RPA is well-positioned to engage with concerns and debates about philanthropy's role and purpose in contemporary society.

This book explores the fruits and learnings of RPA's work in its first two decades. It shares practical insights that might otherwise only be accessible to those able to afford philanthropy advice, as well as reflections on several more emotional and philosophical issues such as how to align a family behind a giving strategy, and how one defines philanthropic "success". Covering a broad range of issues and debates, this book will be of interest to anyone who cares about strengthening and professionalizing the philanthropy sector.

It is also a timely contribution to the public conversation on philanthropy, which has become ever more heated in recent years. It ought to be uncontroversial to point out that America would not be the country it is without the contribution of those who have given away some of their private wealth for the public good.

Private donors have funded the civic infrastructure of towns and cities, responded to a vast array of unmet welfare needs, and enabled scientific and medical advances, from all but ending polio to developing a

COVID vaccine in record time. And the achievements of philanthropy go beyond any list of funded items and outcomes to include the human connections and allyship that result when a "love of humankind" is put into action. This is how giving differs from consumption or paying tax. Philanthropy is not a legal obligation or an attempt to buy a specific outcome. Rather, it is voluntary assistance with typically emotional roots through an act of compassion, an expression of solidarity, or a desire to demonstrate gratitude.

However, it has become increasingly common to hear that philanthropy is inherently problematic and, whether intentional or not, is causing more harm than good. Criticism of philanthropy is not an abstract concern for any institution carrying the Rockefeller name.

The failed effort to secure congressional approval for the Rockefeller Foundation in 1912 (which was instead eventually chartered by the New York state legislature the following year) prompted one of the most repeated critiques of big philanthropy: that it undermines democracy by allowing wealthy donors to exert outsized and unaccountable influence over public life and the broader society.

For many critics the solution is less philanthropy and more tax-funded government action. This is a false binary. There is clearly room – and the need – for both private generosity and state-organized welfare.

One of the most effective responses to the unease that big giving can generate was voiced by RPA's leader, Melissa Berman. She noted that, "It's easy to characterize rich people and endowed institutions as out of touch and not appropriate actors, but if the only alternative is to take those sources of wealth and reallocate to the public sector, I don't know if that will solve all the problems we care about. [For example] you can use the public sector to redistribute wealth, but that does not solve institutional racism."

Another way of responding to criticism, especially when it involves assumptions that big givers have uniquely mendacious motives, is to point out that wealthy people are people too. All types of private giving – including the everyday donations of those reading this book – are driven by efforts to make sense of the ups and downs that life throws at us, and ideally to make some good come out of the bad things that happen to us all.

This truth is easily identifiable in the founding story of one of the planks of the Rockefeller philanthropic network. After John D. Rockefeller's baby grandson Jack died of scarlet fever in 1901, he channeled his grief into establishing the Rockefeller Institute for Medical Research, which has produced over two dozen Nobel prize winners. The institute has also played a key role in many scientific discoveries and contributed to the understanding and curing of a range of diseases. Over the years, as John D. Rockefeller established more philanthropic entities and as the number of his descendants grew, the Rockefeller family office served ever-broadening branches of the family tree, as well as making its experiences and insights available to non-family members who sought its counsel.

After becoming a hub of philanthropy expertise a logical next step was to formalize this in an organization for anyone interested in doing philanthropy better, whether they were seeking help with grantmaking, strategic consultancy or funder partnerships and collaborations, or undertaking research on philanthropy.

All these roles matter and getting help improves giving. There is no such thing as "friction-free giving" because donations do not spontaneously move from private hands into the bank accounts of non-profit organizations. Even the most "light touch" donors need to have some information about the causes and projects they might support, and for their gift to be facilitated so that it makes the most impact.

The more engaged donor seeks much more intensive support, from initial help with creating a giving plan, to selecting and setting up giving vehicles, through

to support with identifying non-profit partners, disbursing funds and ongoing evaluation. One particularly important contribution of this book is to shine a light on the often unsung work of philanthropy intermediaries like RPA who help to keep the wheels of philanthropy turning smoothly.

Melissa Berman has led RPA from its formation in 2002. The two decades of her tenure have thrown up several dizzying challenges, from confirmation that the climate emergency is indeed an existential threat to life on earth, to the emergence of the #MeToo movement in response to the normalization of sexual harassment, and the global impact of Black Lives Matter following the unprovoked police killings of Breonna Taylor and George Floyd. These simultaneous crises are joined by other major global challenges including the unprecedented numbers of global refugees and the ongoing war in Ukraine. Times like this call for more, not less, help from all parts of society, and that this help is conducted as effectively and ethically as possible.

While RPA's name, family roots and founding headquarters in New York ensure it is firmly anchored in the most developed philanthropic national context, its founding mission is global: "to help donors create thoughtful, effective philanthropy throughout the world". And so it has proved. RPA has an impactful presence across many nations, including my own, the UK, where the distinctive family name continues to attract and serve those with a desire to learn how to do philanthropy better.

This book is essential reading for anyone who wants to understand the often overlooked, and sometimes entirely invisible, role played by those who work to facilitate better giving. It contains a very useful overview of the tools and approaches developed by RPA as well as generous insights into hard-won experiences over two decades of doing this work with some of the biggest and most influential donors of our times. But it is far more than a "how to" resource for funders and others interested in philanthropy; it is a valuable testimony to the positive contribution that private giving can and does make in a world that is very much in need of all the help it can get.

Introduction

Melissa Berman

“I haven’t made a grant yet because I’m still looking for the perfect opportunity.”

“I’m putting bequests in my will instead of donating now so that no one can tell me I made a mistake.”

“You have to show me how my money is going to make a difference.”

“I know how to help my alma mater or a museum. But how do I help kids have better lives?”

These are all verbatim quotations from people I’ve talked with over the years. It’s ironic that there seems to be so much doubt and uncertainty about giving. Philanthropy should be easy. After all, being charitable is encouraged in virtually every religion and culture. But that ease exists mostly where the gift is an end unto itself, when fulfilling the obligation is the goal. For giving whose purpose is to make meaningful change, the stakes are higher.

Our hope is that this book creates an on-ramp for those of you who are new to philanthropy, and a roadmap for those already committed to this journey.

When the Rockefeller family decided to launch what’s become known today as RPA out of their family office in late 2000, we were in something of a second golden age of philanthropy. This was spurred by a new generation of wealth – the Gates, Moore, Turner, Packard and Hewlett foundations took their size and shape around this time. We asked one simple question regarding the potential for RPA: what can we do to ensure that this flow of resources nurtures the ground it flows over rather than flooding and devastating the earth?

Very few models for how to answer that question existed. For RPA, the enduring values of Rockefeller philanthropy helped guide us: respecting the nonprofit sector, focusing on values not views, taking a long-term, global perspective, and committing to good governance.

The Rockefeller family has engaged philanthropy professionals from the 1890s, and we wanted to build a professional, knowledge-based approach to this long-standing work. The RPA mission statement focused on “thoughtful, effective philanthropy” for that reason. We also wanted to build understanding that a thoughtful approach to philanthropy improved effectiveness, and so from the outset we committed to developing and sharing insights.

This volume draws on the lessons learned from this broader legacy as well as the work RPA has done over the past two decades. It comes at a time when philanthropy as an idea, and the world it hopes to heal, both face dramatic challenges and opportunities. The metaphor of the nurturing stream vs the flash flood has helped RPA focus on the whole landscape, on lasting relationships, and on sustainable progress as opposed to attractive short-term solutions.

All of us in philanthropy have been challenged by the sharp traumatic shocks of the past 20 years, including (but alas not limited to) 9/11, genocides and wars, human-intensified natural disasters, the Great Recession, Covid-19, George Floyd’s murder, polarization and autocracy. Each of these shocks upend our sense of how the world works. Many of us – not just at RPA – question what our role has been in creating the problem, but also how we can be part of the solution.



Most fundamentally, rising inequity and the impact of climate damage are evident around the world. The systems of capitalism and power that underlie much philanthropy are under question, and thus the legitimacy of philanthropy is in doubt. Trust is in short supply, and has meant, in many cases, a mistrust of any information that does not align with one's opinions.

Other challenges are more constant but, of course, closely related: How do we know what "works"? How do we define what "works"? Over what period of time? What does it mean to "save" a life? The late Paul Farmer famously said he could get funding to cure people of tuberculosis so that they'd die of malnutrition instead.

That's an elegant way of illustrating that philanthropy at its heart tackles "wicked problems", the kind that don't have an agreed-upon definition (what is poverty?) or solution (what would a healthy community look like?). For such problems, methods as well as outcomes are disputed, and long-term impact is unclear or hard to define. As a result, RPA and our peer organizations still face skepticism about the idea that philanthropy is a field with a broad knowledge base about issues and best practices.

At RPA we've tried to be clear about what we mean by outcome – like better scores for kids on Math tests – vs the real impact we seek: all kids get the kind of quality education that can change the trajectory of their future. And we try to be clear about how using an

equity and justice lens can reframe the questions one asks, the power dynamics one sees, and the potential solutions one desires.

Despite this complexity, philanthropy's potential may never have been greater. Over the past 20 years we've seen the emergence of a global culture of giving. Peers as well as opinion leaders expect those with means to be both generous and engaged with the issues. We have seen how the power of the Internet along with global movements have inspired many to connect with what's happening outside as well as inside their local communities.

Newer and thoroughly digital generations want to get involved in using all their assets for good now rather than waiting until late in life. More donors are willing to make big bets on big issues, which increasingly means they're also willing to partner with other funders to get to scale and to share knowledge. New tools like impact investing, social media and social entrepreneurship have created new avenues for making change happen.

What's emerging now is exciting: a period of thoughtful re-examination of how capital and capitalism can (or can't) work; how power and privilege should (or shouldn't) be exercised; how tax policy might (or might not) work; how trust, respect, reparations, justice and equity can be achieved.

Philanthropy cannot cure all these problems. But it can accelerate progress toward a more just world.

Understanding Your Motivations for Giving

Giving back to society can be as easy as clicking the “Donate Now” button on a website or rounding up a total when paying a bill. However, for those who have significant resources to give, identifying and articulating a reason for giving is the first step to defining a philanthropic plan of action that will have maximum impact.

Many donors come to philanthropy already knowing the issue or issues they care about. This might include addressing climate change, funding education reform, or helping combat type II diabetes. Even with this clarity, though, your first step in creating a solid strategy is defining your focus even further.

Understanding a problem informs how you address it. This means clarifying motivations, framing the big issues that relate to those motivations, narrowing the focus and listing the outcomes you want to see.

For those striving to make a meaningful impact, examining the basis of your desire to become a philanthropist is a good idea. Whatever your motivations, the ideas you generate will be useful touchstones to return to when making decisions about your philanthropy. Those decisions can be anything from organizational structure, focus areas and how you approach collaboration, to strategy, governance models and the selection of grantee partners.

This chapter will examine why it’s important to understand the motivations behind your philanthropy, explore some popular motivations, and highlight some of the decisions that stem from these motivations.



Whatever your motivations, the ideas you generate while examining the basis of your desire to give will be useful touchstones to return to when making decisions about your philanthropy.

The Importance of Starting With Your Motivations

Exploring and understanding your motivations can impact your focus, your priorities and your commitment. This may seem an unnecessary delay, particularly if you are eager to get started on your philanthropy, but those who understand why they are engaging in philanthropy tend to feel more satisfied and confident with the decisions they make.

Focus: the more self-aware you are, the more focused you will be in your philanthropy. When you understand your motivations, you can assess whether your choices and decisions are aligned with them.

Priorities: successful philanthropy takes time, energy and commitment. If you know why you are engaging in philanthropy, you can figure out how to best integrate it into your life so that it feels satisfying, meaningful and rewarding.

Some motivations may be inconsistent or even seem mutually exclusive, so clearly articulating them can help you balance various priorities within your philanthropic programs. For instance, if one of your motivations is responding to funding requests from friends and family, you may intentionally set aside some of your giving for causes that may not further your vision.

In such instances, exploring your motivation can help you set parameters on which requests you will consider and how much you will allocate to these requests. Being intentional about how you handle those requests can bring more joy through that generosity, or at least give you a method to navigating such requests.

Dedication: clarity of vision and the clear understanding of your motivations can also help you to choose a strategy, as well as issues and grantees that will hold your attention. Real, lasting impact often takes a long time, and one must be aware that disruptive forces can create unforeseen conditions that need to be addressed and supported.

Issues that can only be solved by changing complicated systems take time to change and donors with staying power are instrumental to this change. *For example, a new approach to delivering maternal healthcare would require a fundamental shift in how hospitals operate.*

Funding could initially cover research to get a better understanding of the issue you want to get involved with. The efficacy of the chosen approach would then need to be demonstrated through pilot projects and trials. Next, publication, storytelling and workshops might be needed to share and promote the ideas. Then advocacy might be needed to encourage the healthcare system to make necessary policy and regulatory changes.

Ongoing training of medical professionals and administrators might be required to keep the system accountable and operational once it has been adopted.

All of these stages of the decision-making process – and this is not a comprehensive breakdown – are better served by funders with staying power.

Donors who achieve the best outcomes are those who have chosen something they stay committed to, despite occasional setbacks, and for which progress feels personally meaningful.

Beyond simply "giving back" or "doing good", having clarity about your motivations can help with focus, priorities and dedication, and give you a stronger connection to your philanthropy.

Clarifying Your Motivations

Motivations can vary. Sometimes they stem from a personal experience such as a health issue or educational challenge. Most philanthropists are motivated by a combination of factors that together result in a unique strategy that is both satisfying and effective in addressing important social and environmental issues.

Sometimes motivations are about righting the wrongs of the past. This can even mean addressing the harm that may have been done in amassing the wealth that makes your philanthropy possible.

Sometimes motivation is more about using philanthropy as a tool to strengthen relationships. Below is a list of categories – not exclusive by any means – to help you consider what might motivate you.



Responsibility

Whether philanthropic funds have been inherited or earned, many philanthropists feel an intrinsic sense of obligation to steward the funds well. They understand that once the funds have been put into a foundation or donor-advised fund, the funds are committed to improving the public good and the donors want to ensure the funds have as much impact as possible.



Family

For some, philanthropy can be a tool for family unity and a way to coalesce around shared interests and passions. If this is you, then it is important to develop a process that engages with your family in a meaningful and productive way, taking all perspectives into account.



Individual Experience

Everyone brings their own life experiences to their philanthropy. In many cases, philanthropic action is inspired by experiences of personal hardship. Those who have suffered or seen close family members and friends suffer from debilitating physical or mental health issues might choose to support research into improved medicines or care.



Urgency

Many funders are motivated by the exigency of finding solutions to the big issues facing our planet, such as climate change or food security. Such funders are more apt to want to expend more resources sooner and faster, feeling that we don't have the luxury of time. This is one aspect of the time-limited philanthropy movement and the philosophy of "giving while living", essentially the idea of expending most, if not all, of your philanthropic resources during your lifetime, rather than passing them on to the next generation.



Addressing Injustice

Many funders recognize that philanthropic resources are accumulated because of a system that privileges some people over others. In response, some feel a moral imperative to use their philanthropic funds to try to change that system or address the results of certain inequities. This might include work to support criminal justice reform, get-out-the-vote initiatives in democracies, projects for improving economic inclusion or human rights, and others focusing on improving equity.



Exposure to Others

Exposure to the hardship of others through volunteering or travel can also motivate action. On the other end of the spectrum, those who have benefitted from nonprofit or philanthropic programs may choose to "pay it forward", supporting scholarships, debt alleviation, mentorship programs and more.



Financial Benefits

Depending on a country's tax system, donations and permanently dedicating resources to philanthropy can have meaningful tax benefits. While this may not always be a primary motivation for giving, it is often a factor.



Faith

Philanthropy can be the expression of someone's most deeply held values. Often those values are strongly shaped by religious and spiritual convictions. Indeed, the act of being philanthropic is enshrined in many of the world's major religions. Religious beliefs can be clearly conveyed through the support of religious and religiously affiliated institutions, or through more subtle methods.



Recognition

Some funders give because they want their name or their family's name associated with a certain cause or act of charity. They may do so because they feel proud of the support they can provide or of their family using its resources in a certain way. They may feel that lending their name to a cause or effort will spur others to action.



Legacy

Funders may choose to direct their philanthropy in ways that honor the memory and legacy of their predecessors. For those who inherit philanthropic vehicles, this may include continuing to support many of the same organizations or issues. For others, it may be following the spirit of the giving or values of their parents, grandparents or ancestors. It could be that professionally and personally their mother was an innovator in her field and so, in honor of their mother, the funder is now interested in supporting innovation and entrepreneurship. Or it could be that your ancestors valued their relationship with the land, so you decide to support land conservation and restoration.

Conversely, some funders are uncomfortable with the legacy of their families. Maybe their fortunes were made through an extractive process that damaged the health of their family's employees or negatively impacted the natural resources of the land on which they were working. In such a case, the funder might choose to dedicate resources to restorative work in the health or environmental fields.

Key Questions for Assessing Your Motivation

One way to start exploring what motivates your philanthropy is to ask some fundamental questions about giving in general. The goal here is to start a process of understanding that you can continue with your advisors, friends and family.

For those doing philanthropy as part of a foundation board, with other family members or with a life partner, taking the time to understand each participant's motivations can help guide your joint decisions on focus areas, grantees and structure, so it is important to have these conversations together.

1. Have I found fulfillment in giving, and if so, where is it greatest?
2. What life experiences – or individuals – have inspired me to give?
3. Where have I learned the most about giving, and where could I learn more?
4. Has anything held me back from giving in certain ways or to certain areas? If so, what are those limitations and how can they be addressed?

Once you've assessed your experience with giving, you can move onto a deeper analysis relating to your emotions, experience and feelings about society's needs:

Emotions

- What do you care about?
- What are you drawn to (in the news, etc.)?
- What do you feel inspired by/passionate about?
- What do you see as an expression of your values?

Practicality

- Where do you already have expertise/experience?
- Where would you use resources to grow expertise/knowledge base?
- Where do you have networks and connections?

Urgency of Need

- What are the big issues of our time that need attention and resources now?
- Where do you think the perpetuation of injustices needs to be disrupted?

Considering your motivation is key to ultimately defining a philanthropic plan of action and maximizing its impact. By reviewing the above, you can gain some clarity on what you care about. This process of understanding your motivations is the first step in formalizing what you want to achieve with your giving.

Tippet Rise Art Center – Connecting People With the Arts and Nature



Tippet Rise Art Center, situated on a 12,500-acre working ranch at the foothills of Montana's Beartooth Mountains, is a unique organization that combines art, music, architecture, and nature to create a one-of-a-kind cultural experience for its guests.¹ The center was founded in 2016 by Peter and Cathy Halstead, who wanted to create a place where people could connect with the arts and nature in a meaningful way.

Inclusiveness Across the Board

According to Lindsey Hinmon, the Co-Director of Tippet Rise, the success of the organization is due to the generosity, creativity, and inclusiveness of its founders. She said, "The mentality, vision, and the motivation really stems from who Peter and Cathy Halstead truly are and the warmth that they exude...the inclusiveness, not the exclusiveness, that they make every single person—guest, artist, musicians, staff member, whoever it might be—feel."

The Halsteads' commitment to inclusivity and their belief in the power of art and nature to enhance each other has led to the creation of unique experiences for Tippet Rise guests. "We're committed to creating new experiences for people that further underscore how art, music, architecture, nature can enhance one another and make for a more powerful experience," says Hinmon.

Clear Motivations

But it's not just about creating new experiences. For Hinmon, it's about staying true to the organization's initial motivations and ensuring that everyone who interacts with Tippet Rise understands the mission behind the project. "It really comes down to staying true to those initial motivations, and making sure that everything that

¹ <https://www.tippetrise.org>

happens at the organization is fueled by the vision the Halsteads set forth in the beginning."

The Halsteads also founded the Adrian Brinkerhoff Poetry Foundation, a sister organization of Tippet Rise that shares Tippet Rise's belief in the power of the arts to inspire and connect people.² "We recently launched a joint poetry film series featuring five Rocky Mountain West-based poets who each offered readings of their own poems and favorites by poets that inspired them. The films were captured in locations across Tippet Rise and can be viewed on both of our organization's websites," explains Hinmon.

Through this partnership, Tippet Rise has been able to amplify the voices of underrepresented artists and expand its audience base. "We want to continue to grow as an organization at a pace that feels really natural to us," says Hinmon.

Commitment to Vision

In the end, Tippet Rise's success can be attributed to the Halsteads' unwavering commitment to the organization. As Hinmon puts it, "We want to create a place where people feel like they can come, and be inspired, and be inspired in a really natural and organic way." Tippet Rise Arts Center is a testament to what can be accomplished when creativity, generosity, and inclusivity are at the heart of an organization.

"It really comes down to staying true to those initial motivations, and making sure that anyone engaging with the organization, whether on the staff or a visitor, understands the motivations that are fueling this project."

Lindsey Hinmon,
Co-Director of Tippet Rise

² <https://www.brinkerhoffpoetry.org>



By using a range of tools and frameworks, individuals and organizations can refine and optimize their philanthropy approach, enabling them to make a greater impact and achieve their giving goals more effectively. These tools include methods for measuring impact, developing strategy and building collaborations, all of which can help you to give more strategically and drive positive change in the causes and communities you care about.

Chapter 2

Identifying and Setting Goals for Your Philanthropy

Once you've identified the motivations that will drive your philanthropy, the next step is to narrow your focus and set your goals. This will require you to think more deeply about the issues that interest you. The fields of education or social justice, for example, are vast.

Where do you start when thinking about how to focus your efforts? Knowing the different frames of reference for philanthropic approaches and understanding the landscape are core to this process.

Understanding how to frame issues will help you in preparing funding program criteria and guidelines. This will help you and other decision-makers clarify how you approach your selected issue areas. There are several concrete steps you can take to start this process.



Get an Overview of the Issue Area(s)

For many donors the question is whether to focus on one or many issues. This decision can be complicated where there is more than one decision-maker – a couple, a set of siblings, a parent with adult children, even grandparents with adult children and teenage grandchildren and board members. Multiple decision-makers often decide upon multiple issue areas and that means a team effort is required to find a clear philanthropic focus.

The first step in framing your focus is to ensure you understand the basic considerations and challenges within your chosen issue area(s). There are many resources available that can be utilized for this, including the RPA [Topic Briefs](#) as well as resources available through philanthropic associations such as the National Center for Family Philanthropy.³

³ <https://www.ncfp.org>



Consider Potential Lenses

There are a variety of ways philanthropists can address a particular challenge. You can take a broad or narrow view, work through policy channels or direct service, engage with specific communities or groups of people, or focus your initiatives on a particular geographic area. Each of these overlapping lenses is explored below.



Specific Challenges

Some philanthropists choose to operate on a big, broad level, while others are more comfortable focusing on something specific that they may later develop into a broader program. Examples of a focused approach include:

- Funding research into bipolar disorder as opposed to working in mental health in general
- Preschool arts education programs instead of general education funding
- Meditation programs for incarcerated adults versus working on prison reform in general

Projects are another example of taking a more specific approach. Consider, for example, a project that:

- Deploys philanthropic dollars to support under-resourced high school students to attend college
- Helps create a teacher pipeline more reflective of the student body
- Provides after-school programs and activities for students whose families can't afford these enriching activities



People

Another possible lens is looking at the types of people you wish to support. Some examples of these groups include children, women, the elderly, youth, artists, refugees and innovators. The point here is to focus on people who fit a particular set of criteria and then work with that group on their self-determined opportunities or issues.

The ways in which a specific group is served can include all aspects of their lives and may or may not be limited to what they have in common.



Places

The definition of place can be anything from a continent or region to a village or neighborhood. After examining motivations and values, some donors realize they'd like to tether their philanthropic efforts to a physical place and may fund many "subject" areas in that place. If you happen to live in your place of focus, you may find joy through learning about your community from a different perspective.

Moreover, getting connected and involved in a particular city or neighborhood can be a rewarding way to contribute more than philanthropic dollars, and you may enjoy volunteering your time in your community.



Institutions

Funders who focus on "institution building" seek to achieve their philanthropic goals by supporting a certain kind of organization and the role it plays in the world. The institutions in this category can include policy and advocacy organizations, museums, ballets, orchestras, charter schools or colleges.



Policy

Just about any challenge that philanthropy can address has a policy influence behind it. A policy challenge in education, for example, is that public school funding in many parts of the United States is largely dependent on local taxes, which are tied to the value of real estate in that local area. A policy approach to this issue might be to work to change the way funds are allocated.



Systems Change

Changing the systems that have created the current policies or circumstances is yet another lens through which you can view their engagement.

A system is a collection of elements, processes or components that work together for a common purpose, or cause an outcome. "Systems change" in philanthropy is a phrase used to explain an approach that targets the root causes of social issues instead of directly tackling the issue itself.

Regardless of whether a system is intentional or de facto, natural or man-made, tangible or theoretical, systems operate synergistically so changing a system therefore requires an analysis of its parts and how they interact with each other.

A simple metaphor for this framing is a child drowning in a river. Do we support the drowning child with a life preserver or do we prevent the drowning from happening in the first place? Prevention can be done by providing swimming lessons, reducing river access, providing alternate activities for the children, or any number of suggestions from the community.



Conduct Research

Once you have decided on a focus area, the next step is to investigate it further by conducting a landscape scan. Landscape scans can be either quite broad or very focused. These scans can identify potential gaps, overlaps and trends. Moreover, they can provide information about particular initiatives or projects that you can learn from, collaborate with or join.

There are many ways to conduct landscape scans, and your approach depends on your budget, where you are in relation to your understanding of the issue and landscape, the amount of time you have, and your operating style.

Ensure that you first see what types of information already exist and so avoid reinventing the wheel. You can hire a consultant, get input from associations engaged with your issues through listservs or surveys, reach out to individuals directly, hold focus groups, conduct research, or any combination of the above.

The key to any successful landscape scan is clearly identifying the questions you want answered. Additionally, a thorough landscape scan will necessarily involve the engagement of those closest to the community you seek to impact. Finally, it is imperative that as you conduct the scan, you acknowledge that you don't have all the answers so that you can appropriately challenge your own assumptions.

Some simple questions you may want to answer in a landscape scan include:

- What are key problems facing this issue area?
- What are the root causes of those problems?
- What organizations, and types of organizations, are involved in this issue area?
- How are those organizations involved, and in which communities?
- Who are the experts in this area?
- What other philanthropic entities are involved, and what types of resources are they dedicating to addressing the issues in this area? What are their approaches?

Panda CommUnity Fund – A Long History in Philanthropy



The founders of Panda Express, the Cherng family, have a long history in philanthropy. Panda Express is a family-owned business in which the family are very active, and their philanthropy reflects this mindset. As Michelle Cherng, who is a leader in the family's philanthropy, notes, "At our core, we are a family of entrepreneurs. By our nature, that means we want to be hands-on and we want to help."

Panda Express is an American-born company founded by Chinese immigrants that appreciates the grit and resilience required to overcome adversity. As Michelle explains, "When presented with two options, my dad usually picks neither, meaning that he wants both to happen."

This mindset is reflected in the family's three grantmaking organizations: the Panda Cares Foundation, the Panda CommUnity Fund and the Panda Charitable Family Foundation. Glenn Inanaga, an integral member of the Panda team, says key values include intellectual curiosity, the spirit of giving and lifelong learning. "These entities weave together into a tapestry of approaches and focus areas."

However, despite the broad approach, focus is critical. Michelle makes this clear: "We can't be everything to everyone, but we can be true to what we promise." By setting up boundaries and making sometimes hard decisions, she explains, there is potential for deeper and more meaningful impact.

By remaining grounded in values and setting out concrete strategies and expectations from the beginning, the Cherng family has been able to successfully manage the wide breadth of giving that their philanthropy encompasses.

Overview of the Panda CommUnity Fund

The Panda CommUnity Fund is a \$10 million community investment and response program that supports immediate and sustainable solutions from national and local organizations to uplift diverse groups, including people of color and other marginalized communities.⁴ Created in response to the race and discrimination issues happening throughout 2020 and 2021, the fund has three pillars that allow for a structured, broad focus: Helping Today's Hurts, Cultivating Awareness and Empowering Representation.

The pillared approach allows the CommUnity Fund to react to current events and support movement building, while also providing sustained support to organizations like the Angel Island Immigration Station, The Asian American Foundation, the Taft Museum, StoryCorps and other important cultural institutions. The three pillars also include separate allocations for broad DEI programs, serving the BIPOC and other marginalized communities. "We are proud of our multicultural heritage and have always believed that this identity connects us to the best of American culture. Because of the duality in who we are, Panda champions a greater sense of belonging and supports engagement efforts that reflect the diversity of our guests, associates and communities," says Peggy Cherng, co-Founder and co-CEO of Panda Express.

"We are proud of our multicultural heritage and have always believed that this identity connects us to the best of American culture. Because of the duality in who we are, Panda champions a greater sense of belonging and supports engagement efforts that reflect the diversity of our guests, associates and communities."

Emphasizing Trust and Learning

Panda Express has a long history of uplifting diverse communities through its corporate and community-building efforts with social justice organizations such as Asian Americans Advancing Justice Southern California. The Panda CommUnity Fund takes that support to the next level by taking risks to fund innovation and implementing general operating support. As Michelle explains, "We knew our motivation but we didn't realize how much it was a true reflection of who we are and how much we would learn along the way." Throughout all of the Panda grantmaking organizations there is a strong focus on learning from the organizations that they are supporting and finding out how to best advance the work that grantee partners are already doing. As Inanaga explains, the family has a philosophy that "the way you do anything is the way you do everything". He notes that the values-based approach has proven to be successful, and the family hopes their learning will continue.

Peggy Cherng
Co-Founder and co-CEO of
Panda Express

⁴ <https://www.prnewswire.com/news-releases/panda-express-reinforces-its-commitment-to-uplifting-communities-with-a-10-million-pledge-to-diversity-equity-and-inclusion-301284530.html>

Chapter 3

Choosing the Right Vehicle for Your Philanthropy

As you embark on your personal philanthropic journey it is exciting to think about the many options you have for creating change. There are so many ways of finding what you want to support, and how to then implement that support. Some of the tools we cover below will seem familiar while others are new and reflect the dynamic world we are exploring.

The world of philanthropy is constantly evolving and adjusting to new challenges as well as the new opportunities offered by technology in particular. Consider the possibilities of AI, robotics and blockchain, for example. This is a key moment for you to think through and reflect upon which approaches best align with or fulfill your vision, and those that can accelerate change and direct resources not only to, but with, communities.



In the constantly evolving world of philanthropy, it is important to understand the variety of tools you have at your disposal. Understanding the options available will allow you to make informed decisions about how to structure your philanthropy and achieve your desired impact.

Considerations When Choosing a Vehicle for Giving

When weighing what form – or vehicle – would best realize their philanthropic vision and tactical steps, funders must consider the many implications of different vehicles for giving.

As an early step in this process, you may want to ask yourself the following questions:

- What impact do I want to have, and how?
- Will I be working solo, or with family members or other philanthropic partners?
- How public do I want my giving to be?
- What time horizon do I have in mind for my giving?
- Will I have a close or hands-off relationship with grantees and communities?

Options

As philanthropy continues to evolve and grow, you have an even more diverse menu of options when it comes to choosing tools and vehicles for giving. From traditional foundations to new forms of impact investing, donors today have more choices than ever before. However, with so many options available it can be challenging for you to navigate the landscape and choose the right vehicle for your giving.

It's important for donors to keep in mind that finding experts is just the first step. You should approach your interactions with experts with an open mind, listen actively to their insights and recommendations, and look for opportunities to collaborate with and learn from them.

Understanding the options available will allow you to make informed decisions about how to structure your philanthropy and achieve your desired impact.

Some of the options we will explore include:

- Donor-advised funds
- Direct giving
- Private grantmaking foundations
- Private operating foundations
- Fiscal sponsorship/intermediary
- Charitable trusts
- Family offices

We will also discuss newer forms of philanthropy, such as:

- Non- and for-profit limited liability companies
- Decentralized autonomous organizations and crypto investing
- Social impact bonds
- Community foundations

Each option offers its own unique set of benefits and challenges, and you must consider a range of factors when choosing a vehicle for giving.

Overall, the menu of options available to you is diverse and constantly evolving. By exploring the various formats and vehicles available, you'll be able to choose the right option for your philanthropic goals and achieve your desired impact.

Donor-Advised Funds

A donor-advised fund (DAF) is a philanthropic vehicle that allows you to make a charitable contribution, receive an immediate tax deduction and recommend grants from the fund over time. The key implication of DAFs is that they provide you with a flexible and convenient way to support charitable causes, while also providing tax benefits.

One advantage of DAFs is that they allow donors to make contributions to the fund at any time, and then recommend grants to specific charities or causes over time. This provides you with a way to support charitable causes in a strategic and intentional way, and to take the time to research and vet organizations before making a grant.

Another benefit of DAFs is that they have significant tax advantages. By contributing to a DAF you receive an immediate tax deduction for the full value of the contribution, even if you do not make grants from the fund right away. This can be particularly advantageous for donors who have a large amount of capital gains or other taxable income.

However, there are also some important considerations and limitations to keep in mind with DAFs. For example, while you can recommend grants from the fund, the sponsoring organization ultimately retains control over the assets in the fund. Additionally, there are some restrictions on how DAFs can be used, such as limitations on supporting political campaigns or providing personal benefits to donors or their families.

While DAFs are a popular and effective way for donors to support charitable causes, there is also some controversy and criticism surrounding their use.

One of the main criticisms of DAFs is that they provide donors with significant tax benefits but do not require the funds to be distributed immediately. This means that funds can sit in DAFs for years, or even decades, without being used to support charitable causes. Critics argue that this can lead to a significant amount of "warehousing" of charitable assets, and that it undermines the purpose of charitable giving.

Additionally, some critics argue that DAFs lack transparency and accountability. Since donors can recommend how grants are distributed from the fund, they retain control over the assets in the fund. There is no requirement for a donor to disclose information about how any funds are invested or managed. This can make it difficult for the public to know how DAF assets are being used, and can lead to concerns about potential conflicts of interest or misuse of funds.

Another criticism of DAFs is that they can be used to support political campaigns or advocacy efforts, which is not always in line with the charitable purposes for which they were intended. While DAFs are not allowed to support political candidates or parties, they can be used to support 501(c)(4) organizations that engage in political advocacy.

Direct Giving

Direct giving, also known as cash transfers or unconditional cash transfers, is a form of philanthropy where donors provide funds directly to individuals or families in need, without the use of intermediaries such as NGOs or charities. This approach has gained popularity in recent years as donors seek to maximize the impact of their giving and empower individuals to make their own decisions about how to use the funds.

Key implications of direct giving include the potential to increase the efficiency and effectiveness of philanthropy, as funds are transferred directly to those in need without the overhead costs associated

with traditional philanthropic models. Direct giving also has the potential to empower individuals to make their own decisions about how to use the funds and can promote greater dignity and agency for recipients.

However, direct giving also has some potential drawbacks. Critics argue that it may be difficult to identify and reach the most vulnerable individuals, and that direct giving may not address underlying systemic issues that contribute to poverty and inequality. Additionally, there is a risk that direct giving may lead to dependency on external aid and may not promote sustainable development over the long term.

The First Foundation

Andrew Carnegie, the founder of the Carnegie Corporation and a pioneer of intentional giving, believed in doing "real and permanent good in the world" through philanthropy. His philosophy, outlined in his 1889 essay *The Gospel of Wealth*, argued that the accumulation of wealth by the few was necessary for the progress of society as a whole, but that this wealth should be distributed in a responsible and strategic way.⁵ He advocated for wealthy individuals to use their resources to promote social progress, create institutions for the public good and support the less fortunate.

This idea of strategic philanthropy and the responsibility of the wealthy to give back to society has been further explored by Darren Walker, the president of the Ford Foundation, in his new book, *A New Gospel of Wealth*.⁶ In this book, Walker builds upon Carnegie's philosophy and proposes a new vision for philanthropy in the 21st century. He argues that philanthropy should be more than just charity; it should be a tool for social change and justice.

Walker believes that philanthropy should address the root causes of inequality and injustice, and not just treat their symptoms. He advocates for philanthropists to be more engaged in the issues they support, to listen to the communities they seek to help, and to work in partnership with other stakeholders to create

lasting change. He also argues for philanthropy to be more transparent and accountable, to measure its impact, and to learn from its failures.

Private foundations remain one of the most popular vehicles for major donors looking to work closely with family members, build a legacy and retain complete control over their giving. While private foundations require significant oversight to comply with federal and state reporting requirements, they require effective and engaged grantmaking. For those seeking a more hands-off approach, a donor-advised fund may be a better choice.

Private foundations can be chartered via trust agreement or incorporation, offering different options for maintaining tight guidelines around program priorities and governance after donors' lifetimes, or providing future generations with more autonomy.

A private operating foundation is a hybrid of a private foundation and a public charity, devoting most of its resources to specific activities while giving donors significant control over those activities. This vehicle is not common but can be an excellent tool for donors who want to be very hands-on in operating a program. Private operating foundations must spend 85% of their adjusted net income or their minimum investment return, whichever is less, on tax-exempt activities.

⁵ Andrew Carnegie. *The Gospel of Wealth*. New York: Carnegie Corporation of New York, 2017 (first published in 1889).

⁶ Darren Walker. *From Generosity to Justice: A New Gospel of Wealth*. New York: Disruption Books, 2023.

Private Grantmaking and Operating Foundations

A private grantmaking foundation is a powerful tool for major donors seeking to make a significant impact on the world. These foundations provide a framework and public face for individuals and families to give under a personal brand while maintaining complete control over their philanthropic endeavors.

Private Grantmaking Foundation

Private grantmaking foundations are a popular form of philanthropy where donors establish their own foundations to fund charitable programs and initiatives. These foundations are typically funded by a single or a small group of donors who have significant control over the foundation's operations and grantmaking activities.

The key benefits of private grantmaking foundations include the potential for significant impact and influence. This is because donors can direct significant resources towards their chosen causes and issues. Private foundations also provide a degree of flexibility and autonomy, allowing donors to tailor their giving strategies to their specific goals and objectives.

However, private grantmaking foundations also face a range of challenges and considerations. These include potential conflicts of interest, lack of transparency and accountability, and the need for effective governance and management structures. Private foundations must also navigate complex regulatory frameworks including tax laws and reporting requirements.

Private Operating Foundation

Depending on your focus area, expertise, vision and financial resources, you may want to establish and operate your own programs focusing on research, service delivery or advocacy. In this case, it is important to consider how frontline and community voices are incorporated and leveraged to make strategic and programmatic decisions.

Private operating foundations are a type of philanthropic organization that operate programs and initiatives directly rather than only making grants to other organizations. These foundations are typically funded by a single or a small group of donors who have significant control over the foundation's operations and activities.

Some key advantages of private operating foundations include the potential for direct impact and control over your philanthropic activities. This is because the foundation is able to implement programs and initiatives directly. Private operating foundations also provide a degree of flexibility and autonomy, allowing donors to tailor their giving strategies to their specific goals and objectives.

However, private operating foundations, like grantmaking foundations, also face a range of challenges and considerations. These include potential conflicts of interest, lack of transparency and accountability, and the need for effective governance and management structures. Private operating foundations must also navigate complex regulatory frameworks, including tax laws and reporting requirements.

Fiscal Sponsorship/ Intermediary

Fiscal sponsorship is a unique form of partnership between a sponsoring organization and a project or initiative that enables the latter to receive tax-deductible donations and access to various resources that are typically reserved for established nonprofits. The sponsoring organization acts as a legal and administrative umbrella, assuming legal and financial responsibility for the sponsored project, while the project retains control over its mission, activities and programs.

Fiscal sponsorship provides numerous benefits for both the sponsored projects and the sponsoring organization. For projects, fiscal sponsorship offers a cost-effective alternative to forming a new nonprofit organization, while offering access to tax-exempt status and the credibility that comes with being associated with a well-established organization. For sponsoring organizations, fiscal sponsorship can be a powerful tool for supporting emerging initiatives and building stronger relationships with a community.

The process of establishing a fiscal sponsorship agreement involves a careful assessment of the proposed project's mission, goals and capacity, as well as an evaluation of the sponsoring organization's ability to provide the necessary support and infrastructure. The agreement typically includes provisions for financial management, reporting and communication, as well as guidelines for the project's activities and programs.

Many fiscal sponsors have extensive experience and expertise in specific program areas such as arts and culture, environmental conservation or social justice, and can provide valuable guidance and advice to sponsored projects on issues such as program design, evaluation and fundraising. In this way, fiscal sponsors are not just intermediaries, but active partners in the success of the sponsored project.

Furthermore, fiscal sponsors often have deep connections to other organizations, funders and

stakeholders in the philanthropic ecosystem, and can serve as a powerful connector and convener for sponsored projects. By leveraging these connections, fiscal sponsors can help projects access new sources of funding, build partnerships with other organizations, and create a broader network of support.

Fiscal sponsorship can be a highly effective way for emerging projects to access the resources and support they need to achieve their goals and make a positive impact in the community. By leveraging the strengths of both the sponsored project and the sponsoring organization, fiscal sponsorship creates a mutually beneficial partnership that drives meaningful change and helps to build a stronger, more vibrant philanthropic ecosystem.

The Family Office

A family office is a private wealth management firm that provides comprehensive financial and investment services to wealthy families. Family offices typically manage a range of financial affairs for the family, including investments, taxes, estate planning and philanthropy. In some cases, family offices may even establish their own private foundations or DAFs to manage a family's philanthropic giving. This can provide families with greater control over their giving, as well as greater tax benefits.

Family offices that manage philanthropic giving may also work closely with other advisors, such as lawyers and financial planners, to ensure that their philanthropic strategies align with other aspects of their financial planning.

Non- and For-Profit Limited Liability Companies

Non- and for-profit limited liability companies (LLCs) are a relatively new form of philanthropy that combines the flexibility and autonomy of for-profit business structures with the mission-driven focus of traditional nonprofits. Nonprofit LLCs have a social mission and are eligible for tax-exempt status, while for-profit LLCs seek to generate revenue while still prioritizing social impact.

Key implications for nonprofit and for-profit LLCs in philanthropy include the potential for increased innovation and efficiency in the philanthropic sector. LLCs allow for greater flexibility in funding models and investment strategies and can also promote collaboration and partnership between nonprofits and for-profits.

One example of a nonprofit LLC in philanthropy is the Tides Foundation, which provides fiscal sponsorship and grantmaking services to nonprofit organizations. A for-profit LLC example is B Corporations, which balance profit and purpose by using business as a force for good.

However, non- and for-profit LLCs also face a range of challenges and considerations. These include the need for effective governance and management structures, the potential for conflicts of interest, and the need to balance revenue generation with social impact.

Overall, non- and for-profit LLCs are a promising new form of philanthropy that offer greater flexibility and innovation in the sector. However, you must carefully consider the implications and challenges associated with this approach, and work to ensure effective governance, transparency and accountability.

Decentralized Autonomous Organizations (DAOs)

DAOs and crypto philanthropy represent emerging and innovative approaches to philanthropy that leverage blockchain technology to promote greater transparency, accountability and community engagement. DAOs are essentially self-governing organizations that use smart contracts to automate decision-making and governance processes. This allows for a more decentralized and democratic approach to philanthropy where community members can vote on funding decisions and proposals.

The key benefits of DAOs are transparency and accountability. The use of blockchain technology ensures that all transactions are recorded on a public ledger, which can be accessed by anyone. This allows donors and community members to track where their funds are going and how they are being used.

For example, the Big Green DAO aims to use blockchain technology to create a more transparent and community-driven approach to funding food justice initiatives.⁷ It allows members to vote on funding proposals and make decisions about how to allocate resources to different projects and organizations. This approach is intended to promote greater transparency and accountability in philanthropy, and to ensure that funding decisions are aligned with the values and priorities of the community.

One of the key objectives of the Big Green DAO is supporting sustainable agriculture and food systems. This includes funding initiatives that promote regenerative agriculture, reduce food waste and support local food systems. Additionally, it aims to support food justice initiatives that address issues of food insecurity and food access, particularly in underserved and marginalized communities.

⁷ <https://dao.biggreen.org>

Crypto philanthropy is also gaining popularity as it allows donors to give to charitable causes using cryptocurrencies. This provides greater flexibility and convenience for donors, as they can give to causes they care about using the cryptocurrency of their choice.

Some organizations, such as The Giving Block, are working to make it easier for nonprofits to accept and manage cryptocurrency donations.⁸

Despite the potential benefits of DAOs and crypto philanthropy, there are also challenges and considerations to keep in mind. One of the main challenges of DAOs is their complexity and potential security vulnerabilities. Smart contracts, the backbone of DAOs, are self-executing programs that operate on the blockchain. However, if there are bugs or errors in the code, they can lead to significant financial losses. For example, in 2016 The DAO, one of the first major DAOs, was hacked, resulting in the theft of millions of dollars.⁹ While DAOs have become more secure and sophisticated since then, there is still the potential for security risks and vulnerabilities.

Another challenge with DAOs and crypto philanthropy is the complexity of cryptocurrencies. Cryptocurrencies can be highly volatile, with prices fluctuating rapidly and unpredictably. This can make it difficult for nonprofits and charitable organizations to manage and use these funds effectively. Additionally, cryptocurrencies can be complex and difficult to understand, which may deter some donors from participating in crypto philanthropy.

Regulatory and legal challenges also pose a potential obstacle to DAOs and crypto philanthropy. As the technology and use cases for blockchain and cryptocurrencies continue to evolve, governments and regulatory bodies are still working to catch up. This can create uncertainty and confusion around how DAOs and crypto philanthropy should be regulated and taxed.

⁸ <https://www.thegivingblock.com>

⁹ <https://www.wired.com/2016/06/50-million-hack-just-showed-dao-human/>

Social Impact Bonds (SIBs): Incentives That Deliver Results

SIBs are a relatively new financial instrument designed to address social issues by providing incentives for private investors to fund social programs that deliver measurable results.

SIBs work by having a government or a philanthropic organization issue a bond to raise funds for a specific social project. This could include reducing recidivism among ex-offenders or improving educational outcomes for at-risk youth. Private investors then buy the bond and provide the funding for the project. If the project meets its agreed-upon outcome targets, the government or philanthropic organization will repay the investors, often with a bonus, from the savings or increased revenue generated by the improved social outcomes. However, if the project fails to meet its goals, the investors lose their investment.

The Ford Foundation has been involved in several SIB projects. In 2012, the foundation invested \$1.5 million in the first-ever SIB in the United States, which was aimed at reducing recidivism rates among prisoners released from the New York City jail system. The foundation partnered with the Rockefeller Foundation and the City of New York to create the SIB, which raised \$9.6 million from private investors. The SIB financed a program called the Adolescent Behavioral Learning Experience (ABLE), which provided cognitive behavioral therapy to young inmates to help them better transition back into society.¹⁰

The success of the ABLE program led to a reduction in the recidivism rate among young inmates of 10%, resulting in a \$1.2 million payment to investors, including the Ford Foundation. The City of New York also saved \$6 million in reduced incarceration costs. The success of this project helped to establish SIBs as a viable tool for addressing social issues in the United States, and the Ford Foundation has continued to support similar projects in subsequent years.

¹⁰ <https://www.vera.org/downloads/publications/rikers-adolescent-behavioral-learning-experience-evaluation-fact-sheet.pdf>

A Community Foundation

Community foundations are philanthropic organizations that serve a specific geographic area, typically a city, county or region. These foundations are dedicated to improving the quality of life within their community by providing grants to nonprofit organizations, supporting charitable causes, and acting as a resource for community development.

Community foundations are typically established and governed by local leaders and donors, who work together to identify the most pressing needs in their community and determine the best ways to address them. These foundations raise funds from individual donors, corporations and other sources, and then use those funds to support a variety of programs and initiatives in their community.

One of the key features of community foundations is their ability to create permanent charitable endowments. These endowments are then invested and the income generated is used to support the foundations' charitable activities over time. By creating permanent endowments, community foundations can provide sustained support for their communities, particularly in times of economic uncertainty.

Community foundations also often act as a bridge between you and the community organizations they wish to support. They offer expertise in grantmaking and community needs assessment, as well as access to a broad network of nonprofit organizations working to address community needs. By partnering with community foundations you can ensure that their charitable dollars are being used effectively and efficiently to make a positive impact in their community.

Deciding on a Vehicle

As you assess which vehicle fits you best, it is worth considering the following:



Complexity

One important factor to consider when selecting a philanthropic vehicle is complexity. Some vehicles, such as private foundations, require more administrative work and may have stricter legal requirements compared to simpler options like DABs or fiscal sponsorships. However, more complex vehicles can also provide greater control and flexibility over grantmaking activities.



Flexibility

Flexibility is another important factor to consider when choosing a philanthropic vehicle. There is a whole new trend towards participatory, inclusive and trust-based grantmaking that offers you a range of possibilities. Donor-advised funds, for example, offer a high degree of flexibility and ease of use, allowing donors to make grants on their own schedule and to a wide range of organizations. Other vehicles, such as private foundations, may have more restrictions on grantmaking activities and may require more planning and coordination.



Transparency

Another important factor to consider when selecting a philanthropic vehicle is the level of transparency you want or require. Transparency and accountability go hand in hand. Donor-advised funds and some other vehicles may require less transparency than private foundations or direct giving. This makes it more difficult to track grantmaking activities and ensure accountability. Donors should carefully consider how much transparency they require and select a vehicle that aligns with their values and goals.

Transparency refers not only to financial accountability but also to building a robust communication function to hone internal and external operations and relationships with communities. This includes disseminating information, tightening strategic and decision-making clarity, creating genuine feedback loops for input into programs, and conducting regular evaluations of your projects.



Technology – AI, Big Data, Blockchain and Beyond

Advances in technology can transform and support your philanthropy in several ways. One important use of big data will be to identify gaps in the philanthropic market that you might want to fill. Centralized online platforms make reporting easier and improve accountability. AI can be used to connect donors and communities alike. Virtual tools and digital platforms can transform your reach from local to global.

Whatever your approach, a seamless digital experience is increasingly necessary when it comes to communicating or fundraising, particularly with a younger generation that has social media in their blood and a mobile phone in their hands all the time.



Cost

Another factor to consider is cost. Some vehicles, such as private foundations, have higher operating costs due to administrative requirements while others, such as donor-advised funds, have lower costs. The size of the foundation or fund may also impact operating costs. Donors should carefully consider the costs associated with each vehicle and ensure that the fees are aligned with their philanthropic goals and financial capacity.



Equity

Equity is becoming an increasingly important consideration in philanthropy, and funders should consider how their vehicle selection impacts equity. You may choose to select a vehicle that prioritizes funding for marginalized or underrepresented groups, or you may consider using multiple vehicles to achieve different philanthropic goals. For example, you may choose to use a donor-advised fund to support general charitable causes and a social impact fund to focus specifically on funding organizations working on social justice and equity issues.



Time is a factor

You should always consider your time horizon when selecting a philanthropic vehicle. Some vehicles, such as donor-advised funds, are designed for short-term giving and may not be appropriate for someone looking to establish a long-term philanthropic legacy. Private foundations and other more complex vehicles may be better suited to donors who want to establish a long-term philanthropic strategy and legacy.

Conclusion

All vehicles can yield effective, flexible and agile approaches for funders seeking to be responsive to the communities with whom they work. Whether implementing a project or giving through family foundations or another outfit, you can move money seamlessly if you have the right structure, staff or consultant support, and the technology platforms to help with efficient giving and impact.

Art for Justice Fund – Building Empathy Through Art and Advocacy



The Art for Justice Fund was founded in 2017 with the mission to end mass incarceration and its underlying racial bias through art and advocacy.¹¹ From the outset the Art for Justice Fund was clear that it would spend down its resources over six years after its launch. Project Director Helena Huang, based at the Ford Foundation, says, "Art for Justice was designed as a time-limited fund in order to maximize impact with finite dollars, to generate urgency during a time that our country was ripe for change and to encourage other donors to invest in this critical work."

Art for Justice was created as a time-limited organization in the hopes that working within a fixed time horizon would inspire a sense of urgency around this issue and move resources into the field more quickly. The fund was launched at a time that public sentiment was supportive of change in the criminal justice system, and amid growing recognition that the current system is wasteful, unjust and ineffective in promoting public safety.

¹¹ <https://www.artforjusticefund.org>

Art and Compassion

In its six-year existence, every dollar donated to the Art for Justice Fund was used for grants, with all operating and staffing expenses covered by annual contributions to RPA from the Ford Foundation.

The Art for Justice Fund aimed to safely reduce the prison population, promote justice reinvestment and support works of art that change the narrative around mass incarceration. Agnes Gund, a renowned philanthropist and art collector in New York City, was inspired to create the fund with a founding donation of \$100 million after reading Michelle Alexander's *The New Jim Crow* and Bryan Stevenson's *Just Mercy*, as well as watching Ava DuVernay's documentary *13th*.¹²

The fund believed that art is uniquely effective in building the compassion and empathy necessary to drive social change. Art for Justice made direct grants to artists and advocates, dividing its grantmaking into four strategy pillars: keeping people out of jails and prisons, shortening sentences, promoting re-entry, and changing the narrative through art.

The Importance of Community and Intentionality in Establishing Giving

Gund's strong relationships within the philanthropy and art worlds inspired others to contribute to the Art for Justice Fund, raising another \$25 million from donors, foundations and artists. The fund was housed at RPA and engaged experts from the Ford Foundation to steer its grantmaking strategy.

Art for Justice's strategy to change policies and practices at state level came with challenges. Navigating state policymaking can be an arduous process, and legislation can be years in the making. When working in policy advocacy, progress can be reversed as administrations and legislatures change.

Additionally, public opinion surrounding crime and incarceration is constantly evolving, and elected officials often exploit the public's concerns about safety to prevent reforms that would reduce the prison population. The Art for Justice Fund learned that while advocacy work can come with frustrating setbacks, being intentional in mission and focusing on supporting the leadership of grantees has allowed it to adapt to changing circumstances and commit to generating positive impact.

Art for Justice made direct grants to artists and advocates, dividing its grantmaking into four strategy pillars: keeping people out of jails and prisons, shortening sentences, promoting re-entry, and changing the narrative through art.

¹² <https://artforjusticefund.org/about/>

Nurturing Community and Listening

From its inception, the Art for Justice Fund was dedicated to supporting artists to raise public awareness and cultivate public demand for change. It operated from the core belief that art has the power to generate emotional responses that inspire action, and that formerly incarcerated artists have the lived experience to both lead the movement and create a new vision for shared safety in our communities.

The fund valued artists as changemakers and sought to nurture a sense of community among grantees, centering grantmaking practices around listening to the communities most impacted by mass incarceration. It worked with intention to build a community of advocates, artists and allied donors, and promote formerly incarcerated people to the forefront of the movement.

Long-Term Impact

The Art for Justice Fund realized that nurturing those relationships is more of an art than a science. The fund regularly asked grantees for recommendations on who to support and which strategies to engage in. As a time-limited fund, Art for Justice was intentional in building a lasting community of grantee partners, whose collaborative relationships would outlast the fund itself. "Although Art for Justice has closed as a fund, the community of artists and advocates remains as a living testament to the strength of the movement and the effectiveness of philanthropy in propelling this work forward," says Amy Holmes, who led RPA's work on the fund.

Artists and advocates remain in touch. The fund convened its grantees three times throughout its lifespan and provided funding for artists and advocates to collaborate in new ways on projects of their own creation. This investment in community building had a trickle-down effect, encouraging the grantees to invest in building their own communities of practice. In these ways, Art for Justice provided the lasting and transformational impact that intentional community building can have.

"Although Art for Justice has closed as a fund, the community of artists and advocates remains as a living testament to the strength of the movement and the effectiveness of philanthropy in propelling this work forward."

**Amy Holmes,
Engagement Lead,
Art for Justice Fund.**



Effective philanthropy requires a deliberate and strategic approach, and the tools and techniques available to donors can help you hone your giving strategy, measure your impact and collaborate effectively with other stakeholders.

Chapter 4

Exploring Existing and Emerging Approaches to Giving

No matter what funding vehicle you choose, it is important to take time to review and assess the range of existing approaches and focus areas, depending on what you want to achieve with your giving.

What follows is a quick snapshot of the ways giving is keeping pace with the creativity of the frontline leaders you seek to support.

In this chapter we will consider the following models:

- Trust-based philanthropy
- Participatory grantmaking
- Equitable evaluation
- Prize philanthropy
- Giving circles, crowdfunding and mutual aid
- Impact investing

Managing the Power/ Equity Dynamic

It is important for you to be aware of the power dynamics that exist between yourself as donor and your grantees. Here are a few things to be aware of when managing this relationship, whichever giving model you choose ...

Financial Resources

As most philanthropies lead with financial resources, they hold power. Embedding equity in an Operating Archetype involves sharing or ceding this power by engaging in flexible, unrestricted giving; easing applications processes; and including grantees and members of frontline communities in your decision-making.

Talent

To center internal and external equity, focus on hiring people with lived experiences who bring a diversity of perspectives and who are bridges to the communities you are serving.

Governance and Decision-making

Ensure that the board represents a diversity of perspectives, lived experiences and communities.

Communication

Actively using robust feedback loops and allowing grantees and communities to interact openly without your direct participation will encourage openness from your grantees. It is common knowledge that candor can be muted if a funder is present.

Networks and Relationships

Shifting power dynamics require you to be mindful about the networks you participate in and thereby avoid the echo chamber trap.

Risk

Philanthropies seeking to integrate equity should undertake intentional efforts to cede power by embracing risk and learning from failure.

Trust-Based Philanthropy

Trust-based philanthropy, a growing movement in the philanthropic sector, focuses on building relationships, trust and mutual respect between funders and their grantees. This approach is grounded in the belief that those closest to the issues being addressed are the experts and should have the agency to guide the work.

As a family funder, you should consider trust-based philanthropy to build deeper relationships with your grantees and empower them to lead, and to create a more equitable and impactful philanthropic practice. This can help you further your philanthropy by shifting the power dynamics and providing the resources and support necessary for your grantees to achieve their goals. Trust-based philanthropy allows you to be a true partner in the work, rather than a distant funder with strict guidelines and requirements.

When considering trust-based philanthropy it is important to weigh the benefits of this approach against the challenges you might face. One of the primary benefits of this approach is the ability to build strong relationships with your grantees based on trust, transparency and open communication. By taking a collaborative approach, you can create more effective and sustainable solutions to complex problems. Additionally, trust-based philanthropy can lead to a more equitable distribution of resources and a shift in power dynamics that can result in more impactful and community-led solutions.

However, you may face challenges. This approach requires your willingness to let go of control and trust that grantees have the knowledge and expertise to guide the work. It may also require a shift in your organizational culture and practices. This can be difficult to navigate. Additionally, it may be necessary to reassess grantmaking processes and priorities to ensure they align with this trust-based approach.

To get started in trust-based philanthropy, it is important to first examine your own biases and power dynamics as a funder. This means reflecting on your own privilege and how it may impact your grantmaking decisions. Next, it is important to engage in open and honest communication with your grantees and listen to their needs and priorities. This involves conversations about power dynamics, funding priorities and evaluation methods.

Another important step is to provide unrestricted funding to your grantees, which allows them to have more agency over their work and how they allocate resources. It is also important to provide capacity-building programs that help grantees strengthen their organizations and achieve their goals. This can involve providing technical assistance, networking opportunities and other resources.

Participatory Grantmaking

Participatory grantmaking puts decision-making power in the hands of those who are directly impacted by the issues being addressed. As a family funder, you may want to consider this approach because it can help to center the voices of underrepresented communities, increase accountability and transparency, and ultimately lead to more effective and sustainable solutions.

By engaging the communities you serve in the grantmaking process you gain valuable insights into their needs and priorities, as well as build relationships of trust and collaboration. This can lead to a more equitable distribution of resources, and ultimately, more impactful outcomes. Participatory grantmaking also helps to democratize the power dynamic between funders and grantees, allowing for greater collaboration and co-creation of solutions.

Again, there are dynamics to consider. For example, there may be a learning curve as you navigate the complexities of involving community members in the grantmaking process. Additionally, it may take longer to make funding decisions as you engage in dialogue and co-creation with the community. However, these challenges can be mitigated by thoughtful planning, clear communication and a commitment to building authentic relationships with the communities you serve.

There are a few key steps you can take when starting out in participatory grantmaking. First and foremost, it is important to clearly define your goals and priorities for the grantmaking process. This will help you to identify which communities and stakeholders to engage with and which issues to prioritize. Next, you will need to establish a process for soliciting input and involving community members in the grantmaking process. This may involve holding focus groups,

convening advisory committees or creating online feedback mechanisms.

Once you have engaged with community members and gathered their input, it is important to integrate their feedback into your decision-making process. This may involve creating a scoring rubric that incorporates community input, or establishing clear criteria for selecting grant recipients informed by community feedback. Throughout the process, it is important to maintain clear communication and transparency with community members, keeping them informed of the status of their input and the decision-making process.

Prize Philanthropy

Direct giving is an emerging trend in philanthropy. Awarding prizes and scholarships, for example, has been a mainstay in giving approaches that look to support or propel individuals and teams to a higher level of performance and impact. Scholarships and prizes have a level of prestige that can help elevate issues and support innovations that may be otherwise hard to support, or support adequately.

Prize philanthropy is a relatively new approach that has gained significant attention in recent years, and can be a powerful tool for advancing equity and promoting positive change.

To get started in prize philanthropy, there are several key steps to consider. First, it is important to identify a specific issue or challenge that you want to address through the prize. This could be anything from promoting environmental sustainability or advancing racial justice, to supporting innovative solutions for global health challenges.

Once you have identified the issue, you will need to develop a clear set of criteria for the prize. This might include the specific goals or outcomes you want to achieve, as well as any eligibility requirements or restrictions on who can apply. It is also important to establish a clear process for evaluating and selecting winners, which should be transparent, fair and inclusive.

A key way to ensure that prize philanthropy is more equitable is to prioritize diversity, equity and inclusion

throughout the process. This might include actively seeking out and engaging with communities that are most affected by the issue you are addressing, as well as intentionally including underrepresented groups in the selection and evaluation process.

Another way to promote equity is to design the prize in a way that specifically addresses systemic barriers or structural inequalities that contribute to the issue you are addressing. For example, if you are addressing racial justice, you might consider creating a prize that specifically targets innovative solutions that address systemic racism or promote greater equity and inclusion.

There are many benefits to prize philanthropy, including driving innovation, creating new partnerships and collaborations, and achieving greater impact than traditional grantmaking approaches.

However, you should consider practicalities such as the need for significant resources to establish and administer the prize, as well as the potential for unintended consequences or negative impacts on the communities or issues being addressed.

Despite these challenges, prize philanthropy can be a powerful tool for advancing equity and promoting positive change. By taking deliberate steps to design and launch a competition that is equitable, inclusive and aligned with the needs and aspirations of the communities it seeks to serve, you can create meaningful impact and inspire greater innovation and progress.

Giving Circles, Crowdfunding and Mutual Aid

Technology and the digitization of our day-to-day has given rise to another important set of collective giving practices that have emerged and grown online and are coupled with the desire by many to be agile and responsive to disasters such as hurricanes, wildfires, earthquakes and war.

Giving circles, crowdfunding and mutual aid are increasingly popular approaches to philanthropy that offer a unique opportunity for you to engage

in more participatory and equitable giving practices. By pooling resources and expertise with like-minded individuals and communities, you can leverage your giving power and accelerate your impact in a way that is both fulfilling and transformative.

One reason why you should consider alternatives such as giving circles, crowdfunding and mutual aid is because they provide a way to directly connect with and support the communities and causes that matter most to you. In addition to being a more direct way of giving, these approaches can also offer family funders the chance to learn from and engage with the communities they are supporting.

Giving circles, for instance, allow you to collaborate with peers to fund grassroots organizations and movements, providing greater support to underfunded causes and empowering communities that have been historically marginalized.

Crowdfunding, on the other hand, offers donors a way to engage with their communities and support innovative and emerging projects that might not be eligible for traditional funding streams.

Mutual aid involves individuals coming together to provide each other with support, resources and care in a decentralized and grassroots way. Through mutual aid you can develop deeper relationships with communities and gain a better understanding of the challenges they face, leading ultimately to more effective and informed philanthropy.

Direct cash assistance is similar to mutual aid but is more direct and operates on a smaller scale. This practice is common outside the US. In India, for example, The Soondra Foundation provides daily laborers (who earn approximately \$5 a day) with grants from \$25 to \$1,500 for medical expenses in a country where most people cannot afford medical care.¹³ The funds go directly to providers to cover patients' medical bills, while partner organizations oversee the disbursement of funds. During the Covid-19 pandemic, when medical care was difficult to access but the need was high, the foundation helped 15,600 people with food rations and medicines.

Crowdfunding sites also host or support giving circles. Most giving circles have roots in ancestral

¹³ <https://soondra-foundation.squarespace.com/about>

community care practices but are now available both in person and online. These circles bring like-minded donors together and move resources to NGOs and communities that can be anywhere, either in a local neighborhood or thousands of miles away.

Platforms such as Give2Asia, GlobalGiving, Grapevine, Philanthropy Together and the bilingual HIPGive platform offer donors – either individuals or foundations – opportunities to channel resources quickly to places impacted by natural and human-made emergencies. They conduct due diligence, ensure responsibility for cross-border giving, and frequently support recipient NGOs and communities with tools and training to engage in long-term fundraising and how to connect with donors around the world.

However, it's important for you to carefully consider these different approaches and weigh the benefits and challenges of giving circles, crowdfunding and mutual aid. Some factors to consider include the level of control you want to have over your giving, the level of transparency and accountability you require, and the amount of time and resources you are willing to commit.

While giving circles and crowdfunding rely on a volume of donors giving in personally significant amounts, they also benefit from larger foundations or corporates matching funds. Many identity-based giving circles, such as those hosted by Asian American/Pacific Islanders in Philanthropy (AAPIP) and Latino community funds, have raised and redistributed millions of dollars in recent years. This increase hints at a growing reliance on community-specific giving and on giving at various income levels that supports donors in forming connections with other givers.

Mutual aid is another well-established practice. Increasing attention to, and reliance on, mutual aid reflects a growing trend towards connection, localization and immediate response. With the aid of technology, though, it is now often the easiest and perhaps only way that people impacted by disasters can receive immediate support. During the Texas winter storms of 2021, large parts of the state were without power, water and heat, making communications nearly impossible. The efficiency of app-based mutual aid helped thousands meet their basic needs.

Impact Investing

Impact investing is a powerful tool that allows you to align your investments with your philanthropic goals. It's more than just making money; it's about creating positive social and environmental impact. By investing in companies and organizations that are making a difference, you can amplify the impact of your philanthropic efforts and generate financial returns that can be reinvested.

When considering impact investing it's important to weigh the potential risks and returns. While impact investments can be profitable, they may also carry greater risks than traditional investments. You'll need to carefully evaluate the investment opportunities, assess the social and environmental impact, and consider the financial risks.

Getting started in impact investing can be overwhelming but there are some concrete steps you can take. First, establish your impact goals and determine the sectors and issues that align with your family's values and philanthropic priorities. Then, identify investment opportunities that align with those goals and seek out reputable impact investment funds and managers.

Once you've identified potential investments it's important to conduct thorough due diligence and assess the risks and potential impact. This may involve analyzing financial reports, examining the track record of the investment manager, and assessing the social and environmental impact of the investment.

To make the most of your impact investing, it's important to work with a team of experts who can guide you through the process and provide ongoing support and advice. This may include investment advisors, philanthropic advisors and impact measurement experts.

Overall, impact investing is a powerful way to amplify the impact of your philanthropy and generate financial returns that can be reinvested. By carefully evaluating investment opportunities and working with a team of experts, you can make informed decisions that align with your values and priorities.

Assessing Your Progress – Equitable Evaluation

As a donor and philanthropist you have the power to make a significant impact in the world through your philanthropic efforts. However, it's important to recognize that traditional evaluation methods may not always be the most effective way to measure the success of your grantmaking.

Equitable evaluation is a powerful approach that can help you achieve greater impact, build stronger relationships with communities served and ultimately make a more significant difference in the world.

Family funders should consider this approach because it centers on the voices and experiences of the underrepresented communities served. Traditional evaluation methods often overlook the perspectives and needs of marginalized communities, resulting in programs and initiatives that are not truly responsive to their needs. By incorporating equitable evaluation into your grantmaking process, you can ensure that your programs and initiatives are more responsive, effective and impactful.

Equitable evaluation can also help you build stronger relationships with communities served. By engaging in a collaborative evaluation process that involves community members and stakeholders, you can build trust, foster mutual understanding and create a more authentic partnership. This can lead to more effective grantmaking, as you gain a deeper understanding of the needs and perspectives of the communities you serve.

When considering this approach, it's important to consider a few key factors. You need to be committed to building an equitable and inclusive evaluation process. This means actively engaging with underrepresented communities, listening to their perspectives and experiences, and incorporating their feedback into your grantmaking process. It also means being willing to shift your approach and adapt to changing circumstances as community needs and perspectives evolve over time.

Another important factor to consider is the potential impact of equitable evaluation on your grantmaking process. By incorporating a more inclusive and collaborative evaluation process, you can increase the effectiveness and impact of your programs and initiatives. This can help you achieve greater results and make a more significant difference in the world.

Ultimately, equitable evaluation is a powerful tool that can help you achieve your philanthropic goals in a more meaningful and impactful way. By centering the voices and experiences of underrepresented communities served, you can build stronger relationships, achieve greater impact and make a more significant difference in the world. It requires a commitment to inclusivity, flexibility and adaptability, but the results can be transformative for both you as a funder and the communities you serve.

Incorporating equitable evaluation into your philanthropic strategy can be a challenging but rewarding process. It requires a willingness to engage in deep listening and reflection, build authentic partnerships with communities served, and be open to adapting your approach based on feedback and new information. However, the benefits of this approach are clear: stronger relationships, greater impact and more meaningful change. With a commitment to equity and a willingness to engage in a collaborative and inclusive evaluation process, you can make a significant difference in the world through your philanthropy.

Conclusion

Deciding on which philanthropic approach to take is not easy but it is critical. By reflecting on the available options and the unique goals of your philanthropy, you can create more impactful and sustainable change in the world. It is important to stay open-minded to new and emerging approaches and to continually reassess and adapt to the changing landscape of philanthropy. By taking the time to thoughtfully consider your options, you can make a real difference and create a legacy of positive change for generations to come. Remember, it's not just about giving back, but giving wisely and with intention.



Chapter 5

Contributed by Project Evident

Harnessing the Power of Data and Evidence

Philanthropists and the leaders they support share a common goal: to achieve meaningful impact for the communities they serve. However, understanding if you're making a difference in the social and education sectors is a complex task. Many philanthropic efforts are focused on tackling some of society's biggest challenges, influenced by a web of interwoven factors and with root causes that are not always clear. How can impact-driven donors and practitioners (leaders and program staff at nonprofits and social impact organizations) understand and improve their progress?



Listening to grantee partners and communities, and adopting a streamlined approach can all be helpful tools in measuring impact.

The Importance of Data and Evidence

That's where data and evidence come in. Data and evidence are remarkably powerful tools, helping us understand what's working and what isn't, for whom, and why. They guide critical decision making and enable continuous learning, innovation, and improvement. And they deepen a shared understanding between funders, nonprofits, and community members.

- Data: quantitative and qualitative information
- Evidence: data plus analysis that enables it to answer questions and inform actions

Before going further, we must also acknowledge that there can be a flip side to data and evidence. While they have the potential to drive more equitable outcomes, the dominant approach to evidence and evaluation in the social sector remains inequitable. Funders and policymakers too often demand data from nonprofits with narrow ideas of what constitutes effectiveness. One common example of this is the emphasis often placed on a nonprofit's overhead costs, where organizations with the lowest overhead are deemed efficient and those with higher overhead are suspected of being wasteful, or worse—of intentionally misusing funds. In reality, a nonprofit's overhead costs vary greatly depending on the type of activities the organization pursues, and "indirect" and "administrative" costs are often critical to an organization achieving its mission. Furthermore, tensions between the power of evidence and its dangers persist, especially in communities that have been historically exploited. For instance, predictive policing programs that are predicated on biased data only serve to exacerbate criminal justice inequities that exist for Black communities.

That's why we must take a new approach to how we think about building and using evidence for impact—one that acknowledges power dynamics, builds on past learnings and failures, and is inclusive of a wider range of data points and viewpoints.

At Project Evident, we call this the Next Generation of Evidence, and define it as having the following principles:

Centering on practitioners and the communities they serve: Practitioners—those at nonprofit organizations and public agencies who deliver programs and services—must be empowered to drive their own evidence agendas.

Connecting equity with data and evidence: We believe that evidence is a promising and powerful driver of equity, that equitable evidence practices will result in stronger outcomes, and that equity must be considered both in the way that evidence and data are built and used and in the types of outcomes we seek to address.

Elevating community voice: Communities must have the power to shape and participate in the evidence-building process to ensure that data being shared and services provided are of value to both participants and program improvement.

Embracing a continuous R&D-like approach: Research and development (R&D)—a disciplined process for learning, testing, and improving—must become standard practice in the social and education sectors to enable timely and relevant continuous evidence building.

Reimagining evidence to broaden its definition and use: To build evidence that is more meaningful to practitioners and communities, we must broaden our definitions of what counts as evidence and who gets to participate in the process.

In the face of compounding inequities across education, health, housing, employment, and economic security—we need data and evidence now more than ever. Donors also have the opportunity to rethink how they approach measuring the impact of their grants. Rather than viewing evaluation primarily as a tool for accountability, we urge you to think of it as an opportunity for continuous learning and improvement alongside grantee partners in service of your shared vision for a better future.



Understanding the Uses of Data and Evidence

For donors assessing their own portfolios as well as for the grantee organizations they support, data and evidence helps strengthen your work in a variety of ways, including:

Guiding decision making: Data and evidence can help both you and your grantees make smarter decisions. For donors exploring a new grantmaking program, this could look like conducting a landscape scan of organizations working on an issue or in a community you care about, and using that to inform your giving strategy. For a nonprofit, it might mean using student test scores or program participant surveys to make informed choices about how to improve programs. Using evidence also ensures more equitable decision making by enabling us to base choices on transparent and credible information rather than our own assumptions (although keep in mind that data and evidence are not immune from bias!). Particularly in times of economic or political uncertainty, data and evidence are critical tools that can help leaders make resource allocation, scenario planning, and other difficult decisions.

Optimizing programs and practices: There are many ways organizations can use data and evidence to improve their programs. Approaches such as Continuous Quality Improvement (CQI), Plan-Do-Study-Act (PDSA), and other small tests of change allow for leaders to develop and improve programs in low-risk, cost-effective ways. With advances in artificial intelligence (AI) and machine learning, organizations are increasingly leveraging technology to analyze data and generate real-time recommendations.

Increasing alignment among stakeholders: Data and evidence help ensure that funders, grantees, and community members have a shared understanding of the current state of affairs, and are aligned on where they're trying to go and how they will measure progress. One important way organizations can do this is through developing and sharing a theory of change, which lays out an organization or program's activities and anticipated outcomes. Data and evidence are also important components of communications, storytelling, and advocacy efforts.

Building capacity for learning, innovation, and R&D: Research and development (R&D) is a critical and often underdeveloped function in many social sector organizations. Allowing for continuous experimentation, failure, and adjustment will ultimately drive better impact, but requires time, resources—and data and evidence.

Generating stronger and more equitable outcomes: The goal of building and using evidence isn't just to assess your impact—it's to also improve it. By strategically and continuously building and using evidence, organizations can drive stronger, more meaningful, and more equitable outcomes for the communities they serve.

Case Study

Generating On-Demand Evidence for Practitioners

First Place for Youth helps youth who have aged out of the child welfare system build the skills they need to make a successful transition to self-sufficiency and responsible adulthood.¹⁴ Gemma Services is a social service agency that operates a long-term residential psychiatric care program for youth.¹⁵ A few years ago, both organizations realized that their administrative data systems, while extensive, generated little information that could be used by practitioners as they worked directly with youth and families.

To address this limitation, First Place and Gemma partnered with BCT Partners, an evaluation and data science firm, to institute “precision analytics,” which trains machine learning algorithms to build predictive, prescriptive, and evaluation models that can generate actionable evidence in real time. Using programmatic and administrative data, this process learns from differences in outcomes among similar youth who experienced different treatment patterns, analyzes what has worked for specific participant populations in the past, and translates those findings into recommendations for front-line staff so that they can connect each youth with the services and supports that are most likely to lead to success.

¹⁴ <https://firstplaceforyouth.org>

¹⁵ <https://www.gemmaservices.org>



Empowering Your Grantees With Data and Evidence

Despite the increased interest in impact measurement across the social sector, the dominant approach to evaluation remains slow, expensive, and insufficient. Many funders, while well-intentioned, ask grantees for evidence without understanding the resources required for the organization to be able to provide it, and without thinking about if the evidence serves to strengthen the work of the organization or is simply a compliance exercise.

By investing in your grantees' capacity to strategically build and use evidence, funders can help make sure that data and evidence works in the best interest of everyone involved—most importantly, the communities we are all trying to serve. Here are several ways donors might consider approaching impact measurement in partnership with grantees:

Invite and Support Grantees to Lead

Nonprofit leaders are usually the ones closest to the problem you're hoping to solve, so it makes sense they should lead their own evidence agendas. But in the current ecosystem, evidence building is usually conducted to either answer questions researchers are interested in, or to prove to funders that programs are "effective." Nonprofits are too often the caboose of the evidence-building train when they should be the engine. Funders can change this dynamic by supporting nonprofits in leading the evaluation process, based on the learning agenda and priorities of the grantee. Evidence building should allow nonprofit leaders to guide their programs toward better performance and outcomes for those they serve.

Tailor Methods to Context and Learning Questions

Conversations around assessment often focus too much and too early on evaluation methods. Funders sometimes get hung up on the specific type of evaluation (such as a randomized controlled trial) because they believe it to be the "best" method. But for evaluation to be meaningful for practitioners, the decision that needs to be made takes priority over the method being used. For instance, if a nonprofit leader wants to understand attendance patterns among their enrollees, an assessment might include measuring attendance, sampling enrollees, and tracking enrollees' participation over time. In contrast, if the nonprofit leader wants to test different strategies for enrolling and retaining clients, an assessment might involve an experimental study isolating the causal effect of those different strategies.

Support Continuous Evidence Gathering

No single study will make a program perfect. Rather, evidence provides information that (ideally) allows for incremental improvements. A continuous process for evidence generation and analysis that is connected to learning and strategic goals will drive stronger outcomes. Funders may consider staged funding to allow for learning and adjustment over time.



Broaden Your Definitions of Evidence

Funders too often rely on narrow frameworks and definitions that constrain innovation and result in evidence that isn't viable for communities. To build evidence that is more actionable, relevant, timely, and cost-effective, we must broaden our definitions of evidence to include not only statistical but also practical significance and to allow for input from a broader range of stakeholders. Evidence should be responsive to the operational context of practitioners, attend to systemic and structural conditions, and prioritize practitioner decision-making and learning.

Navigate by Trust

In certain scenarios, evidence can replace the work of trust-building, where funders gatekeep resources while looking for proof on their terms. Grantees may fear reporting disappointing results will result in losing funding. However, when evidence building shifts to being a process done in trusting partnership, funders and practitioners both benefit, and communities do too. In this scenario, both positive and negative evaluation results are opportunities for learning, reflection, and open dialogue in service of shared impact goals.

Case Study

Mobilizing Rural Churches to Improve Early Childhood Literacy in North Carolina

More than half a million students in North Carolina — about 40 percent of all students in the state — attend rural schools, and one in five school-aged rural children is living in poverty.¹⁶ Rural students, particularly those from low-income families, lose substantial ground in literacy during the summer due to diminished access to academic support and enrichment opportunities, which contributes to long-term disparities in educational outcomes.

The Duke Endowment's Rural Church Summer Literacy Initiative is designed to help United Methodist congregations improve early childhood literacy in North Carolina's rural communities.¹⁷

Continuous generation and use of evidence has been at the core of the initiative's evolution, from a pilot program in one community in 2013 to a multi-community initiative today. The Rural Church program area has taken a measured approach to expanding the initiative across North Carolina, supporting programs at only three churches until 2018 while building evidence of implementation feasibility and student outcomes. The Endowment used this evidence to expand the programs to more than a dozen churches in 2019 and 2020. Today, the Rural Church team is continuing its efforts to support churches and program staff in delivering high-quality services to their students and families during an unprecedented time of disruption and uncertainty in education, with data and evidence remaining at the core of the initiative's strategy and decision-making.¹⁸

¹⁶ https://cdn-files.nsb.org/s3fs-public/10901-5071_CPE_Rural_School_Report_Web_FINAL.pdf

¹⁷ <https://www.dukeendowment.org/project-details/summer-literacy-initiative>

¹⁸ <https://www.resourceumc.org/en/content/ten-congregations-partner-with-duke-endowment-to-improve-child-literacy>

Connecting Equity to Data and Evidence

Evidence can shine a light on those who have been overlooked and help us understand what works (and what doesn't), for whom, and under what conditions. For nonprofits—who are responsible for delivering a sizable chunk of social services in this country—harnessing the power of evidence can help reduce persistent disparities in education, employment, health, and other outcomes of well-being that are too often based on income, race, and geography.

In order to achieve more equitable outcomes, principles of equity must inform how funders and nonprofits generate evidence and evaluate outcomes. This includes:

Considering systems, policies, cultural norms, existing biases, and community conditions that drive inequity, especially those related to poverty and racism.

Empowering program participants and community members to shape and participate in the process of building evidence and interpreting results.

Developing data collection tools and processes that are respectful and responsive to the needs of different groups.

Building capacity for continuous dialogue, reflection, and other learning activities among relevant stakeholders.

Intentionally using data to determine differential impacts on populations served and identify areas of improvement toward meaningful and equitable outcomes.

Final Thoughts

For many donors, considering and then understanding their impact can feel overwhelming. But the good news is there are small steps you can take to get started.

Consider opening a dialogue with your grantees by asking these simple questions:

- "What would you like to learn?"
- "How do you measure success?"
- "How can I support you?"

By working together to harness the power of data and evidence in service of your shared impact goals, you can deepen your partnership with grantees and ultimately achieve stronger and more equitable outcomes for the communities you care about.

More Information

To learn more, check out these organizations working to advance more equitable and impactful evidence and evaluation practices:

- Project Evident¹⁹
- Equitable Evaluation Initiative²⁰
- We All Count²¹
- Engage R+D²²

¹⁹ <https://www.projectevident.org>

²⁰ <https://www.equitableeval.org>

²¹ <https://www.weallcount.com>

²² <https://www.engagerd.com>



By engaging in meaningful conversations about their shared values, interests and priorities, families can establish a strong philanthropic legacy that transcends generations and makes a lasting impact on the world.

Chapter 6

Talking to Your Family

In this chapter we will discuss the unique challenges and options that confront philanthropic couples, multigenerational families and young inheritors of wealth in dealing with ancestral values and legacy. We will provide clarity around when family alignment is desired and necessary, and will also offer various options when certain desired philanthropic pursuits may differ from current thinking and are barred by familial baggage and disagreement.

Your commitment to philanthropy will have a bearing on how your resources are distributed and have implications for your family members and whether or not they are involved in decision-making or taking on management responsibilities.

Oftentimes, decisions about how much money should be set aside for philanthropic projects are part of a larger financial discussion including children's inheritances, lifestyle budgets and investment strategies. Perhaps more importantly, it is about who claims creation or ownership of the family's wealth, and who has the final say over how this wealth is allocated.

Here, we seek to highlight the effectiveness of couples as well as multigenerational families who collaborate on their financial and philanthropic goals, from combining their financial assets to dividing their philanthropic responsibilities.

It is anticipated that \$30 trillion in assets is expected to pass from North American baby boomers to their heirs in the next 30 years.²³ This transfer will happen against a modern-day backdrop of emotional isolation from family, community and heritage. Putting it bluntly, people with wealth share the same challenges all human beings face when looking for meaning and relevance. It is about finding your own way and your individual path toward meaning, while at the same time maintaining a connection to your past.

You, too, may view family philanthropy as a way to bind your family together. Or you may doubt the ability of disparate family members to agree to work together, much less come to a consensus in pursuit of a shared mission.

²³ <https://www.nytimes.com/2023/05/14/business/economy/wealth-generations>.



Reasons to Talk to Your Family About Philanthropy

Families should have open and ongoing conversations about their philanthropy to ensure that their giving aligns with their values and achieves the greatest impact, while also fostering family unity and a shared sense of purpose. Here are a few of the key goals when talking to family about philanthropy ...

1. To inform

A family member who plans to implement a new philanthropy program or direction should share what is happening and why. You may hope for approval, enthusiasm or agreement, but this is not essential. By sharing details and decisions about giving, donors help family members understand what they value, what motivates them and how they make decisions. A commitment to philanthropy will have a bearing on how the family's resources are used. This decision may well have implications for family members, and may spark important, sometimes difficult, conversations around this topic.

2. To inspire

Donors who wish to inspire family members to engage in their own philanthropy will often tell the story of their giving as an example. They may focus on how they got involved, what they learned, and why it's so meaningful and rewarding. Donors often see philanthropy as reflective of their values, ideals and/or moral convictions. The giving is a vehicle for sharing values, as well as a contribution to society. Donors may want to provide seed funding or matching resources so family members can develop their own independent philanthropic inspirations and paths.

3. To involve

This may be nothing more than an invitation for your family to participate. You will need to explain your goals and engage family members by listening to – and incorporating – their values, causes, approaches and decisions. Donors sometimes decide to create a family giving plan. But no matter the vehicle, the process will require negotiation and active listening. Engaging family members in philanthropy, formally or informally, can be an important part of a giving strategy.

Challenges

Family philanthropy can be a fulfilling and impactful way for families to give back to their communities and support causes they care about. However, it also presents unique challenges that must be navigated to ensure the success of the family's philanthropic efforts. Here are some of the most common challenges in family philanthropy:

Communication is a significant challenge in family philanthropy, particularly in families with many members. Starting a family foundation is unlikely to make your family close if historical family dynamics and tensions suggest otherwise. Unfortunately, old habits of miscommunication and existing power imbalances can hamstring attempts to find joy and make a positive impact through charitable giving. As in any partnership, philanthropic engagement is driven by personal and emotional involvement, and that engagement can indicate which family members will take on the sense of responsibility that so many family philanthropies seek to teach.

Governance is another significant challenge in family philanthropy. Families must create structures and processes that ensure the efficient and effective management of their philanthropic activities. This includes developing policies, procedures and decision-making processes that enable the family to achieve its philanthropic goals while also minimizing conflicts.

Succession planning is essential in family philanthropy to ensure the continuation of the family's philanthropic activities across generations. Families must plan for the transition of leadership and management of their philanthropic activities to the next generation while maintaining the family's values and objectives.

Family members may have **different priorities and values**, leading to disagreements and misunderstandings. Whether or not you yourself are popularly labeled a "next-gen philanthropist" per your age or personal success, your descendants likely will embody this. Not only will they have to choose how to respond to the legacy they have inherited, but they will also have their own ideas about the "what" and the "how" of your family philanthropy being carried forth. If you want sustained engagement, you have to be willing to hear them out.

The key questions for next-gen philanthropists – whether they are inheriting an established approach to intergenerational philanthropy or creating a completely new approach – center around how they perceive their family's wealth and what role it should play in the public sector, often with a bias toward using their privilege to partner with organizations on the ground making real impact. Additionally, family members may have different communication styles or may not feel comfortable expressing their views openly.

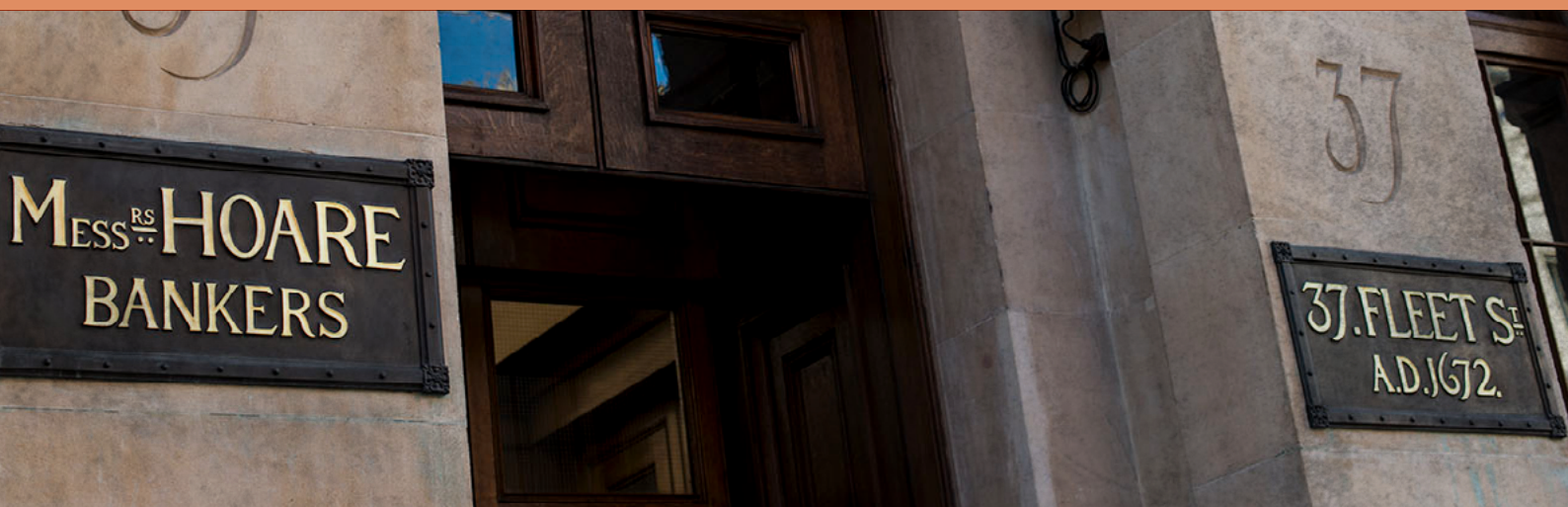
Alignment to Maximize Impact: C. Hoare & Co. and the Golden Bottle Trust

Established in 1672 at the Sign of the Golden Bottle and owned continuously by the Hoare family for 12 generations, C. Hoare & Co. is the UK's oldest privately owned bank and a certified B-Corporation (B-Corp), after being assessed against and meeting B-Lab's high standards for social and environmental performance, transparency, and accountability. The bank's partners today are stewards of a unique and evolving culture built on personal trust.

The partners of the bank donate up to 10% of profits each year to the Hoare family's charitable trust, the Golden Bottle Trust (GBT). Grants made by the GBT reflect the interests of family members, while the UN's Sustainable Development Goals (SDGs) are used to help identify areas for strategic giving. This year, the GBT focused on SDG 3: Good Health and Wellbeing, SDG 10: Reduced Inequalities; SDG 13: Climate Action, and SDG 17 Partnerships for the Goals.

C. Hoare and Co.'s Head of Philanthropy, Rennie Hoare, explained that the family developed a profiling tool named "Care For Most" to help determine these key focus areas to ensure "a match between actual and desired impact." Hoare explains that this tool comprises "12 sliders that go from zero to 100, indicating how interested you are in each charitable area." Data generated from the sliders populates into a pie chart, which paints a picture of what the collective philanthropic vision should be. The tool allows family members to quantify their philanthropic interests easily and the insights the gleaned prompted the family to consolidate their individual snapshots into a collective philanthropic vision. Hoare emphasizes that while the tool, "seems incredibly simply, you're actually asking people to do is quite a complex relative value assessment."

Ultimately, the first time this assessment was completed, it resulted in a third of the entire philanthropic budget going to just ten causes to ensure that, "that they're absolutely aligned with the things that are most strategic and important to us." Pairing this approach with tools such as unrestricted giving to maximize efficiency and going beyond traditional grantmaking to leverage impact investing for the past twenty years, C. Hoare and Co. is a great example of using strategic applications to accelerate philanthropy towards a more just world.



Impact evaluation – measuring the impact of philanthropic activities can be challenging. Families must determine the most effective ways to evaluate their impact and track progress toward their philanthropic goals. This includes identifying appropriate metrics and gathering and analyzing data.

Family dynamics can significantly impact the success of family philanthropy. Family members may have different priorities, values and communication styles, leading to conflicts and disagreements. Additionally, issues such as sibling rivalry, jealousy and power struggles can further complicate family philanthropy.

Collaboration with non-family members, such as nonprofit organizations or other philanthropic entities, can also present challenges. Family members may have different expectations or may not be familiar with the norms and practices of the nonprofit sector.

How to Hold the Conversation

Starting a conversation about your family's philanthropy requires a safe and inclusive environment. Such an environment encourages open and honest communication, identifies shared values and goals, and establishes a clear decision-making process for effective and impactful giving. This section will dive into the steps needed to plan the conversation and topics that will be beneficial to discuss.

Planning the Conversation

Planning the conversation is a critical step in initiating a productive and constructive dialogue about your family's philanthropy, and involves setting clear goals and expectations, selecting an appropriate time and place, and identifying strategies for effective communication and conflict resolution. The following questions will help ensure you are prepared for the conversation:

1. Begin by asking yourself some questions

- What's my primary goal – to inform, to inspire or to involve? Many situations involve some combination of these goals, but it's wise to understand the most important impetus
- What do I hope to achieve through this conversation or communication?
- How will I listen and respond to family members' reactions, even if I am informing rather than involving?
- What are the next steps? How will I make them clear to everyone?

2. Consider your family's unique circumstances

How do we generally communicate about important family matters? If it's informal, will that comfortable method work for a conversation about giving? If the family is far-flung, is an in-person gathering feasible? If not, or if there is some urgency, might video-conferencing be used?

What dynamics will likely surface? Just because the topic is charitable and future-oriented doesn't mean that personal issues and the past will be left behind. Who will be part of this conversation? Will you include your children's spouses? How will stepfamily members be involved? What's the right age minimum for a family member to be part of this discussion?

3. Set the stage

Make a careful decision about when you will communicate, how you will introduce the subject and where this will occur (if it is to be in person). Will this be at a family gathering, or is communicating with family members individually or in smaller groups more natural? How can it be made positive or interesting, or at least relevant, for family members?

Clarify your expectations in advance. Let family members know whether this is a conversation to inform them or to involve them. If possible, provide some background to reduce the element of surprise, which some may find disconcerting even when the news is good.

Decide if anyone else will be involved besides family members. For some families, having a trusted professional advisor or family friend be part of the conversation can ease tensions and create a buffer.

The Conversation

Now that you've finalized the planning process, it is time to plan the actual conversation. The agenda of the meeting will look different for every family, but these topics outline key considerations for your family's conversation:

- 1. Identify shared values:** identifying shared values is essential when discussing philanthropy with your family. You can ask questions about what values are important to them, what causes they care about and what they would like to see change in the world.
- 2. Decide on decision-making structures:** consider discussing how philanthropic decisions will be made, including who will be involved in the decision-making process, what the decision-making process will look like, and how to ensure that everyone's voice is heard and considered. The family should also establish clear guidelines and procedures for resolving conflicts and adjusting their decision-making structures as needed.
- 3. Set philanthropic goals:** once you have identified your shared values, you can set philanthropic goals that align with those values. This can help your family focus on a common purpose and have a more significant impact.
- 4. Create a mission statement:** a mission statement can help your family articulate its philanthropic goals and values. It can also serve as a guide for future giving decisions.
- 5. Develop a giving strategy:** developing a giving strategy can help your family make informed decisions about where to donate their money. This can include creating a budget, researching charities and considering the impact they want to have.
- 6. Involve the next generation:** it is important to consider involving the next generation in philanthropic discussions. This can help them develop a sense of ownership and responsibility for the family's philanthropic activities. Alternatively, if the next generation is not interested in philanthropy or has different values, it can shed a light on this tension early on so the family can plan accordingly.
- 7. Avoid conflicts of interest:** conflicts of interest can arise when family members have different philanthropic goals or priorities. It's important to address these conflicts early on and to work together to find a solution that everyone can agree on.
- 8. Emphasize the importance of reflection and re-evaluation:** it's important to take time to reflect on your family's philanthropic activities regularly. This can help you determine whether you're meeting your philanthropic goals and if there is a need to adjust your giving strategy.
- 9. Keep the conversation going:** philanthropy is an ongoing conversation, and it's important to keep the conversation going. This can help your family stay focused on its philanthropic goals and continue to have a positive impact on the causes you care about.

The Rockefeller Family – Recognizing the Privilege of Philanthropy and the Value of Community Engagement



Starting with John D. Rockefeller in the late 1800s, the Rockefeller family has been engaged in philanthropy for 150 years. In this time, it has greatly expanded its philanthropy to the arts, social justice and beyond – but the core and most frequent engagement remains with climate and environmental issues.

Overview of the Family Philanthropy

As a person who built wealth from the oil industry, John D. Rockefeller, perhaps incongruously, became a strong proponent of the environment, using his wealth to make beautiful places accessible to everyone – from Jackson Hole, Wyoming, to the Hudson Valley in the New York metropolitan area, to Williamsburg, Virginia, and beyond.

Today the family has over 300 members, and consequently, the ability of individuals to make significant gifts has decreased. Additionally, many of the more recognized Rockefeller philanthropic vehicles – the Rockefeller Foundation, for example – are completely independent of the family, even while still bearing the family name.

Three philanthropic entities, however, still have significant family involvement: the Rockefeller Family Fund, the David Rockefeller Fund and the Rockefeller Brothers Fund, each of which has a tradition that half of the board, and the board chair, are family members.

Valerie Rockefeller, a sixth-generation member the Rockefeller family (defined as the direct descendants of John D. and Abby Aldrich Rockefeller), chairs the board of directors of Rockefeller Philanthropy Advisors. She firmly believes that the inclusion of diverse perspectives is mandatory for effective philanthropy.

The Need for Inclusive Leadership

She notes that while the tradition of board representation has been beneficial for the family in terms of enabling it to be deeply involved in addressing society's challenges, there has been a growing recognition that its perspective is skewed based on its position of privilege.

To be effective, she says, philanthropies need to have community representation in meaningful ways. "That can include board membership, positions of leadership within the philanthropic organization, or other ways of closely collaborating."

Recently, the family has been reducing the historical power balance of family members on the boards of related philanthropic entities, moving away from the traditional practice of 50% family representation.

She says that without this change it is very challenging to ensure significant diversity of economic privilege, race, experience and more. "That diversity of background and perspective, particularly when it includes representatives from communities most impacted by the circumstances the philanthropy is working to address, is what makes the work significantly stronger and more impactful."

How Inclusion and Diversity Impact Family Dynamics

The Rockefellers who choose public service recognize the privilege they have. While many family members don't have the capacity to start nonprofits or make large gifts, they have found individual ways of expressing their values through philanthropy. One of these ways is board service, an area where, for many philanthropic families, disagreements about the direction, strategy, focus and approach of the philanthropy can surface.

"That diversity of background and perspective, particularly when it includes representatives from communities most impacted by the circumstances the philanthropy is working to address, is what makes the work significantly stronger and more impactful."

Valerie Rockefeller

Rockefeller notes that this hasn't been a significant issue for her family. She attributes this to a continuous focus at family meetings on the power of the foundations resting with the board of directors rather than the family. "Once you've given the money away, the power is in the hands of the independent organization that welcomes feedback from everyone. It would be self-dealing for there to be family control."

She also cites the importance of the nominating process for ensuring familial alignment on the direction of the foundations. "I can't stress enough the importance of thorough vetting of all candidates by a nominating committee composed of family and non-family members." She notes that the process can reveal the degree of collaboration, the interest level in the work of the organization, and alignment in terms of the approach of the work of the organization.

This process minimizes the potential for significant disagreements and enhances family alignment. One of the best parts of this, Rockefeller notes, is that philanthropy has been the way she's gotten to know and grow close to several family members.

"I can't stress enough the importance of thorough vetting of all candidates by a nominating committee composed of family and non-family members."

Valerie Rockefeller

Chapter 7

Partnering for Significant Change

Partnering with other stakeholders is essential to achieving effective and impactful change in today's philanthropic landscape. Partnerships help donors amplify their impact by leveraging the expertise and resources of other stakeholders. They also offer exposure to innovative ideas and practices. Collaborations with stakeholders play a pivotal role in addressing complex social and environmental challenges, particularly when working towards ambitious global objectives such as the UN Sustainable Development Goals (SDGs). This chapter equips philanthropists with helpful insights for navigating partnerships with grantees, communities, governments, NGOs, and other donors.



By leveraging complementary strengths, aligning strategies, and building trust and transparency, philanthropic partners can achieve greater impact and scale in their work and develop sustainable solutions to complex social problems.



Partnering with Grantees and Communities

Effective philanthropy thrives on collaborative efforts with the grantees and communities you seek to impact. Some of the many forms this partnership can take include co-design of programs, participatory decision-making, capacity building, community consultation, data sharing, and co-funding. Success in these partnerships hinges on true engagement, a genuine willingness to learn (i.e. having a beginner's mind), and the provision of essential support and resources. Trust, mutual respect, transparency, and prioritizing listening and learning are pivotal to their success.

Prioritize listening and learning.

Donors' listening and learning form the cornerstone of successful partnerships. This involves more than just passive observation; it's an active, ongoing process that requires donors to:

- Dive deep into understanding the needs and perspectives of grantees and communities. To go beyond surface-level comprehension, immerse yourself in their world, acknowledging their unique experiences, and understanding the challenges they face. Take the time to learn about the context in which they operate and the history that shapes their community. This will require regular, meaningful conversations with grantees and community members. These dialogues should be open, honest, and devoid of power dynamics. Create a space where they feel comfortable sharing their insights, feedback, and concerns.
- Go beyond the boardroom and conduct site visits to see firsthand the environments in which your partners work. Immerse yourself in their daily reality. This not only demonstrates your commitment but also allows you to witness the impact of your philanthropic efforts and identify potential areas for improvement. Be acutely aware of practices that could be seen as extractive, where you take more from the community than you give back. Ensure that your interactions do not burden your partners, but instead provide mutual benefits and opportunities for growth.
- Implement feedback mechanisms that are accessible and responsive. Surveys, focus groups, and regular check-ins can provide a structured way to collect input from grantees and communities. These mechanisms should be designed to minimize burdens on those grantees, and to ensure feedback is constructive. Importantly, demonstrate a willingness to adapt your strategies based on the insights you gain. This adaptability shows that you value the expertise of your partners.

Prioritizing listening and learning requires a genuine commitment to being an active and empathetic partner. It not only fosters trust and mutual respect but also allows you to co-create more impactful solutions by leveraging the wisdom and experience of your grantees and communities.

Ensure that grantees and communities have a seat at the table.

Trust-based philanthropy and concepts of diversity, equity and inclusion are integral to successful partnerships with grantees and communities served. It's not about granting a token presence but fostering a dynamic, inclusive collaboration.

Donors successful in true partnership engage in trust-based philanthropy, which acknowledges that trust is fundamental to productive relationships. It entails a shift from top-down approaches to ones built on mutual

trust. Trust-based philanthropy encourages multi-year, flexible funding, which empowers grantees to adapt strategies as needed. Transparency and open dialogue are key components.

Relationships are also deepened when donors recognize and seek out community partners that have diverse backgrounds, experiences, and perspectives. Diversity enriches the conversation and leads to more comprehensive, effective solutions; and donors should ensure that partners represent the full spectrum of voices, especially those who may have been historically marginalized or underrepresented.

Beyond simply having representation at the table, philanthropists can prioritize inclusion by providing opportunities for active engagement. This will require making sure their input is not just considered but integrated into strategies, and creating an environment where they feel comfortable sharing their insights without fear of repercussions. Collaboratively designing initiatives with grantees and communities can ensure that your philanthropic efforts are aligned with their actual (instead of assumed) needs and priorities. Moreover, co-design fosters ownership and a sense of shared responsibility, which enhances the relationship.

Transparent decision-making processes create trust critical to partnership. This means removing unnecessary barriers, simplifying jargon, and ensuring that communication is clear and understandable. Decisions should be made collectively and communicated effectively to maintain transparency.

Prioritizing diversity, equity, inclusion, and trust-based philanthropy in the process of ensuring that grantees and communities have a seat at the table not only strengthens partnerships; it also empowers all stakeholders to work together toward more meaningful and sustainable change.

Understand that partnership includes support beyond annual donations.

Support and resources—the lifeblood of effective partnerships with grantees and communities—can include a variety of resources, customized to each grantee or community. It is important to be transparent about funding timelines and expectations, and partner to create reporting requirements that are informative—but not onerous on the grantee. Consider providing multi-year, general operating grants to create stability and reduce administrative burdens on grantees and as a sign of tight partnership.

Partnership also includes supporting grantee growth and development. For those that may need technical expertise to execute their projects successfully, offer access to skilled professionals who can provide guidance, training, or mentorship. Investing in capacity-building initiatives, which can encompass training programs, leadership development, or infrastructure improvements.

Providing customized support and resources to address the unique needs and challenges of your grantees and communities creates a deep partnership.



Partnering with Governments and NGOs

Partnerships with government agencies and non-governmental organizations (NGOs) offer philanthropic donors a wealth of benefits.

Collaborating with government agencies offers donors the opportunity to create a significant and far-reaching impact. Governments have extensive resources and reach, enabling philanthropists to address complex societal issues on a grand scale. Moreover, government partnerships provide a platform for influencing policies and advocating for systemic change. By working hand-in-hand with government entities, donors can shape regulations and legislation to address critical social issues, contributing to lasting transformations. The leverage of public funds through government partnerships significantly augments the resources available for philanthropic initiatives, amplifying their potential for success. Sustainability is another key benefit, as government programs and services are often designed for long-term impact, ensuring that donor efforts have a lasting effect. These partnerships can also enhance donors' credibility and trust among the public and stakeholders, as collaborating with government agencies underscores their dedication and seriousness in addressing social challenges. When working to change systems, government engagement is often critical.

Partnering with NGOs can also be very advantageous to donors. They often possess specialized knowledge and expertise in specific areas, enabling philanthropic donors to tap into this wealth of wisdom. Known for their flexibility and agility, NGOs can further initiatives of donors who want to experiment with innovative solutions. Many NGOs are at the forefront of innovation in social and environmental initiatives, allowing donors not only to support but also learn from cutting-edge approaches that redefine philanthropy. These organizations can be deeply rooted in local communities and serve as the bridge to understanding and connecting with the communities they serve. Certain NGOs are committed to transparency, donors can expect diligent stewardship of resources and commitment to achieving measurable impact.

Concerns about Partnering with Governments

Despite the potential for expanded reach and sustainability, some philanthropists shy away from partnering with government entities. One reason is the potential for cumbersome bureaucracy and a required adherence to complex regulations. Government agencies are frequently characterized by intricate and time-consuming processes, which can create a significant administrative burden for philanthropists. Navigating through layers of regulations and red tape can impede the efficiency of projects and delay desired outcomes. Other donors may fear legal challenges and associated risks, particularly if their structure limits certain types of donations, such as donations to political campaigns.

Another concern revolves around autonomy and control. Philanthropic donors often cherish the ability to have direct control over their initiatives, and government partnerships may necessitate ceding some decision-making authority. Furthermore, political instability in certain regions can give rise to apprehensions regarding the sustainability and continuity of partnerships. Frequent government turnover and political uncertainties can introduce unpredictability into collaborations, making long-term planning and commitment more challenging.

Additionally, some donors may harbor concerns about how they will be perceived for being allies with the "wrong" side. Philanthropists may worry that their partnership could be perceived as supporting institutions that are viewed with skepticism or mistrust by the public. There may be concerns that the public will perceive

the philanthropist as having undue influence over government decisions or policies as a result of their partnership, which can raise questions about the motivations behind the collaboration.

This perception may impact their ability to partner with other stakeholders or their credibility on a particular issue. These concerns often revolve around potential public perception and the perceived motivations behind the partnership.

By strategically selecting compatible agencies, negotiating for autonomy, bringing in those experienced working with governments, and customizing initiatives, donors can reap the benefits of government partnerships while minimizing the areas of concern.



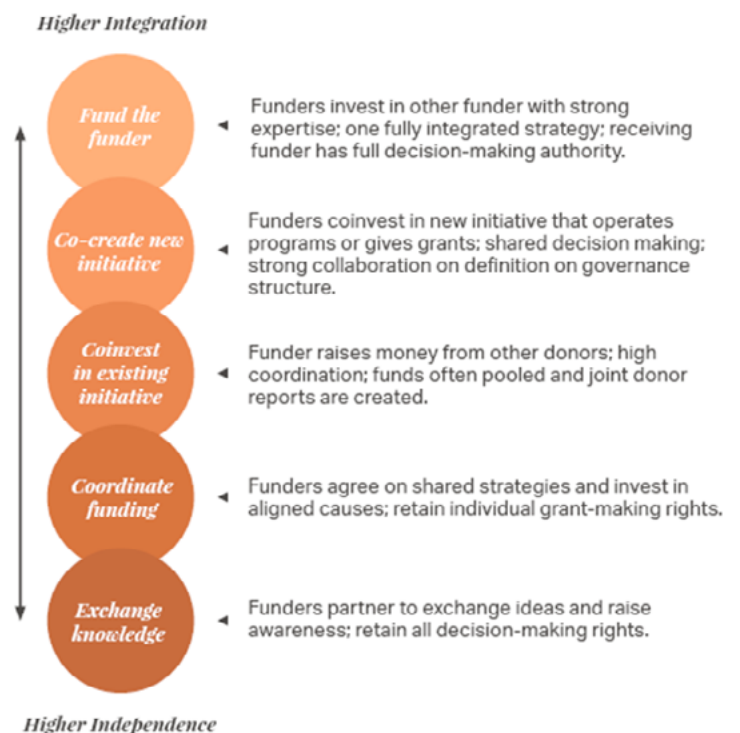
Partnering With Other Donors

Partnering with other donors—often referred to as “donor collaboratives”—involves combining resources, willpower, networks, and expertise, participants in a philanthropic collaborative can magnify their capacity to address large-scale social, economic, and environmental challenges that may otherwise be beyond the scope of an individual initiative. Collaborative philanthropy fosters the sharing of diverse perspectives, experiences, and expertise, which often leads to innovative solutions and more informed decision-making. Additionally, it helps reduce duplication of efforts, optimizes resource allocation, and increases overall efficiency in addressing critical needs.

Funder collaboratives are not limited to a particular type or level of the funder. Individuals, families, foundations, corporations, and many others participate in this philanthropic model. Funder collaboratives sometimes also work with governmental entities, NGOs, think tanks, individual experts, and other organizations in the ecosystem to further their insight, reach, and impact.

Many collaboratives are hosted by an intermediary (such as Rockefeller Philanthropy Advisors), which can provide the expertise needed to start and sustain a successful collaborative, including establishing robust governance, managing

grants, contributing issue-area expertise, and providing structure, oversight, and a neutral home. Regardless of the exact constellation of participants, collaboratives can exist in a variety of formats, from simply exchanging ideas all the way up to full integration of strategy.



IKEA: A Model of Collaboration

The IKEA Foundation is a key example of a foundation that strives to work in highly integrated collaborations.²⁴ The Swedish word *tillsammans*, which means "together" and "togetherness", is a core value of the company and a central tenet of the foundation's mission and work.

According to Elizabeth McKeon, Head of Portfolio: Climate Action, at the IKEA Foundation and a veteran of multiple philanthropic institutions, collaboration and togetherness are a part of everything the foundation does, and are particularly important for its work on climate change. "We're trying to drive collaboration more and more, because it creates more efficiency and helps us get to the goal faster while learning along the way. You can choose to privatize the benefit of grantmaking in a particular space, but we can do a lot better together."

Even with all the benefits, effective collaboration has several requirements that include, according to McKeon, a lot of energy and time, excellent governance, and the ability to let go of ego and rely on the strength of the collective team. While challenging to get right, at the end of the day the driving credo is, "If you're not collaborating, you're missing out."

Within that spectrum of integration, many different structures for collaborative giving emerge. Just as every foundation has its own structure, rules and personality, every funder collaborative has its own identity.

²⁴ <https://ikeafoundation.org/>

Questions and Characteristics for Successful Donor Collaboratives

When collaborating with other donors, it is important to align on questions of impact, approach, timeline focus area, as well as the necessity and benefit of collaboration itself. Those questions include:

- Why are we giving, and what impact do we want to create?
- How will we achieve the desired impact?
- What will we each invest in funds, time, and effort?
- What is our timeline for engagement and results?
- Why are we the right team to work together on this initiative?

Once they have gone through the above questions, donor collaborations that are successful tend to have certain characteristics in common:

The partners establish clear governance procedures early on.

Collaboration requires compromise. You can work together to structure decision-making processes and governance, but at some point, it is likely that each person in the partnership is going to have to cede control. Because many philanthropists have spent the majority of their careers cultivating certain qualities such as visionary thinking, assertiveness, and leadership, it can be difficult to step aside when necessary and cede control to others. In order to anticipate these moments, it's crucial for each collaborative to clarify their decision-making processes at the outset.

It's also important to consider the decision-making led by potential counterparts, such as executive leadership selected for execution of the shared initiative. Agreeing on priorities in these individual hires is a key point of convergence, as is identifying the processes that will guide their work alongside yours.

There is a definition of, and agreement on, shared values.

As you explore funding possibilities together, what's your North Star? What are your non-negotiables? What will help guide you when decisions are difficult, or opportunities seem unclear? Making the time to talk through these questions—and codify them—will make your partnership much easier when the way forward isn't clear.

They are aligned on how and when they will measure impact.

Once you know the impact you're seeking to create, define the tangible milestones that will define success for you. What targets will you set along the way? When do you intend to reach them? Engaging in retrospective evaluation is crucial to maintain effectiveness in an evolving group of philanthropists. As the members themselves evolve into their philanthropic vision, and the composition of the group shifts over time, the function of the collective may recalibrate in natural ways as well.

There are guidelines for how, when, and why new partners will be brought into the collaboration.

As you plan the structure and operation of your collaboration, how will you bring in new players? Finding other funders with similar goals may be easier than finding those who are also a good fit for the governance and impact measurements you've agreed to. Having a plan in place prior to the issue arising will minimize the chance for disruption of the partnership.

The strategic time horizon for the initiative is determined based on the goals of the initiative and individual participants.

In addition to talking through the expected timeframes for each partner's participation, it's also important to decide how long the collaboration will last. Is your goal to provide measurable improvements in a specific impact area over the next five years, for example? Do you want to spend three years on a particular proof of concept for a new approach to grantmaking? Do you have a plan for 20 years of funding? Considering your goals alongside the capacity of the partners involved, you can identify the right timeline for your efforts at the outset, with set times for reassessment as needed.

Transparency, publicity, and credit are pre-determined.

Is it important that each member gets an agreed-upon level or type of credit for the success of the group, even though members may provide various resources at different levels? Does anyone want or need to remain anonymous? Is there a natural spokesperson among the collaborators? Deciding how you'll speak for yourselves, and how you'll gracefully accept whatever success you might achieve, is important.

Partnerships are essential for effective and impactful philanthropy today, particularly initiatives that involve changing long-standing, systemic problems in society. Many successful partnerships include a range of types of organizations, allowing philanthropy to draw upon the strengths of various organizations with unique perspectives and types of expertise. Donors can achieve greater impact, deepen learnings, and more fully develop philanthropic practices through partnerships with grantees, communities, governments, NGOs, associations, and other donors. To increase the likelihood of achieving the goals of the collaboration, proactively prioritizing alignment; communication; relationship building; and approach are key.

Maverick Collective by Population Services International - An Experiential Approach to Philanthropy



Maverick Collective by PSI has grown into an innovative collaborative of 40+ women that has mobilized \$100 million in resources, impacting more than 6.7 million women and girls, since its founding by Population Services International (PSI) in 2013.²⁵

Combining the vision and leadership of PSI, in partnership with Melinda French Gates and Her Royal Highness the Crown Princess of Norway Mette-Marit, Maverick Collective a community of women philanthropists making catalytic investments in health and reproductive rights to accelerate gender equality.

A Hands-On Approach

Maverick Collective embodies its values of boldness, curiosity, community and impact through its unique experiential philanthropy approach. Through hands-on experiences with the programs they fund, philanthropic partners become more authentic, activated, and accountable agents of change.

Three unique programs – Maverick Venture, Maverick Next and the new Maverick Portfolio – guide members toward deep engagement with the projects they fund through regular calls, emails and project visits. These projects are chosen through a vetted pipeline of project options that are identified as strategic and potentially catalytic initiatives. Maverick Portfolio is developed in partnership with Fòs Feminista, a feminist alliance with 170+ network members.²⁶

²⁵ <https://www.maverickcollective.org>

²⁶ <https://www.fosfeminista.org>

Through the experiential philanthropy model, funders and project teams build strong relationships. While members still receive reports, join virtual team meetings and attend conferences, the most unique experiences come from engaging in work alongside local leaders and communities. Essentially, the relationships built among members and between funders and grantees are strong.

Maverick Collective's Natalie Fellows explains that these forms of deeper participation "foster deep relationships that go beyond a typical funder-grantee dynamic", which results in a trusting environment. One example of this is when Maverick Next members visited PSI's Smart Start program in Ethiopia and had a frank discussion about how donor behavior can either help or hinder the potential for real impact. Shifting Systems Initiative's publication [Seeing, Facilitating, and Assessing Systems Change](#) states "collaboration works most smoothly when it is anchored in trust, and collaboration built on sturdy relationships among members enjoys stronger growth".

The Power of Community

Another example of the success of this collaborative approach is the success in Uganda of Maama Kits, a WHO-recommended kit intended to reduce postpartum hemorrhaging, the cause of one in three maternal deaths in Uganda.²⁸ With an investment from Maverick Collective Founding Member Sara Ojeh, PSI Uganda successfully advocated for the Ministry of Health to add lifesaving misoprostol and chlorhexidine to the kit guidelines and to make the kit accessible at community level. The pilot project has significantly increased hygienic birthing practices and seen a decline in postpartum hemorrhaging, and will be adopted throughout Uganda.

"The power of the community means their funding can be leveraged for greater impact."

Natalie Fellows

"The power of the community means their funding can be leveraged for greater impact," says Fellows. By working together as a group, these women can create impact that has rarely been available to an individual philanthropist and work towards systems change instead of shorter-term projects. Additionally, the work the community does in service of its projects and as an innovative practice in the sector underscores Maverick Collective's commitment to "achieving triple impact: impact on women and girls; impact on the members; impact on philanthropy at large."

Through experiential philanthropy, Maverick Collective and its parent organization, PSI, show how innovative and collaborative models of funding can create sustainable, transformative change. Funders come to Maverick Collective with "flexible funding, and a willingness to be bold, curious and humble", Fellows concludes. "This makes their capital invaluable, as PSI is able to pilot new solutions and test innovations that are in a traditional donor's blind spots."

By fostering relationships, emphasizing learning and trust, and truly centering the communities it serves, Maverick Collective continues to illuminate those blind spots in both complex systemic issues throughout the world and in the philanthropic sector as a whole.



By embracing a spirit of curiosity and humility, you can develop more effective strategies, make more impactful investments and build stronger partnerships that drive positive change in the world.

Chapter 8

Keeping a Beginner's Mind

A beginner's mind means approaching experiences and situations as if you are encountering them for the first time, without any preconceived notions or judgments. The term is used in Zen Buddhism to describe a state of mind that is open, curious and free from biases, preconceptions or judgments.

Having a beginner's-mind approach allows you to be fully present in the moment, to see things with fresh eyes and to approach situations with curiosity. When you approach a situation with a beginner's mind, it is easier to learn because you are unburdened by preconceived notions or expectations.

Having a beginner's mind means:

- You are open to new ideas
- You have no expectations of yourself in terms of having insight
- You tend to view challenges and obstacles as opportunities for growth and learning
- You'll be more likely to accept input from all sources, particularly those with relevant lived experience

The concept of a beginner's mind can be applied to many areas of life such as learning a new skill, exploring a new hobby, visiting new locations or even when approaching personal relationships. You, too, can benefit greatly from having a beginner's mind.

Why Having a Beginner's Mind Is Important for Philanthropy

Success in business or inheriting significant generational wealth is not a guarantee of success or expertise in all walks of life and can inhibit one's perspective in one way or another.

In the context of philanthropy, a beginner's mind can be particularly helpful given that donors who engage in substantial philanthropy often have a history of either success in business ventures or family wealth. Accordingly, having a beginner's mind can help you recognize your privilege, embrace community wisdom over your own, become aware of – and reduce – assumptions, and embrace so-called "failures" as a way of growing and learning.

Recognizes Privilege and a Lack of Perspective

While some donors recognize their privilege and the power dynamics inherent in the philanthropic landscape, others may not be as aware. Recognizing one's privilege means acknowledging your systemic advantages and how these advantages can lead to unequal access to resources and opportunities. In the context of philanthropy, recognizing privilege means acknowledging the power dynamics between yourself and the communities you seek to serve, and understanding how these dynamics can impact the effectiveness and sustainability of your philanthropic efforts.

Recognizing this helps you to be more aware of your own biases and assumptions, and to approach your work with greater humility, empathy and openness to learning from those with lived experience. Recognizing your privilege can also help you to be more intentional about sharing power and decision-making with the communities you seek to serve, and to prioritizing initiatives that address systemic inequalities and promote greater equity and justice.

Activates the Wisdom of the Community

Communities that benefit from philanthropy often have a deep understanding of their problems and the systemic challenges they face. This understanding comes from their lived experience and the knowledge they have gained through their daily lives and struggles.

Donors, on the other hand, may have a more limited understanding of the challenges faced by the communities they seek to serve, particularly if they are not deeply embedded in those communities or have limited personal experience with the issues at hand.

This is why it is important for you to listen with a beginner's mind to those with lived experience. As a result you will gain a more nuanced understanding of the issues at hand, and can partner to develop more effective and sustainable solutions. This ensures that your philanthropic initiatives are rooted in the needs and aspirations of the communities you seek to serve, and thus more likely to achieve meaningful impact.

Inspires Creativity

A beginner's mind can inspire creativity. When you approach a situation with a beginner's mind, you are open to new ideas and possibilities, and are not constrained by preconceptions, assumptions or limitations of past experiences. By letting go of expectations and assumptions, you open up new avenues for exploration and creativity.

Those new avenues can and should be the communities and individuals who are closest to the challenges being addressed. Looking to community members for expertise can inspire more creative thinking by bringing together different perspectives, and foster a sense of collaboration and co-creation. Donors may bring a wealth of resources, networks and expertise to the table, while community members offer a deep understanding of the challenges they face and the resources and solutions that are most needed in their context.

By working together, donors and community members can also challenge each other's assumptions and perspectives, leading to new insights and approaches to problem-solving. This can help to overcome creative stagnation or entrenched ways of thinking, and encourage more innovative and adaptive approaches to social change.

Encourages Even More Robust Thinking

By cultivating a sense of curiosity and wonder, and questioning assumptions and preconceptions, a beginner's mind can encourage deeper thinking about a given situation or problem.

This can lead to a more nuanced understanding of the situation at hand, and can uncover new insights and possibilities for action, encouraging a more reflective and intentional approach to problem-solving. By taking the time to examine the assumptions and biases that may be influencing your thinking, you become more aware of your own thought processes and make more informed and deliberate choices.

Fostering curiosity, questioning assumptions and promoting reflection and intentionality in problem-solving can lead to a more nuanced understanding of the situation at hand, and can help to uncover new insights and possibilities for action.

Accepts Failure and Builds on Lessons

Because a beginner's mind is less attached to specific outcomes and expectations, you may be more willing to accept, and embrace, failure. If one looks at philanthropy as "risk capital", i.e. money that can be put at risk for innovative ideas, then the field is an ideal locus for experimentation and innovation.

Philanthropy often involves tackling complex social issues that may not have easy or straightforward solutions, so it is only natural that philanthropic initiatives may encounter setbacks or unexpected challenges along the way and might not always succeed in achieving their intended outcomes. If philanthropists are not comfortable with failure, they may hesitate to take risks or try new approaches. This can prevent you from addressing pressing social problems and limiting their impact. Moreover, by not learning from failure, you may repeat mistakes or miss out on valuable opportunities for improvement.

On the other hand, if you are comfortable with failure you can take a more experimental and adaptive approach to social change. You can be more open to trying new things, taking calculated risks, and learning from both success and failure. This approach can lead to more innovative and effective solutions that are more resilient and adaptable.

Accepting the potential for failure can help philanthropists build stronger relationships with their grantees and partners. By acknowledging and learning from failures, philanthropists can demonstrate humility, transparency, and a willingness to listen and adapt. This can foster trust and collaboration. Accordingly, having a beginner's mind makes it easier to recognize failure as an essential part of the learning process, which ultimately brings you closer to achieving your goals.

Challenge of Maintaining a Beginner's Mind

The decision-making skills that have made someone successful in business may not necessarily translate to other areas of their life. For example, a CEO who is skilled at making tough decisions in the boardroom may struggle with making personal decisions that affect their family or friends.

While there may be some overlap between the skills and traits that make someone a good leader in business and those that make someone a good leader in philanthropy, the two areas require different sets of skills and experiences.

For example, leadership in business often involves making decisions that benefit the bottom line, while leadership in philanthropy may involve making decisions that benefit society, a group, individuals or a particular cause. Business leaders may be skilled at managing budgets and resources, while philanthropic leaders may need to be more adept at working with volunteers, donors and community members.

Philanthropy often involves working with complex social issues that require a deep understanding of social systems, cultures and histories. A leader in business may not have the same level of expertise in these areas as someone who has spent their career working in the nonprofit or philanthropic sectors.

As noted earlier, a beginner's mind is one of openness to learning, increased creativity, improved problem-solving and even greater empathy because you approach others and their experiences with a non-judgmental attitude. This can help you better understand and connect with others.



Here are a few suggestions for inculcating a beginner's mind.

- **Get comfortable with being uncomfortable:** for many donors, being the person without information and being on the receiving end of teaching may be new and uncomfortable. Being ready for this dynamic can go a long way toward accepting it
- **Be curious:** approach work with a sense of curiosity and wonder, and ask questions that challenge assumptions and deepen understanding of the issues
- **Listen actively:** listen actively to grantees, partners and community members, and be open to new perspectives and ideas
- **Embrace humility:** acknowledge that you may not have all the answers, and that there is always room for learning and growth
- **Experiment and take risks:** experiment with new approaches and take calculated risks, and be willing to learn from both successes and failures
- **Reflect and evaluate:** reflect on experiences, evaluate their impact, and use this feedback to make continuous improvements and refine the approach.
- **Collaborate and co-create:** deep partnerships with stakeholders can help co-create solutions that are informed by diverse perspectives and expertise
- **Continually seek out experts:** experts have specific knowledge or experience to ensure the latest thinking is part of your orbit

Finding Experts

As noted previously, finding experts with more insight than you is instrumental in keeping a beginner's mind. Philanthropic donors can find experts in their issue area through a variety of channels:

- **Communities and individuals impacted:** those closest to issues are the best resource in terms of what the challenges are and potential solutions. Engage with them – being cognizant of the power dynamic – through community meetings, surveys, focus groups, grassroots organizations and individual outreach
- **Research:** online research including reports, studies and articles in their issue area are prime sources to identify experts and thought leaders
- **Professional associations:** reach out to professional associations and organizations in their issue area, and attend relevant conferences, workshops and networking events to meet experts and build connections
- **Referrals:** ask existing contacts, partners and grantees for referrals to experts in their issue area, and leverage their existing networks to find new connections
- **Online directories:** use online directories and databases, such as Candid, to find experts and organizations working in your issue area(s)²⁹
- **Consult with advisors:** advisors, such as philanthropy consultants, can help identify and connect you with issue-area experts who can provide specialized knowledge

It's important for donors to keep in mind that finding experts is just the first step. You should approach your interactions with experts with an open mind, listen actively to their insights and recommendations, and look for opportunities to collaborate and learn from them.

²⁹ <https://candid.org>

Incorporating Community Insights and Expertise

Even if you are committed to having a beginner's mind, there may be certain beliefs preventing you from putting grantees at the center of your grantmaking and fully relying on community expertise.

This can result in:

- **Loss** of control over the direction and outcomes of your philanthropic investments
- **Lack** of expertise based on the belief that community members may not have the technical expertise or specialized knowledge needed to effectively address complex social issues
- **Resistance** to change on the part of community members, or that they may not be open to new approaches or innovative solutions
- **Perception** that bias or conflict of interest could influence community recommendations or decision-making
- **Potential** difficulty in establishing clear accountability for outcomes and impact

Recognizing and addressing these fears is a necessary step on the path to fully benefiting from the beginner's mind, even for those donors who have already acknowledged the value and importance of community expertise in effective philanthropy.

You can address your fears about relying too heavily on community expertise in several ways, including:

- **Building trust** with community members by demonstrating your commitment to listening to, learning from and collaborating with them. This can involve actively seeking out community input and feedback, being transparent about decision-making processes, and following through on commitments

- **Providing support** by offering resources, expertise and training to help them develop the skills and knowledge needed to effectively address complex social issues. This can involve investing in capacity-building programs, providing technical assistance, and offering mentorship and coaching
- **Embracing diversity** by seeking out and engaging with a wide range of community voices and perspectives. This can involve investing in culturally relevant and responsive programs, supporting grassroots organizations and leaders, and partnering with marginalized and underrepresented communities
- **Managing risks** through the establishment of clear guidelines and criteria for selecting and engaging with community members. This can involve conducting due diligence, setting clear expectations for accountability and transparency, and developing risk management plans
- **Measuring impact:** donors can measure impact by establishing clear goals and objectives, collecting data and feedback from community members, and using evaluation and learning to continuously improve their philanthropic strategies. This can involve investing in monitoring and evaluation systems, building learning communities, and sharing results with stakeholders.

You can tap into the power of community expertise to achieve lasting social impact by addressing these concerns and taking steps to foster strong relationships with community members.

The Stages of a Beginner's Mind



The Strategic Planning Stage

Having a beginner's mind in the strategic planning stage for philanthropic donors involves approaching the process with an open and curious mindset, free from preconceived ideas or assumptions. This can involve:

- **Listening to community members:** start by actively listening to community members and experts in the field to gain a better understanding of the social issue they wish to address. This can involve conducting site visits, attending community meetings and engaging in dialogue with stakeholders
- **Embracing experimentation:** embrace experimentation by trying out new approaches and testing innovative ideas. This can involve piloting new programs, collaborating with unlikely partners and taking calculated risks
- **Seeking diverse perspectives:** seek out diverse perspectives by engaging with a wide range of stakeholders and experts in the field. This can involve consulting with academics, policymakers, grassroots organizations and community members from different backgrounds and perspectives
- **Staying flexible:** stay flexible by being open to feedback, learning from failures and adapting strategies as needed. This can involve building in regular check-ins and course corrections, investing in monitoring and evaluation, and creating a culture of continuous learning and improvement

A beginner's mind in the strategic planning stage of philanthropic investments brings donors fresh perspectives, creativity and a willingness to learn and grow. This can help to ensure that their efforts are grounded in community needs and are effective, sustainable and impactful over the long term.



The Operational Stage

Having a beginner's mind during ongoing operations involves approaching your work with an open and curious mindset, even as you become more familiar with the social issue you are working to address. This can involve:

- **Staying connected to the community:** donors can stay connected to the community they are working with by regularly engaging with community members, seeking feedback on their work and ensuring that their programs are meeting community needs. Meaningful engagement, as in ensuring co-creation, co-evaluation and community decision-making, is key
- **Encouraging innovation:** encourage innovation by creating space for experimentation, supporting new ideas, and fostering a culture of learning and improvement. This can involve providing funding for research and development, investing in new technologies, and collaborating with other funders to test out new approaches
- **Embracing diversity:** donors can embrace diversity by seeking out new perspectives and engaging with individuals and organizations from different backgrounds and experiences. This can involve partnering with organizations that serve underrepresented communities, investing in programs that promote diversity and inclusion, and providing opportunities for community members to have a voice in decision-making
- **Fostering collaboration:** foster collaboration by building partnerships with other organizations and funders, sharing resources and knowledge, and working together to achieve common goals. This can involve participating in joint ventures, co-funding initiatives and collaborating with other philanthropic organizations to leverage their collective impact

By maintaining a beginner's mind during ongoing operations, philanthropic donors can remain open to new possibilities, continuously learn from their experiences and stay connected to the needs of the communities they are serving. This can help to ensure that their efforts are responsive, adaptable and sustainable, ultimately leading to greater impact and positive change.



The Impact Assessment Stage

Keeping an open mind in the assessment and measurement stage of philanthropy involves being willing to challenge assumptions and consider new information about the effectiveness of the philanthropic initiatives.

This can involve:

- **Measuring what matters:** keep an open mind by focusing on outcomes that matter to the community they are serving and being open to feedback from community members about what is working and what is not. You should consider culturally responsive evaluation when appropriate
- **Embracing learning:** you can embrace learning by seeking out diverse perspectives, investing in research and evaluation, and being open to feedback in the evaluation process from grantees and other stakeholders. This can involve creating opportunities for shared learning and reflection, encouraging feedback and continuous improvement, and being willing to adapt and refine strategies as needed

- **Being transparent:** you can be transparent by sharing results and learnings with others in the field, including other funders, grantees and community members. This can involve publishing evaluation reports, sharing data and outcomes with others, and engaging in public dialogue about the effectiveness of initiatives
- **Promoting innovation:** promote innovation by experimenting with new approaches to assessment and measurement, such as using new technologies, exploring different evaluation methods, and collaborating with other funders to develop new models of assessment and measurement

By keeping an open mind in the assessment and measurement stage, you can gain a deeper understanding of the impact of your initiatives, identify areas for improvement and ultimately improve the effectiveness of your philanthropic investments. This helps to ensure that resources are being used in the most effective and efficient way possible, leading to greater impact and positive change.



Systems Change

For donors seeking to engage in systems change, keeping a beginner's mind involves being open to new and different ways of thinking about complex issues, embracing uncertainty and ambiguity, and being willing to challenge long-held assumptions and beliefs.

Here are some ways that donors can maintain a beginner's mind when engaging in systems change:

- **Focus** on the root causes of social problems and be open to new ideas and approaches that address systemic issues. This requires being willing to learn about and understand the complexities of the systems that contribute to the social problems you seek to address
- **Build** relationships with diverse stakeholders, including those who are most affected by the social problems you seek to address. This involves listening to and learning from community members, grassroots organizations and other stakeholders to understand their perspectives and experiences
- **Embrace** experimentation and be open to trying new approaches to systems change. This may involve investing in innovation and taking risks, even if there is no guarantee of success
- **Foster** collaboration among stakeholders by creating opportunities for shared learning and dialogue, encouraging feedback and continuous improvement, and building coalitions and partnerships that leverage the strengths of diverse stakeholders
- **Be humble** in approaching systems change by recognizing that you do not have all the answers and that success requires the collective efforts of many stakeholders. This means being open to feedback, being willing to adapt and change strategies as needed, and acknowledging and learning from failures.

By maintaining a beginner's mind, donors can be more effective in driving systems change by being open to new perspectives, ideas and approaches, learning from their own experiences and failures, and continually seeking to improve their strategies and impact.

Conclusion

A beginner's mindset is invaluable for any philanthropy because it emphasizes openness, curiosity and humility. When approaching philanthropic work with a beginner's mind, donors are more likely to listen and learn from the communities they aim to serve, avoid assumptions and biases, and remain open to new ideas and approaches.

This in turn enables philanthropists to maximize their impact and ensure that their resources are used as effectively as possible. Therefore, embracing a beginner's mind can lead to more successful and fulfilling philanthropic endeavors that make a meaningful difference in people's lives.

Fund for Shared Insight – The Transformative Power of Listening in Philanthropy



Effective listening is a crucial tool for any philanthropy; listening to a diverse range of perspectives helps bolster impact and engagement with communities served. The Fund for Shared Insight (“Shared Insight”) is a national funder collaborative seeking to improve philanthropy by promoting high-quality listening and feedback in service of equity.³⁰ Shared Insight promotes and supports ways foundations and nonprofits listen and respond to the people and communities most harmed by the systems and structures they are seeking to change.

The Need for Effective Listening

In 2013, the Hewlett Foundation wanted to deploy resources to better the field of philanthropy. It joined with eight foundations that were interested in this work and created a funder collaborative. “They agreed that foundations are not particularly good at connecting with the people and communities most impacted by systemic racism and structural inequities, nor in acting on what they hear from those people and communities,” says Fund for Shared Insight Managing Director Melinda Tuan. “We in philanthropy are often so far away (literally and figuratively) from the people and communities ultimately being impacted by the work that we fund. So that was the problem the collaborative decided to focus on.”

Tuan states that at the time most funders agreed it was important to listen, but there was little focus placed on being equity-centered in that conversation.

³⁰ <https://www.fundforsharedinsight.org>

Fund for Shared Insight became a fiscally sponsored project of Rockefeller Philanthropy Advisors in 2014 and decided to focus on feedback practice among nonprofits and foundation openness. Shared Insight centered their work around the importance of creating effective feedback loops. An effective feedback loop involves soliciting feedback from communities engaged, but then also doing something with the information learned. The racial reckoning that occurred in the US after the murder of George Floyd propelled the work of Shared Insight, pushing funders to engage with the different populations that are most impacted by philanthropy yet least consulted in their efforts.

The Challenge of Effective Listening

The Fund for Shared Insight has noticed that building the muscle around effective listening is challenging and requires dedicated effort from funders. "In our work, we've seen funders point to resource allocation as a main barrier to our services. Funders need to be willing to invest money and time into building out their capacity to listen," says Tuan. "Whether it's hiring people who have lived expertise onto their staff, incorporating feedback into their grantmaking process, or shifting the way their strategies are developed, all of this requires an openness to change and actual action."

Being a good listener requires vulnerability and the ability to accept hard feedback. However, when funders are able to overcome these challenges, they see incredible results in their pursuit of equity.

Results of Effective Listening

Shared Insight has tangible examples of funders enabling their nonprofits to listen, hiring people with lived experience and employing participatory grantmaking efforts to shift and share power with community. Shared Insight has seen that when funders dedicate the necessary resources to effective listening, equity spreads throughout their organization and their grantee organizations. Funders that invest in this work are more likely to build better relationships with the communities they serve, which ultimately results in greater impact, more resilient grantee organizations, and increased equity and diversity of thought.

Fund for Shared Insight has seen that better listening encourages people to be more vulnerable. This process helps funders be open to all that they are learning and to offer grace to each other. Without being open to listening, it is nearly impossible to create an inclusive culture that promotes change.

"We in philanthropy are often so far away (literally and figuratively) from the people and communities ultimately being impacted by the work that we fund. So that was the problem the collaborative decided to focus on."

Melinda Tuan,
Fund for Shared Insight
Managing Director

Chapter 9

Scaling Up Successfully

Families that are deeply engaged in philanthropic giving may reach an inflection point and decide to significantly increase their giving. This change can be driven by a variety of factors including but not limited to a wealth event, such as the sale of a company, or a bequest.

Increasingly, for many philanthropic families, the decision to scale is not just about amplifying contributions; it's an opportunity to integrate equity and inclusion into the core of their strategy. This means considering how to elevate marginalized voices, communities, and organizations and address historical imbalances as they expand their philanthropic reach.

Laying the groundwork for a successful transition to larger scale philanthropy will require a review of foundational aspects such as revisiting your philanthropic mission and values to ensure alignment with your intent to scale.

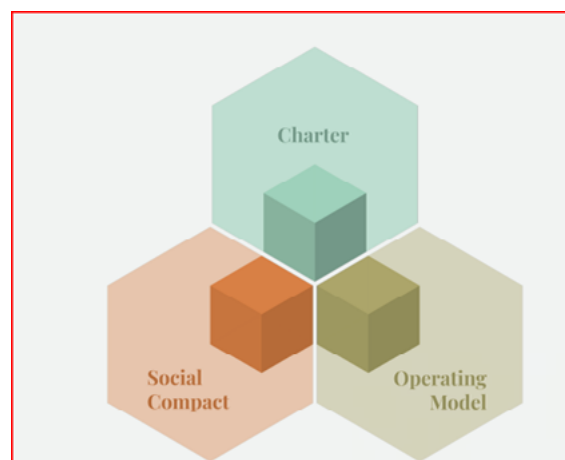


A change in the scale of philanthropy due to the sale of a company, a bequest, an adjustment to time horizon and any other reason will require adjustments to strategy, systems, staffing, governance, or other aspects of giving.

The Philanthropy Framework: A Tool for Foundation Review when Scaling

When you become aware of an impending scaling event, it is important to assess your current governance structure and its ability to handle the expanded scope and complexity that scaling may entail.

RPA's [Philanthropy Framework](#), which includes an analysis of charter, social compact, and operating model, provides a useful structure for this assessment. By reflecting on points of alignment and mis-alignment, you can better prepare yourself for a scaling event. The [Philanthropy Framework Self Assessment Tool](#) is based on the Philanthropy Framework and is a helpful entry-point to the structure to ultimately align resources for maximum impact.



Charter: Adapting to a New Scale

Start by revisiting your organization's charter, which includes its scope, form of governance, and decision-making protocol. Some other characteristics related to charter include culture, how the organization approaches formal guidelines or rules, breadth of mandate, time horizon and focus on the present versus the past.

In examining your organization's charter before scaling, consider how your methods of decision-making as you scale might connect with founding ideals. Determine whether your governance structure is adaptable to the increased complexity that scaling brings. How will the increase in scale impact how your organization approaches formal guidelines, the breadth of its mandate, the time horizon, and its focus on the present versus the past? Take a look at your practices and any documentation, as funders that are considering changes in scale will need to examine and potentially revise the charter and other core documents to meet current social demands. By examining these aspects, you'll be well-prepared for the specific governance challenges that scaling entails.

Social Compact: Navigating the Complexities of Scaling

Another core element of the Philanthropy Framework is the social compact, which represents your philanthropic organization's reciprocal agreement with society. This agreement, often called a "license to operate," encompasses dimensions like accountability and legitimacy. When scaling, the challenges and complexities of maintaining this compact become more pronounced. Consider how your scaling efforts impact your social compact with society. Ensure that your organization remains transparent in its operations and aligns its direction of influence on society with the broader principles of the framework. As you scale, it becomes even more crucial to balance independence and interdependence while effectively managing risks, fostering a strong social compact based on legitimacy and accountability.

The Operating Model for Scaling

Another foundational aspect that requires careful consideration is your operating model, which defines how your philanthropic strategy is implemented. When scaling, it becomes even more critical to align this model with your expanded vision and resources.

Resourcing: Scaling your philanthropy involves an increased demand for resources, and how you allocate and acquire these resources is a crucial element of your operating model. Consider whether your resourcing strategy aligns with the scalable nature of your scaling event. You might need to acquire additional resources, either by building internal capacity or acquiring external assets, to meet the demands of your expanded philanthropic efforts. Assess your financial capacity, investment strategies, and revenue sources to ensure they align with the financial requirements of scaling.

Decision-making: The decision-making process is another essential aspect of your operating model that requires adaptation when scaling. Scaling often leads to a more complex and distributed decision-making environment. Therefore, it's crucial to evaluate whether your current decision-making structure, whether centralized or decentralized, is equipped to handle the larger scale of operations. Ensure that decision-making processes are not only efficient but also adaptable to the evolving needs and challenges that come with scaling.

Initiative and responsiveness: The scalability of your philanthropic operations also relates to your organization's approach to taking initiative and responding to external factors. When preparing for a scaling event, assess whether your organization leans more towards being proactive or responsive. Depending on your philanthropic goals and the nature of your scaling event, you may need to adjust your approach to strike the right balance between taking proactive steps to drive change and responding effectively to emerging opportunities or challenges.

Flexibility and discipline: Scalability often requires a delicate balance between creative flexibility and disciplined execution. Evaluate how your organization approaches this spectrum. Creativity allows for innovative solutions and adaptation, while discipline ensures consistency and accountability. When scaling, you may need to adjust your approach to maintain this balance, ensuring that you are both innovative and disciplined in executing your philanthropic strategy.

Programmatic scope: Consider whether the scope of your programming aligns with your scaling goals. Scaling might require a shift in your programming approach. You may need to decide whether to broaden your philanthropic reach across a wider range of initiatives or to deepen your engagement in specific areas. This decision is integral to your operating model and should be made in accordance with your scaling objectives.

Relationships and networking: Lastly, your approach to relationships and networking is crucial within the operating model. Assess whether your philanthropic organization is more networked or independent in its interactions with stakeholders and partners. As you scale, you may need to expand your network and establish new relationships to support your scaling efforts effectively.

By focusing on your operating model when preparing for a scaling event, your approach to resources, decision-making, initiative, flexibility, programming, and relationships is more likely to be well-aligned with the specific challenges and opportunities that scaling brings. This alignment is essential for a successful scaling event that enables you to maximize your philanthropic impact.

Timing for Assessing the Opportunities of Scaling

When it comes to scaling up philanthropic efforts, timing plays a crucial role. The timing for assessing the scaling opportunity can vary depending on the circumstances that trigger the influx of resources. While each situation is unique, a proactive, thoughtful, deliberate approach is generally advisable.

Predictable Events

In the case of predictable events, such as the sale of a business, it's prudent to begin planning as soon as it becomes evident that the event is likely to happen. This early planning ensures that philanthropic families have sufficient time to develop a strategic approach that aligns with their values and priorities. It also allows ample time for capacity-building, including the hiring of additional staff and the improvement of grant-making processes and systems. Ideally, a two-year planning window can be considered a minimum to adequately develop a thoughtful approach for the increase in funds and build capacity to manage the increased giving, including hiring additional staff and improving their grant-making processes and systems. The longer you have, however, the better able you will be to plan. This is particularly important for philanthropic structures that have a mandatory annual payout.

Unpredictable Events

In scenarios where the cash influx is expected from an unpredictable event, such as a bequest, it may be more challenging to predict the exact timing. Nevertheless, even in such cases, the family can initiate planning by developing a philanthropic strategy that reflects their core values and objectives. This initial planning lays the foundation for a smooth transition when the resources become available. It's crucial to be adaptable and ready to execute the plan as soon as the resources materialize.

Goal Setting for the Increased Philanthropic Scale

When it comes to setting goals for philanthropy that will increase substantially in scale, there are distinct considerations that set it apart from regular goal-setting. Scaling goals are not just about expansion; they represent a bigger vision to reflect the increased scale and magnitude of your philanthropic efforts. This means that the goals you set should be ambitious and proportionate to the resources and impact you intend to achieve.

Goals and objectives will vary depending on the organization's mission, values, approach and specific scaling event, but might include:

- Increased geographic reach for a broader and more impactful footprint, for example, to reach underserved communities in new regions or countries.
- Diversification of focus areas for a more comprehensive approach to addressing societal challenges, such as adding education or health to programmatic areas.
- Higher grant amounts to increase the average grant amount awarded to nonprofit organizations for a deeper and more significant impact on the grantees.
- Multi-year funding instead of one-time grants to help increase stability and sustainability for recipient organizations.
- Capacity-building support to enhance grantee effectiveness for stronger and more capable nonprofit partners.
- Cross-sector collaborations to support a more holistic and synergistic approach to societal issues.
- Increased inclusivity with a focus on enhancing diversity and inclusion in grant-making processes and leadership for a more equitable and representative philanthropic organization.
- Global expansion to focus on challenges like climate change or global health for an international presence and impact.

Preparing to Scale

Who to involve, and what role will they play?

Will the current leadership of your philanthropy lead the planning process? Does the scaling event mean that there will be board or other leadership changes? Do you want to engage the next generation in a leadership role? How will any professional staff be involved? Will you use consultants to help drive the discussion, or do it all in-house? These are just a few of the questions to address as you begin your planning process. Regardless of how you respond to the above, effective grantmaking today calls for deep, meaningful engagement with the communities and entities you partner with to effect change. The wisdom of the grantees, and those who are served by the grantees (when applicable) can only be received by including them in the discussions. Similarly, other grantmakers working in the same area can be excellent sources of information.

In the process of preparing to scale up your philanthropy, decisions regarding who to involve and their roles in the planning process are pivotal.

Leadership and planning process: One of the first critical considerations is determining the leadership of your scaling effort. Will the current leadership of your philanthropy take the helm in leading the planning process, or will the scaling event necessitate board or other leadership changes? It's also an opportune moment to contemplate involving the next generation in a leadership role, fostering intergenerational continuity in your philanthropic legacy.

Involving professional staff and consultants: Equally important is discerning the role of your professional staff in the planning process. Will they play a central role in shaping the scaling strategy, or will you consider the expertise of external consultants to drive the discussion? These choices carry implications for the direction and execution of your scaling plans.

Community and stakeholder engagement: Crucially, regardless of your approach to leadership and planning, the modern landscape of effective grantmaking demands deep engagement with the

communities and entities you partner with to effect change. Incorporating the wisdom of grantees and those they serve, when applicable, is essential. It ensures that your scaling efforts remain grounded in the needs and aspirations of the communities you seek to empower.

Peers: Similarly, peers in the philanthropic sector can serve as valuable sources of information and insights. Collaboration with other grantmakers working in the same field can lead to shared learning and a more comprehensive understanding of the challenges and opportunities in your chosen focus areas.

Board Changes for Effective Scaling

As philanthropy scales up, the composition of the board plays a crucial role in aligning the organization with its evolving mission and values. More and more, donors are looking at their governance models. This includes who is on the board, what roles they play, and how power is exercised. As giving scales up, the engagement of family members may need to change due to capacity, knowledge, or a desire to be more inclusive. Changes might include bringing in new board members who have different areas of expertise and lived experience, especially in the case of funders engaged in social justice or economic inclusion issues.

Key considerations in this context include enhancing diversity and representation and right-sizing board engagement. Scaling philanthropy offers an opportunity to bring new voices to the table, extending beyond family representation. Consider bringing on board members with diverse areas of expertise and lived experiences, particularly in areas such as social justice and economic inclusion. Diverse perspectives enrich decision-making and deepen the organization's understanding of the communities it serves.

The scale of philanthropic operations may necessitate adjustments in the board's role. With

a growing number of grants and an expanding scope, the board's engagement must align with the organization's needs. Ensure that the board's role remains effective, whether it involves grant-making decisions, strategic planning, or oversight. Right-sizing the board's engagement ensures that it complements the organization's scaling objectives. Early conversations, open spaces for honest dialogue, and the willingness to address difficult questions about board changes are fundamental to avoid negative dynamics that could hinder the implementation of scaling plans. The process of board transformation should be managed with sensitivity and personalized attention, depending on the relationships involved. This could involve external facilitators, trusted staff members, or family members who can address concerns based on the unique culture and character of the organization.

To successfully navigate scaling up your philanthropy, consider board composition, diversity, engagement, and governance changes as central to aligning your organization with its evolving mission and the communities it serves.

Navigating Internal Dynamics

Interpersonal dynamics among family members engaged in philanthropy during the scaling process can be both challenging and rewarding. In cases where scaling is prompted by a founder's death or other significant events, adjustments to the organization's charter itself may be required. These changes can have profound implications for governance and necessitate careful discussions among stakeholders.

Open communication is paramount in these cases, as it encourages family members to express their thoughts, concerns, and expectations openly. Establishing a safe space for discussions fosters a deeper understanding and alignment among family members. It's also essential to address potential control issues, feelings of exclusion, or misalignments within the family. The process of

adapting the governance model should be given adequate time for preparation and socialization, even if there's a sense of urgency. This may involve consultations with external experts, consultants, or dedicated board champions who guide discussions on impending changes and their alignment with the philanthropic mission.

A shared vision is equally important. Ensuring that all family members have a common understanding of the scaling goals, the desired impact, and the legacy they aim to leave through philanthropy acts as a unifying force. It keeps family members motivated and aligned throughout the scaling journey.

Addressing conflicts constructively is also crucial. Anticipate potential disputes and establish a clear process for resolution, whether it involves a designated mediator or a structured conflict resolution approach. This proactive approach prevents conflicts from becoming barriers to successful scaling.

In cases where multiple generations are involved, plan for smooth transitions in leadership and responsibilities. Provide opportunities for the next generation to engage meaningfully in the scaling process and take on increased roles as the philanthropy grows.

Building and maintaining trust among family members is a cornerstone of strong relationships within a philanthropic family. Invest in trust-building efforts and establish clear mechanisms for accountability, roles, responsibilities, and expectations to prevent misunderstandings and conflicts. These efforts collectively contribute to a harmonious and productive family engagement in the scaling process, allowing the philanthropic family to harness their collective strengths and navigate the complexities of scaling effectively.

Family and board alignment is crucial, whether or not the board is primarily family members. It's essential to establish clear roles and responsibilities for both

the board, family, and staff members involved in the scaling process. Defining these roles ensures that the unique contributions of each group are well-understood and effectively harnessed.

Staffing: Changing Roles and Responsibilities

Changes in scale may bring new staff, shifts in programmatic focus, increased workloads, adding new grantees, letting other grantees go, and adjusting the grantmaking and reporting processes. In most cases, the intention is to make these shifts in service of the mission and achieving impact in a deeper way. But the impacts of this—both in terms of capacity and organizational culture—on the people who make the work happen must be central in the planning.

Sharing decisions, inviting feedback, and keeping staff informed of changes will help head off any misinterpretations. Likewise, offering staff support in the ability to manage change, though consultants or coaching, is a wonderful support to provide. Funders who have gone through this process have learned that growth will lead to decentralization and accountability will shift more and more to program staff. Funders will need to consult with staff and respond with resources to help them handle growth and also understand and lead changes in scale and in focus.

While change is an inherent part of the philanthropic ecosystem, managing it with care is essential to nurture both the people involved and the desired outcomes. Staff members play a critical role in implementing the scaling strategy, and their buy-in, support, and empowerment are essential for achieving success in the scaling journey.

Keeping Grantees Informed and Engaged

Increasing the amount of funding available to a philanthropy is often based on a desire to better serve communities—but the change can nonetheless also be difficult for grantees. In recent years, change has been a constant for frontline communities and this has become a stress-point for many NGO leaders and staff.

Word of Warning: Essentials for Effective Scaling Up

Scaling up a philanthropic organization requires a well-thought-out strategy to ensure that the organization can handle the growth effectively. Here are some essential considerations for scaling up:

- Take the time to define a clear programmatic strategy and scope. Consider winnowing down programs to increase impact by putting more resources into fewer projects.
- Ensure a shared culture and vision across the organization and have alignment within the family on expectations for any outside leadership hired. Consider senior HR leadership as an early hire to help preserve culture. Ensure that the organization has the necessary human resources to support its growth.
- Delegate some grantmaking decisions to staff and make intentional decisions about who needs to be involved in what decisions. Consider reducing the docket, as more money does not necessarily mean engaging with a bigger pool of grantees.
- Thoroughly review governance, as governing a large organization is different from governing a small organization.
- Take your time with growth, as a "slow walking" approach can be effective for getting things right before incurring costs or distributing funds. Implement changes with training wheels on, such as starting with small pilots or focus groups on new approaches. Adjust your timeline as necessary.
- Consider leverage as you scale up and think about what strategies might attract other funders to make a significant impact if your work represents a drop in the ocean when considering the scale of the problem you are tackling.
- When possible, put resources that will soon go to philanthropy in a trust that is managed by the by the philanthropy's investment team so they are accustomed to the funds before they officially become part of the endowment.

As a foundation scales, its strategies and priorities may evolve. By maintaining open and transparent communication with grantees, the foundation can ensure that its partners are well-informed about these changes and continue to work closely in pursuit of shared goals.

Trust is a fundamental component of productive grantee relationships, and transparency is a key driver of trust. During periods of change or scaling, when uncertainties and concerns can run high, clear and open communication becomes the bedrock of trust-building between grantmakers and grantees.

Scaling, if not managed properly, can have unintended negative consequences on grantees. Clear communication allows grantmakers to identify any emerging issues promptly and take corrective actions to mitigate potential harm, safeguarding the welfare of grantee organizations. Clear communication also helps mitigate misinterpretations and misunderstandings. Scaling may introduce changes in funding levels, strategies, or processes that could lead to confusion. Open dialogue can clarify these changes and ensure that grantees have a full understanding of the evolving landscape.

Moreover, informed decision-making is essential for grantees. Access to comprehensive information about the foundation's scaling plans empowers grantees to make well-informed decisions about their own strategies and activities, ensuring that they can adapt and align their work with the shifting philanthropic landscape.

Feedback mechanisms and open communication channels provide grantees with a platform to share their experiences and insights, which is particularly important during periods of transition. This feedback can be invaluable for refining philanthropic strategies and improving grantee partnerships, ensuring that the scaling journey remains responsive and adaptive. Furthermore, keeping grantees informed empowers them to advocate for their needs, address challenges, and contribute to decision-making processes. It ensures that their voices are heard and considered in the scaling journey, fostering a sense of ownership and partnership.

Effective communication with grantees during scaling is not just a best practice; it is an essential element of successful philanthropy. It ensures that the scaling process is collaborative, adaptive, and attuned to the needs and aspirations of the communities and organizations being served, ultimately enhancing the impact of philanthropic efforts.

When possible, put resources that will soon go to philanthropy in a trust that is managed by the philanthropy's investment team so they are accustomed to the funds before they officially become part of the endowment.

Scaling up is an opportunity to redefine and refocus. It means reaching a place where you can engage in high-quality work without undue strain by ensuring you have the right leadership and staff, and that any new resources are optimized and integrated into your culture, purpose and operating model.



Philanthropy support has the ability to extend beyond traditional funding. By leveraging relationship building, convenings and providing management or technical assistance, donors can take their giving to the next level.

Chapter 10









More Than Money: How to Expand Your Impact

As part of the global shift toward a more strategic philanthropy, donors are increasingly seeking ways to better support grantee partners by creatively leveraging their resources and capabilities, such as reputation, convening power, and beyond.

By providing non-traditional methods of support that go beyond traditional grantmaking, donors can significantly accelerate impact, resulting in more strategic and equitable support for grantees, partners and communities.



As philanthropy becomes more attuned to the needs of grantees, here are a few ways to explore going beyond monetary support:

-  Assisting in relationship building
-  Amplifying influence
-  Being transparent
-  Hosting convenings
-  Providing technical assistance and general management advice
-  Crafting application and reporting processes helpful to grantees
-  Continuing relationships with former grantees or unsuccessful applicants
-  Engaging in impact investing

Whatever additional or alternative support is given, it is critical that your grantees are involved in driving these decisions so that the support provided is based on their needs. In other words, providing alternatives to money for funded partners should be done only when your partners or grantees readily agree it makes sense from a strategic and time point of view.



Assist in Relationship Building

Establishing and maintaining relationships is the key to progress for many grantees, issue areas and communities. Many of the issues that donors seek to address involve a complex web of actors across the philanthropic, corporate, NGO, nonprofit and civic society sectors; there are many moving parts.

Engaging with, learning from and advocating alongside others doing similar work, or seeking similar outcomes, can help propel change beyond what one entity alone can achieve. Indeed, every community-wide issue – and even more so those affecting multiple communities – needs the involvement of many stakeholders. Relationships are incredibly valuable.

In some cases, grantees need support connecting with the constituents of systems, especially powerful and influential system actors such as governments, multilateral organizations, businesses and large donors. Donors can help build those relationships as part of the spectrum of support they give.

Relationships that can be particularly fruitful include those with peer organizations, other funders engaged with similar issues, and community groups, NGOs and government entities working in the same area of interest. Interactions such as this can be particularly significant for smaller, younger-stage and BIPOC-led organizations without expansive networks.³¹

Donors who embrace the Talent Agency or Field Builder [Operating Archetypes](#) may naturally gravitate to this relationship-building approach. Regardless of archetype, however, assisting grantees in this way can be helpful for most grantee/donor relationships and for increasing the impact of the work that is the subject of the partnerships.

³¹ <https://www.trustbasedphilanthropy.org/support-beyond-the-check>

You can help grantees build relationships by:

- Hosting ongoing communities of practice among grantees working in similar fields/communities
- Having an annual convening to discuss learnings and innovations in your field
- Simple email introductions to individuals you think may help or otherwise be valuable to others
- Including grantees in meetings
- Coordinating efforts with other funders and their grantees in the same field, in the planning as well as the implementation stage
- Giving grantees a platform to share their work both within your organization and beyond
- Creating or hosting an online platform, portal or database to which you provide free access to relevant parties



Amplify Influence by Building Networks

In addition to assisting in relationship building, funders that wield significant influence in the philanthropic sector can use their influence to amplify grantee partners to a broader network. This amplification can include promoting individual or organizational change agents who are closest to issues.³² Inherent in that amplification is the reflected credibility and relative power of the funder, aiding in awareness of grantee projects and messages. As a funder, leveraging your profile, network, connections and expertise to benefit your grantees and other partners can include:

- Highlighting grantee partners' work in foundation newsletters, on websites, at webinars and during conference presentations
- Introducing grantees to strategically aligned and interested funders
- Inviting your grantees to co-present at funder and other related conferences
- Giving awards to highlight the work the grantee is doing³³
- Boosting grantee profiles, creating social media attention, and featuring in online and other published pieces

³² <https://www.rockpa.org/wp-content/uploads/2022/05/Operating-Archetypes-2-1.pdf>, 7.

³³ For more detail regarding prize philanthropy, see Chapter 4.



Aspects of RPA's Shifting Systems Initiative capture the importance of relationship building. Launched in 2016 in partnership with Porticus and the Skoll, Ford and Draper Richards Kaplan foundations, the Shifting Systems Initiative's mission is: "To examine when, how and why certain solutions achieve system-level shifts, and to share the lessons and recommendations from those successes."³⁴ The initiative's first report, *Scaling Solutions Toward Shifting Systems*, highlighted organizations that had scaled solutions and how funders had helped or hindered the process. In the report, the initiative details findings that funders can help grantees scale toward shifting systems by using the acronym "SCALE". The letter "A" in the acronym is particularly notable to the broader issue of what beyond funding has emerged as a key strategy for how funders can better support grantee partners. Through the Shifting Systems' body of work, the letter "A" accounts for "Accelerating impact through needed non-monetary support, such as making introductions to other funders, boosting social media attention and providing technical assistance."



Host Convenings

Convenings are another way in which funders can provide significant non-monetary support to their grantees and communities with which they are engaged. The Skoll Foundation's Skoll Awards for Social Innovation is a high-profile example of this.³⁵ Each year, the Skoll Foundation hosts an international event that awards social innovators whose work targets root causes of societal problems for transformational social change. The ceremony is widely publicized and attended by many important sector stakeholders.

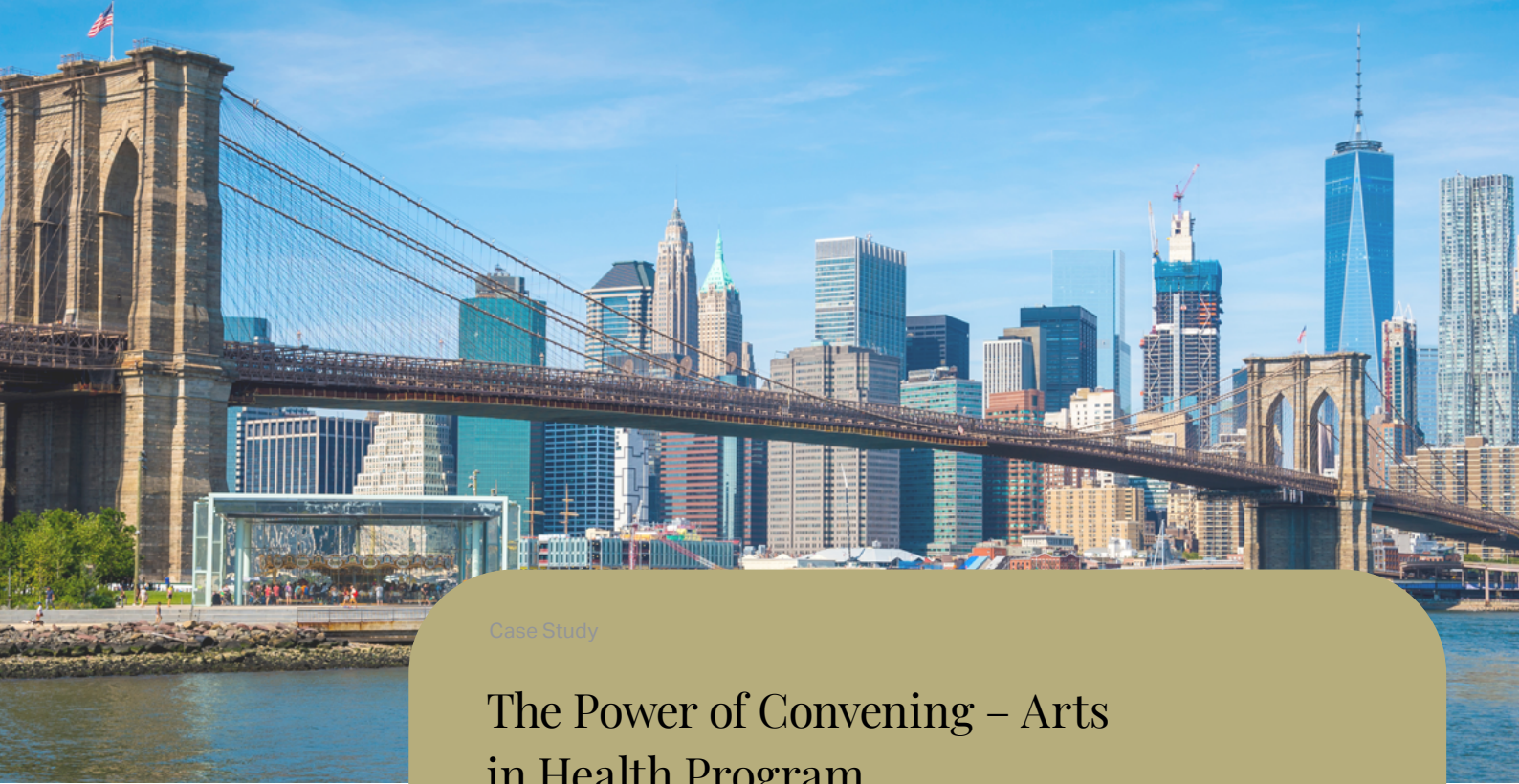
Apart from the monetary impact, the Skoll Awards are important for shining a spotlight on grantee partners, who can potentially gain recognition and support from other funders and collaborators. As Rachel Flynn, Director of Funder Alliances at Skoll, has mentioned to RPA previously, being recognized as a Skoll Awardee is a clear sign to other funders of a grantee partner organization's potential to have a major impact.³⁶ Recognizing this impact, the Skoll Foundation spends a considerable amount of time talking to other funders about the grantee partner organizations it has engaged through the awards.

Philanthropies with the Operating Archetype of Campaign Manager are particularly adept at using convenings and other approaches to bring together stakeholders to help drive more impactful solutions. However, all types of philanthropies can provide significant benefits to grantees and communities through convenings by:

- Creating communities of practice that convene to discuss particular issues
- Providing programming support for convenings by identifying topics for discussion and areas of growth and collaboration
- Providing platforms for such collaboration and venues for events
- Hosting ceremonies or awarding prizes that recognize effective initiatives and practices
- Ensuring that convenings give voice to all affected communities through invitations and financial support (e.g., airfare, hotel, etc.)
- Supporting the costs of convening for physical logistics and invitations, as well as planning and more
- Providing publicity related to convenings and awards to raise awareness
- Ensuring equity of access to convenings for lesser-resourced entities to help build their capacity
- Publishing and broadly disseminating information generated by convenings

³⁵ <https://skoll.org/about/skoll-awards/>

³⁶ <https://www.rockpa.org/wp-content/uploads/2022/05/Operating-Archetypes-2-1.pdf>, 34.



Case Study

The Power of Convening – Arts in Health Program

The Arts in Health program at the Laurie M. Tisch Illumination Fund is an example of the power of convening.³⁷ In 2018, the Illumination Fund launched the Arts in Health program – a \$10 million multiyear effort to support organizations in New York City that utilize art and creativity to raise awareness around and promote healing for mental health stigma, trauma and aging-related diseases, particularly in marginalized communities. The Arts in Health program prioritizes raising awareness through communications. This is done by highlighting the critical work grantee partners are doing to address health issues through the arts, using news media outlets, policymakers and public agencies.

Arts in Health also uses convening to center grantee partners and communities served in an effort to fulfill the fund's commitment to equity. The program team convenes grantee partner cohorts that allow for communication feedback loops, both with the funder's program team and among the cohort participants themselves. Illumination Fund Executive Director Rick Luftglass explains that "... this process really gives [the team] the pulse of things changing in real time".

By convening grantee cohorts, the Arts in Health program also creates opportunities for the fund and grantee partners to share knowledge and cross-pollinate different areas of expertise. The program shows that by supporting grantee partners with convening power, there can be a continual flow of information, cross-learning and co-creation that focuses on the grantee partners. Convening can be a means of organizing in service of grantee partners, and donors like The Illumination Fund are building "interconnected ecosystems of organizations" working beyond traditional lines.³⁸

³⁷ <https://thelmtif.org/our-programs/arts-in-health/>

³⁸ <https://www.rockpa.org/wp-content/uploads/2022/05/Operating-Archetypes-2-1.pdf>, 60.



Be Transparent

Transparency is another non-intuitive way that donors can help their grantees and partners. The power imbalance so evident in the funder-grantee relationship is also seen in who knows what, when and how that information is then dispensed, and by who.

This is particularly true when considering strategy and grantmaking decisions. Grantees often don't understand how funders work. Receiving clear information from funders helps grantees and other partners plan and execute their activities better and also properly manage expectations.

Engaging in the following activities can help grantees and others make the change you want to see:

- Making your mission, vision, values and strategy readily accessible to as broad an audience as possible – for example, by posting on a website
- Communicating timelines for funding applications, funding decisions, fund disbursements and other important dates
- Providing easy access to information about the portfolio of grantees and sub-grantees, impact of programs and lessons learned
- Articulating overall budget and grant terms for all programs
- Sharing the explicit and implicit criteria used to decide whether to give or renew support
- Providing explanations on reasons for granting, denying or ending funding



Provide Technical and General Management Advice

Many organizations funded by philanthropy lack sufficient technical resources or formal systems, tools and experience to support the management of a project or program.

On the other hand, there are funders who have the skills and knowledge to help those entities buy assistance or can provide direct assistance in building these resources. Indeed, the Operating Archetypes of Talent Agency and Field Builder often provide this type of support as a key component of their offerings.

Key to providing this type of support, however, is avoiding the "savior" complex and being aware of the power dynamics in play when offering this kind of assistance.³⁹ When requested or suggested by grantees, however, here are some of the ways funders with the relevant resources can help:

- Providing expertise in communications, marketing, human resources, finance or technology
- Taking one (or more) board seats, when the grantees agree that the process and individual are a good fit
- Matching grantees with individuals or organizations that have the expertise they lack

³⁹ For further discussion on knowledge-sharing and dynamics between funders and grantees, see Chapter 8.

Craft Application and Reporting Processes That Are Helpful to Grantees

Some funders use standard application and reporting processes across their programs and initiatives as a way of streamlining their work. Others seek in-depth, detailed information based on the presumption that the more rigorous the application or reporting requirements, the more likely the process will identify the "best" organizations to begin or continue funding.

While some funders require a lot of information to help them make funding decisions, many applicants find the process difficult and intimidating. Often the information requested is not very helpful either. The simpler the process, the easier for both funders and grantees – provided that the information requested is useful and relevant to decision-making.

This approach is increasingly being adopted by many donors, particularly those whose issue areas focus on equity, economic growth or social justice. Project Streamline, an initiative from PEAK Grantmaking, expresses this goal concisely in describing itself as an effort aimed at "reducing the burden on nonprofits" and freeing up "more time and money for mission-based activities".⁴⁰

Many examples of organizations that have engaged in more helpful application practices are available. One example is the Knight Foundation, which runs an art challenge that is designed to attract innovative art projects from a very diverse pool of applicants.⁴¹ The Program Officer, Adam Ganuza, made himself available for in-person meetings with anyone who was interested in submitting an application to the Knight Arts Challenge. This was a signal to potential entrants that anyone was welcome to participate and also a way of providing helpful feedback on the process.

Lever for Change helps potential grantees by putting finalists on a website and promoting them, with the objective of inspiring additional funding.⁴²

The Chicago Prize from the Pritzker Traubert Foundation tiered its application process, and then provided \$100 000 in planning grants for the top six finalists to cover the costs of the extra work needed for the next phase of the application and information process.⁴³

These are all different approaches that had the intent and effect of helping grantees.

⁴⁰ <https://www.peakgrantmaking.org/principles-for-peak-grantmaking/project-streamline>

⁴¹ <https://www.knightfoundation.org/challenges/2021-knight-arts-challenge/>

⁴² <https://www.leverforchange.org>

⁴³ <https://www.ptfound.org/chicago-prize/overview>

A few practices you can employ as a funder with respect to the application and reporting processes include:⁴⁴

- Providing general operating support – the most challenging aspect of fundraising – that also minimizes the specificity of reporting needed and allows grantees to focus on driving, instead of reporting, impact
- "Right-sizing" requirements and levels of support relative to the size of the grant, and the size/expertise/resources of potential grantees, and experience with the grantee.
- Including communities, potential grantees and constituents in a meaningful way in the process of developing applications and reports
- Discussing the report or evaluation with the grantee instead of just reviewing it online or on paper. Grantees typically find such engagement extremely helpful
- Streamlining vertically, for example by combining reporting with renewal

⁴⁴ These recommendations align with the Trust-Based Philanthropy Project. For more information, see <https://www.trustbasedphilanthropy.org/>.

- Allowing applicants to include links to existing materials and resources – for example, on key pages of their website, Form 990 (in the US) or annual report – instead of reworking existing material to fit your form
- Accepting reports submitted to other funders instead of creating bespoke requirements
- Being clear on what is expected, providing examples, and noting word limits or page counts to help grantees understand the level of detail and framing being requested
- Providing comments on both approved and rejected applications to guide grantees for future applications
- Creating cohorts or working groups for applicants to review other applications in similar issue areas
- Aiding in the crafting of applications
- Experimenting with oral, video or audio reporting
- Tiering the application process to help grantees crystallize their ideas and theories of change early on, and providing planning grants for those who advance to higher stages to cover the costs of time and resources needed for the more intensive process



Continue Relationships With Former Grantees or Unsuccessful Applicants

Once a funding or potential funding relationship ends – either through completion of joint work or where an application was unsuccessful – there is still room for engagement that can be helpful to grant-seeking organizations.

For those organizations that are engaged in addressing the same or complementary challenges, it is helpful to continue the relationship either by sharing useful information or using them as experts for a new cohort of grantees, for example.

This ongoing relationship, while not based on a funding request, can be important. Our experience shows that the more awareness, engagement and partnership of players in an area (in general), the more innovation and impact will be driven in that area. This does not imply that philanthropies should extend significant resources to all relationships – you need to consider both the status of the relationship and the benefit to the sector or individual organizations.

However, there are at least a few low-resource ways to engage with this pool that philanthropies might want to consider:

- Creating mailing lists for disseminating updates about developments in particular issue areas
- Engaging former grantees as mentors, advisors or evaluators for new applicants
- Interviewing applicants for feedback on the process – and making sure to incorporate that feedback
- Inviting applicants or former grantees to attend convenings or engage in webinars
- Inviting former grantees or applicants to nominate other potential grantees, especially in the context of prize philanthropy, to broaden the applicant pool to a more diverse population
- Leveraging former grantees to create cohorts or collaborative efforts by putting new grantees in touch with them



Provide Support Through Impact Investing

The approaches noted in this chapter revolve around ways to support and partner with grantees that do not involve the direct transfer of money. This chapter, however, would not be complete without touching on the concept of impact investing as a way to support grantees beyond the typical grantmaking approach.

As more and more funders search for ways to leverage their full spectrum of assets to support their respective missions, visions, values and theories of change, impact investing by philanthropies has been on the rise. This is a result, in part, of the growing realization among those who seek to influence society for good that they can use a broader range of their assets to complement, and even accelerate, their social impact goals.

Philanthropy, the voluntary use of private resources for public benefit, is not limited to purely donated funds. Impact investing is an investment approach that seeks to create social benefits in addition to financial gains, such as investing in renewable energy or sustainable agriculture. It is very relevant to philanthropists as it is an approach that can be highly beneficial to grantees.

Indeed, comparing resources typically dedicated to philanthropic donations (for example, typically 5% of an organization's endowment in the US) with the 95% of financial assets typically invested for growth, it becomes clear that impact investing is in fact required to solve the deeply persistent challenges and inequities in our society.⁴⁵

Impact investing is therefore becoming a popular avenue for philanthropists beyond traditional grantmaking, and also as a way of aligning a larger portion of financial assets with philanthropic goals. Philanthropic impact investment differs from regular, financial-return-first investments in that it tends to take a more patient approach, with lower expectations and longer timelines. And even if there is an expectation of returns – potentially lower and slower returns are accepted – it is distinct from philanthropic giving in that it is mostly leveraged for projects that have potential to generate income over time.

⁴⁵ For more detail regarding impact investing, see Chapter 4.

Grants Are Only One Path to Impact

As this chapter has shown, grants are one way that philanthropists can help their grantees and serve communities to change for the better.

It is crucial to understand, though, that non-monetary support must be driven by the needs and requirements of the grantee – it is important to get the grantee's perspectives.

The philanthropic sector is embracing a sense of trust and transparency when it comes to carving out space for more equitable decision-making. This means implementing two-way communications and putting grantee partners at the center of shared work.

This trust provides broader and deeper opportunities for partnership, which in turn can translate into better outcomes. Working in authentic and trusting partnerships, looking to communities for wisdom, and using the above-noted behaviors to support grantee partners beyond monetary funds can create truly transformative change.

Segal Family Foundation – Supporting Social Change in Sub-Saharan Africa

2019 Annual Meeting



Segal Family Foundation (SFF) is a social impact funder and advisor transforming how change happens in Africa.⁴⁶

Overview of the Foundation and Approach

The foundation was started in 2007 by Barry Segal and his wife Dolly with the aim of funding grassroots organizations that were working to bring about social change in Africa. Today, SFF has over 380 grantee partners across 17 African countries and has provided over \$100 million in funding to support local actors who are driving change in their communities. In 2022, Segal Family Foundation was named the second largest U.S. grantmaker in Africa by number of grants.

According to executive director Andy Bryant, one of the keys to the foundation's success has been its focus on directly funding African-led organizations, rather than giving to large NGOs where the dollars might not trickle down. Bryant says, "I think we've happened upon something really strong—placing local actors at the helm of development agendas in their countries. Local leaders, with their intimate understanding of local problems and solutions, are central to everything we do."

SFF's approach of supporting local actors and organizations has been a core tenet for years. To build trust throughout SFF's board and with key stakeholders, Bryant says, "We started off small and treated it like a pilot or experiment. For example, we identified a problem in Burundi where we wanted to build out a portfolio of grantees. We wanted to focus on local leaders. It started with five organizations, and then became 10. Over time, it became hundreds across multiple countries." Starting small and scaling up gradually allowed SFF to build strong partnerships with local organizations along the way.

⁴⁶ <https://www.segalfamilyfoundation.org>

Moving Beyond Traditional Support

However, Bryant recognizes that there are still logistical barriers that need to be addressed. "Our work now is trying to figure out how to remove logistical barriers to the decisionmaking so that other funders can move from rhetorical agreement to action," says Bryant. These barriers can seem mundane — e.g.- granting to non 501(c)(3) organizations or dealing with organizations that don't have a strong command of English — but getting past them unlocks a whole new set of changemakers that might otherwise be overlooked.

One way that SFF is supporting its grantee partners is by giving them a platform to share their work and experiences. "If I'm going to a conference, my first question is, 'Who can I bring along? Do you have a speaking role or a prominent spotlight you can shine on this partner's work?'" Bryant says. "Too often funders do a lot of talking about the doers, especially those from the Global South, when it would be more meaningful to give them the opportunity to talk about their own work themselves. Our grantee partners are experts in their own right and they are best positioned to talk about their work and the impact that they are having in their communities."

In addition to its grantmaking support, SFF is also working to change the ecosystem surrounding its work. SFF sources nearly everything— strategic planning experts, financial management consultants, photographers, videographers, musicians—from East Africa rather than from traditional Western sources like San Francisco, Washington, DC, or Brussels. This approach allows SFF to begin to localize the entire development ecosystem- not just one piece.

By empowering grassroots organizations in Sub-Saharan Africa, SFF is supporting the development of sustainable solutions that are grounded in local knowledge and expertise. SFF's commitment to removing barriers and amplifying the voices of those doing the work is helping to build a more equitable and inclusive development sector.

"In addition to the transmission of our portfolio grantee partners toward more local representation, and the transformation of decision-making for grants within our work, we've also changed the ecosystem surrounding our work."

Andy Bryant,
Executive Director of SFF

Additional Resources

Building Equitable Evidence: It's Time to Look to Participants as Experts in Their Own Experience: <https://cep.org/building-equitable-evidence/>

Center for Effective Philanthropy, *Grantees Report Back: Helpful Reporting and Evaluation Processes*, <http://cep.org/wp-content/uploads/2016/08/HelpfulReportingEvaluation.pdf>

Equitable Evaluation Initiative, <https://www.equitableeval.org/framework>

Fund for Shared Insight, <https://fundforsharedinsight.org/>

Project Streamline, *Drowning in Paperwork, Distracted from Purpose*, <https://www.peakgrantmaking.org/resource/drowning-in-paperwork-distracted-from-purpose/>

Putting Grantees at the Center of Philanthropy, <https://www.geofunders.org/about-us/perspectives/putting-grantees-at-the-center-of-philanthropy-6>

Rockefeller Philanthropy Advisors, *Impact Investing Handbook*, <https://www.rockpa.org/wp-content/uploads/2020/10/RPA-Impact-Investing-Handbook-1.pdf>

Rockefeller Philanthropy Advisors, *Operating Archetypes*, <https://www.rockpa.org/wp-content/uploads/2022/05/Operating-Archetypes-2-1.pdf>

Rockefeller Philanthropy Advisors, *The Philanthropy Framework*, <https://www.rockpa.org/wp-content/uploads/2019/02/The-Philanthropy-Framework-1.pdf>

Rockefeller Philanthropy Advisors, *Philanthropy Topic Briefs*, <https://www.rockpa.org/knowledgecenter/philanthropy-topic-briefs/>

Rockefeller Philanthropy Advisors, *Prize Philanthropy: Benefits, Challenges, and Winning Approaches*, <https://www.rockpa.org/guide/prizephilanthropy/>

Rockefeller Philanthropy Advisors, *Scaling Solutions Toward Shifting Systems*, <https://www.rockpa.org/wp-content/uploads/2018/10/10-20-RockPA-Scaling-Solutions-02-WEB-1.pdf>

Rockefeller Philanthropy Advisors, *Understanding Your Philanthropy Framework Assessment Tool*, https://survey.co1.qualtrics.com/jfe/form/SV_9peDnTZzq975CVn

Trust-Based Philanthropy Project, <https://www.trustbasedphilanthropy.org/>



Conclusion

Philanthropy driven by purpose and values has the potential to be transformative. As the immense challenges that face our world continue to shift and escalate, it is extremely important to intentionally define those values and have a plan to act on them. This book aims to drive conversations about, and consideration of, what exactly those values are for new and existing philanthropies alike. We hope to eventually drive thoughtful implementation of approaches that create the change you wish to see.

As philanthropy's benefit to society comes increasingly into question and public trust continues to erode, it is time to challenge the sector to do better by interrogating these values and authentically collaborating to accelerate progress toward a more just world. Rooted in 20 years of practice, RPA has been able to produce robust bodies of work, including toolboxes and a selection of options encapsulated in this book that encourage donors to research and reflect on their philanthropy.

As you forge your path and develop your next steps, we encourage you to share your thoughts on the ideas in this book with friends and family. We also encourage you to conduct thorough research that brings in personal connections, trusted advisors, and especially the voices and wisdom of the communities you wish to serve.

We hope you will find the book useful, and that by taking a look at norms, strengths and unique ways of thinking you can amplify your giving and unleash the true potential of your philanthropy.

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About Rockefeller Philanthropy Advisors

Rockefeller Philanthropy Advisors (RPA) accelerates philanthropy in pursuit of a just world. Continuing the Rockefeller family's legacy of thoughtful, effective philanthropy, RPA is a global nonprofit at the forefront of philanthropic growth and innovation, with a diverse team of experienced grantmakers with significant depth of knowledge across the spectrum of issue areas. Founded in 2002, RPA has grown into one of the world's largest philanthropic service organizations and has facilitated more than \$4 billion in grantmaking to more than 70 countries. RPA currently advises on and manages more than \$600 million in annual giving by individuals, families, foundations, and corporations. RPA also serves as a fiscal sponsor for over 100 projects, providing governance, management, and operational infrastructure to support their charitable purposes.

