

For philanthropy and social investment worldwide

SPECIAL FEATURE

Why philanthropy should care about the Sustainable Development Goals

Guest editors: Heather Grady, Bhekinkosi Moyo and Sevdalina Rukanova

PLUS

European foundations' research gap

Beneficiary interview: With and For Girls

NEW!

Alliance's exclusive survey on foundations and SDGs



Download the Alliance App!

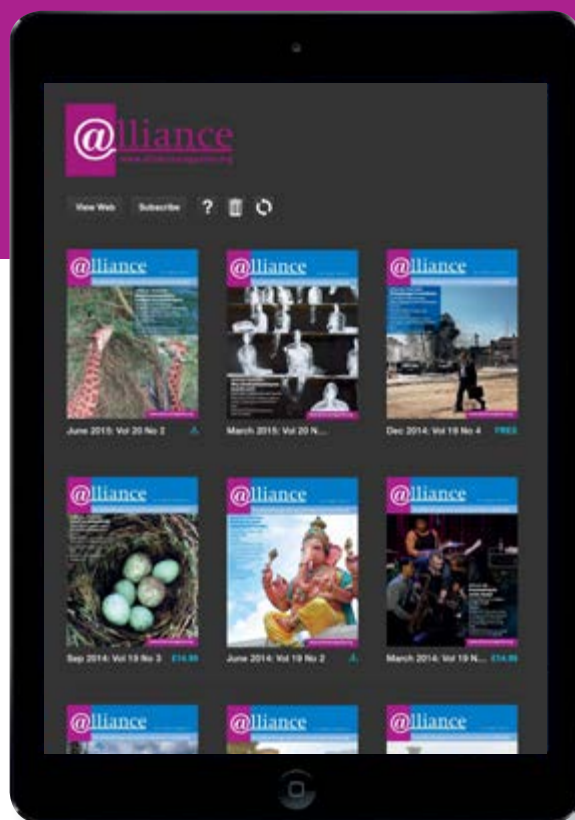
We've launched the Alliance App, making it easier and more convenient than ever before to access *Alliance* magazine.

The App is free to download and subscribers to *Alliance* can access all of the content inside the App by using the same login details they use to access our website.

The App is available on all Apple iOS devices via the Appstore and on all Android devices via Google Play – simply search for *Alliance magazine*

Download the *Alliance* App today!

Don't have a subscription yet? Turn to the inside back cover to find out more about subscribing . . .



For philanthropy and social investment worldwide

Alliance magazine is the definitive resource for all philanthropy and social investment professionals worldwide. It provides news and analysis of what's happening in this sector around the world and is the only magazine of its kind with a global focus.

Follow *Alliance* across the web

www.alliancemagazine.org



@alliancemag



alliancemagazine



Alliance magazine

Contents

Cover photo Outpatient clinic Number 14, La Santa Fe, Isle of Youth, Cuba: Following devastating hurricanes in 2008, the Atlantic Charitable Trust invested in the reconstruction of health care facilities in the Isle of Youth.

CRISTINA GARCIA RODERO



Guest editors
Heather Grady,
Bhekinkosi Moyo and
Sevdalina Rukanova

Special feature Why philanthropy should care about the SDGs

24 Why the SDGs matter Heather Grady, Bhekinkosi Moyo and Sevdalina Rukanova outline the importance of universal development goals and how philanthropy can influence their implementation

26 Foundations can set the agenda for SDG partnerships Foundations have a vital role, write Maria Hermínia Cabral and João de Almeida Pedro

28 Foundations keen to collaborate on SDGs Barry Knight reports positive views

37 New mindsets and practices are needed to finance the SDGs Governments, private investors and businesses must all reorient their practices, writes Heather Grady

39 The long march towards responsible money Philanthropy institutions must fulfil the SDGs not just through their grants but in how they function and invest, believes Matthieu Calame

40 Foundations and the SDGs: poised to make a difference? Larry McGill on how foundations can jump-start the building of robust data collection systems to ensure global adoption of the SDGs

42 Peace in the new development agenda All the SDGs support a more peaceful and equitable global society, write Steve Killelea and Camilla Schippa

43 Philanthropy can advance climate justice through the SDGs Sean McCabe on climate and development synergies

44 How foundations can re-think strategies to benefit the SDGs Collaboration is key, writes Karolina Mzyk Callias



31 Advancing impacts, not numbers Franky Welirang on SDG measurement

32 Make watered-down SDGs work Inclusion of gender equality and women's empowerment in the SDGs is a relief, but is it enough, and where is the funding? writes Ana Abelenda

34 SDGs can be a tool in the accountability toolbox What we all need to do to achieve a more equitable and sustainable world, by Danny Sriskandarajah

35 SDGs may trigger tax reform John Christensen on tracking illicit financial flows and pressurizing governments on tax justice



36 Tax reform changes the game for schools Tackling corporate tax dodging to invest in quality public services, by Adriano Campolina



46 The power of partnership: insights from Kenya Janet Mawiyo and Susan Njambi Odongo on the Kenya Community Development Foundation



48 Partnering for the public good: an SDG strategy

Rien van Gendt reports on a landmark agreement between foundations and the Dutch government

49 Philanthropy should track SDG progress

Tendai Murisa outlines three focus areas for philanthropy institutions



P50

50 Teach development The SDGs apply to all nations, write Marzia Sicia and Cristina Toscano

51 Community philanthropy chimes with SDGs Effective implementation of the goals needs local engagement, argue Avila Kilmurray and Jenny Hodgson



P51

54 Audacity, adaptability key to SDG partnerships

We need to be more open-minded, believes Rachita Vora



P55

55 Cut waste to prevent hunger

Luís Jerónimo and Francisco Palmares on the Gulbenkian Foundation's work in Portugal

56 Addressing inequality amid plenty – the SDGs and the United States Domestic challenges are part of the SDGs, stresses Vikki Spruill

57 Give communities ownership of SDGs No one should get left behind, writes Dawn Austwick

59 Fund innovation to protect children The role of foundations in ending child violence, by Lisa Witter and Fabio Venturini

60 SDG success hinges on political will All governments need to commit, writes Myles Wickstead



P56

61 Shared goals for public good: the city as a laboratory of change Sustainable cities, by Marcela Mondino



P7



P9



P14



P14



P21



Letters

4 James Savage calls for donor action to defend cross-border philanthropy while Naila Faroukey believes that Arab philanthropy is witnessing a game-changing moment

Global updates

6 What's new at . . . Cemefi, CIVICUS, Dasra, EFC, Exponent Philanthropy, Foundation Center, GIFE, WINGS and NEF

Opinion

12 US engages with civil society and philanthropy Laura Abrahams Schulz on progress made through the US Stand with Civil Society initiative

13 Replace soft imperialism with honest collaboration US grantmakers should support small, grassroots NGOs, believes Isabel Kelly

Articles

14 Interview Saima Chougale, Alia El Kattan, Judith Mtambo and Jade Adeoba, teenage panellists deciding which organizations should receive funds from the \$1 million With and For Girls Collective

18 Foundations may pay price for under-valuing research Cathy Pharoah on the need for greater investment in research

21 The bricks and mortar – steel and glass – of social change A pictorial history of The Atlantic Philanthropies and Sam Deere on the case for investing in capital projects

Book reviews

62 Roger L. Martin and Sally Osberg *Getting Beyond Better – How social entrepreneurship works*, reviewed by Michael Alberg-Seberich

63 Pete Singer's *The most good you can do: How effective altruism is changing ideas about living ethically*, reviewed by Nick Temple

Thank you

64 Caroline Hartnell: we owe you
By Barry Gaberman

Alliance Editorial Board

Akwasi Aidoo <i>Humanity United, Senegal</i>	Bhekinkosi Moyo <i>Southern Africa Trust, South Africa</i>
Lucy Bernholz <i>Stanford University Center on Philanthropy and Civil Society, USA</i>	Neera Nundy <i>Dasra, India</i>
David Bonbright <i>Keystone, UK</i>	Terry Odendahl <i>Global Greengrants Fund, USA</i>
Carola Carazzone <i>Assifero, Italy</i>	Timothy Ogden <i>Philanthropy Action, USA</i>
Maria Chertok <i>CAF Russia</i>	Felicitas von Peter and Michael Alberg- Seberich <i>Active Philanthropy, Germany</i>
Andre Degenszajn <i>GIFE, Brazil</i>	Adam Pickering <i>Charities Aid Foundation, UK</i>
Christopher Harris <i>USA</i>	Nathalie Ross <i>Council on Foundations, USA</i>
John Harvey <i>USA</i>	Sevdalina Rukanova <i>European Foundation Centre</i>
Jenny Hodgson <i>Global Fund for Community Foundations, South Africa</i>	Lourdes Sanz <i>Cemefi, Mexico</i>
Andrew Kingman <i>Micaia, Mozambique</i>	Ingrid Srinath <i>Hivos India Advisory Services</i>
Marcos Kisil <i>Institute for Development and Social Investment, Brazil</i>	Boris Strecansky <i>Centre for Philanthropy, Slovakia</i>
Barry Knight <i>CENTRIS, UK</i>	Carolina Suarez <i>AfE (Association of Corporate and Family Foundations) Colombia</i>
Atallah Kuttub <i>SAANED for Philanthropy Advisory Services – Arab Region</i>	Volker Then <i>Centre for Social Investment, Heidelberg University, Germany</i>
Peter Laugharn <i>Conrad N Hilton Foundation, USA</i>	Wang Zhenyao <i>Beijing Normal University China Foundation Research Institute</i>
Penelope Lewis <i>World Bank</i>	
Halima Mahomed <i>South Africa</i>	
Janet Mawiyoo <i>Kenya Community Development Foundation</i>	

Editor

Paula Park

Associate editorsLaura McCaffrey
Andrew Milner**Contributing editor**

Timothy Ogden

General manager

David Drewery

Communication & circulation officer

Holly Steel

Marketing officer

Samuel Desborough

Alliance Publishing Trust Board of Directors

John R Healy (Chair) <i>Centre for Nonprofit Management at Trinity College Dublin</i>	Leticia Ruiz-Capillas <i>European Foundation Centre</i>
Karin Jestin <i>Fondation Lombard Odier, Switzerland</i>	Pieter Stemerding <i>Adessium Foundation, Netherlands</i>
Shannon Lowder <i>Charles Stewart Mott Foundation</i>	Luc Tayart de Borms <i>King Baudouin Foundation, Belgium</i>
Darin McKeeever <i>William Davidson Foundation, USA</i>	Katherine Watson <i>European Cultural Foundation, Netherlands</i>

Foundations need to help narrow great gaps in SDGs



Advocates are championing the agreement behind the Sustainable Development Goals.

But let's be frank about what's missing:

- ▶ A committed source of funding the estimated \$3.5 trillion to \$5 trillion annual costs.
- ▶ Accountability – the agreement includes no enforcement mechanism.
- ▶ Direct incentives to governments to pursue goals their own citizens have not formally endorsed.

For many writing in this issue, however, the SDGs are the kind of challenge for which philanthropy was invented. In fact, 78 per cent of those polled by *Alliance* strongly agree that philanthropy should play some role in SDG implementation.

Our special feature articles sketch out mechanisms for collaboration on the SDGs or highlight work foundations already do that parallels the SDGs. One gets the feeling we're off to the races.

This race, humanity needs to win.

As Bhekinkosi Moyo, one of our special feature editors, told delegates to the United Nations Sustainable Development Summit in September: 'People will not judge us by the adoption of this Agenda, but by its implementation.'

Alliance would like to be a part of the race for solutions and will continue the discussion on the SDGs for the next few months on our blog, via a debate we started in October.

We have also started a few new features in this issue of the magazine: the first, the *Alliance* exclusive survey. We've polled philanthropy leaders and foundation staff from all over the world to capture their views on the SDGs. We will survey our readers once every quarter, to develop a database of opinions and support our opinion articles with data.

We've also published our first beneficiary interview. We speak to four teenage girls who are beneficiaries of and final decision-makers over who will benefit from \$2 million in With and For Girls (WFG) grants, sponsored by eight foundations.

The debate over feedback loops in the March issue challenged all of us to speak to those who are supposed to benefit from foundations' programmes. UK WFG panellist Jade Adeoba says it succinctly: 'If you are trying to have an influence on a specific kind of people, you're going to need an input from that specific kind of person.'

Alliance is on the move, changing to make our coverage more compelling and helpful to you. In the March issue we will be covering migration, an issue that affects every country on earth and has reached crisis stage in the Middle East and Europe.

PAULA PARK

All correspondence should be addressed to paula@alliance-magazine.org

Donor action to defend cross-border philanthropy

While creative and flexible granting is an important part of the response, it is insufficient to address this seismic problem that donors, CSOs and, most importantly, activists face.

Human rights defenders and other social change activists are seeing their access to foreign funding seriously affected by the growing threat to cross-border philanthropy that is a key feature of the closing down of civic space worldwide. They are looking for greater flexibility from foundations to enable them to cope with the onslaught of restrictions and threats they face, through more unrestricted funds that can support core functions, staff salaries and wellbeing; multi-year grants; fewer burdensome reporting requirements; and for some, a stronger risk appetite from their backers.

However, while creative and flexible granting is an important part of the response, it is insufficient to address this seismic problem that donors, CSOs and, most importantly, activists face. In the *Alliance* September 2015 special feature, Adam Pickering and Douglas Rutzen called on the philanthropic community to engage in advocacy and funding initiatives that could help confront the tidal wave of restrictions faced by foundations and their grantees.

Here are some practical steps funders might take:

- 1 **Get briefed up, and get involved.** Join the donor working groups created under the auspices of Ariadne and the International Human Rights Funders Group on 'Enabling Cross-Border Philanthropy' (contact Jo Andrews: jo.andrews@ariadne-network.

eu) and 'International Grants Operations' (contact Christen Dobson: cdobson@ihrfg.org). These are confidential spaces for philanthropists to exchange experiences, ideas, and seek or offer advice on the issues and response strategies.

- 2 **Support local legal reform initiatives, coalitions/ campaigns to negotiate over and stop restrictive laws, or strategic litigation** for legal and constitutional challenges. **Support model laws** that give domestic force to activists' freedom to access and use foreign funds.
- 3 **Commission research into the value of civil society** to inclusive, stable, and prosperous communities. Offer this as part of efforts to **develop counter-narratives** to the negative discourses and de-legitimation of human rights and social change activists.
- 4 **Seek and leverage support from influential voices** in academia, business, the arts, media, and arms of government that aren't hostile, giving them good evidence and clear asks for how they can contribute.
- 5 **Collaborate in building unexpected alliances**, for example, with businesses that have championed the cause of LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex) inclusion and rights activism.
- 6 **Help document the human impact** of laws and practices that restrict foreign funding – the consequences for those directly targeted and others who rely on them for day-to-day services and access to rights and justice – and **use this to strengthen advocacy efforts.**

- 7 **Engage directly or indirectly in advocacy** on the growing restrictions on the right to seek, receive and utilize resources, including from overseas, that are throwing up barriers to financial transfers and grantees' access to financial services, fuelled in part by states' implementation of Recommendation 8 of the Financial Action Task Force to counter terrorist financing and money laundering.
- 8 **Strengthen grantees' resilience and security** – assist organizations to strengthen their governance, methods, legal compliance, quality of their data, psychosocial support and wellbeing, individual and institutional security management and protection measures.

James Savage

Human rights defenders programme manager, Amnesty International

A game-changing moment

In *Alliance's* September 2015 special feature, Atallah Kuttub, Natasha Matic and Noha El-Mikawy wrote that 'private foundations, no matter how independent they are of the corporate business interests of the founder, tend to stick to projects that promote the provision of services, avoiding those projects that address deep structural reasons for government failure to deliver. This shyness often stems from fear of government wrath, which could harm the business interests of the donor.'

Arab philanthropy is witnessing a game-changing moment.

In the past year alone, two private philanthropists in the region

Alliance welcomes letters in order to facilitate debate. Please address them to the editor at paula@alliancemagazine.org. We reserve the right to edit letters and may refuse to publish them on the grounds of their offensive, injurious or defamatory tone or content.

have made game-changing announcements declaring their intentions to leave the bulk – if not all – of their wealth to philanthropic causes upon their death. To be clear, we're talking about billions of dollars here – amounts that rival the Gates' and the Buffetts of the world – and the scepticism regarding the intentions of these grand gestures is rampant, perhaps predictably so.

Why the scepticism? Well, for one thing, public pronouncements of one's wealth are uncommon in these parts. The correlation between philanthropy and religion dictates the more anonymous the giving, the higher the altruistic value. This edict of anonymous giving is so embedded in Arab culture that we have yet to establish culturally contextual metrics of accountability and transparency by which to measure our philanthropic activity on a regional scale.

In fact, many private foundations still struggle with the practice of releasing any data at all regarding their annual giving, while others simply insist on this data remaining anonymous and confidential.

As a result of this lack of data and transparency, one can't help but wonder how and if these grand gestures of giving are even measurable in the long run. If we don't have a system in place whereby we are held accountable as a sector, then how are we to guarantee that these promises will be indeed fulfilled?

Beyond the scepticism, though, are some critical questions that need to be asked if we are to see



impact borne of this wave of philanthropy in any meaningful and sustainable way: how and where will the disbursement of funds be managed in terms of allocation?

The act of pledging billions of one's private wealth towards philanthropic causes is awe-inspiring, no doubt, but it will only make an impact if there is a strategy in place for those resources to go towards addressing gaps assessed regularly and tweaked as needed.

How can we encourage engagement in philanthropic giving beyond the realm of the highest net worth billionaires of the region? How do we model a kind of private philanthropy that speaks to the average person in the region?

The policies and laws that govern the philanthropic space in the Arab region today are far more restrictive than they are enabling, and without a paradigm shift in that regard, the cadre of private philanthropists making inspiring charitable donations will continue to belong to the richest echelons of society

and will remain unattainable and, ultimately, limited in the potential for true and lasting impact.

Naila Faroukey

Chief executive officer and executive director, Arab Foundations Forum

Children in Abyan, Yemen watch women bringing water from a well, built through donations of external funds and citizen volunteering.

GRANTCRAFT
A SERVICE OF FOUNDATION CENTER
IFIP
International Funders for Indigenous Peoples

FUNDING INDIGENOUS PEOPLES:
STRATEGIES FOR SUPPORT
Learn insights from grantmakers experienced in indigenous philanthropy

VISIT OUR WEBSITE:
INTERNATIONALFUNDERS.ORG or GRANTCRAFT.ORG
to download a complimentary version of our new publication and to find out about upcoming workshops and webinars.

Publication Sponsored By:

photo credit: Asociación grupo integral de mujeres sanjuaneras

CEMEFI

Cemefi's XV Third Sector Research Congress

It's been 15 years since the first Third Sector Research Congress hosted by Cemefi along with more than 13 national universities. Through this time, the Congress has promoted the generation of knowledge in the field, providing researchers and practitioners with an opportunity to share and analyse experiences, both from the academic perspective and from the practical experience of civil society organizations, and more recently, government institutions as well.

The XV Third Sector Research Congress took place in the colonial city of Leon, in the state of Guanajuato. The topic was Social Tissue and Legality Culture: Building or rebuilding? The setting gave participants the opportunity not only to learn and analyse the contents of the 67 research studies

presented throughout the programme, but also to visit cultural sites, which enriched the experience and provided a sense of the local culture.

The Congress included two main conferences: Alliances for rebuilding social tissue, and Civil society as actor and promoter of legality culture.

Researchers, along with civil society leaders and representatives

from government institutions, shared findings, methods, challenges and innovation models to strengthen civil society organizations, government actions and citizen participation. They also discussed how to improve safety, services and resources as well as reduce social inequity and achieve better life conditions. More than 200 participants attended.

For more information

www.cemefi.org



CIVICUS

Civil society data development for the UN's global goals

Better data is fundamental to the full implementation and review of the UN's global goals. To assist the UN in this endeavour, a number of cross-sector initiatives use modern statistical systems and bespoke metrics to measure progress towards the achievement of the 17 goals and 169 targets.

As part of the Global Partnership for Sustainable Development Data, CIVICUS is working with a network of governments, civil society organizations and businesses to develop methodologies and reporting practices to holistically monitor the impact of the global



goals against social, environmental and economic aims. To complement this work, in 2014 CIVICUS and partners launched the multi-stakeholder initiative, the Data Shift, which helps citizens leverage technology and civil society expertise to participate in the monitoring of local, national and international sustainable development programmes.

The role of civil society is essential for both of these initiatives. Given the breadth of the policy areas embedded in the global goals, citizens and civil society organizations are uniquely placed to fill in data gaps and provide capacity for real-time reporting of goal implementation.

For more information

www.civicus.org

DASRA

Freeing the adolescent girls of India from the complex trap of malnutrition

If India is to achieve double-digit growth in the next few years, it needs to save billions of dollars from being lost to malnutrition that can be prevented at a fraction of the cost. A strategic beginning in this direction would be to invest in the nutrition of India's 113 million adolescent girls, more than 50 per cent of whom are malnourished – suffering inadequate physical and mental growth.

Dasra's latest report – *Three Square Meals* – found that in 15 states more than 70 per cent of adolescent girls suffer from moderate to severe anaemia.

While under-nutrition is a problem often observed in boys and girls alike, the situation worsens for girls after their first menstrual cycle unless the periodic loss of iron through menstrual bleeding is compensated with an intake of iron-rich foods and supplements.

The report highlights holistic solutions that adopt the lens of a food continuum to identify sustainable solutions that engage girls, their families and their communities.

Adolescent girls offer a unique window of opportunity to break the cycle of poor nutrition at both individual and intergenerational levels. Philanthropy and non-profit interventions play a key role in freeing the girls from the ill-effects of malnutrition that

limit their potential and affect their offspring. It is time to act now and act fast!



DASRA REPORT – THREE SQUARE MEALS

For more information

<http://tinyurl.com/DasraThreeSquareMeals>

<http://tinyurl.com/ThreeSquareMealsProfiles>

INTELLIGENCE

IMPACT

Oxford Impact Investing Programme

Enabling the next generation of investors to deliver social, environmental and financial returns.

Develop your impact investing strategy in discussion with Oxford faculty thought leaders, industry pioneers and peers from across the globe.

18-22 Apr 2016

A number of reduced-price places are available to development finance professionals, social entrepreneurs and representatives from NGO's.

Find out more at: www.sbs.oxford.edu/impact



EUROPEAN FOUNDATION CENTRE

No refuge from the migrant crisis

Migration was a major part of the European Foundation Centre's autumn agenda last year and the issue, unlike many of its protagonists, is not going anywhere. As the spotlight has been put on the EU's (in)ability to deal with the crisis, the EFC's reaction has been two-fold. Initially, in conjunction with *Alliance*, we surveyed the foundation sector to find out what they have been doing in response to the situation to ascertain what specific role foundations feel they have to play.

Foundations have, after all, been working on migration, integration and diversity for a long time (and indeed on crisis response), even if the majority favour a medium/long-term approach. Areas of work range from supporting organizations at community level to tackling deeper issues around the crisis, from advocacy for a better European asylum system (through EPIM – European Programme for Integration and Migration) to measures around integration of newcomers.

The results of the survey helped shape the debate during our annual autumnal event on 10 November: EuroPhilantopics. At the heart of the current crisis is the inability to place and receive trust between states, state and citizen, and people and communities, built up over many years. EuroPhilantopics discussed with key policymakers the vital role trust could play in building a more resilient Europe that is better equipped to deal with crises as they unfold.

For more information

www.efc.be



EXPONENT PHILANTHROPY

New guide to impact investing for small-staffed foundations

A new resource is now available to help small-staffed foundations better understand how to harness the massive potential of impact investing. *Essentials of Impact Investing: A guide for small-staffed foundations* was released this autumn by Exponent Philanthropy, Mission Investors Exchange, and Arabella Advisors.



By using return-seeking investments to pursue solutions to social problems, foundations of all types and sizes are putting new resources to work, often alongside grants. They are making investments across all

asset classes and along the entire spectrum of risk and return.

Small-staffed foundations can use the guide as a resource to revisit current investment strategies or create new ones, inspire and inform board members, encourage others to co-invest with them, and more. It is designed to help dispel misperceptions and provide practical guidance on how to effectively and efficiently leverage this innovative and increasingly popular strategy.

For more information

www.exponentphilanthropy.org/impact-investing

FOUNDATION CENTER

New data portal supports philanthropy and collaboration in Africa

For funders and others investing and working in Africa, having access to accurate and up-to-date information about philanthropic activity is critical. To meet this need, Foundation Center, Bloomberg Philanthropies and the King Baudouin Foundation recently launched *Equal Footing*, a freely accessible online tool that provides the data and knowledge needed to make informed funding decisions and maximize impact.

With an initial focus on Rwanda, Democratic Republic of the Congo and Burundi, *Equal Footing* makes it easy to scan the landscape of philanthropic funding. It includes more than 1,000 foundation and NGO profiles, social sector research, maps detailing funding activities, and case studies on grantmakers both in and outside the US. These resources enable users to see what types of development projects are under way, what solutions have had a

measurable impact, and what needs are currently under-served.

Equal Footing is part of Foundation Center's growing array of Knowledge Services that blend information, analysis and technology to benefit the social sector. These data-driven tools and content-rich platforms are designed for funders and their networks, consultants, advisers, and grantees.

Equal Footing provides information and resources for funders and others working in Central Africa.

For more information

www.equal-footing.org

www.foundationcenter.org



GIFE

Linking private social investment and the global goals

Since the beginning of 2015 GIFE has been strongly involved in discussing and proposing ways to involve private social investment in the UN Sustainable Development Goals (SDGs).

The SDGs were officially launched this year to replace the Millennium Development Goals (MDGs) and by evaluation of the MDG process, Brazil realized that the most challenging aspect is the implementation of each SDG, which requires the development of strategic plans oriented by those goals.

With this knowledge and recognizing the importance of being part of that agenda, GIFE joined a 'multi-actor and multi-sector' coalition, called the Sustainable Development

Goals Strategy. As part of this group, GIFE aims to engage social investors in discussions leading to action in pursuit of the SDGs.

A group of organizations linked to private sector and social investment (including GIFE) has developed a positioning document in relation to the SDGs and has been working on concrete ways to help our members to be real partners of SDG application in Brazil.

For more information

www.gife.org.br

WINGS

Measuring social value and impact

Impact assessment, social return on investment (SROI) and evaluation were identified by WINGS members and partners as top trends in the philanthropy world. There is increasing recognition that we need better ways to account for the social, economic and environmental value that results from our activities.

To better understand philanthropy's needs and practices, WINGS ran a survey with philanthropy infrastructure organizations, foundations and private social investors, in partnership with Social Value UK.

It was interesting to notice that although 56 per cent of respondents stated that social impact information was very important, only 43 per cent have a specific methodology. Another issue is that several different indicators are being used, pointing to a need for more coordination and standardization.

Understanding and managing this need is therefore increasingly important for infrastructure organizations – 80 per cent of them provide support in measuring impact to their members in the form of resource, for example, information or best practice guides; training and consultancy. Most of these organizations also measure their

own impact and showed a high interest in receiving different kinds of training on the issue.

In response to these needs, WINGS gathered members from Europe, Latin America, North America, and the Arab Region in Berlin in July to exchange knowledge and experiences on Social Return on Investment, learn more about best approaches, and discuss organizational challenges to implementing a measurement process. This was the first step to help WINGS members in their role supporting philanthropy organizations worldwide in their quest for measuring impact.

For more information
www.wingsweb.org

Join over **350 foundations** globally in becoming **more effective**.

- ▶ Feedback from foundation grantees, donors, and staff
- ▶ Benchmarking foundation processes and practices
- ▶ Advising on strategy and performance indicators
- ▶ Customised advisory services
- ▶ Research on foundation performance

Reach out to us today to learn more.

Kevin Bolduc

Vice President of Assessment Tools
kevinb@effectivephilanthropy.org
 (+1) 617-492-0800 x202

www.effectivephilanthropy.org

CEP

THE CENTER FOR EFFECTIVE PHILANTHROPY

NETWORK OF EUROPEAN FOUNDATIONS

Integrating early childhood development in social protection programmes

The Children and Violence Evaluation Challenge Fund was set up in 2011 to inform and improve programming and policies on violence prevention against children in low- and middle-income countries. It aims to generate more rigorous evidence through robust evaluations.

The fund recently decided to support a key and strategic evaluation research study led by Theresa Betancourt at Harvard University in collaboration with the University of Rwanda and FXB International/Rwanda. The project will last five years and use a four-arm cluster randomized trial – a very robust evaluation methodology.

As the Rwanda Government is currently planning a countrywide implementation of its social

protection programme – Vision 2020 Umurenge Program (VUP) – the study will explore the impact of integrating a family-based intervention model. This will be delivered to vulnerable families targeted by the VUP with a focus on parenting behaviours that demonstrate a proven effectiveness in improving early childhood development outcomes and decreasing violence in the home.

This critical research involves key stakeholders including the World Bank, USAID, the Government of Rwanda and Elma Philanthropies. It presents a unique opportunity for policy uptake at the national and regional level.



CAT KIBI RESEARCH PROGRAM ON CHILDREN AND GLOBAL ADVERSITY, HARVARD TH CHAN SCHOOL OF PUBLIC HEALTH



For more information

Further details will soon be available at www.evaluationchallenge.org. In the meantime contact sara.bensaude@nef-europe.org for more information.

Did you know ...

Civil society organizations, philanthropy, and volunteering hold the key to the effective implementation of the newly issued UN Sustainable Development Goals (SDGs), but the limited information on this set of institutions is inhibiting their ability to make the contributions of which they are capable?

A Johns Hopkins Center for Civil Society Studies Working Paper documents the numerous ways in which non-profit organizations, philanthropy, and volunteering make vital contributions to every one of the 17 new goals that the UN has adopted to drive the world's development agenda over the next 15 years.¹

But the paper also points out that crucial improvements are needed in the information, structures, enabling environment, and resources required for civil society to bring its considerable talents and capabilities fully to the service of the SDGs.

Fortunately, a recent report of the UN Secretary General acknowledges this point and calls for wider implementation by governments of two official statistical manuals designed to improve the visibility of the civil society sector and volunteering globally.²

Now it is up to countries to respond.

¹ Lester M. Salamon and Megan Haddock, entitled *SDGs and NPIs: Nonprofit Institutions – The foot soldiers of the Sustainable Development Goals*. Working Paper No. 25. (Baltimore: Johns Hopkins Center for Civil Society Studies, 2015). Available at: <http://tinyurl.com/SDGs-and-NPIs>.

² International Labour Organization, *Manual on the Measurement of Volunteer Work*, (Geneva, 2011); United Nations Statistics Division, *Handbook on Nonprofit Institutions in the System of National Accounts*. Series F, No. 91, (New York, 2003).

Opinion

Laura Abrahams Schulz



Laura Abrahams Schulz is director for global engagement at the National Security Council, the White House. Email laura_a_schulz@nsc.eop.gov

US engages with civil society and philanthropy

Around the world, civil society and the foundations that support it are essential partners in crafting development solutions, responding to humanitarian crises, advancing human rights and democratic values, and helping to build resilient societies and institutions to counter violent extremism.

Despite these important roles and the growing ways through which citizens are finding voice, civil society's rights in many countries are in danger, and in some cases its mere existence under threat. An increasing number of governments inhibit the free operation of civil society and impede civil society organizations' ability to receive funding from legitimate sources.

In September 2013 President Obama launched *Stand with Civil Society* – a call to action to support, defend and sustain civil society amid a rising tide of restrictions globally, in coordination with our other foreign policy and national security priorities.

Working in partnership with other governments, the philanthropic community, and multilateral initiatives, we are focused on:

- ▶ Modelling positive engagement between governments and civil society and creating a supportive environment for civil society in accordance with international norms.
- ▶ Innovating our assistance tools and programmes.
- ▶ Coordinating multilateral and diplomatic pressure to push back against undue restrictions on civil society.

US activities to support civil society were deepened under a 2014 presidential memorandum. We have expanded consultations with foundations and US civil society – key partners in advancing and sustaining *Stand with Civil Society*, including on how to mitigate growing foreign funding restrictions, navigate partner vetting, and push back against unduly restrictive laws. We value civil society and foundation partners who work in-country, and bring insightful perspectives that help us understand and navigate the local context for civil society support, operating constraints and mitigation opportunities.

The US is working with the Financial Action Task Force (FATF) to support laws that combat terrorist financing while working to protect the legitimate activities of non-profit organizations from being disrupted. For example, the US has worked closely with the FATF for several years to increase engagement with NGOs.

In March 2015, the FATF hosted a formal consultation with the NGO sector and incorporated its feedback into the best practices paper for implementation of measures to protect the sector from terrorist abuse. The US will continue to support regular FATF engagement with the non-profit sector through annual consultations, for example, and meetings with NGOs and foundations during FATF anti-money laundering and counter-terrorism finance country assessments.

We are also working to bolster our efforts to engage countries when potential issues and tensions arise related to draft NGO laws and regulation.

Stand also involves new approaches to strengthen and connect civil society. The Civil Society Innovation Initiative, a partnership between the US, Sweden and private philanthropic partners, is supporting the creation of regional hubs that will encourage civil society cooperation, innovation, research and learning. This initiative, premised on co-creation with civil society as opposed to a top-down donor effort, is one example of our commitment to amplify the role of local civil society and smaller NGOs, and to ensure that their voice and priorities are informing and shaping our support.

Central to the sustainability of *Stand with Civil Society* is the ability to learn from and share best practices, including:

- ▶ Safeguarding space for civil society is a long-term effort.
- ▶ Early action to support peaceful civil society during post-conflict and political transitions is critical, as is cultivating relationships with civil society champions in government and legislature.
- ▶ Supporting civil society's own efforts at self-regulation, transparency and accountability is important and challenges those attempting to delegitimize the sector.

We will continue to focus on institutionalizing *Stand with Civil Society*, by both strengthening our internal capacity and expanding our partnerships.

Essential to our efforts will be ongoing engagement with and feedback from civil society stakeholders, such as philanthropy organizations. @

Opinion

Isabel Kelly



Isabel Kelly is founder and principal consultant at Profit with Purpose, and a practitioner in residence at the Skoll Centre for Social Entrepreneurship at Oxford University's Said Business School. Email isabel@profitwithpurpose.co.uk

Replace soft imperialism with honest collaboration

Every government has a responsibility to create an environment within which civil society in its broadest sense can flourish; the US government clearly takes this responsibility seriously and plays an important role in helping to develop technical expertise and to build capacity within civil society organizations (CSOs) around the world. But can any government really appoint itself as the chief promoter of global civil society?

The model of state-sponsored civil society is clearly not desirable; Government-Owned NGOs (or GONGOs) may look like grassroots NGOs but are staffed by government officials and their mandate and activities determined by government policy.

A government promoting civil society in other countries can never be apolitical. At best it will be perceived as having elements of persuasion or soft imperialism, at worst it will be seen as unwelcome political interference or as the promoter of specific national security interests. One of the rationales governments use to clamp down on the generosity of foreign funders is that they are perceived to represent the foreign-policy priorities of their domestic governments.

While working to protect its citizens and the legitimate activities of NGOs, the US government's laws to combat terrorist financing do put a heavy compliance burden on domestic grantmakers, which can have an impact on their ability to work globally to distribute both their considerable amounts of money and their much-needed expertise.

A costly and complex 'equivalency determination' is normally required for a US grantmaker to determine whether a foreign organization would meet the registration requirements of a US 501(c)(3) public charity, for example.

Having respect for the sovereignty of other countries' CSO legislation, and knowledge of the environment in which that legislation is applied, could be a more collaborative, and certainly less costly, approach to assessing the suitability of an organization for the receipt of funds.

The need to comply with the US Patriot Act has also made grantmakers more wary about making foreign grants in case they mistakenly indirectly fund a terrorist organization.

An unintended consequence of the compliance burden has been the creation of the 'hero-CSO' – a particular organization in a country where grantmakers want to support CSOs, perhaps fronted by a charismatic spokesperson who is willing and able to travel the world and speak articulately in English about their particular civil society issue. This becomes a 'safe' and verified organization to which to direct funds and can mean that grantmakers congregate around the same organizations.

This approach can foster a focus on 'western-friendly' CSOs and leaders, neglecting less visible organizations who may not have English speakers, may not have a website or use social media, or know how to access foreign grantmakers or fill in their application forms, and may be harder to find geographically and subsequently be harder to verify within the compliance framework. And by being globally feted and financed, the hero-NGOs can lose their local credibility or relevance, and start to be seen as a puppet for another country's agenda.

Perhaps a more comfortable place for governments to focus their efforts is, as Laura Abrahams Schulz's article on page 12 suggests, to foster an environment within which a country's domestic philanthropy starts playing a more significant role in funding CSOs, with governments sharing best practice on their promotion of domestic civil society capacity-building and innovation.

For example, in India, there are over 3 million CSOs, which are increasingly being funded by domestic individual and corporate philanthropy, supported by NGOs like Dasra, which has offices in India, the UK and the US, and by the passing of the Companies Act 2013 which requires 'every qualifying company' to spend 'at least 2 per cent of its average net profit for the immediately preceding three financial years on CSR (corporate social responsibility) activities'. India does, however, have its own laws that discourage cross-border philanthropy.

The US could take an influential lead by working with its domestic grantmakers to enable them to support global broad-based civil society that includes small, grassroots NGOs as well as the more easily found 'heroes'. @

By being globally feted and financed, the hero-NGOs can lose their local credibility or relevance, and start to be seen as a puppet for another country's agenda.

Interview

Saima Chougale, Alia El Kattan, Judith Mtambo and Jade Adeoba

With around \$1 million in resources raised to build girl-driven organizations, the With and For Girls Collective¹ asked panels of teenaged girls to decide which organizations to support under its global awards programme. To do so, the collective held application-assessment meetings in five regions, and provided the panellists with a day of training. The girls evaluated applications and videos from 47 organizations, interviewed members of short-listed groups and, in the end, selected 20 small and medium-sized organizations to receive grants from \$15,000 to \$50,000. Four girls from the panel told Paula Park what foundations should do to ensure the organizations they fund respond to girls' needs and hear girls' voices.



Paula Park is editor of *Alliance*. Email paula@alliance-magazine.org

Why in the world should we let teenagers make decisions about big amounts of money?

Judith: I think teenagers should be trusted because they're primary users of everything and the teenagers know what they need and where to allocate the money. They need to have an older person direct them, but on decision-making, the girls should choose. We have to trust them because they know their problems.

Alia: We need to stop underestimating the power of youth and the energy of youth, just due to age. I think if we give teenagers such powers and such responsibilities we are actually helping them develop into great leaders and these are the people that will rule the world in the future.

Did you start out with your own ideas about what organization you would want to grant funds to? And did that first idea change?

Saima: There was one organization. After reading what work they were doing, we thought that it was a really good NGO – that they're doing a nice job for girls. But then when we heard their interview we felt like it was kind of fake: in such an area where there are so many restrictions for girls, how it can be that so much has changed in just a few years?

Alia: I was very surprised by how much my ideas changed concerning some of the organizations. So for example, if you were looking at the audio-visual applications and the written applications, I had

a negative point of view towards some of the organizations. But when we actually interviewed them and got to ask them questions, we saw first-hand their passion towards the issues they are dealing with.

How did you ultimately decide, was it a vote, did each person speak about organizations they supported?

Jade: We spoke to each group and took notes. At the end of everything, we had a massive discussion comparing our notes – pros and cons – it was really discussion-based for our group.

What was the biggest debate in your group?

Alia: We had a huge debate about how we could look at different organizations, dealing with different issues, and compare the work they are doing. I realized that it's not necessary for organizations to be dealing with the more basic issues such as security or safety and that it is equally as important for organizations to be working on developing the girls' creativity and leadership skills, things like that.

Judith: We had those that had very nice ideas but we did not get [information about] impact. There were those who had demonstrated their impact and yet they didn't have very good planning and their response to the questions was a bit vague.

What criteria did you use to make the final decision?

Alia: We had four criteria. One was just generally the background – what the needs that they're targeting are, and how. And we also judged how girls were involved in the decision-making process and their participation. We also assessed [the groups'] achievements [as well as] evidence of how things changed. And then we were talking about future plans and how they could have more impact through the awards.

With and For Girls Collective talks much about agency. How would you define agency?

Judith: Well, for me, agency is a voice. That is, a group of people that have organized themselves to help out – to look at the needs of a specific area of community:



THE PANELLISTS

Saima Chougale, 18, first on left, from Mumbai is a member of the Vacha Girls Council, which is a leadership panel for girls across India. Vacha is an NGO created in the 1990s to work on women's issues and now focuses on adolescent girls and boys.

Jade Adeoba, 18, first on left, works in a London apprenticeship programme at the charity, The Challenge, which aims to help young people from diverse national and religious backgrounds work together.

Alia El Kattan, 17, last on right, is a high school student from Cairo who participates in Model United Nations conferences both locally and on an international level and leads her school's robotics club to the yearly Botball Robotics tournament in Qatar or Austria.

Judith Mtambo, 19, third from left, from Dar es Salaam, has completed her high school education and is awaiting test results. She volunteers at University Abroad Link, providing university-bound students with advice and counselling.



it's like a tool for pointing out problems facing an area.

Why is agency important?

Jade: It's important because, first of all we are all human, and we are all equal. If you are trying to have an influence on a specific kind of people, you're going to need an input from that specific kind of person. Unless you know what these people want and need, you can't help them.

How do you think foundations that give grants can best ensure that girls have agency?

Saima: Girls should have the decision-making power, then they can bring change. So it's actually a big thing.

Jade: Whatever your aim is, you need to look at who the programme should be addressed to, get a bunch of startup groups of those people, and just see what they have to say. Because without their opinions or their say, you don't really know what you're doing or whether what you're going to do will be worth it in the long run.

People have been talking about improving the status of girls and women for quite a long time. Why do you think we haven't been able to do more sooner?

Alia: I think a lot of improvements have been made towards issues of gender equality and improving the status of girls, but there still is a long way to go because girls still are under-represented in many fields. And I think the only way to really improve the status of girls is to make sure we involve girls, eliminate falsehoods, and make sure that girls are actually being heard.

Judith: I think the reason why we have a long way to go is because of ignorance that a lot of people have. They are not exposed to the problems that girls are facing and women are facing. There is also a problem of ignoring women and not considering them as an important group in society.

There is also a long way to go because there is a problem of corruption.

There is also backwardness of women and girls themselves. They don't have education and they are not aware of their sexual reproductive health and sexual reproductive health rights. But even if people tried to reach them wherever they are, they do not want help because they don't see any importance. So we still have a long way to go with it because of the problems that they are facing in the society.

Why girls and not women?

Saima: Girls are our roots. Once the root is strong the tree doesn't need any support. Foundations should also focus on girls because women have lots of restrictions over them, in their family.

Alia: Unless we actually deal with the issues that concern girls, these girls are going to grow up to become women who don't have rights and who aren't able to speak up for themselves. So I think it's right that we deal with girls from a young age to help



them to grow to become leaders. Then you can have a generation of women who are responsible and independent, and who have authority.

Judith: A woman is the product of what she was as a girl. Some problems psychologically affect them when they become a woman. So I think foundations should focus on the girl to make a better woman in the next generation. And by making a better woman, it will help that woman to help another girl become a better woman.

How do you make sure that you're having a true impact on girls?

Alia: I think that impact could be measured through things like statistics and surveys. But I think it's very important also to make sure that you hear from the girls who have actually been involved in the programmes and in the activities of the organizations.

Saima: I would like to say, evidence is important, because we can actually see that they were there, made some impact and what they were doing and that the funds are being properly used. There are some organizations that showed lots of changes, but we didn't have any proof or evidence that they made the changes they talked about. We really need evidence for everything, because [the grants] are not our own funds.

Judith, what was the main reason you decided to support Katswe, an organization for street workers in Zimbabwe?

Judith: Katswe succeeded in giving us evidence of what they have worked on. One of the examples they gave us concerned their demonstration about dress codes for women in Zimbabwe. In a video, they showed girls being harassed just because they wore short skirts. [Katswe] demonstrated against it and [the demonstration] had an impact: the government granted them what they wanted, that is, their dress code was not judged. [The justice

Above: Shoruq helps young people and children develop confidence by building their media and advocacy skills.

Above right: The Girl Activists of Kyrgyzstan enlist girls in decision-making about national lobbying platforms.

minister announced that women had a right to wear what they wanted.] But apart from that, they knew leadership and mentorship programmes for children or girls will help [street girls] know how to work out their problems. We spoke about giving to their work because this will help fight against poverty.

Why work on safety and security in the Middle East, rather than, for example, a leadership programme or some of the health programmes we saw in other areas?

Alia: Unless girls are also provided with safe spaces, where they can feel secure and safe, they cannot really work on any leadership issues.

One project you selected for funding was Shoruq. Why?

Alia: Shoruq involves girls in several ways. After every activity, they surveyed the girls and listened to their opinions regarding the projects. And also, two of the girls that they work with – I think they were maybe 14 years old – were actually in the interview, and Shoruq allowed the girls to answer the questions and talk about the organization. That really reflected how much they value girls and value their opinions. And the two girls – you really felt they were being listened to and that their concerns were being heard. They are sometimes invited to board meetings, and when Shoruq is applying for future projects, the girls are part of the decision over what to do and how to do it.

In the difficult Middle Eastern environment, how would you advise organizations to ensure that they're helping girls develop into leaders?

Alia: Girls that have faced problems regarding their security, those who are refugees, have lived in very unsafe conditions – they are horrifically affected by these situations and it has really influenced their personality. If they feel very insecure that really affects their role in the future.



Above: Boxgirls Kenya helps girls gain confidence through sport.

Above right: Girl Determined in Myanmar helps girls develop financial and other skills after school.



So if a girl feels that she isn't safe and she can't even voice her opinion, she won't grow to become a powerful leader.

So I think we should really focus on, not just helping them in terms of their physical security and their safety, but also making sure that the girls feel they can talk about things they been through – to be able to develop as human beings – and to be able to solve their issues so they don't happen again in the future.

Now to the UK. Why did you choose Integrate Bristol, an organization that helps integrate young people and children from other countries and cultures?

Jade: Eventually, we went back to what the award was really for. And we looked at all the different criteria – why would this award have been given, if it was given to either one of them? And we looked at which organization had fulfilled the criteria, which was Integrate Bristol. We also felt they were really legitimate: when we had our video call with them, they were really passionate about it. The girls obviously had been through some of these things that we're talking about [unsafe situations]. They were really speaking from experience and you could just see the passion oozing through. And I think that's what swayed most of the panel. Integrate Bristol just managed to fulfil that bit more, even without the funding, so we just thought, 'imagine what they could fulfil with the funding'. That was what made us choose Integrate Bristol.

I want to give you the opportunity to add anything you would like to say about the project.

Alia: Looking back, not only did we help choose the projects but we gained a lot from the experience. So I think it's very important for other organizations to try to include girls in such processes and to try to follow the example that With and For Girls has set. I just think that organizations and funders really need to focus on young adolescent girls because they are one of the population groups that

is very under-represented, and their voices aren't being heard, while at the same time they have great potential. There is a lot that they can do if given the opportunity.

Judith: I would like [to thank] the Star Foundation, and all the other foundations – it was a nice idea. But giving the award to organizations won't make a change if [the funders] don't follow up on what has happened. So I think that, monthly or annually, for three to five years, there should be a follow-up on each organization; what have they done? What was the impact? At least ask them what has been going on and maybe, by presenting what they have done, they may find more funders, and this will enable them be more [resilient]. @

1 The With and For Girls Collective is a project of the Stars Foundation, Mama Cash, Plan UK, EMpower, NoVo

Foundation, The Global Fund for Children, The Malala Fund and Nike Foundation.

THE GRANTEES: HIGHLIGHTS

Katswe Sisterhood, a Harare-based NGO, is a platform for young street women to fight for the full attainment of sexual and reproductive health rights in Zimbabwe. It focuses on leadership and mentoring and advocacy. The group also stages the *Vagina Monologues* – performances that depict young women making life-changing decisions – and *Photo Voice*, a kind of 'show and tell' using photos to help people in communities talk about sexual and reproductive rights.

Shorug, based in the Dheisheh Refugee Camp in the West Bank, provides professional media and advocacy training to children and youth; it also runs a pro-bono legal clinic for children. Shorug seeks to empower the most marginalized refugees by developing their capabilities and empowering them to depend on themselves and the local resources.

Integrate Bristol was created by secondary-school students to raise awareness of female genital mutilation (FGM) and other forms of violence against women. The group also facilitates black minority ethnic refugees' integration into British society and their skills development. Young people design and teach lessons about FGM and violence across the UK. They also advocate with leaders and in communities against FGM.

Foundations may pay price for under-valuing research

Cathy Pharoah

The need for innovation in tackling today's unprecedented social and economic challenges is generally embraced by foundations. In stark contrast, the need for greater investment in its twin, the research essential to discovering, incubating and testing effective solutions, receives little mention.



Cathy Pharoah is visiting professor of charity funding at Cass Business School, City University and author of the UK chapter of the EUFORI report. Email catherina.pharoah.1@city.ac.uk

As a leading European Union commissioner recently highlighted, however, we may pay a high price for failing to see research and innovation (R&I) as two sides of the same coin and under-investing in it:

'In the future we will be judged for the investments we ... make now ... yet we in Europe remain lethargic, occupied by investments that deliver short-term gains, look safe. This has a stranglehold ... limiting the potential of ... European research, science and market-creating innovation.'¹

In this context of low European R&I investment compared with Asia and the US, the EU funded a pan-European study of foundation support for R&I (EUFORI), which reported this summer.² In spite of some high profile institutional grants, such as the recent Woods Foundation £5 million package to Robert Gordon University in Scotland to establish a centre of excellence in oil and gas studies, little is known about general foundation spending on R&I.

But research investments around Europe show that foundations may achieve even greater returns if they re-balanced spending from pragmatic, often untested, projects toward longer-term and forward-looking research, knowledge and innovation.

Many of the largest single foundation grants are made to research and higher education institutes, and the EUFORI study revealed that the spending of European foundations on R&I is worth an annual 4.5 billion euro. This represents just 8.5 per cent of foundation spending,³ however, though historically European foundations have a long tradition of investment in scientific, economic or social progress.

Such foundations were often established by founders themselves at the leading edge of the successful research development and industrial enterprise of their day, as examples like Robert Bosch Stiftung, Germany, Wolfson and Nuffield Foundations, UK, Fondazione Giovanni Agnelli, Italy, and Knut and Alice Wallenberg Foundation, Sweden, illustrate.

But while several foundations today continue these traditions, many others either fail to see the value of investment in research, or regard it as a luxury they cannot afford.

How do foundations support research?

The EUFORI results show the vast majority of R&I foundations (83 per cent) support applied research, with its direct relevance for current problems and issues. Nearly two-thirds (61 per cent), however, also take more forward-looking and visionary approaches through funding basic and 'blue-sky' research that builds knowledge in more open and theoretical ways.

A vital element of research funding strategy (55 per cent of foundations) involves retaining talent and building expertise through providing opportunities for young or individual researchers to progress their research careers (funded by 43 per cent). This is through post-doctoral training and innovative research prizes such as those of the Greek John S. Latsis Public Benefit Foundation to encourage individual excellence.

Foundations also invest in higher education institutions (48 per cent) and in vital new research fields. These prominently include climate change, where new centres have been funded in Berlin (Mercator Research Institute on Global Commons and Climate Change) and Oxford University (Smith School of Enterprise and the Environment).

With feet always in the worlds of practice and policy, however, R&I foundations notably maintain a strong focus on users: 78 per cent support research knowledge dissemination. One example is the Norwegian Gjensidige Foundation which funds 'knowledge centres' where participants can learn more about mathematics, science and technology through experimenting.

Which areas and topics get funded?

The major health and bio-medical foundations dominate foundation R&I spending. Medical science attracts 63 per cent of total R&I charitable spending, from 44 per cent of R&I foundations, for example, the



TIM J KEEGAN

high profile Wellcome Trust, Institut Pasteur and Dutch Cancer Society.

While overall, the non-profit sector contributes just 0.02 per cent of the 2.07 per cent of GDP dedicated to R&I in Europe, foundation spending matches or surpasses that of governments in fields such as cancer and genome research. One huge gain from the non-profit nature of genome research funding is that data output has been maintained within the public domain and its fruits accessible to all.

While rather overshadowed by the big medical science organizations, foundations also make a huge contribution to research in topical social issues, with 37 per cent providing funds for research in areas including poverty, minorities, rights, democracy, citizenship and cultural identity.

The UK's Joseph Rowntree Foundation and Trust for London have used research to highlight the persistence of poverty and deprivation in spite of growing individual wealth, while the Barrow Cadbury Trust supports research around fairer and more effective approaches to young and ex-offenders.

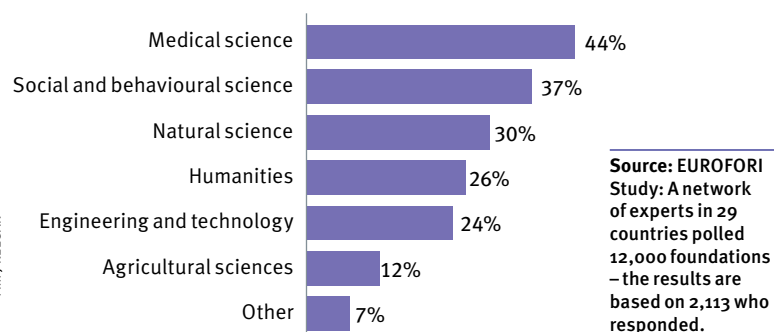
With two-thirds of foundation research support distributed at national level, foundations often fund research on their specific country issues. The Francisco Manuel dos Santos Foundation, for example, funds research on Portuguese society and its major problems as part of a drive to stimulate awareness and discussion.

Research partnerships

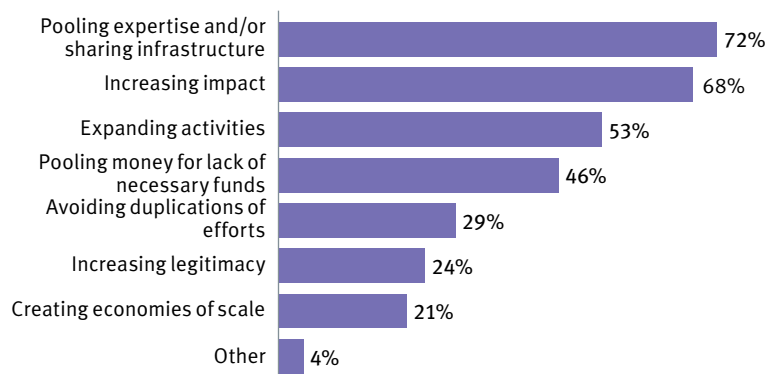
Powerful collaborations around knowledge development and social change are a key strength of foundation investment in R&I.

Unsurprisingly, foundations turn to universities as main partners (38 per cent), but companies (20 per cent) and governments (16 per cent) are also involved. The prime motivation for partnership is the sharing

Proportion of foundations funding R&I in various fields



Foundation motivation for research partnership



Top: Investing in research and innovation can help us find sustainable solutions to environmental problems.

of expertise and infrastructure resources, though other strong motivations include the potential for greater impact.

Safety, risk and barriers

Through funding, research foundations are making a significant difference to our theoretical and practical understanding of areas from health, science and enterprise to poverty, migration, crime, human development and political co-operation. However, foundations have conflicting perspectives on research investment.

Some see it as the safe and conservative option where foundations want to make large and iconic funding commitments. The funding largely targets individuals or institutes with proven track records working in well-established fields. It often invests in young talent, where the prospects of return are high.

Social investment or venture philanthropy, in which finance is made available with a view to longer-term though difficult-to-quantify social returns, is often regarded as a riskier and more innovative approach to social change. Yet it is important to understand that

research investments often carry the same challenges and opportunities as other social investments. They can involve a huge leap into the unknown, with no guaranteed return on investment.

As the Wolfson Foundation states:⁴

‘... the foundation’s funding of scientific research is based on the underlying philosophy that funding the most outstanding science – whether fundamental or applied – is the route to the most significant (if often unpredictable) impact.’

These challenges of the unknown in research funding are most starkly spelled out by the engineering entrepreneur James Dyson, whose foundation supports education for innovation in design:⁵

‘Tenacity and self-belief are crucial. As a young inventor, you come up against obstacle after obstacle. Quite often the challenges can seem insurmountable, and it’s only your own bloody-mindedness that will see you through.’

Investment in R&I has a key place in finding longer-term and sustainable solutions to our global social challenges.

To foundations grappling with daily evidence of immediate and growing social need, research can seem of little relevance. But investment in R&I has a key place in finding longer-term and sustainable solutions to our global environmental and social challenges.

The question is not whether foundations can afford to invest in R&I, but whether they can afford not to. @

1 Carlos Moedas, Commissioner for Research, Science and Innovation. <http://tinyurl.com/MoedasSpeech>

2 Barbara Gouwenberg, Danique Karamat Ali, Barry Hoolwerf, René Bekkers, Theo Schuyt and Jan Smit. (2015) *EUFORI Study*. Luxembourg, Publications Office of the EU. <http://euforistudy.eu/results>

3 EFC estimates that annual spending by foundations in Europe is around 53 billion euro in total. www.efc.be/philanthropy-sector/faq

4 <http://tinyurl.com/WolfsonResearch>

5 <http://tinyurl.com/InterviewJamesDyson>



COMMUNITY PHOTOGRAPHY NOW & THEN

“Oxford HR’s search provided an exceptional field of candidates, which more than met our expectations. They put candidates through their paces, enabling us to agree a strong shortlist before selecting the right candidate.”

Michael Ward
Twin & Twin Trading

WHY GO ELSEWHERE?

www.oxfordhr.co.uk



OXFORD HR
WORLD LEADERS

The bricks and mortar – steel and glass – of social change

Sam Deere

The case for investing in capital projects

Laying Foundations for Change memorializes the capital investments of The Atlantic Philanthropies, which concludes its grantmaking in 2016 and its work in 2020. With work by Magnum Photos, the book depicts the life of buildings aimed at improving the lives of people – and is intended to be a kind of pictorial history of the foundation and the vision of its founder Charles Francis ‘Chuck’ Feeney. *Alliance* also asked members of Giving What We Can – which is focused on how to most effectively invest in social change – how they believe philanthropy should evaluate potential large capital investments like those of Atlantic.



Sam Deere is communications director at Giving What We Can. Email sam.deere@givingwhatwecan.org

There are thousands of ‘good causes’ in the world. But they differ wildly in how much positive impact you can have by investing in them. Most people don’t realize how big the differences are – by investing your money thoughtfully, your impact can be hundreds, if not thousands, of times greater than the average philanthropic donation.

If you’re looking at investing in a capital project, and you want to make the biggest impact you can, you should start by thinking NTI – Neglectedness, Tractability, and Impact. Look for problems that few

people are already working on, that have a reasonable chance of being solved, and that adversely affect a lot of people.

Your money will go much, much further in the developing world – and not only because of relative purchasing power. Most serious problems in the developed world already have people working on them, and the marginal value of joining a crowded field is far less than that of breaking new ground in important fields that others have overlooked.

Look hard at the available evidence, and check that it stacks up. Is your decision to invest driven by rigorous studies, randomized controlled trials, and thorough meta-analysis, or anecdote and gut feeling? Make sure your heart is guided by a clear head.

Finally, don’t go it alone – find an evaluation partner who’s surveyed the scene, has crunched the numbers, and who can give you sound advice on which projects will actually make an impact, and which ones are just moving money around.

By choosing wisely, your legacy can be more than just an institution. It can be changing lives that would otherwise not have been changed, discovering cures for otherwise-forgotten diseases, and showing those that follow you the immense value of thinking critically about the impact you can have.

REPUBLIC OF IRELAND

The climate façade at the Engineering Building, National University of Ireland, Galway. The award-winning building functions as a ‘living classroom’ that allows students to study engineering principles in reference to the building itself. Atlantic Philanthropies have invested €5 million into the building.

Photograph by Donovan Wylie





REPUBLIC OF IRELAND

The Aughrim Active Retirement Group is part of the Lifecourse Institute programme at the National University of Ireland, Galway that has received €5 million from Atlantic. The initiative produces research to support innovative policy reform for older people, children and people with disabilities.

Photograph by Paul Seawright



SOUTH AFRICA

The newly constructed School of Public Health at the University of the Western Cape. The school, Atlantic's first major investment at UWC, houses approximately 250 masters and PhD students. Overall, the university produces the largest number of black and female science graduates in the country.

Photograph by Gideon Mendel



REPUBLIC OF IRELAND

The pedestrian Living Bridge at the University of Limerick crosses the River Shannon in a flowing line, linking the Glucksman Library, Concert Hall and Millstream developments on one side of the campus to the Graduate Medical School, Health Services Building and the Irish World Academy of Music and Dance on the other.

Photograph by Donovan Wylie



NORTHERN IRELAND

The 'BOD POD' at the Centre for Molecular Biosciences (CMB), University of Ulster. The centre is home to nearly 200 active research staff and doctoral students who focus on molecular and nutritional aspects of degenerative diseases and in health areas such as cancer, diabetes and heart disease. The Atlantic Philanthropies have made capital grants totalling £26.9 million to support and grow the University of Ulster.

Photograph by Donovan Wylie



CUBA

Eight-day-old Alain Daniel in the maternity ward on Cuba's Isle of Youth. The ward also received funding following the hurricanes of 2008.

Photograph by Cristina Garcia Rodero



AUSTRALIA

Stuartholme School visual art students viewing a Danie Mellor exhibition at the James and Mary Emelia Mayne Centre of the University of Queensland Art Museum. In 2004, with Atlantic funding, architects transformed Mayne Hall – a building originally designed as the University's graduation hall – into this well-appointed art museum.

Photograph by Russell Shakespeare

PHILANTHROPY HOUSE'S GALLERIA

This selection of photos are from 'Laying Foundations for Change', an exhibit hosted by the European Foundation Centre at the Philanthropy House Galleria in Brussels. The exhibition, which presents the photos from the collaborative project between The Atlantic Philanthropies and the Magnum Foundation, documents the impact of Atlantic's investment in buildings. Since its opening in November 2013, the Galleria has welcomed 10 visiting exhibitions curated by EFC members which have highlighted their dedication to supporting issues as diverse as culture, European identity, food sustainability, migrant integration and much more.

For more information about Philanthropy House and its exhibitions please visit www.philanthropyhouse.eu

Why the SDGs matter

Heather Grady, Bhengkosi Moyo and Sevdalina Rukanova

One of the most important shifts in international cooperation of the last 50 years will take place in January, as the 15-year-old Millennium Development Goals campaign comes to an end and a new set of Sustainable Development Goals (SDGs) come into effect.



Heather Grady is a vice president of the Rockefeller Philanthropy Advisors. Email hgrady@rockpa.org



Bhengkosi Moyo is executive director of Southern Africa Trust. Email bmoyo@southernafrica.org



Sevdalina Rukanova is senior policy development officer of the European Foundation Centre. Email srukanova@efc.be

The articles in this special feature give leaders multiple lenses for analysing these goals, from thematic areas like climate change and rights to ‘modality’ issues like participation, the questions of ‘whose voice?’ and financing. We are pleased to guest edit this issue that covers this important topic, and strongly encourage you to read all of the articles to develop your own blend of commitment and critique for the ideas.

One of the real benefits of the SDGs is that, for the first time, the world has universal development goals, representing a pivotal shift in development paradigms. The practices are well-established – new campaigning movements are now led by the South not only aimed at helping the South – but have not been represented in the design of government or philanthropic programmes.

Equally important, the goals embrace and reflect the interconnectedness of social, economic and environmental challenges and solutions, as well as the need to tackle inequality, and address governance and corruption issues. They also require governments and civil society actors to reflect how much conflict and humanitarian disasters undermine sustainable development.

Philanthropy can leverage its assets and experience for the SDGs

For foundations and philanthropists, these changes represent an opportunity to leverage both financial and non-financial assets, achieve greater scale, increase impact, and advance the accountability of institutions.

We can, if we act in greater concert with others in our own and others sectors, influence how the SDGs are implemented. These goals propel and enable us to shift how we think about and approach complex societal problems, and can help to break down silos between work of different actors and geographies – thus

opening space and opportunities for new forms of collaboration around specific agendas or problems.

Also important, governments and the United Nations are willing to engage with philanthropy in a more systematic way. For the first time, the foundation community was formally part of the inter-governmental processes in Addis, and there was official recognition in the Outcome Document. Some foundations also took part in the official summit on the adoption of the goals, including our special feature editor, Bhengkosi Moyo.

But we must ourselves engage differently if we want to be viewed as more than financial resources. If not careful, the sector will be led or driven by governments. It still remains unclear to some governments and even the UN what foundations are. Generally, they classify them under the private sector, which can be problematic.

There is scepticism about the goals – too many, too ambitious, an unfunded mandate, still controlled by those in power. Much of this is fair.

But does that mean we eschew engaging with SDG processes – or that we and our grantees and partners engage to improve them?

Foundations can continue doing business as usual, but we believe that at a minimum, they should be aware of what the goals are, and how national governments, intergovernmental agencies and civil society in the countries where we operate (including our own) aim to prioritize and implement them. For those who do engage, it can take different forms. Some might take a dynamic approach – of alignment as well as critique – with respect to specific goals/agendas.

Foundations and philanthropy need not jump immediately to adopting the SDG language but rather continue working in the same areas of their focus, because these in any case cut across the 17 goals. And ideally, even if gradually and where helpful, the language may converge, without alienating the sceptics. Foundations can continue specializing in, and prioritizing, certain goals, and may collaborate on those that are interdependent (like climate change, and peaceful and inclusive societies).

Some foundations will be particularly interested in new goals that were not in the MDGs, like inequality, sustainable urbanization and industrialization. Others might focus on addressing gaps and pitfalls around capacity, process, inclusion and participation, monitoring and accountability, and crucially, whether

financing mechanisms and private sector involvement is really reaching those most disadvantaged and affected by current systems that perpetuate inequality.

The SDG landscape

Our writers have contributed thoughtfully to this debate. We cannot highlight the complete range of articles here, but they include:

- ▶ Franky Welirang of the Indonesia Philanthropy Association views the SDGs through the lens of multiple cultures.
- ▶ Matthieu Calame of the Charles Léopold Mayer Foundation for the Progress of Humankind, examines the SDGs in light of foundations' financial investments.
- ▶ Janet Mawiyoo and Susan Njambi Odongo of the Kenya Community Development Foundation highlight the history of KCDF's partnerships in terms of implementing SDG-like goals and some of the difficulties therein.
- ▶ Jenny Hodgson and Avila Kilmurray of the Global Alliance for Community Foundations provide in-depth case studies of community projects already implementing the kind of work needed for the SDGs. They underscore the need for incorporating local voice to inform policy.
- ▶ Steve Killelea and Camilla Schippa of the Institute for Economics and Peace focus on measurements and targets.
- ▶ Tax Justice Network's John Christensen links tax-reform and SDG financing, while special feature editor Heather Grady dives deeper into the financing scheme behind the goals.
- ▶ Sean McCabe of Mary Robinson Foundation – Climate Justice illustrates the opportunity and the imperative of Goal 13 on climate change.
- ▶ Rien Van Gendt outlines how the Netherlands government, CSOs, businesses, and philanthropy organizations have built a structure for implementing SDGs in developing countries.
- ▶ Ana Abelenda of the Association for Women's Rights in Development reminds us, crucially, of how poorly international cooperation has supported women's rights and empowerment – and how vital financial support will be toward reaching the goals.

SDG's challenge and commitment

Ultimately, this is an extremely challenging and fragile process that is here to stay, but won't work unless organizations and individuals commit a great deal of time and effort in the coming years to work through

the challenges. If philanthropy doesn't engage, we miss a real opportunity. And while most of our sector does not take the long view, perhaps it is time to do so. The ways to work are becoming clearer:

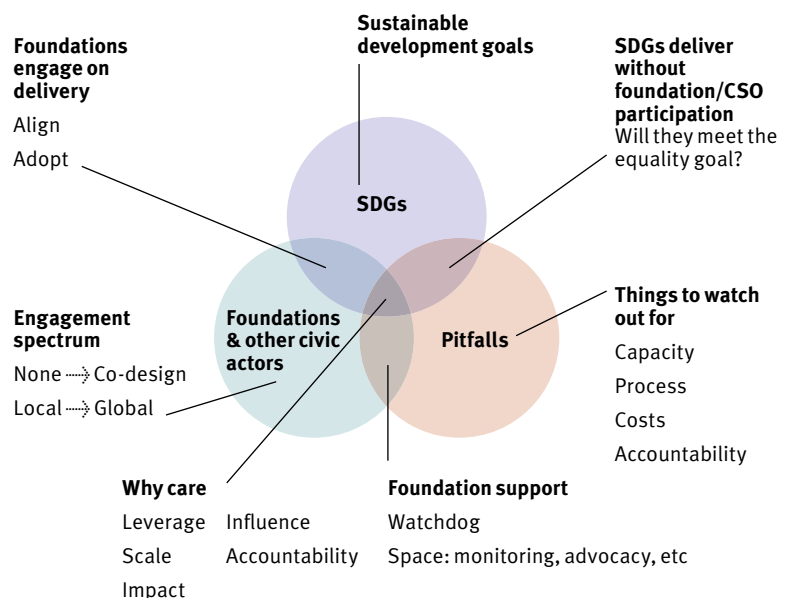
- ▶ Each government has to do an assessment, identify priorities and develop a roadmap of implementations, involving representatives of civil society and business; this will provide entry points.
- ▶ Foundations in countries across the world should learn what the process in their country looks like, who the key actors are and what vehicles for engagement are being put in place, or are needed.
- ▶ Foundations should also listen to their partners, as well as to local authorities in the places where they work.

Some foundations may want to support independent assessment, data and evidence building, as well as advocacy at the early stages to establish priorities. Others might be better placed to support consultation at national or local level. Some will support advocacy efforts to influence budgets; other foundations are good at supporting financial innovation.

Both advocacy and engagement will be needed to bring innovation to the attention of relevant ministries. Given the unique strategy of every foundation, there will be many starting points, and much to learn.

We hope that you find the articles here a stimulus to act and look forward to debate in these pages and online as implementation of the SDGs launches in the coming months. @

Sustainable Development Goals depend on multiple partners



Foundations can set the agenda for SDG partnerships

Maria Hermínia Cabral and João de Almeida Pedro

The growing interdependence between countries and the global nature of many of the problems will require the efforts of all parts of the development community to implement the Sustainable Development Goals. They will all need to work together. Foundations with their autonomy and flexibility can work as agenda setters and collaboration builders. But this requires changing the world's perception of them as simply grantmaking organizations – and requires foundations to adapt to their changed responsibilities.



Maria Hermínia Cabral is director, and **João de Almeida Pedro** is senior project manager of the Gulbenkian Partnerships for Development Programme. Email mhcabral@gulbenkian.pt and jpedro@gulbenkian.pt

The United Nations Millennium Declaration, adopted in 2000, established a new global partnership to reduce extreme poverty and set out time-bound targets. For the first time all the world's governments and all the world's leading multilateral development institutions agreed on a blueprint with eight Millennium Development Goals (MDGs) – which range from halting the spread of HIV/AIDS to providing universal primary education, all by the target date of 2015 – resulting in unprecedented global efforts to meet the needs of the world's poorest.

The world has since changed a lot. The path towards achieving the MDGs over the last 15 years has demonstrated that the international development ecosystem is far more complex than the initial framework, both due to new players becoming more relevant and to globalization ensuring that major problems do not belong to any single country but to all nations. The solutions framed for the global problems in developing and in developed countries have in the meanwhile become more similar than at the outset – poverty, unemployment, climate change, health inequalities. Above all, the scale of the financial and human resources deployed to these ends has changed.

Calouste Gulbenkian Foundation's work in Africa shows some of the ways we've adapted to changing circumstances and international priorities. Inspired by principles adopted by governments and foundations globally, we believe our experience creates a suitable template for other foundations working on SDG implementation.

Over the last decade, Gulbenkian has demonstrated a strong commitment to international development. Established in 1956 as a Portuguese foundation for all of humanity and designed to improve the general quality of life through the arts, charity, science and education, we started our cooperation initiatives with Portuguese-speaking African countries – Angola, Cape Verde, Guinea Bissau, Mozambique, Sao Tome and Principe – and East Timor in the 1960s. In 2003, these development support activities were restructured within the framework of MDGs where we incorporated international principles of aid effectiveness.

In this way, the foundation has been changing its intervention methodology over the last decades, moving from a charitable to a 'problem-solving' approach through the implementation of pilot projects, and moved from grantgiving to becoming a partner and a catalyst of resources. One example is our engagement in a multinational partnership with the Ministry of Health of Angola, the Provincial Government of Bengo and the Camões Portuguese Institute for Cooperation and Language, to bring about the design, launch and development of CISA – the Health Research Centre of Angola. The Calouste Gulbenkian Foundation took on the management of CISA in 2007.

Recognizing that developing countries do not always carry out sustained investment in science and technology and their scientific systems are, as a general rule, weak, underfunded and short of qualified human resources, CISA seeks to serve as a catalyst for biomedical research in Angola. The research involves Angolan researchers alongside those from other countries, enhancing national capacity building in human resources in healthcare while simultaneously fostering a sustained improvement in the quality of health services supplied.

We have drawn a series of lessons from this experience that can inform potential philanthropic approaches to the SDGs:

- **Flexibility** By adapting our methodology to the intervention type and to the scale of the problems faced, we are more equipped to engage in partnerships and to provide support to projects in areas of relevance to the overall improvement of basic services quality – the capacity building of persons and institutions – and/or in niche areas of interest to traditional funders.
- **Dialogue and transparency** Any development support intervention project needs to be continuously adapted to the newly arising needs, expectations and opportunities. We

always favoured dialogue with all stakeholders, sharing experiences and knowledge and acting as the broker between different actors and their different approaches.

► **Innovation and risk management** Gulbenkian has proved it is possible to work on a variety of different levels outside the traditional financial role – policy implementation, advocacy, and bringing together different partners that otherwise might not come together. Connecting local actors in international contexts as well as up-scaling solutions from local to national and international levels, has played a key role in supporting innovation and provided actors with the space for thinking and testing new ideas for addressing societal challenges, in particular fostering South-South and North-South cooperation.

The sense of responsibility towards our future should drive our commitment to the 2030 agenda.

The need for new collaborations

Due to the huge scale of development problems the need to develop relationships among all players similar to those that helped build CISA shall only deepen. These collaborations have been the main objective of the Global Partnership for Effective Development Cooperation launched in 2011 (see more at <http://effectivecooperation.org>).

The shared duty to implement the SDGs requires tearing down the walls between the worlds of government, business and civil society. There are still several

misconceptions and persisting barriers between foundations and governments that require intensive brokering in order to build effective multi-stakeholder partnerships at the country level. All sides have to show their willingness to learn from the other.

Much of what foundations do already falls somewhere within the SDGs. Philanthropy faces a golden opportunity to deploy its programmes in the context of this global agenda, and to be seen as a true partner, rather than ‘best supporting actor’.

Foundations can work on a variety of different levels outside the traditional financial role – policy practice, advocacy, and bringing together different partners that otherwise might not come together.

The Guidelines for Effective Philanthropic Engagement, a joint initiative by the OECD, netFWD, the UNDP, WINGS and the EFC, is a good example of the effort made to reduce the gap between foundations and other actors in the development context. These guidelines aim to contribute to strengthening development effectiveness and mutual accountability in the area of sustainable development. They cover the key areas of dialogue, knowledge sharing, and partnering and aim to get foundations a place at the table of the global development agenda and find new ways of forging true partnerships with other development actors.

The sense of responsibility towards our future should drive our commitment to the 2030 agenda. Working in partnerships enables foundations to boost the impact of their interventions and thereby scale them up. Furthermore, foundations are better positioned to bring in other stakeholders and contribute to ‘thinking global while acting both globally and locally’ and thus increasing the overall impact of all the initiatives they are involved in.

Like Gulbenkian, many foundations are independent, flexible, and able to take risks and to innovate. These features allow them to adopt a long-term, strategic and panoramic view and to perform the role of convener and agenda developer.

If the SDGs are to be achieved, we need these things – and therefore foundations – more than ever before.

We have to be prepared to participate in a new global partnership placing our attributes and independence in the service of all. @

SDG success will hinge upon partnerships, like those leading to the launch and development of CISA – the Health Research Centre of Angola, by the Calouste

Gulbenkian Foundation, the Ministry of Health of Angola, the Provincial Government of Bengo and the Camões Portuguese Institute for Cooperation and Language.



Foundations keen to collaborate on SDGs

Barry Knight

We are at a pivotal moment in the history of the relationship between philanthropy and official development assistance. The key question is: will foundations take part in the Sustainable Development Goals (SDGs)? To find out, *Alliance* and Centris collaborated on a survey.



Barry Knight is director of the Webb Memorial Trust and CENTRIS, and adviser to the Global Fund for Community Foundations. Email barryknight@cranehouse.eu

Based on past history, expectations should be low. Rarely has there been a meeting of minds between foundations and development agencies. The history has been chequered, with Barry Gaberman, former senior vice president of the Ford Foundation, once describing the two sectors as 'ships that pass in the night'. Given the replacement of the Millennium Development Goals (MDGs) by the Sustainable Development Goals (SDGs), will it be different this time?

There are positive signs. The development of the SDG Philanthropy Platform means that foundations are more organized than in the past. SDGfunders.org has been set up to enable funders to engage in the global development process. The result is that there is more of a 'buzz' about the SDGs than ever there was about the MDGs.

Yet there is scepticism in some circles. According to CIVICUS, some of its members say the acronym 'SDGs' stands for 'Seriously Distracting Gimmicks'. In the March 2015 issue of *Alliance*, Kevin Watkins suggested that the philanthropic community had been 'conspicuously absent' from the debate about SDGs because the process was 'boring' and the 'shopping list' of 17 goals and 169 targets signified absence of an underlying strategy.¹

The survey

The survey investigated whether foundations intended to take part in the SDGs and at what level. It asked what discussions they had held, whether they were in negotiations with governments, and whether there was good fit between the SDGs and their work.

The survey was sent out to *Alliance* readers and posted on relevant websites. There were 83 responses from 24 different countries. This is not a huge response and we cannot claim representativeness, though numbers are sufficient to do some basic statistical analysis. While not meeting the rigour of surveys that measure voting

intentions, much can be learned from the results, not least because there is an impressive consistency running through the data, and this increases our confidence in the results. It is nevertheless better to think about the results as illustrative of attitudes towards the SDGs rather than a definitive account.

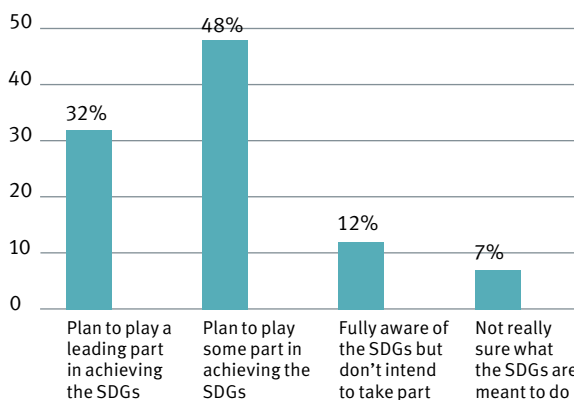
The results

The survey suggests that the foundation sector is poised to make a major contribution to the SDGs.

As might be expected from a community that is independent minded with its own source of funds, there was some variation in the responses. Overall, however, the results are overwhelmingly positive in support for the SDGs. Most respondents see the SDGs as a valuable strategy to make progress on some of the most difficult problems facing the world.

Results from the key question are in Chart 1. This shows that almost one-third (32 per cent) say that they will play a 'leading part' in the SDGs, while almost half (48 per cent) say that they will play 'some part'.

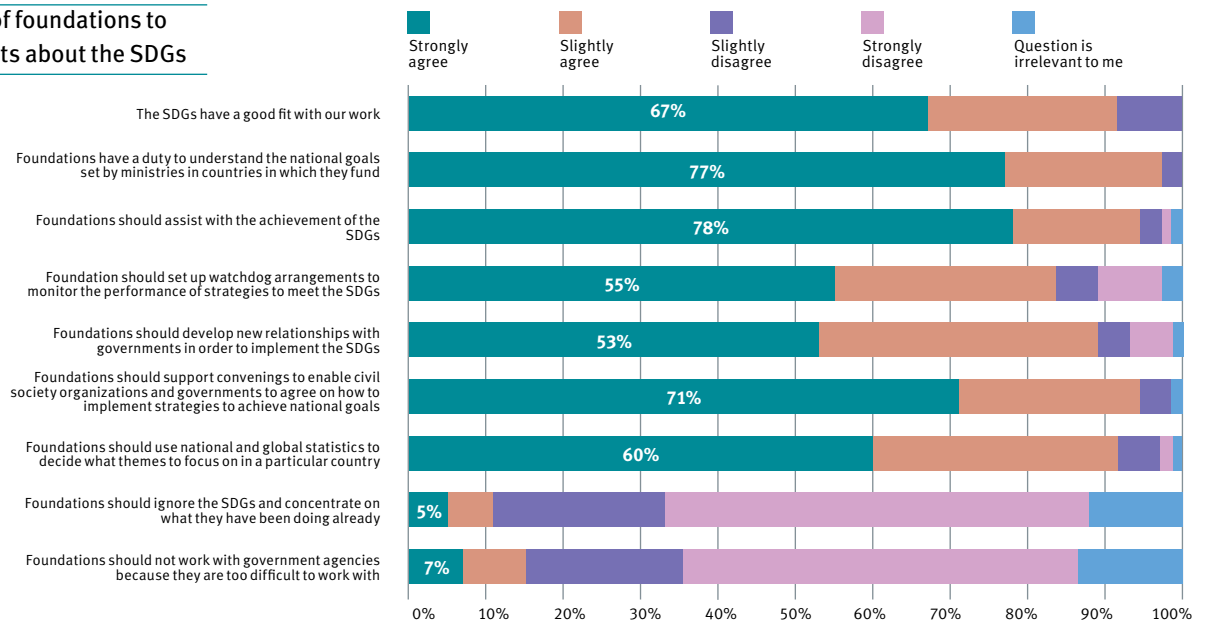
Chart 1 Do you plan to take part in the Sustainable Development Goals (SDGs)? Please tick the option that best fits your view



Most respondents said that they had already begun to act on their intentions. Almost half (48 per cent) had already discussed the SDGs with their governments and other relevant stakeholders. Nearly all the rest have either held discussions internally or say that they intend to. Only seven per cent say that they don't intend to discuss the SDGs either internally or externally.

To probe attitudes to the SDGs more deeply, we asked people to say whether they 'strongly agreed', 'slightly agreed', 'slightly disagreed' or 'strongly disagreed' with eight statements about such items as goodness of fit between foundation goals and SDGs, relationships

Chart 2 Attitudes of foundations to selected statements about the SDGs



with government, relations with civil society, role of data and other topics. Full results are given in Chart 2.

Once more, we found a strong desire to engage with the SDGs. Two-thirds of respondents said that they ‘strongly agreed’ that the SDGs have a ‘good fit with our work’, while nearly four in five ‘strongly agreed’ that ‘foundations should assist the achievement of the SDGs’. There was little support for the idea that foundations should ignore the SDGs and continue with what they are doing already, only 5 per cent saying that they ‘strongly agreed’ with this statement, while 55 per cent ‘strongly disagreed’.

Attitudes towards government were positive too. More than half – 53 per cent – ‘strongly agreed’ that foundations should ‘develop new relationships with government in order to implement the SDGs’. In contrast, only 7 per cent ‘strongly agreed’ that ‘foundations should not work with government agencies because they are too difficult to work with’.

There was also strong support for the idea of civil society engagement in the process. More than two-thirds ‘strongly agreed’ that ‘foundations should support convenings to enable civil society organizations and governments to agree on how to implement strategies to achieve national goals’. More than half – 55 per cent – ‘strongly agreed’ that ‘foundations should set up watchdog arrangements to monitor the performance of strategies to meet the SDGs’.

Some of the most striking results were about foundations assuming public responsibility. More than three-quarters of respondents (77 per cent) ‘strongly

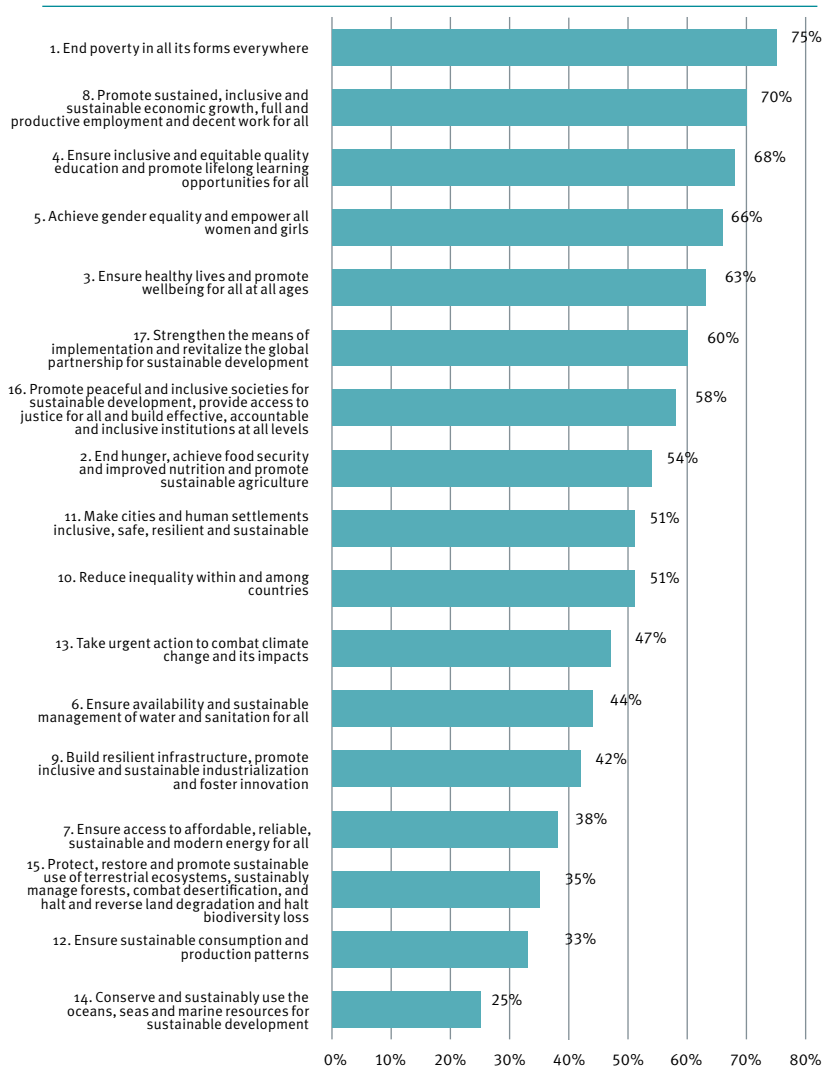
agreed’ that ‘foundations have a duty to understand the national goals set by ministries in countries in which they fund’. Somewhat surprisingly in view of past evidence, 60 per cent ‘strongly agreed’ that ‘foundations should use national and global statistics to decide what themes to focus on in a particular country’.

Next, we asked whether there was ‘a good fit’, ‘some fit’, or ‘no fit’ for each of the 17 SDGs. Chart 3 gives the proportions of those who said there was ‘a good fit’ with each of the goals.

Chart 3 shows that ‘End poverty in all its forms everywhere’ is the goal where there is the best fit (75 per cent) between what foundations do and the SDGs, while ‘Conserve and sustainably use the oceans, seas and marine resources for sustainable development’ has the least fit (25 per cent). Looking at the list, it may be that more general goals get most support, while the more specific a goal is, the less likely it is to be popular. All but two of the foundations said that there was at least one goal that was a ‘good fit’. The average number of goals for which there was a ‘good fit’ was 9 (the mean was 8.7 and the median 9).

Overall this suggests that there is highly fertile ground for collaboration with foundations and all of the SDGs. As one foundation put it: ‘SDGs is the way to go and we all must work to make it happen.’ Another suggested: ‘Foundations have a major role in convening discussion on links between the SDGs and strategies of inclusive and sustainable development – and promoting awareness of these links.’ ▶

Foundations keen to collaborate on SDGs

Chart 3 Percentage of foundations who say their goals have a 'good fit' with 17 SDGs**Qualitative comments**

The final question we asked was: 'Do you have other thoughts about the SDGs going forward?' Classifying the answers to this question reveals three important areas in the relationship between foundations and the SDGs that require thinking about.

The first is the mechanism for implementation. Several respondents were concerned about how the arrangements would work. Essentially, the question is how to move from an abstract framework to practical reality. One said: 'I think we should now move from what is on paper and become much more pragmatic in realizing the SDGs.' Another asked: 'How are we going to implement the SDGs in our countries?' A third said: 'How do we turn the framework into measurable outcomes?'

A second group of comments was about how relationships between agencies would work. One said that

arrangements '... need to be nuanced in such a way that foundations in different contexts and of different sizes can see a role for themselves'. In a similar vein, another said: 'I am not sure that governments will give the space for foundations and civil society to play an equal partner role in all of this and actually they might be simply after their money.' Others were concerned about the bureaucracy and the measurement: 'I fear we will spend too much on measurement and achieve too little.'

The third group of comments was about the inherent weakness of top-down intervention. As one put it: 'Unless there is more understanding of local circumstances there will be no meaningful sustainable development, and funders risk prescribing the wrong medicine and doing more harm than good.' Another pointed to the dangers of elitism. 'This should not just be a webpage and an elite group that one has to be invited into, but open to a wide range of civil society actors.' Also, it was thought prudent to ensure that there is not a single magic bullet solution. As one respondent put it: 'It is important to understand the peculiarities of some regions in the world, where its characteristics and ancestral practices mean that some things will not work.' And another: 'It is not just a question of a need for stronger partnerships between development actors and the governments, it is equally important that citizen participation in development should be enhanced.'

Conclusion

The results of this survey are unequivocal in suggesting that foundations are keen to collaborate on the SDGs. This is a major breakthrough in the relationship between philanthropy and official development assistance.

At the same time, there is a need for caution. While foundations are well disposed towards the SDGs, there is concern about how arrangements will work in practice.

There have been many fads and fashions in philanthropy over the years. The key question is how to make the SDGs stick before the next new thing rolls in and takes over. History has provided many examples of well meaning systematic top-down efforts to end poverty and its associated ills that have not lived up to their potential. The question I posed in this article was 'Will it be different this time?' The next question is 'How will it be different?' @

1 Kevin Watkins (2015)
'A shopping list that matters',
Alliance, March 2015

Advancing impacts, not numbers

Franky Welirang

Sustainable development goals (SDGs) are becoming buzzwords. I have been asked whether philanthropy institutions should participate in SDGs. I believe the philanthropy community should engage in any global initiative relevant to its work that contributes to the shared goal of creating a just and prosperous society.



Franky Welirang is co-chair of the advisory board of the Association of Philanthropy Indonesia. Email franky.welirang@bogasariflour.com

The question we need to look at more is how we, as the philanthropy community, align our works with the global goals, whose implementation in the countries is spearheaded by national and sub-national governments.

The government and the philanthropy community have different approaches to address the issues targeted by the SDGs. It's a fact we need to accept. If managed properly, however, the differences can actually incite powerful complementarity and innovation. However, the philanthropy community may need to be aware of a few cautionary notes:

The obsession with quantifiable targets should be avoided if we want to create meaningful and lasting impacts. The Millennium Development Goals (MDGs) were translated into quantifiable targets and indicators. The targets helped national and local governments work out their budgets and the public to monitor progress. The emphasis on figures and numbers hampered many potential impacts that could have been delivered, especially at local level, however.

We categorically need indicators and quantifiable measurement. We want to create community self-reliance and resilience as opposed to continuous dependence on external assistance. Thereby, SDG measurement needs to correct current practice and create a quality process as it produces outcomes such as sustainability and empowerment.

Measurement should not be made uniform for all countries participating in the SDGs. Indonesia, for example, is the largest archipelagic country, comprising more than 17,000 islands and hundreds of ethnic groups. If philanthropy organizations are expected to participate in SDGs, the government should allow them to continue local-friendly, culture-sensitive approaches, most of which do not result in quantifiable outputs.

The philanthropy community should contribute varied resources, not only finance. Volunteerism as

the moral fibre of philanthropy has immense benefit for society, building trust, or *gotong royong*, a Bahasa Indonesian term that means working together selflessly. Even grants entail non-monetary support, such as affirmation and empowerment.

If governments wish philanthropy communities to engage vigorously in SDGs, the roles and contribution of philanthropy organizations, and civil society in general, need to be well understood. Philanthropy participation in SDGs should not just mean setting up a pooling fund. Philanthropy has a lot more to offer – its principles, values and approaches, as well as its human resources.

The problems identified and targeted by the SDGs should be addressed through long-term programme and full-cycle intervention. The philanthropy community is accustomed to responding to such needs. Unfortunately, government intervention is restricted to its annual budget cycle and often relies on single-shot, partial and target-specific approaches. In light of these differences, the government needs to avoid putting philanthropy organizations in the same box as government units delivering SDG targets. Rather, the government needs to capitalize on philanthropy values and provide policy support to philanthropy organizations.

Philanthropy organizations have to work together to better their approaches and impacts in the areas targeted by SDGs. Collaboration among philanthropy organizations admittedly has not been strong. Some programmes overlapped while others were under-financed. An association that promotes philanthropy organizations' interests will be key to overcoming an information shortage on philanthropy needs and actors within a country. The associations of like-minded philanthropy actors could encourage or initiate the establishment of a solid database as well as prompting conversations to map out philanthropy actors' roles.

In a nutshell, the philanthropy community should emphasize alignment, not integration, when it comes to partnership with the government.

We have to strive to retain freedom to define our points to create impact. We have to keep our values as a community that puts compassion toward human beings and the earth first. Without these values, we will end up completing programmes while problems linger – until we have to create another set of global goals. @

Make watered-down SDGs work

Ana Abelenda

There is cause for celebrating commitments made for women and girls by UN heads of state in adopting the 2030 Agenda for Sustainable Development, as well as a sense of relief as it became evident that prolonging the negotiating process would only result in a watered-down text. But this feeling is bittersweet.



Ana Abelenda is economic justice coordinator for the Association for Women's Rights in Development (AWID). Email aabelenda@awid.org

For those of us demanding transformational change, the 2030 agenda is clearly not a paradigm shift. Not only is it silent on the systemic issues that got us to this moment of unprecedented inequality and environmental degradation in the first place, but it also fails to answer how an agenda estimated to cost from \$3.5 trillion to \$5 trillion every year will be funded.

In its most controversial sections regarding the Means of Implementation (MoI), the adopted text takes the funding issue further by suggesting private corporations take a large share of the responsibility for funding the implementation of the 17 Sustainable Development goals (SDGs), a move that fails to note how corporations are actually part of the problem, not the solution.

Against this backdrop, the philanthropic community has a unique opportunity to rise to the challenge by supporting the work of progressive civil society and women's rights organizations on the ground pushing for systemic change.

What the 2030 agenda got right

A win for women's rights and feminist advocates is evident: gender equality and women's empowerment is not only recognized as 'a crucial contribution to progress across all the goals and targets' (paragraph 20) but also as a stand-alone goal with specific targets (Goal 5).

The gender equality language endured the storm and many recommendations by the WMG were picked up in the final document.

This was by no means a given in the initial stages of negotiations on the SDGs. Even in this last session, some countries from the African and Arab groups contested references to long-agreed commitments on women's rights like the Beijing Platform for Action and the International Conference on Population and Development.

Nonetheless, the Women's Major Group (WMG) kept putting pressure through a daily campaign dubbed #WhatWomenWant, detailing key demands that gained the support of many governments' representatives to rally for the gender equality cause among other structural issues.

The gender equality language endured the storm and many recommendations by the WMG were picked up in the final document. Goal 5 speaks specifically to governments' commitments to:

- ▶ End discrimination and gender-based violence.
- ▶ Eliminate child marriage and female genital mutilation.
- ▶ Ensure access to sexual and reproductive health care services and education for all.
- ▶ Protect women and girls' reproductive rights.
- ▶ Eliminate gender disparities in schools and ensure equal access to education.
- ▶ Provide education that promotes gender equality and human rights.
- ▶ Expand women's economic opportunities and recognize their rights to resources.
- ▶ Reduce the burdens of unpaid care work on women and girls.

Important recognitions can also be found on decent work and social protection and a new multi-stakeholder Technology Facilitation Mechanism (TFM) to provide technological development in support of achieving the SDGs. The latter was the only concrete new agreement coming out of the Third Financing for Development Conference (FFD3) held in Addis Ababa in July 2015 and a long-standing demand from developing countries.

All of this represents a big leap in relation to the minimal commitments, in particular those on gender, of the predecessor Millennium Development Goals (MDGs) and gives us powerful tools to work for implementation.

The obstacles that remain

All of the positive commitments, including Goal 5 on gender equality and women's empowerment, risk remaining mere ink on paper if the funding is not concretely resolved and systemic issues remain untouched.

Negotiations on the MoI section of the agenda proved to be the real headache. The prospects did not look too good after FFD3 failed its mandate to scale up public financing to fund the SDGs, and failed to insist on necessary changes in global governance, macroeconomic, financial, trade, tax, debt and monetary policies to favour people and planet.



HOPTCAR

Sudanese refugees at the Sam Ouandja refugee camp in north-eastern Central African Republic. Goal 5 enshrines gender equality and women's empowerment.

The 2030 Agenda did not advance one bit from the weak outcome of FFD3, known as the Addis Ababa Action Agenda (AAAA). Instead, a pick and choose exercise from the AAAA to the 2030 agenda ended up reaffirming a neoliberal economic framework and enabling further corporate control of UN development agendas.

A paragraph on trade liberalization in the 2030 agenda, for instance, calls on governments to 'redouble their efforts to promptly conclude the negotiations on the Doha Development Agenda' as well as promote 'meaningful trade liberalization'. In light of the gigantic trade agreements being hatched at the moment across the world's largest economies, granting stronger corporate control to the world's resources and trade flows, this presents enormous risks for the realization of human rights, ecological, social and gender justice.

Governments failed to meaningfully change the rules of the game, rejecting proposals for stronger global financial regulation and wealth redistribution that would tap the wealth of the rich 1 per cent and curb the impact of illicit financial flows in developing countries. A fundamental question then begs a response: where will the needed funding for implementation of the SDGs and the advancement of women's rights for the next 15 years come from?

Supporting women's rights organizing beyond the rhetoric

Efforts towards ensuring Goal 5 on gender equality and women's empowerment is given adequate funding are under way; no doubt a good sign. But resources cannot come from private sector money alone, least of all if these do not go hand in hand with clear transparency and accountability.

There is no doubt the private sector is becoming a central player in funding development agendas. The UN itself has been expanding its partnerships with several transnational corporations including Nike, Coca-Cola or Unilever – not without criticism.

AWID also notes a trend in the increasing interest from new private sector actors – such as the World Bank or Walmart – towards 'investing in women and girls', to use their own words. Despite the rhetorical language that encompasses the IMF slogan 'empowering women is smart economics', this trend has not necessarily translated into real resources for women's rights organizing, the very movements that are able to make change happen beyond quick fixes.

In fact, AWID's recent research into 170 different partnership initiatives focused on women and girls, found that 143 of them collectively committed \$14.6 billion. Out of these 170, 27 per cent supporting women and girls said they engaged women's organizations as 'partners', but only 9 per cent directly funded them.

States also bear the primary responsibility as duty bearers for the fulfilment of the full range of women's rights and the achievement of the SDGs they themselves committed to. An analysis conducted by AWID in 2013 on the grants from the Dutch Ministry of Foreign Affairs' MDG3 Fund demonstrates the huge reach and transformation that is possible when organizations working to build women's collective power for change receive serious resources for an extended period of time.

Facing a context of fewer resources, women's rights organizations and human rights defenders face increasing violence, inequalities and environmental uncertainty.

Facing a context of fewer resources, women's rights organizations and human rights defenders face increasing violence, inequalities and environmental uncertainty, coupled with tremendous risks at the personal level for the work they do. A bold support for women's rights organizing that can translate commitments in New York into action

on the ground is needed to stop the cycle of impoverishment and transform all forms of oppression.

Donors and the philanthropy community in all its diversity must play a vital role in revitalizing progressive movements for change so that we don't forget why we came to the SDG conversation in the first place: to transform a deeply unjust global governance system that puts wealth and power in the hands of a tiny few to the detriment of people and planet.

Well-funded feminist mobilization is essential to resist the systemic obstacles ahead including on trade, global finance, corporate capture, and redistribution so that the 2030 agenda can advance gender justice and human rights for all. @

SDGs can be a tool in the accountability toolbox

Danny Sriskandarajah

Many of my civil society colleagues worry about a long list of potential problems with the Sustainable Development Goals – that there are too many goals and targets and governments will only work on the ones they like; that there are too few resources to make sufficient progress and no one will be held accountable for failing to deliver them.



Danny Sriskandarajah is secretary general of CIVICUS. Email danny.sriskandarajah@civicus.org

Some philanthropists will also worry these are ‘Seriously Distracting Gimmicks’ that will divert resources and attention from issues that do not fall easily within the SDGs or from actors who choose not to engage in them.

My own view is rather more pragmatic. For better or worse, the SDGs will be with us for the next 15 years, and those of us who want to make the world a better place might as well start thinking about how to use them to help our causes.

For those of us interested in human rights and social justice, probably the most interesting feature of the SDGs is their commitment to ‘leaving no one behind’. Thanks to consistent pressure from civil society, the goals contain new commitments around ending inequalities – Goal 10 – and addressing social exclusion. While the final text may not have gone as far as some of us had hoped, the SDG agreement nevertheless allows us to move beyond a narrowly economic definition of progress and cast a light on a more diverse range of issues.

The SDGs also helpfully allow us to cast these issues in a more universal context.

While the Millennium Development Goals were primarily aimed at crowding in official aid to end extreme poverty in developing countries, the SDGs are a call to action on what we *all* need to do to achieve a more equitable and sustainable world.

If you are optimistic, the SDGs could spell the end to the ‘development’ mindset that has framed international funding – public and private – flows over the last few decades. This is no longer about the charity that the rich can give to the poor; it is about partnership and universal responsibility. For philanthropists whose interests straddle the developed and developing worlds, the SDGs helpfully offer a common reference

point for issues, such as inequality or consumption, that cut across societies; a new golden thread that could run through ‘domestic’ and ‘global’ programming in many a foundation.

Seen in this vein, the universality of the SDGs also creates opportunities to encourage mutual accountability in ways that we may not be accustomed to. For example, when it comes to civil society campaigns, it becomes less about traditional models of mobilizing people in the North about issues in the South. Instead, the SDGs open the door for Ugandans to run campaigns on reducing consumption in the US, for Rwandans, who enjoy some of the highest rates of gender equality in the world, to intervene on gender rights in Saudi Arabia, or indeed for marginalized voices in the UK to join with global partners to reclaim their rights.

Another potentially exciting aspect of the SDG era is the focus on the ‘data revolution’ for development, which has brought attention and investment in the capacity of all development actors to generate, use and curate data. New technologies make it easier than ever to monitor development progress, from citizen reporting on public service delivery to tracking aid expenditure. This is why initiatives such as sdgfunders.org, which aim to promote greater inter-operability between data on public and private funding flows, are so important.

And this brings us to perhaps the most important use to which the SDGs could be put: a new tool in the accountability toolbox.

The SDGs may well be broad, abstract and global, but our leaders have signed up to them and we can and should now hold them to account for their promises. Perhaps the most important way in which private philanthropy can support the SDGs is to invest in the capacity of those who will monitor progress and pursue accountability over the next 15 years. @



Pro-Palestinian Rally at Lafayette Park (across from the White House) in NW Washington.

SDGs may trigger tax reform

John Christensen

The recent global summit in Addis Ababa on the post-2015 Sustainable Development Goals revealed an important policy shift away from the aid-focused 2000 Millennium Development Goals towards what is known in the jargon as 'domestic resource mobilization'. This is good news, especially since it increases the pressure on G20 governments to tackle systemic offshore secrecy.



John Christensen is executive director of the Tax Justice Network. Email john@taxjustice.net

The policy shift also puts pressure on the governments of poorer countries to create tax regimes that enhance rather than hinder pro-poor growth. The policy also will make governments more responsive to their electorates and less responsive to external donors and international lending institutions.

Whisper it softly, but we may be on the verge of a long overdue shift from aid-dependency to greater self-reliance and internal accountability.

Philanthropy institutions can help by boosting global journalists' skills in tracking illicit financial flows and civil society's ability to pressure governments for tax reform.

When 'domestic resource mobilization' emerged at the UN Finance for Development summit at Monterrey in 2002, activists recognized an opportunity to unite civil society movements across the world around a tax justice agenda.

Researchers had already revealed the huge losses from aid flows to the South through illicit capital outflows from the South via secretive offshore tax havens linked to the major capital markets based in the North. The general consensus is that for every dollar of aid that flows southwards, at least three dollars flow north through trade mispricing and other forms of illicit financial flows.

Evidence also shows that tax policies imposed on poorer countries by major international institutions, above all the IMF, have worsened poverty and inequality by introducing sales-based taxes that impact most heavily on poorer households.

In 2003 the Tax Justice Network (TJN), supported by foundations, launched a global debate about how civil society could best address these issues at national and international levels. Our starting point was to address offshore secrecy and the weak framework for international cooperation to tackle tax dodging.

Without effective information exchange between authorities, financial market liberalization in the 1980s made it all too easy for kleptomaniacs and tax dodgers to shift wealth and profits to secretive offshore companies, depriving countries of domestic wealth and tax revenue.

Global country-by-country reporting standards now being developed by the Organisation for Economic Cooperation and Development (OECD) will help tax authorities identify cases where profits are being shifted artificially to tax havens.

Civil society alliances – assisted by philanthropic donations – also have been built in recent years between budget monitoring groups and national tax justice movements, and governments in Africa and Latin America are increasingly being required to account for their fiscal policies. Tax justice campaigners in West Africa have revealed that unnecessary tax exemptions in just three countries – Ghana, Nigeria and Senegal – are costing almost \$6 billion a year, for example.


The biggest potential beneficiaries of these new transparency measures are citizens of poorer countries, who suffer most from tax avoidance, tax evasion and unnecessary tax exemptions.

Unsurprisingly, evidence from middle and lower income countries shows a strong association between increased tax revenues and increased public health expenditure – every \$100 of increased revenue translates into around \$10 increased health expenditure – so the potential gains are clearly significant.

Transforming aid dependence to tax transparency

Highlights of the Tax Justice Network's reform work include:

- ▶ Exerting pressure on global financial centres to adopt transparency measures to help poorer countries.
- ▶ Lobbying governments to create automatic information exchanges between tax authorities.
- ▶ Country-by-country reporting standards now being developed by the OECD.
- ▶ Greater transparency around tax exemptions handed out to business elites.
- ▶ Training around 120 journalists from more than 50 countries on how to investigate illicit financial flows and tax dodging.

The organization aims to scale up its investigative journalism programme, Finance Uncovered (www.financeuncovered.org), supported by the Joseph Rowntree Charitable Trust. 

CASE STUDY

Tax reform changes the game for schools

Adriano Campolina

In September 2015, a remarkable thing happened: nearly every government in the world agreed to reduce inequalities and end gender discrimination. What they didn't agree on was how.



Adriano Campolina is chief executive of ActionAid International. Email adriano.campolina@actionaid.org

A key part of the 'how' is changing the way corporations pay – or often don't pay – tax.

According to one International Monetary Fund estimate, developing countries lose about \$200 billion each year to corporate tax dodging – more than they receive in aid from rich countries. Thanks to concerted campaigning by civil society organizations – not least at the Financing for Development conference in Addis Ababa in July – the issue of corporate tax dodging is now high on the list of economic injustices due to be addressed at the global level.

But this is only half the battle. As governments see their tax revenues increase, will they spend those increased revenues on quality public services? Will that money go to development strategies that prioritize the creation of more and better jobs? Or will it add to sums already wasted on jobless, low-wage and resource-driven growth?

In the absence of a strong civil society, we know the answers to these questions. When governments are not held to account by ordinary citizens, they are held to account by a rich minority – a key reason why inequality is increasing in most countries and nearly all developed countries.

ActionAid works on both sides of the solution – campaigning and advocating nationally and internationally to end corporate tax dodging, and

working with people to pressure their government for tax reform.

We were among the first to document how companies like the big multinational brewer, SAB Miller paid less tax in Ghana than a woman selling beer outside the beer factory.

And we are also working with civil society groups in Malawi, Mozambique, Tanzania, Nepal, Ghana, Kenya, Pakistan and Uganda to campaign for greater government support and fairer taxation to improve the quality and availability of public education – one of these projects is funded by the Norwegian development agency, NORAD and ActionAid, the other is funded by family foundations.

Funding such civil society mobilization on tax is an effective way to help ensure the new goals are implemented and an area where foundations and philanthropists could have greater impact.

For example, initial estimates suggest that to deliver the new education goal – Goal 4 – that focuses on life-long learning and, quite rightly, stresses the quality of education, governments in low-income countries will need to increase their spending by 50 per cent. Raising that much in aid to education is unimaginable given the present economic situation and the inability of developed countries to live up to their aid commitments.

The only credible and sustainable way to finance the education goal – as with all the goals – is through ensuring more money is raised nationally through tax and that the revenue raised is effectively spent.

We would like to see more of these kinds of connections and mobilizations on tax. Women's rights groups worried about access to safe public spaces, or youth rights groups working on youth under-employment, could be part of a strong base of citizens lobbying to ensure that public money is spent on public good rather than padding the bottom line of big business.

The upshot is that if civil society is successful in changing the tax rules, we could be looking at a game changer.

Old debates around aid dependency may become irrelevant. Countries could finally be able to implement their own development strategies, based on principles of human rights and public good, rather than on a set of rules created by and for rich countries as is currently the case.

That may not be the future that tax-dodging companies want, but it's a future worth fighting for. @

Tax justice protesters in Lusaka.



New mindsets and practices are needed to finance the SDGs

Heather Grady

The Sustainable Development Goals will require governments to rethink how they collect and allocate funds, and how private investors and businesses must reorient their practices towards positive social and environmental impacts.



Heather Grady is a vice president of Rockefeller Philanthropy Advisors. Email hgrady@rockpa.org

Over the past two years, while governments negotiated the Post-2015 Agenda and the SDGs, a separate stream of talks focused on how to pay for them, culminating with the Third International Conference on Finance for Development (FFD3) in Addis Ababa in July, where delegates agreed to an Outcome Document that defines financial priorities and resource mobilization methods.

Billions to trillions gap

Some criticism has highlighted the absence of committed funds to back up these extremely ambitious goals. Estimates of the cost to achieve the 17 SDGs hover around \$3.5 trillion to \$5 trillion annually in developing countries alone,¹ outpacing official development assistance (ODA) at around \$227.9 billion a year by 2030, according to UNDP estimates. Financial flows from philanthropy, remittances, South-South flows, and other official assistance do not come close to making up the difference.

So the goals could never be fully funded even if all ODA and philanthropic resources are combined. A phrase coined to represent the gap is 'moving from billions to trillions', in thinking about how to raise money to support the goals.

Political discussions always emphasize the importance of ODA commitments, with States urged to maintain the target of about 0.7 per cent of gross national income, and the need to use aid especially for the least developed countries – those with the greatest needs and least ability to mobilize domestic resources.

The FFD Outcome Document also suggests ODA be used to catalyse commitments from other public and private sources. Sources of capital include improved tax collection, building essential public services that save remedial funds otherwise needed later – the way vaccination prevents many illnesses – and unlocking additional finance through blended or pooled

financing and risk mitigation. The Outcome Document also emphasizes greater South-South cooperation.

Some commentators say the gap between needs and existing resources calls the whole framing of the SDG endeavour into question. But others – my fellow optimists and I – see it differently. These goals, for the first time, focus the world on the fact that human development, wellbeing and environmental sustainability cannot be the domain solely of government departments and private donations.

Change financial priorities to support goals

Can we agree that aims like access to education for all, decent work for all, healthcare for all, and avoiding climate and environmental catastrophes are achievable within 15 years if resources are used and shared differently? If so, then we have an opportunity, even a mandate, to create local, national and global action plans that put us on the path to actually achieving the SDGs.

ODA will likely provide only a small portion of the \$3.5 trillion to \$5 trillion needed. The rest must come, not only from philanthropy, but mainly from national financing frameworks that raise funds differently, and the enormous sums of private capital not currently serving a social purpose.

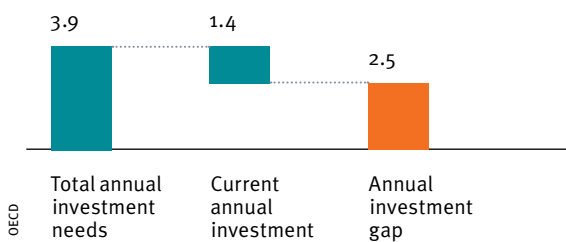
Some big-ticket financing, like closing the sustainable and resilient infrastructure gap – in areas like transport, energy, and water and sanitation for all – will be facilitated through inter-governmental organizations like the new Asian Infrastructure Investment Bank, the Global Infrastructure Hub, and the Africa50 Infrastructure Fund.

Alternative financing measures were also included as options to mobilize domestic public resources. For example, governments in Addis committed to reduce inefficient fossil fuel subsidies. They also agreed to redouble efforts to substantially reduce illicit financial flows by 2030 – eventually to eliminate them, combating tax evasion and corruption through strengthened national regulation and international cooperation.

Moreover, changing how domestic and international private business and finance is conducted is considered crucial to achieving the SDGs. The FFD Outcome Document commits governments to:

'Develop policies and, where appropriate, strengthen regulatory frameworks to better align private sector incentives with public goals, including incentivizing the private sector to adopt sustainable practices, and foster long-term quality investment.' ▸

SDG funding gap



The chart shows the gap between the expected annual cost of SDG implementation and current annual investment, in trillions of dollars, based on low estimates.

‘We encourage impact investing, which combines a return on investment with non-financial impacts. We will promote sustainable corporate practices, including integrating environmental, social and governance factors into company reporting as appropriate, with countries deciding on the appropriate balance of voluntary and mandatory rules.’

Changing business practice requires both incentives and pressure on many fronts, including from consumers and the public. As many foundations and civil society organizations have noted, this is not simply placing basic services into the private sector, which can have negative impacts on access by poor communities. Rather it is doing business differently, for example, taking into account all the stakeholders of a company – from local communities to workers in supply chains, not just the shareholders. It means reorienting investment funds, from pensions to foundation endowments. Some business leaders have seen the imperative and the opportunities. The We Mean Business Coalition and the World Business Council on Sustainable Development, for example, have pledged to support the Sustainable Development Goals.

Where does this leave philanthropy?

Our resources may be modest compared to the total needs, but they are an important and sustainable part of the whole, and one that is finally being officially recognized.

The FFD Outcome Document, importantly, included guidance on our sector:

‘We welcome the rapid growth of philanthropic giving and the significant financial and non-financial contribution philanthropists have made towards achieving our common goals. We recognize philanthropic donors’ flexibility and capacity for innovation and taking risks and their ability to leverage additional funds through multi-stakeholder partnerships.

‘We encourage others to join those who already contribute. We welcome efforts to increase cooperation between philanthropic actors, governments and

other development stakeholders. We call for increased transparency and accountability in philanthropy. We encourage philanthropic donors to give due consideration to local circumstances and align with national policies and priorities. We also encourage philanthropic donors to consider managing their endowments through impact investment, which considers both profit and non-financial impacts in its investment criteria.’

‘Philanthropy may be a bit late to the table, but there is growing interest in how our resources, approaches and talents can contribute to achieving the SDGs.’

Philanthropic funding runs from patient capital that enables long-term social movements, to risk capital that supports pilots that, if successful, can be scaled up through larger donor or government resources, or through policy change. Some foundations support civil society’s monitoring and advocacy.

The funds are generally in the form of grants, but increasingly will come from the corpus of foundation endowments that flow into socially responsible investment funds and impact investing.

Where once philanthropy was perceived as a financially conservative sector, more and more philanthropists and foundations – often led by ‘next-geners’ – are ready to deploy their resources through debt and equity investing in social enterprises and not-for-profits.

There are at least 200,000 foundations in Europe and the US alone, with a growing number in countries around the world. Their efforts may be uncoordinated and disparate, but they hold a wealth of knowledge and experience in the goal themes. These resources reside in grantees, grantmakers and operational foundations. The SDG Philanthropy Platform, mentioned elsewhere in this issue, is helping to track how philanthropy is contributing to SDGs both by goal area and by geography.

As the FFD Outcome Document stated:

‘We will all be held accountable by future generations for the success and delivery of commitments we make today. As the SDGs are launched on 1 January 2016, it will be a rallying point for every sector to rethink the part its resources play in promoting sustainable development and human wellbeing.’¹

¹ UNCTAD, World Investment Report 2014, p140 <http://tinyurl.com/UNCTAD-WIR>

The long march towards responsible money

Matthieu Calame

The majority of philanthropy institutions fulfil the SDGs through their grants. What about the rest of their metabolism? What is the global impact of PIs?



Matthieu Calame is director of The Charles Léopold Mayer Foundation for the Progress of Humankind. Email direction@fph.ch

If you consider a single PI – for instance our foundation, the Charles Léopold Mayer Foundation for the Progress of Humankind (FPH) – the picture is a bit blurry. One aspect is the way you distribute your money through grants; another is the way you earn it.

If the negative impact of your investments and internal functioning is greater than the positive impact of your grantmaking activity, the balance is negative. A PI should assess financial management, internal activity and grants to assess total impact.

Our reports are mostly limited to an assessment of our grantmaking; getting an understanding of the environmental and social impact of our investments can be a much longer march. We lack assessment tools and we may have to partner with other PIs to develop new ones.

We lack assessment tools and we may have to partner with other PIs to develop new ones.

A process

Stimulated by the divest-invest mobilization, the FPH board of trustees decided to broaden its concern to the environmental and social impact of its present assets.

The majority of FPH staff and board members ignored the true nature of the assets – we only had a vague idea of their content. FPH called on Le Basic, a young think-and-do-tank that specializes in industry impact assessments to help us define them.

The methodology

We decided to classify our assets according to their sectors and to assign each the average social and environmental impact for its sector.

Le Basic listed the social and environmental stakes – providing us a qualitative approach, but not yet a quantitative one. This is mainly due to the lack of an international survey or a broadly accepted methodology for evaluating the environmental impact of companies themselves.

The result

It appears foundation assets are linked with the international economy and its business-as-usual, be it in the clothing or food industry. We found controversial names such as Walmart Stores Inc. – the target of an unsuccessful 2007 gender discrimination suit.

Climate lends itself to quantitative evaluation. Due to the work of the Intergovernmental Panel on Climate Change, data and tools allow a quantitative benchmarking. FPH's assets represented 320 kilograms for each 1,000 CHF of investment. Compared to a survey rating the assets of French banks, this result is quite satisfying. But does this mean that the CO₂ levels of our investments are satisfying to the planet? We are far from sure.

What's next?

The FPH is engaged in discussion on several questions:

- ▶ **The term 'investment' itself is sometimes inappropriate.** We do not know precisely what shares or bonds we buy at the moment of their issue. We estimate that the majority is on the secondary market – a share or bond already owned by an investor. You only provide money to the real economy – investment – when you buy a new share or bond. If not, when you buy a mature bond or share, you contribute to the liquidity of assets, but you can also be part of the creation of a bubble.
- ▶ **We have far less visibility by owning shares through an investment fund like Berkshire Hathaway, than by buying shares outright; the worst for visibility is the Japan index.**
- ▶ **Some members of the board are more sensitive to social impact; others to environmental impact.** It also depends on the reputation of the company.

We do think we will manage to divest some assets that are disturbing to our board members and reach the divest goals of the divest-invest movement.

We are not in a white and black world. In finance there are 50 shades of grey. But dark grey does not equal light grey. We have to move to a lighter grey. And if we want to do it efficiently, with other PIs, we need to have transparency and accountability. PI funders are proud to be free; the counterpart is accountability and transparency. @

Foundations and the SDGs: poised to make a difference?

Larry McGill

Robust data systems, currently beyond the capacity of many developing nations, will be fundamental to ensuring the global adoption of the Sustainable Development Goals. Philanthropy can jump-start that process.



Larry McGill is vice president for research at the Foundation Center. Email ltm@foundationcenter.org

Foundations should take a moment to compare the goals of their work with the SDGs to see whether an opportunity for mutually reinforcing work exists.

In particular, foundations should familiarize themselves with the indicators of change that have been developed to account for progress towards each goal. These are the numbers that the world will be watching to see if progress is being made, and they will quickly become one of the most important yardsticks against which the impact of any foundation working in an area related to the SDGs will be measured.

How will philanthropy, or any other investor for that matter, know whether they are making progress against these or any other yardsticks? By building robust data collection systems and methods for regularly collecting high quality data on what has been invested, how the funds were deployed, and what results were achieved. Of course, this is much easier said than done.

The biggest obstacle by far to collecting the data needed to measure progress is capacity.

The biggest obstacle by far to collecting the data needed to measure progress is capacity. Over and beyond the capacity challenges faced by countries and localities in collecting data, which are anything

but trivial, philanthropy has its own challenges. Even something as seemingly straightforward as collecting data on foundation expenditures is not a given.

Foundations are islands of private entrepreneurship. They set their own goals and devise their own programmes for pursuing them. To the extent that they document their expenditures, they tend to do so in their own ways. And national accountability regimes vary considerably regarding the types and amounts of information foundations must provide about their activities. Further, governments have traditionally collected such information mostly for purposes of monitoring compliance with regulations rather than

for building a coherent picture of philanthropy's cumulative investments.

So, in many places in the world, philanthropy is starting more or less from scratch to articulate information needs, build data collection systems, incentivize data sharing, and analyse and interpret the data. Aligning such data collection strategies with the data collection needs associated with the SDGs is yet another level of complication that needs to be factored in. But to the extent that the SDGs and associated indicators can be used as a head start in the process of building serviceable data collection systems, philanthropy should take advantage of that.

This is one of the most promising aspects of the development and adoption of the SDGs at this moment in time. Philanthropy, rarely quick out of the gate when it comes to collecting, sharing and learning from data, has a unique opportunity to jump-start this process, both globally and nationally.

Foundations will, of course, come along at their own speeds. But, unlike 15 years ago when the Millennium Development Goals were created, this time foundations will have comprehensive information resources available to assist them in aligning their work with the Sustainable Development Goals.

Among the most promising of these resources is the SDG Philanthropy Platform – developed by Rockefeller Philanthropy Advisors, the United Nations Development Program, and Foundation Center – whose purpose is to pave the way for greater and more intentional participation of foundations in realizing the promise of the SDGs and to document their progress in pursuing these goals. Through multi-stakeholder partnerships at the country and global levels, this project focuses on building greater capacity and a better environment for philanthropic organizations to support SDG implementation at three levels:

- ▶ Development policymaking.
- ▶ Global and country-level coordination among implementing partners.
- ▶ Strategic points of entry to this work for individual foundations.

Since its inception just one year ago, the SDG Philanthropy Platform has:

- ▶ **Created a track for philanthropy** to engage with the government- and UN-led SDG process and to participate in formative events and activities.

- ▶ **Developed country-level pilots** for philanthropic collaboration with local partners in Colombia, Ghana, Kenya and Indonesia.
- ▶ **Created new knowledge products** on philanthropic contributions to sustainable development, including reports, case studies, mapping of foundations in countries, and videos.
- ▶ **Reached out to more than 1,000 foundations** globally and in pilot countries and facilitated greater awareness of philanthropy's role in promoting the new SDGs.
- ▶ **Built SDGfunders.org**, a credible and accessible online data and knowledge portal on philanthropic giving related to development goals.

We have an unprecedented opportunity to start the SDG process with strong baseline data, track the investments of philanthropy and the global community, and take on the difficult challenge of measuring true progress.

The centrepiece of the platform is SDGfunders.org, which will serve as a knowledge exchange for foundations seeking to explore the potential of aligning their work with the SDGs. To prime foundations for the SDG-related work to come, SDGfunders.org has already documented more than \$30 billion in grant-making by US and non-US foundations since 2002 that aligns with the Millennium Development Goals. The site also tracks Official Development Assistance spending for the MDGs over the same period and shows the relationship between the two funding flows. Users can also view case studies and a curated feed of research reports, evaluations and lessons learned that synthesize some of the results of investment in the MDGs. Once the SDG investments begin in 2016, the site will switch to an SDG framework for tracking philanthropic and ODA investments over time.

The world is different in critically important ways than it was 15 years ago when the Millennium Development Goals were adopted. We are much more data-literate. We use enormous quantities of data and sophisticated tools, with powerful interfaces to organize virtually every aspect of our personal and work lives. Data, computer processing power, and storage are inexpensive and growing exponentially.

Foundations have almost instantaneous access to data that can answer philanthropy's two primordial questions: 1) who is funding what, where? and 2) how can I know what other foundations know? Organizations such as Worldwide Initiatives for Grantmaker Support (WINGS), country-level foundation associations that have emerged all over the world during the first 15

years of the new millennium, and Foundation Center are linking foundations and their knowledge with each other in ways that could only be dreamt of in 2000. We are not starting at zero in our efforts to tackle the world's most pressing issues. In short, we have an unprecedented opportunity to start the SDG process with strong baseline data, track the investments of philanthropy and the global community, and take on the difficult challenge of measuring true progress.

Few would disagree that one of philanthropy's enduring strengths is its ability to think for itself and to follow a deliberately chosen path, intentionally and faithfully over time, no matter which direction the winds of public sentiment may be blowing. But philanthropy has also begun to understand that collaboration is key to achieving big wins. The SDGs present philanthropy with a collaborative opportunity that could make a fundamental difference on a global scale. @

COUNTING ON SUSTAINABILITY

The United Nations' Independent Expert Advisory Group on a Data Revolution (IEAG) for Sustainable Development developed the following recommendations for building data needed to track the SDGs:

Foster and promote innovation to fill data gaps. Experimentation is needed to understand how to bend traditional and new data sources for better and faster data on sustainable development, developing new infrastructures for data development and sharing – such as a 'world statistics cloud' – and innovations that improve the quality and reduce the costs of producing public data.

Mobilize resources to overcome inequalities between developed and developing countries and between data-poor and data-rich people. Increased funding and resources are required to develop national capacity and global data literacy – and for public-private partnerships to attract private sector resources and knowledge.

Lead and coordinate efforts to enable the data revolution to play its full role in the realization of sustainable development. Stakeholders need to work together to improve cooperation between old and new data producers, ensure the engagement of data users, and develop global ethical, legal and statistical standards to improve data quality and protect people from abuses in a rapidly changing data ecosystem.

The IEAG also catalogues organizations working together to build the capacity for countries to develop effective data collection and analysis systems and coordinate with global goals (www.undatarevolution.org/catalog/2).

You can also participate in SDGfunders.org (www.sdgfunders.org).

Peace in the new development agenda

Steve Killelea and Camilla Schippa

Recent United Nations and World Bank reports have highlighted that almost no fragile or low-income country has met MDG targets.



Steve Killelea is founder and executive chairman and **Camilla Schippa** is director of the Institute for Economics and Peace. Emails skillela@economicsandpeace.org; cschippa@economicsandpeace.org



This fragility is widespread, with the Institute for Economics and Peace (IEP) finding that 2 billion people live in the 20 least peaceful countries. Meanwhile, the global economic impact of violence reached \$14.3 trillion last year, further highlighting the effects of violence on development.

The SDGs include a goal on peace – Goal 16 – that reads: ‘Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels’. The inclusion of Goal 16 should be welcomed as a major turning point, formalizing the role of peace in the wider economic and social development agenda.

However, while Goal 16 specifically addresses peace and violence prevention, all the SDGs play a role in supporting a more peaceful and equitable global society. The SDGs goals support what IEP would consider positive peace:

- ▶ Negative peace is the absence of direct violence, which is addressed directly in Goal 16 and its targets focused on reducing deaths related to violence, reducing illicit arms and financial flows, increasing access to responsive institutions, and boosting developing countries’ roles in managing global peace building.
- ▶ Positive peace, on the other hand, is the set of attitudes, institutions and structures that sustain peaceful societies. While Goal 16 includes some of these, such as access to security and justice, transparent and accountable government and public participation in decision-making, the other SDGs are critical for positive peace. We know that peace is not sustainable when people lack access to food and decent employment.

One of the most pressing challenges that policy-makers and donors face in implementing the SDGs is finding reliable measures for goals and targets. To address the issues intrinsic to emerging development challenges requires increased complexity. As complexity goes up, it becomes even more important to

identify the data necessary to measure progress over time. But such data is expensive and hard to come by.

While some data exists to measure some of the SDGs, the comparability and quality varies. Investment in raising the capabilities of governmental and third party data producers is key. In many instances, the countries where the greatest improvement in the SDGs is needed have the worst data, along with a lack of statistical know-how to improve it.

Standardization practices are needed to facilitate meaningful comparison between countries and over time. Data collections need also to include common understanding of, and the ability to disaggregate by, gender, ethnicity, religion, caste lines, disadvantage, and marginalization. This would allow for data to provide information on inequalities, which can have a large impact on the vicious cycle of violence and the virtuous cycle of peace.

The SDGs have the potential to be transformative. With well-designed targets, the UN and stakeholder governments can measure their progress towards developing safe and just societies. However, focusing on all of the SDGs can take peace further, supporting positive peace by increasing economic opportunity, education for all and quality of health. The challenge for the global community now is to find and fund the collection of the right data to measure progress and begin the process of using them to make the 21st century more peaceful, just and prosperous for all. @



Philanthropy can advance climate justice through the SDGs

Sean McCabe

Sustainable development and climate change are inextricably linked. The governments of the world recognized this in formulating Goal 13 of the Sustainable Development Goals, 'take urgent action to combat climate change and its impacts'.



Sean McCabe is policy assistant at the Mary Robinson Foundation – Climate Justice. Email info@mrfcj.org

Left unchecked, climate change has the potential to impede development progress – or even roll back decades of hard-fought development gains. The great injustice of climate change is that the impacts are hitting hardest those people in the most vulnerable situations – often in communities that have enjoyed no benefit from the fossil fuel-based development that has given rise to the climate crisis.

Climate justice seeks to remedy this injustice. It links development, human rights and climate change to achieve people-centred action, safeguard the rights of the most vulnerable, and share the burdens and benefits of climate change and its resolution equitably and fairly. By identifying climate and development synergies in the implementation of the SDGs we have an opportunity to simultaneously advance climate justice.

For instance, a response to Goal 7 on energy that ensures affordable, renewable technologies are available to developing countries will also guarantee countries do not get locked into a fossil fuel infrastructure with a devastating impact on the climate. Similarly, efforts to implement Goal 12 – sustainable consumption and production – can significantly enhance emission reductions. Food waste is a good example of this – every year we emit 3.3 billion tonnes of greenhouse gases producing food that goes to waste – this is more than four times the annual emissions from sub-Saharan Africa.

Philanthropists are perhaps best placed to trailblaze these climate justice pathways. They could consider Goal 13, which calls on governments to 'integrate climate change measures into national policies, strategies, and planning'. Philanthropy could integrate climate measures across their portfolios.

The SDG's intention to 'realize the human rights of all and achieve gender equality and the empowerment of all women and girls' is central to the design of morally sound climate responses.

Climate change exacerbates existing inequalities and undermines human rights like the right to food and the right to water. Action on climate change can also undermine rights. We have seen instances of forced displacement to build hydroelectric dams or protect forest, for example. By demanding best practice in terms of the right to participation and access to information for communities affected by the programmes they support, foundations will avoid harmful unintended outcomes.

These key climate justice points were highlighted in September, when philanthropists, development specialists and government officials discussed opportunities for the philanthropic community to support the new development agenda. The event was part of the Post-2015 Partnership Platform for Philanthropy. A roundtable focused on climate justice highlighted five ways philanthropy could engage with the climate dimensions of the SDGs:

- ▶ Channel greater investment into climate action particularly adaptation actions.
- ▶ Enhance integration of climate across philanthropic portfolios and remove silos.
- ▶ Support the collection and dissemination of enhanced data to allow for risk-informed development.
- ▶ Engage in partnerships that bridge government and the private sector.
- ▶ Support climate change education.

The world needs the development agenda to urgently deliver innovative action that is good for people and for the planet. Understanding the links between development and climate change and acting accordingly requires foresight and comprehensive planning. Ensuring that actions protect people living in poverty or vulnerability requires a climate-justice approach. This is challenging, but philanthropic capital should be the most experimental capital.

While we do not yet know the finer details of the climate agreement being negotiated in Paris at the UN Climate Change Conference COP 21 – a fair, ambitious and legally binding agreement is necessary to deliver what both science and justice demands – progress in the first four years of the new development agenda has the potential to radically shape the implementing environment for the climate agreement that will come into effect on 1 January 2020. Within this unique opportunity, philanthropy can play a transformative role in supporting sustainable development that furthers climate justice. @

How foundations can re-think strategies to benefit the SDGs

Karolina Mzyk Callias

The Sustainable Development Goals should concern foundations interested in international development, considering the unprecedented collaborative process by which the goals were negotiated, the political consensus around their adoption, as well as their universality. Moreover, the comprehensive nature of the goals, which tackle poverty, climate change and inequalities, means that many foundations are already working in SDG areas.



Karolina Mzyk Callias is a policy specialist for foundations at the United Nations Development Programme. Email karolina.mzyk@undp.org

The unified vision of development offered by the SDGs will soon be turned into a development manual by many development organizations around the world. They will drive overseas development aid flows in addition to the work of development ministries and government departments around the world.

Some issues remain outstanding, such as selection of indicators to measure progress at both global and country levels. The indicators are due for adoption in March 2016. All governments will be expected to report on their progress starting in 2016, with indicators to keep them accountable. Another discussion is about financing. The goals are expensive – the estimated cost is \$3.5 trillion a year in developing countries alone.¹

Approaches that foundations can take

FAMILIARIZE YOURSELF WITH THE SDGS

Foundations, especially those interested in collaborating with governments, bilateral agencies, the UN as well as international NGOs, will find connecting and identifying common interests easier if they understand how their own grantmaking fits in the SDG framework. Although the new agenda will be around for the next 15 years, the next two years of the ‘launching phase’ – 2016 and 2017 – will be critical in mobilizing governments and local partners from both public and private sector to collectively discuss what SDGs mean for their countries, how to prioritize, what policies must be adopted to get real traction on the ground, and where resources will come from.

The UN Development Group (UNDG) has developed a common framework to support governments in landing the SDGs in countries. The framework has three elements:

- ▶ Supporting countries in aligning national development plans with the SDGs and sensitizing local actors.
- ▶ Developing multi-stakeholder partnerships to accelerate finding alternative solutions that advance the SDGs.
- ▶ Lending the technical expertise of UN agencies in sustainable development.

Part of this exercise is an outreach to various local stakeholders to sensitize them and engage in dialogues about the SDG implementation. The UN is planning such activities at global as well as country and sub-national levels.

Many bilateral development agencies are already re-thinking their own development cooperation strategies, including options on how to effectively collaborate with others in advancing the SDGs.

CONNECT WITH DEVELOPMENT ECOSYSTEM AND COLLABORATE

The SDGs, much more than their predecessors, the Millennium Development Goals, will require broad-based partnerships to achieve progress. Collaboration opportunities will be aligned with specific goals and targets. Diversity of approaches, new actors and blending of resources will drive innovations and progress toward specific goals, and the shared framework of indicators and metrics, will be used to measure progress.

As such, the SDGs offer a useful framework for collaboration for foundations. Identifying possible entry points to partnering with like-minded organizations on issues of common concern will be an opportunity to leverage resources. For example, the UNDP, jointly with Rockefeller Philanthropy Advisors and the Foundation Center, established the SDGs Philanthropy Platform with funding from the Conrad N. Hilton Foundation, Ford Foundation and The MasterCard Foundation. The platform assists philanthropy in connecting with the UN, with governments and with local partners in implementing the SDGs. Launched in Kenya, Colombia, Indonesia and Ghana, it works like a compass and helps philanthropy navigate local development ecosystems and orient their own work vis a vis governments, the UN and other bilateral donors in the countries.

It connects philanthropic initiatives with the official development cooperation system, such as the UN Development Assistance Framework and development partners’ technical working groups addressing sectoral issues, assisting the formation of concrete

collaborations. It offers an opportunity for collective action to scale tried pilot solutions as well as testing new solutions. In the SDG era, where the need for resources is greater than ever, demand will be much greater for ready-made solutions that can be taken up at national levels.

SHARE YOUR DATA

There is little systematic sharing of information on philanthropic activities around the world. It is an important impediment because governments and other potential partners have little understanding of the value and contribution of the sector on development in their own countries. For example, we have discovered thriving philanthropic sectors in countries where the Philanthropy Platform has been launched which pioneer solutions in areas such as education, health or women's empowerment. However, limited understanding among governments as well as others of these indigenous foundations' impact inhibits robust local dialogues on an enabling institutional environment for philanthropy.

Collaboration would be much easier if other organizations, including bilateral donors, had more information and access to knowledge of what foundations are investing in and how. It would be easier for foundations to find partners. Moreover, increasing the transparency of the philanthropic sector would contribute to more trust in the sector. The Philanthropy Platform works with local philanthropic organizations to develop the capacities for data sharing as part of the SDGfunders.org open source web portal, which monitors philanthropic investments in the SDGs.

LEAD IN PIONEERING PATHWAYS TO SUSTAINABLE DEVELOPMENT

New pathways will be needed in the next two years to show ways out of poverty, what works in reversing trends towards inequalities, as well as strategies to meet other goals. New technologies, approaches, knowledge and resources at a massive scale will be needed to address the huge global challenges.

Philanthropy institutions can build on strengths in leading experimentation with their experience in implementing alternative solutions, their commitment to take risks and availability of discretionary capital, as well as their connections at grassroots levels where testing can happen. To effectively bridge the local with the global, collaboration between large foundations with global scale and local philanthropy will be very much needed.



Schoolchildren in Aceh work on a risk map as part of community awareness plans to reduce disasters.

While global foundations have access to global networks, large resources and an understanding of development processes, local philanthropy offers local insights and has much accumulated experience as well technical expertise about what strategies work in local contexts. Collectively, local foundations are particularly adept at reaching vulnerable people, due to their many years of funding and working with grassroots CSOs and NGOs across countries.

For example in Kenya, the platform facilitates a collaboration on education involving The MasterCard Foundation and many indigenous foundations; in Ghana, we are tapping the expertise of the Conrad N. Hilton Foundation as well as of its grantees to address access to water. The Ford Foundation, jointly with AFE, a network of foundations in Colombia, is linking philanthropy to government actions on SDG 16, a new goal covering inclusive and peaceful societies.

During the recent European Grantmakers East Forum in Istanbul, Barry Knight in his closing speech referred to many successful cases of foundations' long-term commitment in pioneering solutions to social justice. They have left huge legacies that many others are building on today. None of them would be possible without collaboration.

The SDGs are a spectacularly ambitious framework whose goals can be achieved if organizations inspire people around the world to take action. Collaboration is essential.

Collaborative philanthropy has a lot to contribute as an integrator that reaches out and translates this massive framework to the level of individual actions and commitments. @

For more information

Learn more about SDG Platform: <http://sdgfunders.org>
Follow us on twitter #PhilSDGs

¹ UNCTAD, World Investment Report 2014, p140 <http://tinyurl.com/UNCTAD-WIR>

The power of partnership: insights from Kenya

Janet Mawiyoo and Susan Njambi Odongo

A famous Kiswahili saying ‘kidole kimoja hakiwi chawa’ – a single finger alone cannot kill a louse – mirrors some recent reflections on the Millennium Development Goal (MDG) achievements and challenges. Governments wouldn’t effectively achieve development goals without other development actors – the private sector and civil society. This led to the development of the post-2015 Sustainable Development Goals (SDGs), now expected to raise consciousness among multi-stakeholders, on the need for working in partnerships for greater and sustainable impact.



Janet Mawiyoo is chief executive officer at the Kenya Community Development Foundation. Email Janet.Mawiyoo@kcdf.or.ke

From the establishment of the Kenya Community Development Foundation (KCDF) 18 years ago, it was paramount for us to team up with credible, well-motivated community organizations to achieve our mission of ‘promoting sustainable development of communities for social justice through institution building, partnerships, resource development and policy influencing’.

We began in the late 1990s with a strong emphasis on supporting capacity-building efforts for partner organizations that shared our belief in community-driven development. This work gained a deeper rationale, as we began asking the question ‘capacity building for what?’

This question led to expanding the resources that grassroot organizations could apply to day-to-day issues communities cared about, such as education, health, water, food security, with a strong bias toward vulnerable groups like children, women, youth and differently-abled persons.

It became clear that fundamental policy issues needed to be addressed to ensure such groups were accessing resources from the government, and to enable them to influence the emerging policies and resource allocation for more sustainable impact. Engaging government departments also called for an organized civil society, which was not easy to achieve because non-profits tend to operate in an uncoordinated manner. We found it important to support the growth of networks for the wider sharing of lessons and experiences among like-minded foundations, development partners and local CSOs, as well as working to influence government in a more organized way.

KCDF even had to assign dedicated staff to this emerging work, rather than to grantmaking efforts. Hence, during the preparation of the 2014–2018 strategic plan, the KCDF board and trustees agreed to revise the mission statement to reflect the commitment to partnerships. The evolution, in our case, has gone hand-in-hand with a belief that Kenyans have the human and financial resources to mainstream the concept of local giving and growing community assets. KCDF has a total of 27 local community groups who have grown small community funds or endowments that they invest through the foundation, currently estimated at about \$1.5 million.

Many groups also rely on community philanthropy for projects they care about, such as the generation of solar energy to increase learning opportunities for children in remote rural schools, building feeder schools in areas where the official schools are located far from villages, or even building health facilities close to villages. Such an approach is based on our core belief that everyone has something to give, which leverages Kenyan traditional giving patterns.

KCDF supports a variety of community-organized groups registered as NGOs or community-based organizations who share our mission and values for community empowerment. They are working in line with SDG priorities and focusing on initiatives that contribute to poverty eradication, improving the quality of life for communities, environmental conservation, and youth development, for example. This work capitalizes on partnerships with the private sector and local county governments.

Building on its past experience, KCDF is now moving from making small grants to individual organizations to working with groups on a joint strategy to influence the social and economic impact in a geographical area.

K-JOIN is one such initiative, which KCDF is supporting in Nairobi’s Kibera slums. Six organizations have come together to transform the lives of 2,000 households in two villages by promoting access to credit, and enterprise development among women and youth. The communities are also engaging policymakers in creating an environment conducive to business development. The work has enabled these organizations to collaborate, plan together, share data and learn from each other.

Strengthening the institutional capacity of local organized groups is another approach that KCDF has found essential in promoting partnerships. Stronger grassroots actors increase the confidence



Susan Njambi Odongo is team leader for policy, research and advocacy at Kenya Community Development Foundation. Email susan.odongo@kcdf.or.ke

of communities who are more willing to invest their own resources, as well as county governments and local private-sector actors.

We invested grants and human resources over two to three years to build the Nkoilale Community Development Organization, enabling it to build four feeder schools to reduce the distances covered by young school-going children, as well as mitigate deaths caused by roaming wild animals in the Maasai Mara area. The nearby Maasai community sold some animals to raise \$6,000 to build a school. They also raised \$2,000 from the camps and lodges within the Maasai Mara park. This intervention has greatly improved access to quality education in the region, which was a huge challenge. The Ministry of Education has since recognized the school and the Narok County government has committed to building more classrooms.

Community philanthropy built the ability of local groups to better organize themselves while boosting their capacity and accountability, contributing to richer partnerships completely owned by residents, with a long-term impact.

Other partnerships: KCDF also works with national networks and coalitions. Our local resource mobilization work has brought us into close collaboration and partnerships with corporate foundations such as Safaricom Foundation, KCB Foundation and Equity Foundation, as well as with a selection of private sector companies with corporate social investment programmes. KCDF acknowledges that different actors bring different skills and interests in responding to development needs, and has, therefore, focused on ensuring that partnerships are strategic and diverse.

Through these partnerships, KCDF has learnt a number of lessons in seeking to establish philanthropy, address emerging challenges, and work for greater impact. A few are highlighted below:

- ▶ Unity of purpose among collaborating partners is critical, and promotes effective and long-term impact. It seems to take time before different groups are comfortable to work with each other in a joint strategy, however.
- ▶ A lot of work is needed to build trust among Kenyan foundations and trusts, let alone among CSOs, as they have not always worked closely together. It is not uncommon to notice duplication



With support from KCDF, the Nkoilale Community Development Organization (NCDO) arranged a local resource mobilization drive – the community donated livestock to fundraise for the development of classrooms.

or suspicion among actors. Traditionally, these actors do not always coordinate their work with private sector actors, hence the need for dialogue to achieve greater impact, especially for the achievement of the SDGs.

- ▶ The relationship between CSOs and the government has been tense and often clouded with suspicion, with the latter not fully appreciating the roles CSOs play. Forming non-profit partnerships makes it easier to collect data and collectively show our impact to the government.

Working in partnerships will increase SDG achievement more quickly than through any approach by a single actor, including the government. Different actors also increase the diversity of approaches and innovation, which is likely to lead to more lasting impact. Partners do what they are good at. KCDF is committed to continue walking on this path, despite its challenges. @

Stronger grassroots actors increase the confidence of communities who are more willing to invest their own resources, as well as county governments and local private-sector actors.

WORKING TOGETHER TO CREATE AN IMPACT

KCDF in partnership with other foundations has this year initiated the formation of the Kenya Philanthropy Forum as a mechanism that seeks to:

- ▶ Enhance coordination among philanthropy actors and other public and private stakeholders.
- ▶ Advance an enabling environment for philanthropy.
- ▶ Heighten philanthropy's contribution to the national development agenda.

The forum has initiated discussions on how it can effectively support the implementation of the SDGs in Kenya, especially in line with Goal 4 on education, where most Kenyan foundations have made significant social and economic investments.

These partnerships provide opportunities to not only support SDG policy development but also to avail more resources towards meeting the SDGs.

Partnering for the public good: an SDG strategy

Rien van Gendt

The evolving interaction between foundations and government in the Netherlands could either excite people in the foundation community or worry them.



Rien van Gendt is chair of the Dutch Association of Foundations. Email rienvangendt@gmail.com

The Dutch government signed a landmark agreement with foundations, called 'Space for Private Giving', in 2011 – informally called the covenant. The covenant implies that the government and foundations have regular consultations with each other and may decide to work together. The government agreed to respect the independence of foundations, meaning it cannot oblige foundations to join its agenda and will not chase foundations' money.

The covenant's most important trade-off is that in return for being involved and consulted on any new policy relevant to the philanthropic sector, foundations are making progress with respect to their own transparency. The underlying promise by government is that new laws and regulations will be designed to enable foundations to function to their full potential.

The covenant, a long-term agreement, also promotes community foundations in the Netherlands and the introduction of new financial models for philanthropy, such as social impact bonds, and the willingness to work together on areas of substance and policy, including the Sustainable Development Goals.

I have always felt a sense of frustration looking at the role foundations, particularly European foundations, played with respect to the Millennium Development Goals.

To exaggerate slightly: we were never brought in when the parameters for the formulation of the MDGs were designed. We were approached five minutes before midnight with a funding challenge and were looked upon as sophisticated ATM machines.

With respect to the SDGs, the situation is not much better. Again we have to admit that, short of a few mainly US-based foundations, the philanthropy community has not been actively involved so far in the formulation of the Post-2015 Development Agenda,

either because other partners did not see the added value of foundations or because we were possibly not alert enough.

At the same time, our preference should be to concentrate where we have clearly something to offer: innovative partnerships and innovative solutions to further the development agenda.

In the Netherlands, in 2013, the Dutch prime minister and ministers helped further this strategic partnership when they met with philanthropists and the Dutch Association of Foundations. As a result of the meeting, foundations will be invited to the discussions regarding the implementation of the SDGs; and philanthropy will be part of the Dutch government's trade missions.

Two other developments fit nicely together for the foundation sector to play this role with respect to the Post-2015 Development Agenda:

- ▶ In September 2014, companies, civil society, government and cross-sector partnerships signed a charter defining their roles. The signatories of the charter – about 60 Dutch organizations – are committed to developing practical responses for the implementation of the Post-2015 Development Agenda during 2016.
- ▶ Early this year, the Dutch government and some foundations set up a platform called Major Alliance Netherlands (MAN) to effectively deal with the major challenges of society by defining projects where public and private parties could work together.

An example of initiatives that may demonstrate the strength of the cooperation relates to the sharp escalation in the number of refugees. The partners are planning together for the emergency influx as well as for long-term integration, employment and education programmes. Initiated by MAN, the central Dutch government will be aligned to this partnership.

The closer cooperation on the Post-2015 Agenda may reflect foundations' desire to address more global issues and enhance their effectiveness. It also reflects the political climate in the Netherlands: mainstream political parties are moving to the margins while other smaller parties become centre stage. It is difficult for any government to come up with coherent, timely and effective solutions to complex questions.

Any partnership involving foundations should, of course, be based on the unique features of foundations: their independence and their ability to take risk and incubate new solutions. @

Our preference should be to concentrate where we have clearly something to offer: innovative partnerships and innovative solutions to further the development agenda.

Philanthropy should track SDG progress

Tendai Murisa

The global community of development practitioners should take pride in the achievement of a consensus move from the Millennium Development Goals (MDGs) to the SDGs. The process has not been smooth. There are still disagreements regarding the priorities, and on the naming and framing of problems. Criticisms still abound on how the goals and decisions were finally made.



Tendai Murisa is chief executive officer of TrustAfrica. Email murisa@trustafrica.org

The SDGs will be put in place with other regionally agreed development protocols, such as the accord that emerged from the Paris Climate Change Conference of Parties (COP) and global initiatives for food security and improved access to medicines.

We need to be careful not to accord the silver bullet tag to the SDGs, but instead view them within a significant broader global framework for measuring progress on the goal of making the world a better place for all.

Philanthropy institutions working with their partners – mostly civil society organizations, multilateral development agencies, regional economic communities and national governments – will have to rethink, or already are rethinking, focus areas to help ensure the realization of the SDGs.

We suggest three pertinent focus areas for philanthropy institutions:

- ▶ **Enhancing complementarity.**
- ▶ **Tracking progress.**
- ▶ **Improving accountability** on what states, regional economic communities and other policy-implementing bodies are doing.

Enhancing complementarity

The complementary – working alongside governments – role is probably the lowest hanging fruit for many philanthropy houses. Already some developing country governments get support from foundations aimed at:

- ▶ Reducing poverty by modernising agriculture, supporting the informal sector and enhancing competitiveness within specific value chains.
- ▶ Improving health outcomes by reducing maternal and infant mortality, and improving access to essential medicines and health facilities.
- ▶ Providing equitable access to primary and tertiary education through scholarship funds, curriculum and affordable technology.

▶ Strengthening policies to enhance the rule of law. Such interventions will continue and may be reframed as complementary support for some SDGs, particularly SDGs 1 and 2 – eliminating poverty and hunger.

Unfortunately though, policymaking is not a neutral process. National governments will contend with many other interests and agendas.

We are yet to agree on funding health, education and general welfare. Structural adjustment programmes in the 20th century damaged social-policy delivery, especially in Africa where many governments were encouraged to reduce social expenditure. Now the SDGs prioritize social policies, how will they be funded?

Tracking progress – ensuring accountability

The success of the SDGs will hinge upon the mobilization of a global advocacy movement to ensure there is adequate political will to deal with the structural causes of inequality and poverty. If philanthropy is going to support public accountability initiatives on improved allocations towards health, education and poverty eradication, there is need for a discussion with the Bretton Woods institutions that still determine how national governments dependent on Direct Budgetary Support (DBS) allocate their fiscal resources. Otherwise, we might have two contradictory policy messages resulting in gridlock: the populist message of the SDGs and the economicist, growth-focused approach of austerity measures and a minimalist state.

Philanthropy houses will have to negotiate their programmes within these tensions, which are not necessarily contradictory as we have been made to believe.

‘An inclusive social policy framework does not necessarily inhibit growth – rather it can potentially lead to a healthier and equitable society.’

Thus public accountability actions supported by philanthropy need to start from the top by ensuring that global actors such as the Bretton Woods and the G8 institutions realign their policy prescriptions to support the SDGs. At national levels, philanthropy players will need to support advocacy groups that track the implementation of public policies and are making continuous demands for governments to align their policies for the achievement of SDGs.

The journey has just begun; let’s harness the current optimism around SDGs into tangible social, economic and democratic transformation for many who have been on the sidelines for too long. @



CASE STUDY

Teach development

Marzia Sicia and Cristina Toscano

The Sustainable Development Goals set a new vision for the future of our societies: unlike their predecessors, the MDGs, they don't distinguish between developed and developing countries and they are meant to be applied universally. This makes sense at a time when problems like migration, climate change and poverty are increasingly global.



Marzia Sicia is coordinator of the New Generations and ZeroSei programmes at Compagnia di San Paolo. Email marzia.sica@compagnia.disanpaolo.it



Cristina Toscano is programme officer for development cooperation at Fondazione Cariplo. Email cristinatoscانو@fondazione.cariplo.it

But what will these apparently very distant objectives mean to the daily life of citizens in Vienna, Bucharest, Turin, Lisbon or Milan? To appreciate this, a critical understanding of, and active engagement with, the SDGs among all citizens, especially young people, is needed. Development should be a shared responsibility and right for all citizens. Foundations can have a very powerful role in catalysing local authorities, schools, NGOs and non-profit organizations to build a new vision of these subjects and stimulating a better understanding of their effect on all of us.

Two Italian foundations, Compagnia di San Paolo and Fondazione Cariplo, started working in this field in 2008, with a project called Fondazioni4Africa – a joint development cooperation initiative promoted by four Italian foundations between 2008 and 2013 in Northern Uganda and Senegal. The programmes had specific development-education elements and were run in schools in the two African countries and in Italy.

Students, teachers, young people and diaspora associations discussed themes like migration, human rights and sustainable agriculture, forming stable links between teachers, schools and students in the three countries. From this experience, we learned that initiatives involving African and Italian students and schools can enhance the sustainability of development cooperation programmes.

A separate programme engages schools, teachers and students of four European and three African countries on migration issues. Started in 2013, it is co-funded by the European Commission, Fondazioni4Africa, Compagnia di San Paolo and Fondazione De Agostini.

Digital learning units are available on the website. Activities and tools for working on global citizenship, migration and multiculturalism in schools have been developed, and there have been joint work experiences and exchanges between schools in Austria, France, Italy, Romania, Senegal, Burkina Faso and Benin. In addition, TV programmes on migration have been broadcast. This project has again shown us that schools and teachers are among the most effective targets for global citizenship education.

The project has also demonstrated that foundations can play a very important role in promoting development education. They exert a powerful leveraging effect by co-funding larger European initiatives where methodologies and approaches already tested in a specific context can be applied elsewhere.

From 2015 to 2017, the EAThink2015 project will provide a further opportunity for foundations to show their value to the global citizenship agenda.

EAThink, funded by the European Commission, aims to increase European students' and teachers' critical understanding of, and active engagement in, global development challenges with a specific focus on **food security and sovereignty, sustainable food systems and smallholder farming**, under the motto: 'Eat local, think global'.

Fondazione Cariplo, as implementing partner and co-funder, will act as Development Education and Awareness Raising (DEAR) Ambassador with the aim of involving other foundations, local authorities, social innovators and CSOs in 13 EU countries in a common plan to create DEAR funding. The programme will place DEAR in school curricula and find innovative methods of disseminating it. Compagnia di San Paolo and the Gulbenkian Foundation will also fund the programme. All these activities tend towards a global education movement that demonstrates one of the fundamental precepts of the SDGs: 'universality and interconnection' of choices and changes. @

The 'Little authors of great thoughts' competition was aimed at enhancing awareness of the Millennium Development Goals (MDGs) in Italy. First prize-winner Leonardo Bernardini, receives

a diploma from actor and Oxfam Ambassador Colin Firth.

Schools and teachers are among the most effective targets for global citizenship education.



CASE STUDY

Community philanthropy chimes with SDGs

Avila Kilmurray and Jenny Hodgson

The Sustainable Development Goals (SDGs) have arrived after years of dialogue. Where the earlier Millennium Development Goals (MDGs) were formulated in United Nations offices – one was even added as policymakers crossed the road – the long, global consultation process for developing the SDGs has raised expectations for community participation across the world.




Avila Kilmurray is director of policy and strategy for the Global Fund for Community Foundations. Email avila@globalfundcf.org

The so-called SDG 'Road to Dignity' now faces its real test – the potholes of universal implementation in an increasingly unsettled world. CIVICUS General Secretary, Danny Sriskandarajah, recognized the challenges ahead in his introduction to the 2015 *State of Civil Society* report. He said:

'As the world debates the post-2015 agenda the SDGs are the next big test of the international system. The international community needs to show commitment to tackling inequality, and create space for civil society, as a co-owner of the goals, rather than a delivery mechanism for elite priorities.'

In short, effective implementation of the goals needs local hands to transform aspiration into reality. People-centred development matters if the goals are to have any purchase in the favelas of Latin America or the rural hamlets of Nepal.

The Global Fund for Community Foundations has gathered case studies from all over the world to show how communities, pooling resources and talent, can implement the goals. A selection is highlighted below. The case studies also demonstrate lessons for foundations seeking to contribute meaningfully to the SDGs. These include:

- ▶ Social change needs to incorporate local voice, particularly of affected populations, to inform policy.
- ▶ Change is a slow process leading to an outcome rather than a short-term project delivering outputs.
- ▶ Community philanthropy organizations can act as support and knowledge hubs to invest in and share learning from activities related to SDGs. 



Jenny Hodgson is executive director of the Global Fund for Community Foundations. Email jenny@globalfundcf.org

Implementing goals, community by community

SDG GOAL 2: END HUNGER, IMPROVE NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE

In Zimbabwe and Brazil, community foundations help people generate sustainable farming to generate income and build community integration.

The Uluntu Community Foundation in Zimbabwe envisions creating self-reliant communities free from poverty and hunger in a sustainable environment. Foundation-supported women's groups in drought-prone Matabeleland South and Gwanda North and South made efforts to improve families' income and nutrition with poultry projects and soap-making, but failed due to the cost and scarcity of essential ingredients. The women then decided to grow vegetables and maize. Members of the local community donated land, and small foundation grants funded the drilling of a borehole and the purchase of tools. The initial income from the sale of vegetables allowed the women to purchase goats and cattle to supplement family diets and bring in income to pay for their children's hospital and school fees. For a total community foundation investment of \$65,000, the women now have a sustainable source of income and an enhanced sense of dignity.

In the rural Baixada Maranhense region in the northeast Brazil, the Instituto Comunitário Baixada Maranhense supports a programme of agroecology for young people who would otherwise follow their neighbours as migrant labourers. Small seed grants, along with advice and technical assistance, help the institution introduce new agricultural practices and demonstrate the effectiveness of sustainable approaches to income generation. The community foundation has to raise the financial resources to make grants, but as Ashoka's Regina Cabral has observed, it has the evidence to conclude 'small things can make livelihoods better'. Rural youth groups also participate in drama and sport as well as using community IT centres.



Instituto Comunitário Baixada Maranhense supports agroecology and arts lessons for young people in migrant farming communities.

MARIA FREITAS; INSTITUTO COMUNITÁRIO BAIXADA MARANHENSE

SDG GOAL 6: ATTAIN GENDER EQUALITY, EMPOWER WOMEN AND GIRLS EVERYWHERE

Community funds in India and Nepal help women take charge of their own recovery from disasters and violence.

From 2012 to 2014, the Foundation for Social Transformation (FST) partnered with three organizations in the conflict-affected states of Nagaland, Manipur and Assam in northeast India. The organizations engaged 300 women in leadership development and income generation, working on confidence-building and human rights awareness in regions that witness violence and unrest. The women learned to manage revolving micro-loan funds, which supported income-generating activities, including the practice of traditional herbal medicine. Workshops on human rights, gender equality and conflict analysis were organized, with trauma counselling provided, resulting in the establishment of a cross-community advocacy group, called the Gun Victims Survivors' Association. Some members went on to contest the next election. The FST linked women in communities to broader networks as well as offering small amounts of funding. Local television channels in Manipur took up the story, broadcasting a documentary on the Gun Victims Survivors' Association's work.

Across the border in Nepal, Tewa has operated as a local women's fund since 1998, building a local donor base of 3,000. Founder member, Rita Thapa, stresses the importance of local agency in a country highly dependent on foreign aid. She also believes that how philanthropy constructs relationships with women in local communities is as important as what it funds. Thapa says:

'Understanding existing power hierarchies in Nepal, we defined how we wanted to do our grantmaking and related outreach support. The way we sat, the language we spoke . . . and our behaviour with grantees were all discussed by the staff team in great detail and defined accordingly.'

Tewa is currently working to support resilience among the rural women's groups that it has funded over the years; it recognizes the importance of sustainability, particularly in the face of both natural and man-made disasters. The work to give voice to local women is not a project; it is a long-term process.

Women in northeast India use micro-loan funds to support their herbal medicine practice.

GFCF

SDG GOALS 13 AND 14: PROTECTING THE ENVIRONMENT

Community philanthropy institutions in Costa Rica and Mexico work to mitigate climate change and promote the sustainable use of oceans, seas and marine resources.

In the heart of Costa Rica's cloud forest, the Monteverde Community Fund has long focused on building resources for regional climate-change resiliency. Under the fund's Carbon Footprint Mitigation Initiative, small grants finance distribution

The action in Solidarity Fund (FASOL) helped communities in Mexico's

Baja Peninsula create small-scale ecotourism enterprises.



of solar panels and biodigesters. The initiative also funds reforestation projects across communities. The grants also support the compiling of climate information to provide a baseline understanding of concerns and of opportunities to effect change. The Monteverde Community Fund has developed a Travellers' Philanthropy Programme to garner resources needed for a local environmental fund.

The Action in Solidarity Fund (FASOL) in Mexico has the conservation and promotion of the sustainable use of oceans, seas and marine resources in its sights. As early as 2002, FASOL, then the Mexican branch of the Global Greengrants Fund, awarded a grant to a small group in the fishing community of Cabo Pulmo, Baja California Sur, for coordination and outreach.

The fisher folk feared that plans by environmentalists would endanger their livelihood. Instead, an initial beach clean-up

campaign developed into a citizen-monitoring programme to protect the coral reef in the region's National Marine Park. Local people came together to protect the park from poaching and the destruction of sea turtle eggs. Eventually communities created small-scale ecotourism enterprises that helped them protect and build the coral reef.

The rejuvenated reef is one of the few in the world that has fully recovered from generations of harmful fishing and industrial practices, and the Cabo Pulma group is now a respected activist in marine conservation networks. FASOL describes this development, which started with an initial investment of \$12,000, as a lesson in how to support grassroots activism by seeing it as a process that takes time, but one that can result in more sustainable and better outcomes.

SDG GOAL 16: ACHIEVE PEACEFUL AND INCLUSIVE SOCIETIES, ACCESS TO JUSTICE FOR ALL AND EFFECTIVE AND CAPABLE INSTITUTIONS

This very broad and ambitious goal incorporates targets as diverse as reducing levels of violence and hate to developing effective, accountable and transparent public institutions.

When the peace process took root in Northern Ireland, the Community Foundation for Northern Ireland agreed to support the re-integration of 25,000 politically motivated ex-prisoners and to work with 30,000 victims/survivors of the conflict. The foundation provided small grants to promote self-organization and locally-generated solutions in unstable political circumstances. By working with, and between, local communities, it proved possible to respond flexibly to opportunities for peace-building. An advisory committee was made up of representatives from five previously opposing paramilitary groups. This met regularly within neutral space offered by the community foundation. Over time, supported inter-community initiatives facilitated exchange of views between previously antagonistic groups. Peer learning and exchanges with activists from other societies emerging from conflict were also funded as part of an extensive programme of investment to underpin conflict transformation.

In the far south of Brazil, ICom (Instituto Comunitário Grande Florianópolis) describes itself, among other things, as 'A bridge for dialogue'. Located in Florianópolis, community foundation CEO, Anderson Giovanni da Silva, convened a planning group of more than 60 local leaders and organizations representing community-based organizations, universities, public servants, neighbours' associations, professional associations, unions, and others to consider how best the community could participate in conversations about the future of the municipality. A total of \$25,000 was raised, together with pro bono media support.



GFCF

Instituto Comunitário Grande Florianópolis united NGOs, political leaders, unions and

others in conversations about the city's future.

The funds were used to commission research that informed community dialogues that identified 19 urban challenges and presented them to political candidates standing in the August 2012 elections.

ICom connected the group that developed to take forward the campaign, Floripa Te Quero Bem, to the Brazilian Network for Fair and Sustainable Cities. Based on the experiences of the network, Floripa Te Quero Bem proposed a law passed by the City Council making it mandatory for city mayors to present a plan of goals at the beginning of their term in office, and to be accountable to all the citizens about their performance related to these goals, on an annual basis.

ICom made a further grant to match state university funds, to create an observatory that gathers information to support civic groups in their task of holding the city authorities to account. There are now regular citizen debates about the future of Florianópolis and the delivery of essential services.

Audacity, adaptability key to SDG partnerships

Rachita Vora

The Sustainable Development Goals focus as much on *what* we must achieve as they do on *how* we might go about it. The new global development thus enables new possibilities for how we collaborate across sectors and borders, who participates in realizing this change, and how we fund different and innovative approaches to development challenges.



Rachita Vora is manager, Dasra Girl Alliance. Email rachita@dasra.org

Today, each of us can participate in changing the lives of the disadvantaged faster and more meaningfully than has been possible at any other time in history. But to make the most of this moment, we have to be more open-minded about whom we partner with and more imaginative about how we come together to harness each other's knowledge and experience.

At the Dasra Girl Alliance (DGA) we have been able to build momentum around the issue of empowering adolescent girls in India by bringing together a government agency, USAID, a family foundation, Kiawah Trust, and a corporate foundation, Piramal Foundation. A first-of-its kind multi-stakeholder initiative in India, DGA aims to build an ecosystem that empowers adolescent girls and improves health outcomes for mothers and children, ultimately improving 5 million lives over 5 years.

When we began in 2013, few in India believed that investing in girls could alleviate poverty across generations. Funders hesitated before supporting girl-focused programmes, assuming diminished impact when the girls would inevitably marry. We also lacked national policies that specifically addressed adolescent needs. But combining the technical expertise of USAID, the global experience of Kiawah Trust, Piramal's corporate rigour and Dasra's on-the-ground experience has

enabled us to raise more than \$14 million for the sector; build the institutional capacity of organizations that deploy \$20 million to serve 4.7 million people; and engage with thousands of stakeholders to build awareness and more partnerships for greater impact.

Such multi-stakeholder initiatives are critical to achieving the ambitious targets within the SDGs. The combined force of several actors inspires action around an issue in a way that no single entity can accomplish. Through our work, we've learned what it means to build a movement around an issue, and our experience holds lessons that may be relevant for others seeking to address the new set of global goals:

- ▶ **A partnership is like a marriage; choose wisely.** The success of a partnership is as good as the compatibility of all involved. Though each partner's priorities need not be identical, shared interests that mirror the collaboration's objectives are necessary. This is obvious yet often underplayed. Just as critical is equal voice, being clear about what each partner brings, and designing roles and feedback loops accordingly.
- ▶ **Audacity and focus must go hand-in-hand.** The intractability of the challenges we're tackling demands nothing short of audacity. And partnering with others enables us to dream bigger. Yet, broad and all-encompassing goals are also immeasurable. We must refine our objectives and exclude anything that dilutes focus. Bringing on heavyweight partners can be tempting, but exercising restraint in favour of decisions that serve the goals of the initiative pay off ten-fold.
- ▶ **Adapting is more important than planning.** Focus matters, but so does room for tweaks along the way. Change is inevitable, so it's best to design for it. This need not alter outcomes, but may affect the approach. At DGA, we've found it beneficial to review our progress and revisit plans every 6 to 12 months to ensure we are incorporating new information, improving effectiveness, and adapting while staying on track to achieve our goals.

Partnerships come in all shapes and sizes and different solutions appeal to different stakeholders. Yet the lessons we're learning from cross-sector multi-stakeholder initiatives, small and large, are valuable for others embarking on similar efforts. It's only through our collective experience with partnerships that new knowledge and approaches will emerge. And someday we will no longer need to dream up a more prosperous world; we will already be living in it. @



Dasra Girl Alliance has built momentum around the issue of empowering adolescent girls in India.

Cut waste to prevent hunger

Luís Jerónimo and Francisco Palmares

Acting with others, foundations can help halve or reduce even further the amount of food wasted. To do so supports Goal 1 – to end hunger. The Calouste Gulbenkian Foundation's work in Portugal provides an example.



Luís Jerónimo and Francisco Palmares are on the Calouste Gulbenkian Foundation's human development team. Email ljeronimo@gulbenkian.pt and fpalmares@gulbenkian.pt

Portugal cannot be thrown away. With this catchphrase, the charity, Dariacordar (www.dariacordar.org), an association against waste, created the Zero Waste Movement (www.zerodesperdicio.pt) in 2012 to test local solutions and raise awareness of the need to prevent food waste.

The methodology is simple and flexible. Dariacordar works as a catalyst nationally and internationally, investing in the capacity of local entities to promote the reduction of food waste, capitalizing on their existing human and financial capacity.

Dariacordar coordinates the activities of all those involved through a programme operational unit that works in cooperation with local governments to ensure cooperation between private and public sectors.

The stakeholders collect unserved meals from donors – restaurants, canteens, enterprises – that haven't been exposed or in contact with the public, and are stored in special packages. They transport it to the receivers, usually charitable institutions, who distribute the recycled meals to families.

The Gulbenkian Foundation has been backing the movement since 2013, becoming an investor partner

in the project and, with Dariacordar, devising a plan for the project's expansion – first to the entire Lisbon Metropolitan Area, then to Porto, the country's second largest city, and its Metropolitan Area, the centre region, and finally the rest of the country.

In addition to the grant, Gulbenkian's non-financial support was critical to the success of the initiative.

This project can be seen as a venture philanthropy model, as the foundation was involved in the co-design of the business model and has facilitated contact with key stakeholders so the network could expand and flourish.

In 2014, a partnership was established with the Lisbon City Council, which was seen as a crucial step in the development of the Zero Waste Movement throughout the country.

City Councils support and coordinate the movement locally and manage the relationship between donors – the entities that regularly contribute excess food – and receivers, the institutions responsible for identifying and supporting those in need of food support.

Both must sign cooperation protocols, ensuring they can comply with hygiene and food safety rules and that they have sufficient material and human resources. This is how the Zero Waste Movement starts to reverse the problem of food waste, but it is important not to forget the immeasurable added value of volunteers and other partners.

One key success factor is the collaboration between all stakeholders, particularly with ASAE, the country's food safety authority. This collaboration resulted in the reinterpretation of the law, which was critical to triggering a change of attitude to the problem of food waste.

And the results are encouraging to say the least. By the end of 2014, the Zero Waste Movement had distributed more than 1.5 million meals to more than 9,000 beneficiaries. This translates into an astonishing 788 tonnes of recovered meals. @

Acting with others, foundations can help halve or reduce even further the amount of food wasted.



CASE STUDY

Addressing inequality amid plenty – the SDGs and the United States

Vikki Spruill

The Sustainable Development Goals (SDGs) provide an opportunity to not only address challenges in developing countries, but also to make progress on many of the same challenges that persist in ‘developed’ countries.



Vikki Spruill is president and chief executive officer of the Council on Foundations. Email president@cof.org

Each of the 193 governments that committed to these goals, including the US, must consider how to look inward at domestic problems. For many of these developed countries, several SDG targets will be incredibly challenging to achieve.

A report by Bertelsmann Stiftung analyses the readiness of the 34 OECD countries to achieve SDG targets and ranks the US as 29th out of 34 countries. The US receives high comparative rankings in areas like gross national income, particulate air pollution levels, and overall space per capita. However, in other areas like poverty, climate change and obesity, we rank close to last.

To date, most conversations about American philanthropy and the SDGs have been around how US funders will support goals being achieved in other countries like Kenya, Colombia, and Indonesia. As a philanthropic community, we must not forget to recognize our domestic challenges as part of the SDGs and that making progress domestically will support our role in helping to achieve SDG targets by 2030.

Looking at challenges of poverty in the US, many large American philanthropic organizations are working on these issues, but may not fully see their domestic work as relevant to the SDGs. For example, the Ford Foundation's increased focus on inequality is addressing the systemic causes of the poverty gap in America. Others like the Hewlett Foundation and the Packard Foundation invest both domestically and globally to combat climate change and address environmental issues.

Beyond the largest philanthropic actors, countless community foundations and other philanthropic organizations do not fund globally but also work on these



KYLE MAY

issues nationally, and we need to see their work as part of the effort towards these global goals. Examples include significant investment into improving the quality of education for Latino immigrants in Boulder and reducing food insecurity in the Hudson Valley – these are marquee initiatives by small foundations that support US SDG targets in Goal 4 and Goal 2. In San Diego, the San Diego Community Foundation developed a climate change blueprint with strategies for Southern California to reduce economic and environmental impacts of climate change by 2050. This work brings us closer to the targets in Goals 11, 12, and 13.

US corporations are recognizing how the SDGs relate to their philanthropy. Impact2030 was launched by the business sector, including IBM and UPS, as a way to marshal the power of corporate volunteer programmes towards these global goals. The SDGs are an opportunity for corporations – whether they have a foundation, employee-matching programmes, donate in-kind contributions or provide employee volunteers – to work with partners in achieving crucial global changes. Corporations can contribute just as much with their domestic operations as they can with their global ones.

The SDGs offer one of the broadest and most unifying global frameworks for eradicating poverty everywhere. Countries can work together on global poverty but each country, including the US, must also focus domestically, especially given the 15 per cent of Americans that live in poverty today.

What remains unclear is whether US philanthropic organizations working on domestic issues, from community foundations to corporate giving programmes, can see themselves in the SDGs. The SDGs offer a framework in which philanthropy – and partners – can map impact and change. Yet the question remains. Can we recognize them as an opportunity to work towards a better planet?

I hope the answer is yes. @

CASE STUDY

Give communities ownership of SDGs

Dawn Austwick

‘Coming together is a beginning; keeping together is progress; working together is success.’ – Henry Ford



Dawn Austwick is chief executive of the Big Lottery Fund. Email dawn.austwick@biglotteryfund.org.uk

The underlying message of the Sustainable Development Goals is reflected in the statement *no one gets left behind*. It is hoped that the SDGs move on from an agenda that is ‘done to’ developing countries towards a far more collaborative vision. They ask wealthier countries to consider how to tackle the poverty and inequality that still exists in their own societies. ‘End poverty in all its forms everywhere’ is pretty unequivocal. The scale of these aspirations is inspiring and intimidating. But that simple clear message – no one gets left behind – is a good starting point in coalescing the efforts of all those working to help people and communities improve their lives. This ought to feel like a global movement rather than another set of development targets for ‘poorer’ nations.

There’s a broad cultural point for civil society funders to consider. Firstly, how do we empower people – who might previously have been left behind – to shape and lead this agenda? Examples include the Fund for Shared Insight – an initiative of US funders that supports the sector to act on and learn from feedback from the people they aim to help.

Global Giving is one of the organizations involved – its funding platform supports and provides incentives to grassroots groups to use information to improve performance and responsiveness to the communities they serve. Better feedback loops ought only to be the start of our efforts and not the conclusion. Funders and delivery agencies need to ensure people shape, deliver, and ultimately own, developments in their communities.

It’s worth taking a look at the Young Foundation’s Amplify ethnographic approach in Northern Ireland. It uses methods ranging from kitchen chats, storytelling groups, and community walks alongside more traditional tools such as focus groups and interviews to build up shared community narratives that could guide investment in community ‘innovations’.

The underlying principle was to engage people on their terms, in their spaces. And as a result, more than 800 people contributed to decisions to invest in 24

innovative, local enterprises that could improve their community, including an upcycling retail unit, and a smart tech company helping people to manage their energy use. Are these the things that funders and philanthropists would have identified on their own?

Beyond this broad cultural point, individual funders and philanthropists will need to use their judgement around where they can add value, and who they need to collaborate with to make positive change happen.

The Big Lottery Fund’s hyper-local focus includes grants of a few hundred pounds through to multi-million pound programmes; we use grants and trusts as well as work with social investment intermediaries. We fund at country, UK, and international levels. In this context, two SDGs particularly stand out to me:

Goal 11: Make cities inclusive, safe, resilient, sustainable . . .

The notion of investing in ‘places’ as a way to achieve impact is increasingly important both domestically and internationally. Drives toward greater political devolution in the UK mean that cities and regions will become more important in determining how power and resources are shared locally. Using a place-based lens isn’t new to us. Asset Based Community Development (ABCD) influenced the Our Place programme in Scotland, and Big Local in England. And we’ve recently launched Communities Can, an initiative to reach into areas identified as requiring support to develop the skills, knowledge and confidence of small – with a turnover of less than £10,000 – civil society organizations. This reflects a desire to fund in a way that is more responsive to local context. Internationally, the Global Fund for Community Foundations helps community funds play a key role in fostering community giving and social action that target local priorities.

The challenge in achieving this SDG is resisting the desire for a one-size-fits-all model of an inclusive, safe, resilient, sustainable ‘place’. Across all of our funding approaches, we put people and communities in the lead rather than imposing top-down solutions.

Goal 16: Promote peaceful inclusive societies with justice for all in accountable institutions . . .

We’re really interested in where ‘doing good’ will come from in future. Here in the UK, the move away from state institutions providing services to improve social conditions and a greater imperative for civil society to provide for social welfare is a key trend for UK funders – what do people and communities need to thrive in this

context? And how does that determine what those 'effective, accountable and inclusive institutions' might look like? There's a wide range of practice to reflect upon. How about the self-help group movement in India, mobilizing over 100 million women since the 1980s, which has now inspired a similar movement in Scotland, supported by Wevolution? Or the work of Strive in Cincinnati, bucking national trends in education outcomes by bringing diverse partners together in collective pursuit of a single set of goals? Both have created new platforms for people to get involved, to demand more from their combined resources, and to hold each other to account for what is achieved.

Our international funding has traditionally focused on using and building the assets and skills of communities, and we now want to do even more to ensure local people and institutions are at the forefront of determining priorities and delivering solutions. At the same time, we need to ensure these efforts inform and promote broader structural change to address the root causes of inequality and poverty. Our partnership with University College London on maternal and child health in rural Bangladesh and India is one example – mobilizing local women to collectively identify problems and solutions, while also working with local stakeholders and policymakers to support improved

health systems, and using learning to influence national and global policy.

Testing out how best to empower communities to identify and address local priorities will be a crucial task for all of us as we work towards the SDGs and that essential principle. @

COLLABORATION WILL BE THE WATCHWORD FOR SDG IMPLEMENTATION – WE'VE LEARNED A FEW LESSONS:

What can you achieve when you don't care who gets the credit? The social challenges of the day are too complex to address alone. Rather than 'slice and dice' problems into manageable solutions that demonstrate 'our' individual impact, funders should seek out more ambitious collaboration with all the players involved in really tackling an issue.

Money talks, but it needs to listen more. Funders are in a privileged position by virtue of the resources we have. But we need to understand our specific role within a wider ecology of people involved in making social change happen, rather than trying to direct that change ourselves. Are we bringing the right people together? Are we doing enough to support people and communities to take a lead on how they improve their lives?

Ask 'what matters to you?' not 'what's the matter with you?' Aspirations like 'ending poverty' run the risk of focusing our minds too much on what people don't have. Initiatives like GiveDirectly show how what we might have previously regarded as the most 'impoverished' people in the world have skills, ideas and energy that can be unlocked with a little support.



Cass Business School
CITY UNIVERSITY LONDON

Cass Centre for Charity Effectiveness

Our mission is to drive positive change through making nonprofits more sustainable, efficient and effective.

We specialise in the following areas:

Intellectual leadership; developing talent; enhancing performance.

Our services are focused around leadership and resources (people, finance and investment).

We provide:

- **applied research**
- **professional development courses**
- **consultancy services**

For further information about Cass CCE, please visit www.cass.city.ac.uk/cce or call 020 7040 5562

www.cass.city.ac.uk/cce



CASE STUDY

Fund innovation to protect children

**Lisa Witter and
Fabio Venturini**

Goal 16 includes the target to ‘End abuse, exploitation, trafficking and all forms of violence and torture against children’.



Lisa Witter is executive director of WithoutViolence. Email lisa@withoutviolence.org



Fabio Venturini is communications and advocacy director of WithoutViolence. Email Fabio@withoutviolence.org

The World Health Organization reports that each year, 40 million children under the age of 15 are victims of child abuse. September’s UN General Assembly adoption of the post-2015 agenda with a strong inclusion of the welfare of children marked an important step on the road to making life better for boys and girls everywhere.

Opportunities for philanthropy

Foundations can play a leading role in achieving this target by promoting and supporting programmes to ensure the safety of boys and girls at home, at school, in their communities and in emergency situations. Philanthropic institutions can also support data collection to monitor progress and develop deeper understanding of the problem while building solutions.

The intersections between violence and other social issues make foundations the ideal partners for many violence prevention programmes. By leveraging their connections to power across sectors, foundations can amplify the impact of their investments.

Investments in education might support programmes to reduce violence in schools or the home, for example.

WithoutViolence, a project of the Elevate Children Funder’s Group, provides support for Goal 16 by helping violence prevention leaders and practitioners communicate solutions and accelerate their impact for improving the lives of boys and girls.

Our donors are funding the development of a Business Case for Families, through which we hope to show businesses the economic benefits of improving life for the families of their employees.

Other evidence-based projects that philanthropists could promote under the SDG umbrella include:

- ▶ A parent-education programme in Turkey that led to a reduction of physical punishment by 73 per cent within two years.
- ▶ A parenting intervention in Liberia that led to a decrease in psychological violence by 29 per cent over a 15-month period.

- ▶ A home-visit programme in the US that helped to reduce child abuse and neglect by 48 per cent over 15 years.
- ▶ A school-based programme in Croatia that led to a reduction in violence in schools by 50 per cent over eight years.

The Elevate Children’s Funder Group also finances three other childhood violence prevention projects:

- ▶ Global Fund for Children promotes building country information systems as well as encouraging country ownership, and national and international cooperation.
- ▶ Know Violence in Childhood aims to expand knowledge of causes and cures, and governments.
- ▶ Children and Violence Evaluation Challenge Fund tests ways to assess interventions.

Philanthropic support will be instrumental in ensuring that the SDG agenda stays on course through changes in governments and maintains focus when media and public attention shifts to new causes.

Now that world leaders have adopted the SDG agenda, foundations need to identify where best to use their power. @



STARS FOUNDATION

CASE STUDY

SDG success hinges on political will

Myles Wickstead

Foundations and civil society should stand ready to ensure that government has the political will to implement the Sustainable Development Goals, not just in developing countries but also in developed ones.



Myles Wickstead
CBE, author of *Aid and development: a brief introduction*, is visiting professor in international relations at the Open University and King's College London. Email mswickstead@hotmail.com

The Millennium Development Goals (MDGs) had as their overarching objective cutting the proportion of people living in absolute poverty by half by 2015. The implicit compact in the MDGs, which included goals around health and the environment, was that developing countries would put in place necessary policy measures, and the international community would support them through the provision of significant official development assistance.

To the surprise of many, there has been very significant progress against the MDGs, including the achievement of the overarching poverty goal. Aid has undoubtedly contributed to this success, but it has had mainly to do with rapid economic growth, particularly in China, but also in India, other countries in East and South Asia and in a number of African countries too.

The world now looks very different from 2000. The distinctions between developed and developing countries are no longer so sharp. Economic growth in the OECD countries following the global financial crisis of 2008 remains sluggish compared with some emerging economies. We have become much more aware of the potentially disastrous effects both of climate change and of global terrorism.

Agreement has just been reached on a new set of Sustainable Development Goals (SDGs). They are – unlike the MDGs – the result of a comprehensive consultation and negotiation process, involving civil society and the private sector as well as governments. Their overarching goal is to eliminate absolute poverty by 2030.

The United Nations' *Transforming our world* document containing the goals and targets agreed at the UN at the end of September helpfully boils these down to five 'P's. They are:

- ▶ Prosperity – the need for inclusive economic growth.

- ▶ People – the importance of equity and fairness, and leaving no one behind.
- ▶ Planet – the importance of respecting the environment and dealing with climate change.
- ▶ Peace – none of this can happen without peace, security and good governance.
- ▶ Partnerships – governments, civil society and the private sector need to work together.

Crucially, these are universal goals, applicable to countries like the UK as much as to developing countries. There should be three areas of focus:

- ▶ The government needs to be clear about how it will help those developing countries with which it has an aid relationship to make progress towards achieving the SDGs, in support of those countries' national implementation strategies.
- ▶ The government needs to set out how – on the basis of 'common but differentiated responsibilities' – it will help to support the achievement of key 'global public goods', in particular addressing issues of the environment and climate change that are the subject of separate but related discussions at the UN Climate Change Conference COP 21 in Paris in December.
- ▶ The government also has to be clear about how it will make progress towards those goals and targets within the UK. Target 10.1, for example, commits governments to: 'achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average'. And Target 5 commits governments to 'adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels'.

This third area will require considerable commitment from the government and coordination and cooperation between government departments. But of course, this is not just about government.

We, whether as foundations, other parts of civil society, private sector or just individuals, have crucial roles to play – both as implementation partners but also in holding government to account in delivering on its commitments, both international and domestic.

This is, of course, true not only in the UK but in the other more developed economies. They – as much as governments elsewhere in the world – sometimes need a little encouragement to deliver on the sixth 'P' – political will. We should stand ready to help. @

CASE STUDY

Shared goals for public good: the city as a laboratory of change

Marcela Mondino

Transforming the urban development models that produce exclusion and inequality is no longer an option. It is a major mandate on the global agenda. Goal 11 of the SDGs, for example, focuses on making 'cities and human settlements inclusive, safe, resilient and sustainable'.



Marcela Mondino is regional manager of Avina's Sustainable Cities Programme. Email marcela.mondino@avina.net

Latin America is a region that, perhaps more than others, demonstrates the urgent need to make cities more sustainable. It is one of the fastest urbanizing regions on the planet, and possibly one of the most unequal. For many, access to safe housing, water and sanitation has not kept pace with growth.

A recent study led by UN Habitat,¹ for example, shows that 75 per cent of the cities in the region have high levels of income inequality, while 24 per cent of the population live in precarious conditions usually in risk zones,² and that 80 per cent of the natural disasters are in urban areas.³ There is no doubt that equitable and sustainable urban development is one of Latin America's key challenges.

Philanthropy can help overcome these challenges.

Over the last 30 years, Fundación Avina, has helped to transform Latin America's cities by working through strategic alliances and using social innovation and technological tools.

Partners – governments, citizens and civil society – have expanded access to basic services, while public transportation schemes and cycling programmes have reduced carbon emissions that contribute to climate change.

Now more than 35 million Latin Americans live in cities that are managed using government management plans – local legislation stipulating that an elected government has to present a plan based on concrete goals to be implemented during its mandate.

More people have access to safe water and sanitation while at the same time, 36,000 urban waste

pickers have been accepted into cities' overall waste management systems.

City governments also use tools for citizen participation. Now Avina and its partners are moving towards the transformation and revitalization of public spaces as a driver of social cohesion, economic inclusion and cultural expression, allowing for greater equity, better quality of life and resilience in its cities.

Avina has learned a few lessons in the process that may be useful to other foundations focused on sustainable urban growth:

- **Collaboration** will be meaningful if all actors are working towards a shared vision that is anchored in the public interest and the public good.
- **Using technology** to make data available to all citizens and fostering transparent government mechanisms will be effective if the offline strategies of participation are strong.
- **Technology and participatory government** can be powerful tools for institutionalizing the achievements of sustainable development.
- **Expanding access** – to services, land and housing, for instance – means first learning more about the communities themselves. Using technology can be a powerful tool to engage those communities and will definitely empower them.

Latin America has a clear opportunity to contribute to the consolidation and scaling up of cities that foster social progress and equality while respecting environmental limitations.

For that, we need vision and action from local governments who, through management and institutional development of democracy, create public policies that reduce urban inequality and empower citizen participation.

We need active and proactive citizens as well as businesspeople and organizations that are committed to a systemic transformation based on the paramount value of public good. No less important is the transition to a new economy that reconciles environmental sustainability and social development, building wealth for all.

Philanthropy can be more than just a part of this movement; it can be the central architect. [@](#)

1 Construcción de Ciudades Más Equitativas, UN-Habitat-CAF-Avina, 2014.

2 Estado de Las Ciudades de América Latina Y El Caribe 2012. UN-HABITAT.

3 Informe de Evaluación Global Sobre La Reducción de Riesgo de Desastres. EIRD.

Getting Beyond Better – How social entrepreneurship works

Roger L. Martin and Sally Osberg

Reviewed by Michael Alberg-Seberich

Michael Alberg-Seberich is managing partner of Active Philanthropy and managing director of Beyond Philanthropy. Email alberg-seberich@activephilanthropy.org

This is a book about systems change or, as the authors call it, 'equilibrium change'. It may be a cliché, but in social sciences or humanities this issue often implies complicated prose. *Getting Beyond Better* proves that storytelling is a powerful bridge to understanding and believing. The book is well written and edited. It comes to life through many case studies of social entrepreneurs.

The two authors belong to a leading group of people who influence the thinking on social entrepreneurship, underlined by Arianna Huffington's foreword. Roger L. Martin, a business strategy thinker well known for his work on integrative and design thinking, and Sally Osberg, long-term president and CEO of the Skoll Foundation, present a framework for social entrepreneurship as an important lever for overcoming many of the ills in this world.

As powerful as the stories in this book are, they are mainly stories that have been told over and over again. We again meet the 'poster children' of this field. Just to be clear, this observation does not reduce the importance of the work of Paul Farmer of Partners for Health or Andrea and Barry Coleman's Riders for Health, among others. But you might wonder why we always read about the same, award-winning, women and men.

System check: the world of social entrepreneurship is a very small one.

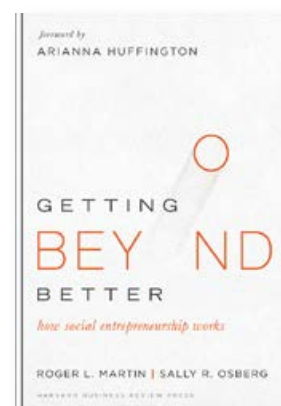
The book should spark a debate not only on a theory of social entrepreneurship but also on how such a theory is derived. Martin and Osberg describe themselves as 'reflective practitioners'. This is a fair stand to take. Nevertheless, the reader should consider the history and background of the authors in the field of social entrepreneurship. Anthropologist Clifford Geertz's observation that 'meaning is socially, historically, and rhetorically constructed' is also true for the field of social entrepreneurship.

System check: we need a debate on why today some of us have such high hopes for social entrepreneurship and how entrepreneurs' own stories connect to the field.

The authors' four-layered framework for social entrepreneurship describes deeply complex processes within systems but is nevertheless easy to follow. 'Understanding the world', 'envisioning a new future', 'building a model of change' and 'scaling the solution' are the phases. It sounds very plausible that a social entrepreneur first needs to understand a topic to envision a solution that will be the base for a model that, once proven, needs to be scaled.

System check: social entrepreneurship may not be that unique because these layers are rather common when humans innovate, aren't they?

Even raising these questions, the book is a treasure filled with rich examples and analyses on social entrepreneurship. A good example is the in-depth analysis of how to scale an identified model for equilibrium change. Martin and Osberg show through



many examples that 'impact can happen directly, but it is most often accelerated and solidified through the works of others. This dynamic speaks to the power of a connected world, and the catalytic way social entrepreneurs do their work'. This highlights the need for increased collaboration.

The authors raise important questions about the practice and theory of social entrepreneurship. Some questions focus on individual leadership. Other queries regard the best way to document the impact of disparate systems-change levers. These questions have a broader meaning for the third sector overall and therefore need to be discussed in a wider arena – this book can be a good starting point for doing so.

Getting Beyond Better is in many ways an ambitious book. It should be one that is not just read as an explanation and valuation of social entrepreneurship but also as a system check for this field and where it belongs in the overall universe of proposed solutions to tackling the world's most pressing challenges. @

About the book

Published by
Harvard Business
Review Press

Price
\$30

ISBN
9781633690684

To order
www.hbr.org

The most good you can do: How effective altruism is changing ideas about living ethically

Pete Singer

Reviewed by Nick Temple

Nick Temple is deputy director of Social Enterprise UK. Email nick.temple@socialenterprise.org.uk

Peter Singer's book is the latest from him about 'effective altruism', a movement dedicated to applying reason and evidence to do the most good we can. What this means for Singer is taking an unsentimental look at charity and working out how you can save most lives through what you choose to do and how you choose to donate.

The book has lots of examples of people doing this: the man who took a job in investment banking so he could donate half his income; the couple who live off £18,000 a year and donate everything above that; the man who donated one of his kidneys to a stranger – all because, logically, they had calculated this was a way of them doing most good.

There are aspects of this approach that are familiar to many in philanthropy: an increasing focus on evidence to make more informed decisions, a growing ability to compare organizations operating in the same field, and a growth in platforms and intermediaries to help people do so. Few would disagree.

Few would also disagree with some binary choices that Singer sets up: should you donate £10 million into a) the new wing of an art gallery or b) into preventing blindness in 100,000 people in the developing world? I like a painting as much as the next person, but I think I'll go with the latter.

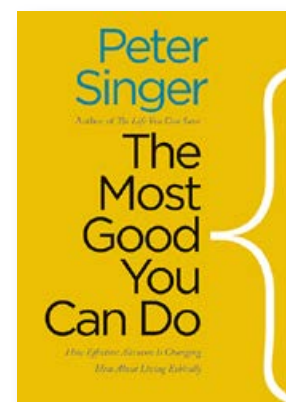
The argument becomes more problematic when it tends towards reducing things to numbers.

The best interventions are those that have conducted randomized controlled trials, and the best programmes are those where the number of lives saved can be counted. As Singer acknowledges, this utilitarian approach therefore struggles with those attempting early intervention, those using advocacy or campaigning strategies, or those trying to create genuine system change in other ways. These are, by their very nature, more difficult to predict, quantify, evaluate and measure.

This means that, even though the movement claims it supports those trying to change the system, the emphasis on numerical evidence leads elsewhere. None of the platforms that Singer likes, such as GiveWell, recommends supporting anti-corruption work in developing countries or advocacy to change legal systems or work to prevent global warming, even though these could ultimately do more good. Muhammad Yunus, Gandhi, the suffragettes and apartheid campaigners would be waiting in vain for support.

A connected problem is that embodied by the individuals working in investment banking to earn a huge amount of money, so they have more money to donate and can do more good. There are two obvious challenges to this: firstly, what if that person could do more (systemic) good elsewhere with their talents – in a start-up, helping a charity or social enterprise grow its impact significantly, or helping influence governments or institutions from within?

Secondly, what if the chosen career itself creates bad outcomes? Many would contend that parts of the financial services and investment



banking industry have much to answer for in creating an economic crash that negatively affected millions. Others would point out that making this choice means that your career may be worsening inequality. Singer's defence in this area is particularly weak, and makes no reference to the growing evidence that income inequality is a severe problem.

The most good you can do is worth reading, if only for the interesting examples and the challenge to our own comfortable thinking and accepted norms. It should also rightly strengthen the views of those who believe in using objective evidence when it comes to philanthropy, rather than subjective emotion. But without seriously taking into account the *total* impact of our lives – what we spend, where we work, how we live, where we invest – separating the money we give from how we earn it is too simplistic.

Just as simplistic is a view of changing the world that assumes it won't involve significant changes in power structures or existing systems, or at least puts it in the box marked 'too difficult'. That just isn't good enough for those of us trying to do the most good we can do. @

About the book

Published by
Yale University
Press

Price
\$25

ISBN
9780300180275

To order
<http://tinyurl.com/TheMostGood>

Caroline Hartnell: we owe you

Barry Gaberman

It was about 20 years ago that Caroline Hartnell came to my office at the Ford Foundation. She was trying to garner resources for a new quarterly publication called *Alliance*. I was to find out later that this was her first foray into the world of fundraising. It didn't seem like a first foray. Well, maybe it did a little. She had a very clear vision.



Barry Gaberman is a retired senior vice president of the Ford Foundation. Email bgaberman@gmail.com

[A foundation's leap of faith is almost always based on one's confidence in the person leading the institution or the initiative. In this case it was Caroline.]

She wanted to put out a publication that would highlight the global philanthropic enterprise. Most people were just beginning to be cognisant of philanthropy as a global phenomenon. This publication, she said, would also differ from other mostly research-focused publications. It would be targeted at practitioners in resource-allocating institutions and organizations that support them. It would assess what was happening in the philanthropic slice of civil society, identify new trends and report on their impact on the field, and it would highlight the people most involved. It would do so often using the voices of the practitioners themselves.

All this without sacrificing the rigour of more research-focused publications. Caroline asked us for a grant of \$25,000. We made an initial grant to *Alliance* of \$50,000 – probably giving Caroline a somewhat jaundiced view of the fundraising enterprise that would not be helpful in future fundraising efforts.

There would be other grants to *Alliance* from a growing number of philanthropic institutions that exceeded our initial grant,

including subsequent grants from us, but modest as this initial grant was, what would possess any self-respecting philanthropy body to make a grant twice the size of the ask?

The first reason was our assessment that Caroline needed more funding to put her vision in place. It is not unusual for a very committed grantseeker to try to strengthen the case for support by asking for less than is actually needed.

The second reason is that Caroline rightfully understood this as an area of deep concern to the Ford Foundation. The philanthropic enterprise was not just an arena into which one made a few grants to signal being a responsible member of the field of philanthropy; to us it was, in itself, a strategic programme area. The interest was global philanthropy itself and a particular component of this interest was to help sustain the global infrastructure of philanthropy: an infrastructure that represented the sector, provided the sector with the tools needed to be more effective, assessed its efforts, held its feet to the fire of accountability, and informed its practitioners about the trends in the field. Caroline's vision put *Alliance* at the heart of all these aspects. And it is here that we have the third reason we willingly supported *Alliance* at twice the ask.

Put simply, that reason was Caroline herself. Grantmaking may increasingly be a science, but a fair measure of it will always reflect the craft that it is. You can never dot all the i's and cross all the t's necessary to make a risk-proof decision.



Complete and comprehensive information is seldom possible and certainly not in the timeframe necessary to make a funding decision. In fact, often the mark of an insecure programme officer is one who asks for more and more information to the point that it is not only onerous to the prospective grantee, but usually of little additional use in reaching a sound decision. At some point short of complete information one must make a leap of faith. That leap of faith is almost always based on one's confidence in the person leading the institution or the initiative. In this case it was Caroline.

Caroline weathered the diversion from her vision that fundraising in a difficult environment entailed. She weathered the distraction the occasional upset practitioner posed. Her integrity was never questioned and she had the satisfaction of seeing her vision become a reality. As a result we are better informed, as a result we have a better view of what is brewing over the horizon, and as a result we know each other so much better. Caroline, a grateful field truly owes you! @