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For philanthropy and social investment worldwide

SPECIAL FEATURE

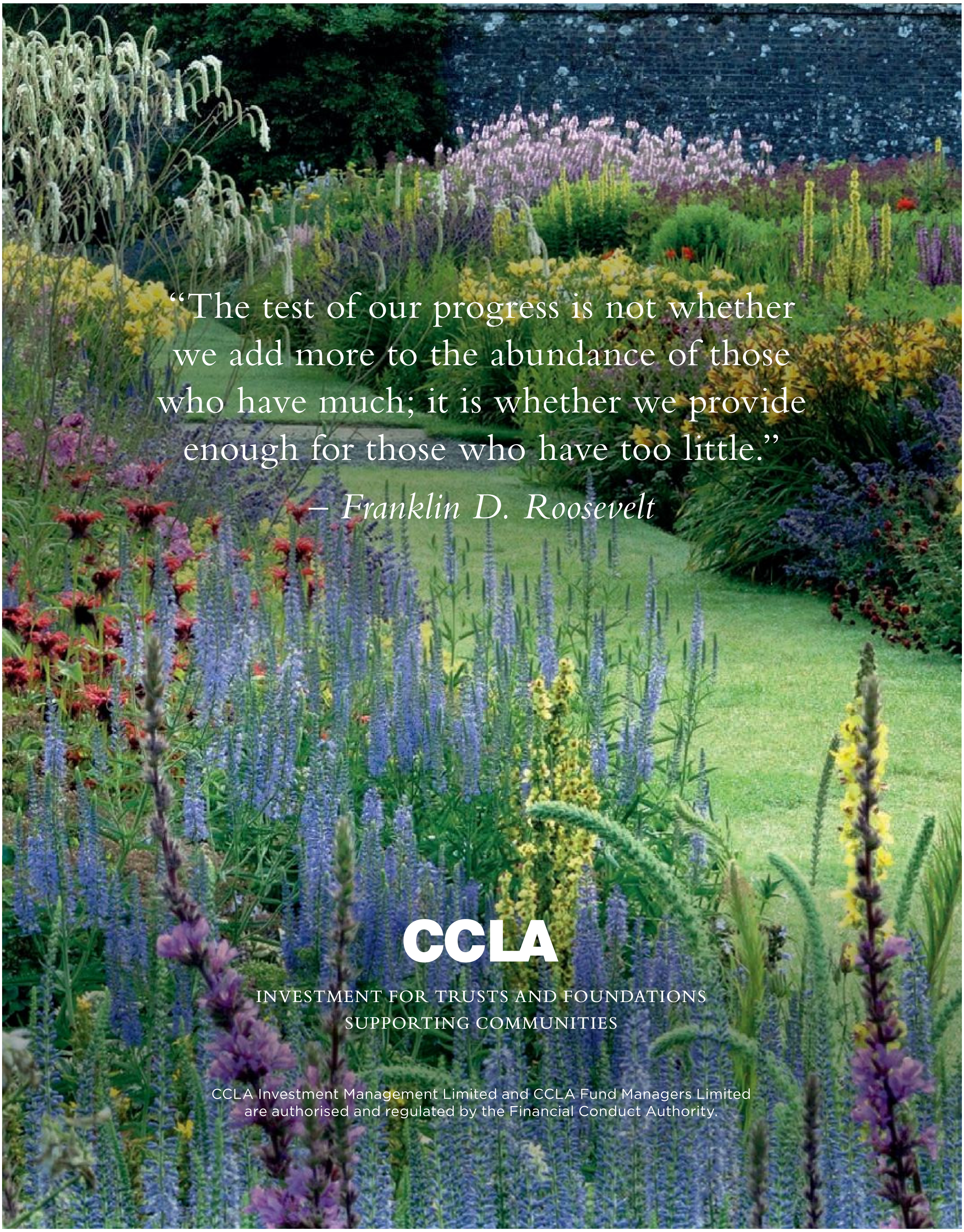
Philanthropy's diversity challenge

Guest editors
Sumitra Mishra and Angela Seay

PLUS

Interview: GiveDirectly's Michael Faye on why foundations should give cash to the poor

www.alliancemagazine.org


"The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little."
– *Franklin D. Roosevelt*
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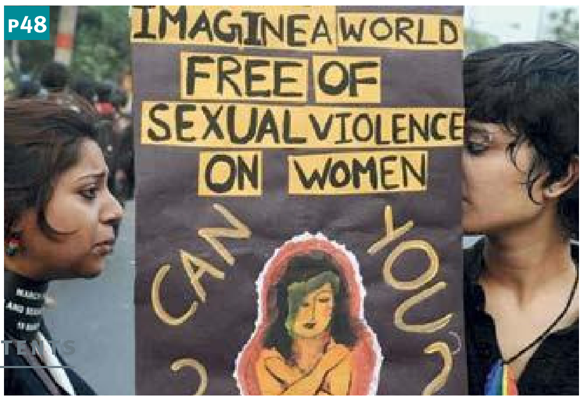

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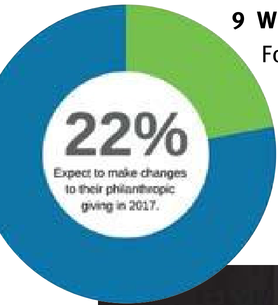

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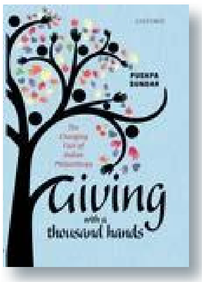

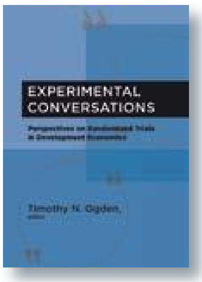

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Philanthropy reflects the elites not the streets

'Nothing about us without us' was a slogan coined by disability rights activists to communicate the idea that no policy should be decided by any representative without the full and direct participation of members of the group(s) affected.

Many working in philanthropy would be sympathetic to this principle. Being in touch with the people you aim to serve is not just a sound moral imperative but also likely to make an effective philanthropic strategy. A lack of diversity on boards and at staff level 'probably limits their intelligence about what is happening on the ground' notes European Foundation Centre chief executive, Gerry Salole (p42), who suggests that foundations would be well advised to 'reflect the streets'.

Yet, judging by the contributions to this issue, philanthropy's own workforce remains dogged by a lack of diversity, representation and inclusion. Gaps between richer/whiter people (the foundations) and poorer/darker people (the beneficiaries) emerge strongly in the issue.

Some will shrug their shoulders and say: 'so what?' After all, society gives philanthropy freedom to decide how to allocate resources without telling it who should be employed to do the job. Moreover, institutional philanthropy is a product of the privately accumulated wealth of elites – it's an 'elitist sport', as Salole put it in an *Alliance* interview last year.

A central question, then, is how to reconcile philanthropy's elitism and relative freedom on the one hand with a case for democratizing it on the other?

This is the challenge examined in our special feature. Our guest editors and contributors offer perspectives from India, Indonesia, South East Asia, Europe and the US. They document the lack of diversity in foundations, why they see this as problematic, and what they think should be done. There are some bold and provocative proposals.

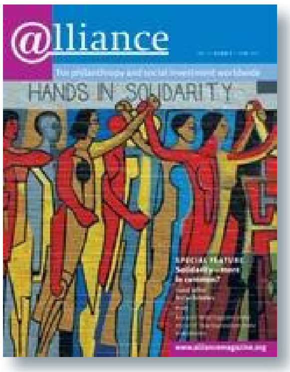
Their challenge to philanthropy is: if you want to do the most good, you need to reflect the make-up of wider society. To an alarming number of its own practitioners, philanthropy simply appears out of touch.

While our guest editors and some contributors are optimistic that progress can be made, I'm more sceptical. Rather than trying to make philanthropy something it's not, maybe it's time to acknowledge that philanthropy's make-up might be a symptom of society's most pressing challenges as much as a solution to them.

I invite you to join the debate.

All correspondence should be addressed to charles@alliancemagazine.org

Charles Keidan, Editor, *Alliance*



The June edition of *Alliance* featured an article by Andrew Milner headed 'What happens to the rest of it? How foundations make investments'. Our correspondents respond to the issues raised.

Foundations should not accept compromise

It was encouraging to read Andrew Milner's article. Whether it be through applying negative screens to listed equity portfolios or by making allocations to social, impact or mission-related investment, it is clear that charitable foundations are increasingly interested in aligning their investments with their charitable mission.

However, while very supportive, our experience suggests that this remains a difficult and contested area for many trustees. As the article states, there remains a mindset that including values or non-financial factors will reduce investment performance and, even after a policy has been created, can often be very time consuming to implement. To help overcome these issues we encourage foundations to consider three steps when creating a new investment policy.

First, 'Embrace the overlap'. It is increasingly clear that positive activities such as the integration of environmental, social or governance (ESG) factors into listed equity portfolios, or making allocations to industries of the future such as renewable energy, can also contribute to good investment performance. As such, these techniques should just be a key component of good investment practice. For many charitable foundations, this type of responsible investing may be enough.

Second, appoint an 'Investment manager you can trust'. Implementing an investment policy can be complicated and ensuring compliance can easily become over-burdensome for your trustees and staff. For this reason it is important to appoint an investment manager who shares your values, understands what it is that you are trying to achieve, and has the capacity to 'make this easy'. In most cases they will be responsible for managing your portfolio and, therefore, will be the best placed to align your investments with your mission.

Finally, 'Don't accept compromise'. The majority of foundations still invest to fund their grant giving programmes and as a consequence, no matter how positive, every asset in your portfolio needs to work in order to fund your activities. Good investment managers should be able to deliver alignment with your mission and good financial performance. Foundations should not accept compromise.

James Corah
Head of ethical and responsible investment, CCLA Investment Management and secretary to the Church Investors Group

Investing for positive change

Andrew Milner's piece does a very good job of identifying how foundations evolve their thinking about how they can change the world for the better.

At Veris Wealth Partners, we've been working with foundations over the past 10 years and during that time, we've seen a profound shift in their approach and practice. Initially, many foundations with a social mission were focused on screening out companies that had a negative impact on individuals, society or the environment. They declined to invest in fossil fuels, cigarette companies, prisons or other companies perceived to have a detrimental effect on the planet. Those with such holdings divested, and in the process, made a very strong statement.

Today, many of these same foundations are executing a different strategy. Rather than negative screening, they are focused on building the kind of world we want by investing in companies and causes focused on creating positive change. We now routinely work with foundations investing in climate change solutions, community wealth building, economic development, gender and racial equity, education, and sustainable food systems, among many other areas – all in the spirit of human progress and sustainability. Foundation investments have a multiplier effect because they not only deploy their own capital, but can also influence wealthy individuals, other foundations, endowments, and private and public organizations to deploy mission-related and impact investing strategies. Foundations have the potential to have an even greater impact on the future, and we hope they will continue to lead in impact investing and sustainability.

Casey Verbeck
Director Veris Wealth Partners, San Francisco

Alliance welcomes letters. Please address them to the editor at charles@alliancemagazine.org

SONNY ABESAMIS

Investment managers focus on asset gathering above missions

Our experience has shown us that foundations have struggled with the issues raised within Andrew Milner's article on foundation investments – the limits presented by negative screening, and how to align a foundation's vision or mission with investment operations as well as granting operations and engaging with managers who have the credentials and experience to match mission related investment (MRI) with the foundation's investment screening criteria.

Most importantly, small foundations in particular struggle with defining what MRI or Environmental, Social and Governance (ESG) issues mean to their organization and from there, giving life to and supporting their values and beliefs through MRI or ESG investing. Too often, foundations are crammed into a manager's fund that represents every conceivable ESG consideration in order for the manager to capture as many clients as possible. This in turn becomes an asset gathering exercise rather than a solution that exactly meets the client's needs. Those types of investments may not further the foundation's mission nor correlate to the foundation's core values. Customizing an investment product to suit the foundation's needs to meet their MRI objectives is lacking in the investment industry, whereas asset gathering by large managers is proliferating due to the increased demand and attention being paid to the MRI and ESG space.

Lack of proper governance by the foundation's board of its investments and their correlation to the foundation's investment policy is also a hindrance to foundations engaging in more MRI or ESG investing. Because there is a lack of experienced investment managers with the know-how and skill to customize products to meet a client's MRI or ESG investment needs, foundation boards tend to believe entering this space or carrying out this type of investing is not a viable option for their foundation. They either turn a blind eye to what may be captured within their investment policies or fail to incorporate MRI or ESG investing into their investment policies.

Sunny Mann
Legal counsel and compliance officer, S18 Asset Management Inc, Canada

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Isabel Mota takes charge of Portugal's Calouste Gulbenkian Foundation

One of Europe's largest foundations has elected its first female president. Isabel Mota took charge of the Calouste Gulbenkian Foundation in May 2017.

The remit of the foundation, whose assets of €2.8 billion put it among the biggest in Europe, is broad – arts, education, science, and social welfare. In an inaugural speech, Isabel Mota suggested that under her tenure, the foundation would strive to maintain 'the sustainability of natural resources and of social systems' and that the most vulnerable would be the 'principal beneficiaries of the foundation's work'. The foundation's chief aim, she said, was to 'anticipate the future' and to support innovations that would help prepare 'the citizens of tomorrow'.

Mota also spoke of the importance of the international dimension to the foundation's work – 'a Portuguese institution open to the world' – and signalled her desire for it to play an important role in the principal international foundation networks and to position itself as a centre for reflection and debate among key foundations, think-tanks and universities.

This approach builds on the general trend of the foundation's activity. Its website states that the foundation is 'becoming increasingly international in order to address society's biggest problems and respect the founder's wishes'.

Mota brings extensive experience of working with European administrative bodies, having served as counsellor to the permanent representative of Portugal to Brussels in 1986 and secretary of state for planning and regional development with responsibility for the negotiations with the EU over Structural and Cohesion Funds for Portugal between 1987 and 1995. She has been a board member of the foundation since 1999.

For more information
http://tinyurl.com/IsabelMota

The foundation is 'becoming increasingly international in order to address society's biggest problems and respect the founder's wishes'.

Vois Africa gives voice to young African philanthropists

Vois Africa was established after the first African Youth in Philanthropy Conference in Arusha, Tanzania in 2015. The conference revealed the lack of a youth agenda in philanthropy and that young people were not adequately represented or included on the relevant platforms where African philanthropy was discussed.

By acting as convenor, Vois Africa hopes to bring together young people across the continent and abroad to construct a narrative of youth philanthropy, to raise a consolidated voice of young people in decision-making platforms, and to commission research that will allow young people to contribute more meaningfully to the philanthropy sector in Africa and abroad. It also aims to showcase the work young people are doing that their fellow citizens are either unaware of or not adequately acknowledging.

In April 2017, Vois Africa hosted a one-day YouthBank workshop in Nairobi, Kenya to introduce the YouthBank concept to representatives from organizations in Kenya that work with young people. YouthBanks are youth-led grantmaking programmes within a host organization, which channel money into projects that will improve the quality of life of local communities as a way of involving young people in philanthropy.

In partnership with South African Young Leaders Network (SAYLN) and SGS Consulting, Vois Africa also facilitated South Africa's first YouthBank coordinators' training in Citrusdal, South Africa. What stood out for a majority of representatives was the power a YouthBank places in young people's hands and the kind of positive impact this power can have on them. When young people are empowered to make their own decisions regarding the development they want to see in their communities, they take more ownership and become more concerned with ensuring the sustainability of the development.

The one-day workshop confirmed the vast numbers of African young people doing effective work in philanthropy on the continent. It also demonstrated that there are very few narratives shared about African youth in philanthropy. Vois Africa aims to influence a change in this reality. It hopes to encourage and influence more involvement in philanthropy among African youth, and to create a network of young philanthropists who will educate and learn from each other. Through the united voice of African youth in philanthropy, false perceptions of giving in Africa can be changed, stereotypes about the involvement of young people in philanthropy and development can be challenged, and active participation by young people can be encouraged.

For more information

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Updates from *Alliance*

THE DECEMBER ISSUE WILL HAVE A SPECIAL FEATURE ON PHILANTHROPY AND THE MEDIA

What is the relationship between philanthropy and the media? Traditionally, only a small number of foundations support the media, despite its importance to a flourishing civil society, the integrity of public institutions and as a watchdog of private business. As a new breed of philanthropists usher in an era of philanthro-journalism, *Alliance* explores the risks and opportunities for the media and society at large. And as philanthropy plays an increasing role in the media sphere, we ask what the media can do to hold foundations to account? This issue will be guest edited by Miguel Castro of the Bill and Melinda Gates Foundation.

FUTURE ISSUES

- Diaspora philanthropy
- Philanthropy Infrastructure

ALLIANCE EXTRA

Alliance Extra is available to subscribers at: www.alliancemagazine.org/alliance-extra

Recently published: interviews with Massimo Lapcucci (Fondazione CRT, Italy) and Maurice Makoloo (Ford Foundation, East Africa). Plus coverage of the European Foundation Centre AGA in Warsaw, and *Alliance Audio* on the relationship between philanthropy and solidarity.

New: check out The Philanthropy Thinker at: http://www.alliancemagazine.org/The-Philanthropy-Thinker – *Alliance*'s new column featuring hard-hitting comment from the brightest practitioners worldwide.

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Asia's social economy heats up

The social economy will be crucial if Asia's projected economic growth is to be distributed to reduce rather than increase present inequalities. The Asia Development Bank calculates that by 2050, the rise in the continent's per capita income could make 'some 3 billion additional Asians affluent by current standards'.

At its annual conference in Bangkok in June, AVPN launched the *Social Investment Landscape* in Asia, an attempt to chart the social investment sector through the great range of organizations and circumstances in 14 countries across the continent.

In two volumes, one covering North and South Asia, the other South-East Asia, the report sets out the 14 countries' development 'vital statistics' – GDP, SDG dashboard rating, labour force, governance, infrastructure, digital access ratings and so forth – as well as the main development challenges the countries face and the state of social investment in each.

It finds social economies in all stages of development, from the nascent to the mature, starting with Cambodia with a mere 92 social enterprises to India with two million. And despite the great variety of the countries studied, it suggests a number of important preconditions for the development of the region's social economies, which are at various stages of fulfilment.

Government support

As well as being the only east Asian country that legally recognises social enterprises, the South Korean government is the country's largest social investor and incubator through agencies such as the Korea Social Enterprise Promotion Agency (KoSEA). The social economies of Thailand, Hong Kong, Taiwan, Singapore and the Philippines also benefit from progressive policies, with 248 of Hong Kong's 574 registered social enterprises having been started with government seed funding.

Social investment funds and intermediaries

While many of these are international, local social investment funds and intermediaries are growing and include ChangeFusion (Thailand), XChange (Philippines), Narada Foundation (China) and Lotus Impact (Vietnam). Other intermediaries, too, such as the Centre for Social Initiatives Promotion (Vietnam), Phandeeyar (Myanmar), Asia Philanthropy Circle (Singapore) and MyHarappan (Malaysia) play key roles in both incubating and developing social purpose organizations and providing forums for exchange of the kind of expertise that is indispensable to their development.

Strategic philanthropy

Foundation giving remains largely traditional, though in different parts of the region there are signs of new approaches from private philanthropy, particularly where representatives of the younger generation are beginning to lead family foundations or make their presence felt in other ways. The report notes evidence of 'informed giving along with social investment through equity and socially responsible investing' in India, Hong Kong and Singapore.

Integrated CSR

Corporate social responsibility (CSR) practices are widespread but are yet to reach their potential. Only in a few of the 14 countries studied is 'the integration of CSR with business leading to shared value approaches' evident.

The adoption of responsible investment practices

Responsible investment strategies have emerged in the region's more advanced economies, including Japan, Hong Kong, Taiwan, South Korea, Malaysia and Singapore. The Japanese Government Pension Investment Fund (GPIF), for instance, with a pool of US$240 billion, became a signatory of the UN Principles for Responsible Investment (PRI) in 2015. Its entry into the market is likely to spark interest in responsible investments both in Japan and beyond.

Multi-stakeholder partnerships

The report notes the presence of multi-stakeholder partnerships in a number of countries, including Thailand's mutual fund BKIND, an initiative that brings together government, corporations and civil society and involves ChangeFusion Thailand, Ashoka, Khon Thai Foundation and the Bangkok Stock Exchange; and the SE Funds in South Korea which bring together government, corporations and civil society.

It also highlights the extent to which the social economy blurs once sharp sectoral distinctions and thus appeals to a great diversity of players in Asia. @

For more information
http://tinyurl.com/SIlandscape-asia

ASSOCIATION OF GERMAN FOUNDATIONS

Report shows German foundations working on a global level

Little is known as yet about the work German foundations carry out in the field of development cooperation. The newly published *Foundation Report* by the Association of German Foundations offers numerous facts and figures, good practice examples, and opinions concerning the engagement of German foundations abroad.

The report shows that 1,766 German foundations of all legal forms have a connection to development cooperation or global learning. The Association of German Foundations is aware of a further 458 trustee foundations that deal with development cooperation. Seventy per cent of foundations in cooperation development have a connection to the African continent, 60 per cent are active in Asia, while 57 per cent are engaged in Southern and Middle America.

Foundations are becoming more important actors in international development, reveals the report. They serve as initiators, networkers, financial pillars, project carriers and mediums for innovation. Often they can provide help in regions and areas that are inaccessible to others, without any red tape. They are in direct contact with the local population and sometimes have an excellent reputation and high credibility thanks to their many years of local work.

The report discusses the challenges tackled and what other foundations can learn from this. Altogether more than 80 German foundations and their projects or methodological approaches are mentioned.

The free publication is available as a 134-page book in German and as a digital summary edition in English.

For more information

www.stiftungen.org/foundation-report-summary

EXPONENT PHILANTHROPY

US grantmakers are watching American politics closely

A new survey by Exponent Philanthropy shows most of its members (82 per cent) expect the institution of philanthropy to play a more important role in society because of political changes in Washington DC.

Issued in late March 2017 to Exponent Philanthropy's members – foundations with few or no staff, philanthropic families, and individual donors – the survey looked at how changes today in politics may impact on philanthropic behaviour in the year ahead, both in terms of giving practices and investments.

'Our members have made it clear that regardless of their political leanings, as grantmakers, they care about and are impacted by what is happening in government today,' comments Henry L. Berman, Exponent Philanthropy's chief executive officer. 'The percentage of members who expect to make changes to their philanthropy because of current events is significant. Whether someone sees these changes as rife with risk or possibility, this survey demonstrates a shared commitment among philanthropists to make the world a better place.'

Major findings from the survey include:

- Four out of five grantmakers (82 per cent) agree that philanthropy will play a more important role in society going forward.
- Almost one-quarter (22 per cent) expect to make changes to giving in 2017 because of political changes.
- One in 10 (9 per cent) expect to make changes to investing in 2017 as a result of political changes.

For more information

www.exponentphilanthropy.org/connections/news

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PORTUGAL

New models for social good take hold

The Portuguese non-profit, B-Lab Portugal and Lusophone Africa, is working to advance the BCorp model in Portugal. BCorps are "for-profit companies certified to meet rigorous standards of social and environmental performance, accountability, and transparency". Over 2200 BCorps currently exist in over 50 countries, in a multitude of sectors.

In a relatively small country such as Portugal, more active involvement by the corporate sector in social and environmental issues could have an outsized impact on ongoing concerns being addressed by the state and the third sector. The European BCorp Summer Summit was held in Cascais, Portugal in June 2017, with the theme 'Interdependence as a force for good'.

There are currently 14 BCorps in Portugal, including Hovione, its largest, a pharmaceutical company that aspires "to use the power of markets to solve social and environmental problems". It can also serve as a model for larger and multinational Portuguese companies to follow suit.

B-Lab Portugal also includes Portuguese-speaking African countries, where the organization hopes to expand. To date, one Mozambican company has been certified as a BCorp.

Portugal is also poised to become the second European country to create the legal entity known as a benefit corporation, currently in existence in the US (2010) and Italy (2016). A benefit corporation is a legal entity that includes the wellbeing of its workers, society, and the environment in the corporation's legally-defined goals.

Portugal's Platform for Refugee Support, which brings together over 200 civil society organizations, local government authorities, private and corporate foundations, and families, was a recipient of the 2017 European Citizen's Prize. Since 2008 the prize has been awarded to European civil society initiatives that encourage mutual understanding and integration. Portugal has so far received over 1100 refugees.

For more information

http://tinyurl.com/BCorps-Port

www.refugiados.pt

FOUNDATION CENTER

Data strategy and capacity building in East Africa

In East Africa, giving is a key driver behind community development and the practice of philanthropy ranges from a wide variety of community giving models, to family philanthropy, faith-based giving, and corporate philanthropy. However, East African countries lack central repositories with data and knowledge about philanthropic activities – a crucial tool for building a stronger sector, highlighting philanthropy's contribution to national development, and facilitating strategic collaboration and decision-making.

Foundation Center Director of Global Partnerships, Lauren Bradford, recently spent two weeks meeting with philanthropists and social sector leaders in Kenya.

Since 2015, Foundation Center has been working in partnership with East Africa Association of Grantmakers (EAAG) and the National Philanthropy Forums in Kenya, Uganda, and Tanzania to develop and implement locally-led data strategies to capture the impact of philanthropy in the region. During the first phase of the programme, FC colleagues in the region identified specific data needs and challenges, and have since taken steps to address them, most importantly by committing to share data among themselves through a philanthropy data portal.

Earlier this year Foundation Center started co-developing a prototype data portal along with partners in the region. In the next phase, it will provide technical capacity building support to ensure sustainable management of the portal at local level. This marks a crucial turning point in a region where the relationship between civil society and government is often marked by low levels of trust and foundations have traditionally been reluctant to share information widely.

For more information
www.foundationcenter.org/global

UK ASSOCIATION OF CHARITABLE FOUNDATIONS (ACF)

New mental health funders' network

Hardly a day goes by without another shocking story about mental health reaching the headlines, in the UK at least. Together with the Heads Together campaign supported by members of the British royal family, this felt like the right time to test the water to see if there was any appetite from Association of Charitable Foundations (ACF) members to convene a funders' network on mental health.

Over 20 members signed up to a meeting in May. It heard from the charity Mind about the current mental health landscape, mental health illnesses, their impact and current treatments, and some of the issues affecting mental health funding. All who attended found the meeting useful to their work.

It was unanimously agreed that there was a need for a new network of funders to focus upon the funding of mental health and that it would be useful to:

- Understand what others fund, and to identify crossovers and gaps.
- Share research, reports and evaluations.
- Network and seek out opportunities to work together.

Convenor Kate Hodges from Zurich Community Trust says: 'This is a topic that has more resonance now than for many years, and one for which many of us will be receiving more funding requests given the cuts in public services. I think it's important for us to pool knowledge, expertise and maybe funds to make the greatest impact we can and I look forward to taking this network forward.'

For more information
www.acf.org.uk

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NETWORK OF EUROPEAN FOUNDATIONS

Forum to foster integrated community care in Europe and beyond

Today, healthcare systems are fragmented and disease-centred, difficult to navigate and do not consider the person as a whole. Integrated community care seeks to empower and engage people as co-producers of care within inter-sectoral and inter-professional partnerships. Its purpose is to improve quality of care and quality of life to vulnerable individuals and communities.

The focus of the Transnational Forum on Integrated Community Care (TransForm) is different to the most common interpretations placed on integrated care (ie integration of health and social care provision). TransForm seeks to examine how co-productive partnerships that empower people in local communities can be developed through cross-sectoral collaborations. The overarching aim of the forum is to trigger the interest of and inspire policy-makers and practitioners to foster integrated community care. The ultimate goal is to mobilize change at policy and practice level.

To achieve its aim, TransForm will engage policymakers, practitioners and key stakeholders in a knowledge generation and sharing of case studies that will inform and hopefully bring about change in the national health policy agenda. The project will produce a mapping of promising practice and a series of conferences and visits in Europe and beyond.

BUYSSE MONIQUE, VLAAMSE OUDERENRAAD

Seven foundations are involved in the forum, hosted by the Network of European Foundations: Compagnia di San Paolo, La Caixa Foundation, Robert Bosch Stiftung, Fondation de France, Sasakawa Peace Foundation, Graham Boeckh Foundation and King Baudouin Foundation. The International Foundation for Integrated Care (IFIC) will provide content and management support to the project.

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luisa.marino@nef-europe.org

EUROPEAN VENTURE PHILANTHROPY ASSOCIATION

Social Impact Funds: mobilizing new resources in CEE

Raising appropriate financing that balances impact and financial return remains a challenge in Central Eastern Europe (CEE). Currently, only 2 per cent of venture philanthropy investments are allocated in CEE, while 67 per cent go to Western Europe. Social entrepreneurs face difficulties in accessing early stage capital that does not demand high financial returns.

There is a need to build a different message around the region to fill in this gap in funding. With this in mind, the European Venture Philanthropy Association (EVPA) launched the CEE Fund Support Initiative to facilitate the development of venture philanthropy/social investment funds in the region. The purpose is to increase resources, attract new investors in the region, and mobilize local capital to grow the market.

The first fund developed with EVPA expertise is in Bosnia & Herzegovina, where Mozaik Foundation raised US$750,000 from local players and received a matching amount of US$250,000 through the programme.

EVPA will support the development of at least three more funds until the end of 2018. The matching amount that it is offered through the programme is up to US$1 million.

For more information
www.evpa.eu.com

CEMEFI

New Philanthropy and CSR House

Cemefi has celebrated laying the first stone of the building that will become its hub for philanthropy, civil society initiatives and corporate social responsibility – La Casa de la Filantropia y la RSE (Philanthropy and CSR House) in Mexico City.

La Casa de la Filantropia y la RSE is meant to be a place 'where we all grow' as it provides a meeting space to network, learn from each other, share ideas and achievements, create, innovate, incubate and develop. It will be a meeting place for everyone, to boost each one's potential in the construction of a better country. The building projects spaciousness and inspires creativity, based on four main elements: cement to reflect sturdiness, glass to reflect transparency, wood to reflect warmth and steel to reflect permanence.

There will be two main buildings: one in front hosting a reception area for exhibitions and events; a Philanthropic Information Center; an auditorium and multipurpose rooms; and a set of smaller offices suited for new initiatives or as a working place for members and visitors from all over the country and abroad. The back building hosts Cemefi's headquarters, and in-between will be a garden and a coffee shop, ideal for smaller everyday meetings and adaptable to larger events.

For more information
www.cemefi.org/lacasa

WINGS

Efforts under way to build philanthropy ecosystems

Foundations and private social investors are increasingly concerned about leveraging their impact and tackling systemic change. Investing in strengthening philanthropy and civil society ecosystems, or infrastructure – networks, associations and other support organizations – can be a powerful means to do so, whatever the thematic focus of your work.

For instance, for funders working internationally, what can be a better way to increase sustainability and mitigate the risk of restrictions on cross-border giving than helping to develop long-term domestic philanthropy? As the global network of organizations serving philanthropy, WINGS sees the impact that the infrastructure field has in developing philanthropy quantitatively and qualitatively. It brings a collective voice to advocate for an enabling environment. It informs, advises and builds capacity, and it defines standards and references that build trust within society. The return on investment, although only visible in the long term, is considerable. Yet, few funders consider it as a strategic area and funding is often only considered as a good citizen's contribution.

Considering the gap in infrastructure development identified in our last report, New Global Picture of Organizations Serving Philanthropy, WINGS is engaging in dialogue with funders to foster conversations and make the case for a strong and efficient philanthropy ecosystem worldwide. After a first international meeting of funders of philanthropy infrastructure in Mexico City last February, we have organized a webinar and plan to host a second funders' meeting in 2018.

For more information
www.wingsweb.org
To join the conversation, email Sarah at scampello@wingsweb.org

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EDGE FUNDERS

FundAction: giving grantmaking power to activists

The question of power is central to philanthropy: who decides about the allocation of funds? While social movements and activists have been calling for more participatory decision-making processes and new types of collaboration with funders for a while, a number of donors also see the value of adopting democratic ways to distribute resources as a way to achieve more impact.

Convinced that those closest to the issues are best placed to make decisions about things that affect them, four members of the EDGE Funders Alliance decided to set up a new participatory fund and platform for activists in Europe.

After a thorough consultation process, Charles Léopold Mayer Foundation, European Cultural Foundation, Guerrilla Foundation and the Open Society Initiative for Europe contributed over 200,000 euro for a pilot phase of a new participatory fund, FundAction. The grantmaking mechanism is currently being designed by an activist facilitation group and will be operational in autumn 2017.

FundAction will be hosted by EDGE Funders Alliance (Engaged Donors for Global Equity), which will implement the decisions made by an Assembly of activists and the Facilitation Group.

FundAction will ultimately operate around three different types of grants:

Resist: small quick response grants for (grassroots/vulnerable/minority) groups directly affected by political events/decisions.

Rethink: building and supporting a pan-European social change community through networking and capacity development.

Renew: supporting initiatives and ideas with a systemic change orientation and raising awareness of the need for systemic alternatives and a just transition.

After the pilot phase in 2017, more foundations will be invited to join the fund. In the meantime, activists across Europe are encouraged to join as participants.

For more information

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DASRA

Bringing Indian foundations and governments closer

Today, there are more and more non-profits, government agencies, philanthropic institutions and businesses addressing a range of critical social problems across the globe. However, the potential of collaborations between these stakeholders remains under-utilized.

In India, the sheer scale and complexity of the country's development challenges make collaboration both useful and timely. A collaborative approach is urgently needed to complement the strengths of a number of important players in the development space, including two of the largest and most influential ones – governments and foundations.

As part of a multi-country research series, Dasra, in partnership with the Organization for Economic Co-operation and Development (OECD) has published a study entitled *Bringing foundations and governments closer* with insights and perspectives from the Indian market.

This study outlines the current state of foundation-government collaborations in India. It aims to provide a clear understanding of how these influential actors can move forward together to improve development outcomes in the country. To that end, it highlights the need for concrete solutions that will help foundations and governments to engage more with each other, collaborate in the best possible ways and build awareness of each other's value added, as well as of the challenges of partnership.

For more information

http://tinyurl.com/Dasra-together

Did you know . . .

Did you know that there are enormous variations in the size and contours of the civil society sector among countries around the world? In some countries, vibrant civil society institutions are in operation while in others these institutions struggle to survive.

A new book, *Explaining civil society development: a social origins approach* finds prevailing theories unable to account for these variations. Instead, these authors advance a new 'social origins' theory that traces the divergent patterns of civil society development to distinctive constellations of political and economic power relationships among various socio-economic groups and institutions during the process of modernization. Using this theory, the authors are able not only to explain existing variations in civil society development, but also to shed light on future developments, in countries scattered widely around the world.

Source

Lester M. Salamon, S. Wojciech Sokolowski, Megan A. Haddock, and Associates, *Explaining Civil Society Development: A social origins approach* (Johns Hopkins University Press, forthcoming 2017).

Patterns of power relations and corresponding patterns of civil society development

This type of power relationship . . .	*. . . results in this pattern of civil society development . . .*	*. . . which is characterized by these key dimensions in the civil society sector.*
Power concentrated in the hands of pre-modern elites	Traditional	**Workforce:** Small **Volunteering:** High **Government support:** Low **Dominant function:** Service
Power concentrated in the hands of industrial and commercial elites	Liberal	**Workforce:** Large **Volunteering:** High **Government support:** Limited **Philanthropy:** Relatively high **Dominant function:** Service
Power of industrial and commercial elites contested by middle and lower socio-economic classes	Welfare partnership	**Workforce:** Large **Government support:** Very high **Dominant function:** Service
Power distributed among higher, middle, and lower socio-economic classes	Social democratic	**Workforce:** Large **Volunteering:** High **Dominant function:** Expressive
Power concentrated in the hands of state bureaucracy	Statist	**Workforce:** Small **Volunteering:** Low **Government support:** Low
Power relations undergoing transition from statist to more democratic	Transitional	Combination of the five patterns above

CIVICUS

SPEAK! out, together

Launched in July and culminating in three days of action in September 2017, SPEAK! is a global campaign to help give a voice to everyone, everywhere.

Our voices are unique: like a fingerprint, they reveal our identity. Our voices are powerful: through our words, we can change our community and the world. Our voices are being lost:

Silenced by those in power, often by force.

Hoarse from shouting at each other, when we should first be listening.

Captured by leaders who twist our words for their own agendas.

Together, we will build platforms to amplify the voices of ordinary citizens; we will create spaces to listen and learn from each other; and we will show that our freedoms and struggles are more interconnected than ever – that together we rise and together we fall, so #TOGETHERWESPEAK!

The campaign will culminate in three days of global action from 22–24 September. On Friday 22nd, the world will fall silent, in recognition of those who have been jailed or killed for raising their voice. Then, on the weekend of 23rd and 24th, the world will speak as one, with hundreds of events and actions being held across the globe.

For more information

www.togetherwespeak.org

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Interview
Michael Faye

Cash transfers account for less than 5 per cent of development aid, yet there is strong evidence to suggest that they are effective, borne out by the experience of GiveDirectly. Its co-founder, Michael Faye, tells Charles Keidan how the approach works, dispelling some of the myths surrounding cash transfers on the way. So why is philanthropy so reluctant to adopt cash transfers? After all, giving money away to help others is a big part of what it does.

Michael Faye is co-founder of GiveDirectly. Email michael@givedirectly.org

What do you mean by cash transfers?

Cash transfers are a type of social programme in which capital is provided directly to poor people, allowing them to spend it on what they want. It's both remarkably intuitive, and yet feels deeply uncomfortable at first. When you look closer though, there's a large body of evidence that poor people are generally more effective at making their own spending decisions than others are at making them on their behalf. And no, they don't waste it on booze or stop working.

In terms of the numbers, cash transfers are still a tiny portion of development spending; in the UK, it's less than 2 per cent. And while the numbers haven't changed dramatically, the rhetoric has – when we started, cash transfers were called nuts, the assumption often being that the poor were too dumb or too lazy to spend the cash well. That's changed pretty meaningfully, and recently, the former UN secretary general recommended that cash transfers be the default for humanitarian spending.

> **'The transformative impact will come when cash is the benchmark or index fund for the sector.'**

How did you get started in this area?

My first job after school was at the United Nations, where I'd often find myself at a conference discussing poverty, staying at a nice hotel with nice meals, and invariably someone would facetiously ask 'what would happen if we spent the money directly on the poor instead of the conference?' At the time, most of us assumed that cash transfers weren't effective, and even if they were, how could we possibly implement them at scale? That changed in the early 2000s. The field of international development started to use randomized trials to assess the effectiveness of different interventions. And we learned that cash transfers, which many assumed would not be effective, turned out to have one of the strongest evidence bases of any intervention.

At the same time, a second big change happened – the introduction and rise of mobile money. For the first time, we could make digital payments cheaply, securely and directly to the extreme poor. The confluence of these trends was the birth of GiveDirectly.

What percentage of aid do you think should be cash-based?

I don't have an exact figure, but it's certainly more than we currently do.

The analogy I think about is the index fund, which is basically a very low-cost, passive way to invest in the entire market. Active investors like hedge funds and private equity are now forced to compare their returns to those of the index funds, and justify that the expenses of active management are worth it. Today, index funds are more than 25 per cent of the market, and have had an even bigger impact as a benchmark.

You can imagine cash transfers playing a similar role. Over time, the sector will hopefully increase the amount of funding for cash transfers, but the transformative impact will come when cash is the benchmark or index fund for the sector. When the sector is forced to justify that it is doing more good for the poor, than the poor could do themselves.

MAX CHAPNICK

What do you think has caused the change in rhetoric in favour of cash? Is it the growing body of research?

Evidence certainly helps but I think part of the change comes from an increased emphasis on listening to recipients, and we know across the board that recipients prefer cash. In addition, the changing rhetoric at the highest levels reflects increased public support for cash transfers. If GiveDirectly had remained a marginal non-profit, and not one of the fastest growing organizations in the sector, I think the response would be quite different. The profile of cash is rising, support among donors is growing, and therefore a number of organizations are having discussions about what this implies for them and the future of philanthropy.

What does the evidence show about the effectiveness of cash transfers?

It's large, positive and often sustained over time. But the specific impact really depends on the context. For example, in South Africa where the cash transfer programme was an old age pension, we saw impacts on children's nutrition. In Malawi, where the transfers were targeted to young single women in an area of high sex work, the impact was on HIV and other STD prevalence. In other words, people's use of the money varies based on context, and will even vary within a small village. That's the power of cash – it puts the choice into the hands of the individual poor and lets them meet their specific needs.

You are also testing different approaches to using cash?

Yes, we're constantly testing what works best. For all that we know about the overall effectiveness of cash, we know much less about the relative impacts of different programmes – whether it's how different amounts, targeting criteria or transfer timing affect the impact. We've already done research comparing the impact of one big chunk of money versus several smaller ones, and whether men use money differently than women. We are now just launching a project to understand the impact of universal basic income – an untargeted cash transfer providing smaller cash transfers over a long period of time.

Are there possible unintended consequences of giving cash and how do you deal with them?

The idea of providing cash, no strings attached, automatically provokes a lot of questions. How do we know that there was no fraud? How do we know the intended recipient was the actual recipient? How do we know that the programme didn't provoke unrest?

These are all great questions. We should be asking them about all programmes, not just cash. And yes, we do see some degree of fraud, we see some arguments. I would never trust a programme that claimed never to have fraud or the occasional dispute. At GiveDirectly, we go to extreme lengths not just to uncover issues with multiple follow-ups and recipient satisfaction surveys, but to also publicize them and give our donors as honest an assessment as possible. ▷

That's the power of cash – it puts the choice into the hands of the individual poor and lets them meet their specific needs.

MAX CHAPNICK

What has motivated you to take a more transparent position?
We built GiveDirectly as a way to distribute our own money to the extreme poor, and naturally wanted transparency in this process. If it wasn't working or money was leaking, we wanted to know, either to fix the process or stop it. And we've always wanted to treat our donors with the same respect that we would want for ourselves.

Because we've taken that stance from the beginning, we've been fortunate to attract a donor base that appreciates it – and even demands it. That provides a luxury that not all organizations have. I do hope that the support for GiveDirectly and other transparent, evidence-based organizations will help encourage others to follow suit.

The people that like GiveDirectly tend to be quantitative, naturally sceptical and focused on the evidence. They're also generally compelled by the idea of conferring choice and agency to individuals.

In your work on basic income, how do you choose which villages to intervene in? Because that means, ultimately, you're deciding who is going to be lifted out of poverty?
That targeting challenge is one that faces anyone who can't solve worldwide poverty tomorrow. And it's an important one – since we can't provide a basic income to every village in Kenya, we need to make a targeting choice. We've done this by using census and other poverty data to identify the poorest villages.

Who are your existing donors?
The people that like GiveDirectly tend to be quantitative, naturally sceptical and focused on the evidence. They're also generally compelled by the idea of conferring choice and agency to individuals.

Some of your donors are in California's Silicon Valley and they probably do have the ability to give you the resources that would allow you to cover all those villages in Kenya. So if they care about poverty as much as they care about evidence, why wouldn't they just give you more money?
Brookings actually did a very crude estimate of what it would take to get everybody in the world above the poverty line – about $70 billion a year. Our existing donors, as generous as they are, probably couldn't get us to $70 billion. That said, we spend about $135 billion on official development assistance every year, or double what it would take. There's something encouraging about that comparison – this is a problem we could conceivably solve. But a lot needs to change about how our current social welfare and aid budgets are designed.

So we don't need more money, just to use it in a different way?
I think there's a danger of setting up a false dichotomy – more vs better. I think the reality is that both would do good.

Do you compare how effectively people are using cash transfers?
It's a complicated question as it's hard for any outsider to say whether one person's use of cash is more effective than another's. How should I judge whether it's more effective to send one child to school or treat another's illness? So while we spend a lot of time understanding the impact of the cash transfer, we reserve judgment on which uses are the most

MAX CHAPNICK

effective. Interestingly, we learned from our first randomized trial that the poorest tend to spend the transfer on food for the children, while the slightly wealthier seem more likely to invest. I personally think both are pretty important.

Poor people are generally more effective at making their own spending decisions than others are at making them on their behalf.

What does your experience teach us about the way cash transfers are used? Are there insights for basic income experiments outside the developing world?
I think some lessons from these projects will certainly be universal. It also wouldn't be the first time that the developed world draws upon cash transfer learnings from the emerging markets. New York City introduced a conditional cash transfer programme called Opportunity NYC in 2006, built upon the learnings of a similar programme called Oportunidades in Mexico.

It's hard for any outsider to say whether one person's use of cash is more effective than another's.

Why do you think philanthropy hasn't really embraced cash transfers?
Cash transfers are still a relatively new idea, and we're already seeing meaningful support from several large foundations – Good Ventures, Google.org and the Omidyar Network – and several other family foundations like the Ray and Tye Noorda Foundation and Unorthodox Philanthropy. The Gates Foundation has also funded some of the most important cash transfer research in the world, and is helping advance the payments ecosystem to make cash transfers possible and cheaper.

But you're right that traditional philanthropy hasn't broadly embraced cash transfers and I think there a few reasons. The first is that philanthropy is challenging if you don't limit the spectrum of funding opportunities; as a result, most foundations have picked a sector or a location to focus on. Once you've done that, it's very hard to fit cash into that structure. The structure itself is in tension with the cross-cutting nature of cash. The second challenge is that cash puts much of the decision-making into the hands of the poor and not the programme officer. There's a natural tension there as well.

So the intermediation of professionals, of NGOs, is actually a barrier to streamlining?
There's a chain, from governments to international agencies, to country offices, to local NGOs, which fund, design and implement programmes. As you move through that process there's less and less freedom in decision-making, and less and less money available. There's still a need for NGOs in a world where cash transfers are the dominant form of giving. Somebody needs to identify the poor, make the transfers and monitor the programme. But I'm arguing that we should spend less time and money on guesswork about what the poor need and just let them make the decisions themselves.

How can we change that?
I think smart, discerning customers lead to smart products. To get change in the social sector, we need the public to ask tough questions and give accordingly. In the private sector, if you're not satisfied with last year's product, the company has an incentive to innovate. If you, the donor, are not satisfied with the opacity, layers of intermediaries, and high cost of the existing system, the system will have to evolve, because you, the donor, are the customer.

What would your advice be to foundations and philanthropists concerned about extreme poverty?
One thing would be to explore your own biases. We all have them. I certainly did. I would never have thought that giving money to poor people would be an effective way of fighting poverty. Ask why you yourself would prefer cash to food stamps, but assume differently of the poor. Ask why it feels natural to ask whether a poor person drank their money away, but that you'd never ask that to a friend who just received a birthday cheque.

The second thing I'd say is be a smart customer. Ask two basic questions: 'If I give you a dollar, how much

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People's use of the money varies based on context, and will even vary within a small village.

value do the poor receive at the end of the delivery chain?' Right now, almost nobody can tell you the answer and one of the main reasons for that is the multiple layers of intermediaries. For example, if I had $100, gave an operating partner $99 and kept one, I'd be 99 per cent efficient. If each organization kept doing this, you'd have lots of very efficient seeming organizations and a very inefficient delivery chain.

And finally, I'd suggest people ask 'what robust evidence, like a randomized trial, exists on the effectiveness of the intervention, and your organization?' Organizations should be able to point to this evidence in the same way pharmaceutical companies justify their drugs' effectiveness.

On SDGs – 'I think you have a laundry list that's largely reflective of the siloed nature of the sector.'

Do you think the majority of donors that fund international development are thinking in those terms at the moment?

I think this sector has been built up in such an opaque, complicated way, that it is very difficult to answer the delivery cost question for most channels. It would take a real investment of power and resources. But it's possible.

What do you think about the Sustainable Development Goals (SDGs) as a framework for addressing development challenges and extreme poverty?

Well, I think it's difficult for any organization to handle a list of 169 top-level targets. In the case of the SDGs, I think you have a laundry list that's largely reflective of the siloed nature of the sector – health, education, food security, etc. These are all admirable objectives, but ultimately someone needs to decide where to invest. Where feasible, I think that decision-making power should be transferred to the poor themselves.

Philanthropy is very personal. How is it going to be possible to persuade people to adopt the standards that you propose when actually it's subject to their own preferences?

It's exactly those preferences that will change the market. If customers start asking the questions I mentioned, and start holding organizations to those standards, we'll see a shift in the sector. I think we're already starting to see it.

So you're optimistic that change is going to come?

I'm hopeful. If effective altruism stays in the $100–$200 million range, it'll be a drop in the bucket and ultimately, ignored. But, if this movement continues to accelerate, we may be able to change the broader sector. This sector is ripe for change. It's been remarkably static when you consider the numbers. Look at the five largest American companies right now – the oldest is Microsoft, founded in 1975. The youngest of the five largest non-profits was founded in 1910. We're talking generations of difference in the speed of evolution.

Why is there that difference?

The customer – the donor – is not the person who benefits, so there's no direct feedback loop as there would be in the private sector. To help close this loop, donors need to act as if they were the direct beneficiaries and act as close to a proxy for the final recipient as they can. Right now, the vast majority of donors don't even research their charitable contributions. If we can change that, we can start to change the sector.

Are you SDG ready? Arab philanthropy and the Sustainable Development Goals

Atallah Kuttab, Noha El-Mikawy, Natasha M. Matic, Barry Knight and Heba Abou Shneif

One of the lessons of the Millennium Development Goals was that collaboration across sectors will be essential if their successors, the Sustainable Development Goals (SDGs), are to be achieved. There are already positive signs that philanthropy is rising to the challenge, prominent among them, the establishment of the SDG Philanthropy Platform and NetFWD as vehicles for philanthropic engagement with international development. How are Arab-region philanthropies faring on the SDGs?

To find out, we conducted a survey[1] earlier this year. Fifty-nine organizations from 10 countries (the majority, at 13 each, were from Egypt and Saudi Arabia) responded to the survey, 30 per cent of them foundations, 44 per cent non-profits, 9 per cent for-profit entities and the remainder a mixture of interested organizations including philanthropy infrastructure organizations. In order to compare the Middle East and North Africa (MENA) picture with the rest of the world, our research builds on an existing global survey.[2]

Prospects of engagement are good

While grantmakers from the Arab region are slightly less engaged with the SDGs than those from the rest of the world, there is still a demonstrable level of support for them, with the majority of Arab philanthropies actively gearing their activities towards achieving the SDGs.

Over 90 per cent said they wanted to take part in the SDGs (interestingly, a higher rate than that of the global survey, which was 80 per cent) and almost a third (32 per cent) plan to play a 'leading part' in the SDGs. How far have these intentions been put into practice? Just over a third (37 per cent) said that they had already engaged in discussions with government and other development actors, while a further 33 per cent have had internal discussions or are intending to do so (24 per cent). The figures are similar to, although slightly behind, those seen globally. It's only fair to note that a few expressed a marked lack of enthusiasm towards the SDGs. Anecdotal evidence suggests that is either because of a lack of clarity about the SDGs or scepticism about their value.

How well is the work of Arab philanthropy aligned with the SDGs?

Of the majority who did seem to be clear about the character and value of the SDGs, over half 'strongly agreed' that the goals are a 'good fit with their work'. In terms of the alignment with the 17 individual goals, the best fit between what Arab philanthropic organizations do is with SDG 4 ('*ensure inclusive and equitable quality education for all*') followed by SDG 5 ('*achieve gender equality and empower all women and girls*'). Another good fit, in a region with high youth unemployment, is SDG 8 ('*promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*').

By contrast, those goals that are related to the environment and energy conservation were seen to be outside the sphere of work of Arab philanthropic institutions. More surprisingly, there were considerable discrepancies between the Arab region and global results in other areas. On Goal 1, for example, to '*end poverty in all forms everywhere*', most Arab respondents see no fit. Again, global results show a good fit. Results on Goal 3 on health and Goal 17 on partnerships are also slightly lower than the global averages.

While no firm conclusions can be drawn on the basis of our limited sample, these results seem to indicate that Arab philanthropy is focused on the delivery of concrete services (jobs, education,

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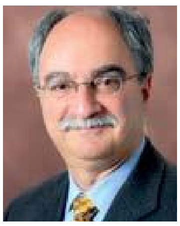

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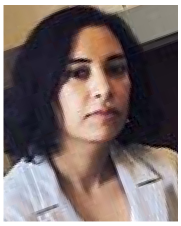

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Above Schools for Egypt. SDG 4 is to 'ensure inclusive and equitable quality education for all'.

Left Egypt Network for Integrated Development Initiative (ENID). SDG 8 is to 'promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'.

healthcare) and regards poverty eradication or care for the environment as much larger issues that require government intervention. At the least, this suggests that a more integrated philanthropic agenda in the Arab region incorporating environmental as well as social and economic considerations is needed, but it also implies the requirement for a greater appreciation of the virtues of partnership. All sectors will need to be involved in achieving the goals.

The relationship between philanthropy and government . . .

While the survey gave grounds for optimism that the SDGs might stimulate new forms of collaboration between philanthropy and government, it also uncovered some areas where trust and respect for each other's mandates and approaches will need to be developed.

Over half of the respondents strongly agreed that they needed to develop new relations with governments and 32 per cent agreed to a certain extent. This result is consistent with global results. However, 15 per cent – a slightly higher percentage than shown in responses from the rest of the world – felt that government agencies were difficult to work with and indeed, many responses spoke of the need for 'increasing communication with local governments', 'dialogue', 'building government capacities' and 'consultation and active engagement'.

More structural views expressed the need for 'including SDGs in the national agenda and strategies', 'adopting a comprehensive rights-based approach', 'participatory planning approach', and 'evidence-based approach'.

A further area is regulation. Responses stressed the indispensable role of government in providing an enabling legislative and regulatory framework for philanthropy to contribute to sustainable development.

. . . and between philanthropy and civil society

The relationship with government is only one element of the collaborations that will be necessary to achieve the SDGs. What of philanthropy's traditional partner, civil society? The split of the sample is roughly half and half between grantmakers who have a relationship with civil society organizations (CSOs) and work with them in all of their projects (54 per cent) and operating institutions (46 per cent) who implement their own programmes with only the occasional involvement of CSOs. The fact the proportion of pure 'funders' is not higher may be the result of the lack


TAFEEDA JARBAWI

Utilize renewable energy: The 'Use of alternative energy in the Gaza Strip' project was an initiative to improve public awareness on energy consumption and the use of solar power.

of trust in the capacity of CSOs in some of the countries surveyed, though most responses favoured greater collaboration.

At the same time, the responses showed a limited vision of partnership with civil society. Some were concerned about 'overlap', or achieving 'complementarity' and 'splitting roles', which overlooks the potential for synergy and partnership. Many of the responses revealed a top-down view of the relationship between philanthropy and CSOs, suggesting that CSOs are simply a means of executing programmes or for local outreach. Few responses perceived CSOs as 'an integral part of the development model and approach to problem-solving' and 'the main actor in monitoring the implementation of the agenda 2030'.

Conventional and unconventional roles for philanthropy

The results of the survey show clear alignment between the SDGs and the conventional role of philanthropic organizations as flexible supporters of improved basic services, such as education. The survey also showed a willingness on the part of philanthropy to consider national priorities in alignment with their missions. That is evident in the fact that 70 per cent saw it as their duty to understand the national goals set by ministries in countries in which they provide funding. However, an informed understanding of national goals is less well developed among the Arab region's philanthropies than in other parts of the world surveyed. Again, on a more operational level, while there was strong support for the idea of enabling CSOs to engage in the SDGs through convening, such support is lower among Arab philanthropies than among their global peers.

There was less enthusiasm for philanthropy as watchdog, monitoring the effectiveness of strategies to meet the SDGs, with fewer than 45 per cent strongly agreeing that they should take on the task. This may be rooted in the conservative approach of Arab philanthropic organizations, especially towards public policy engagement. For instance, there is less evidence of Arab philanthropy's enthusiasm for support to civil

KING KHALID FOUNDATION

Saudi Arabia's King Khalid Foundation (KKF) went through a thorough assessment of its goals and programmes in relation to SDGs, as well as the Kingdom's Vision2030. This helped the foundation determine which SDGs are most relevant to its core competencies and how best to align its objectives with the national vision. KKF accomplished this by undertaking both internal assessment with staff as well as third party assessment. The results contributed to a more focused strategy, better allocation of resources, enhanced local impact, and increased participation in the global progress towards sustainable development.

KKF's programmes align most closely to SDGs 4, Quality education; 8, Decent work and economic growth; and 17 Partnerships for the goals; and to a lesser degree to a number of other SDGs. The foundation has been making significant progress with training and capacity building within the non-profit and corporate sectors as well as youth skill-building, employment and entrepreneurship opportunities.

However, SDG 17 still remains the most challenging in the face of a silo mentality prevalent among local organizations. KKF's partnership with the Bill and Melinda Gates Foundation is a successful example of a collaborative effort aimed at attracting young Saudi talent to work in the third sector. Ten fellows have been placed to work within non-profit organizations, while receiving continuous mentorship and training as they tackle the various challenges and opportunities of working in the development field.

For more information see www.kkf.org.sa

Right Renovated historical building in Nablus old city, rehabilitated for use as a kindergarten for the old city's children.

society that monitors government or plays a whistle-blowing role.

Arab philanthropic organizations were also less supportive of the idea of using national and global statistics to decide what theme to focus on in a particular country. A possible reason is the scarcity of data in the region and limited awareness of the role it can play in identifying problems and possible solutions. The gap between data and philanthropic planning and execution is another source of further investigation uncovered by the survey.

In conclusion

The results show willingness of Arab institutional philanthropy to embrace at least some of the SDGs. Operationally, efforts are already under way to integrate the goals in philanthropic organizations' planning and action.

TAAWON

Taawon is an independent non-profit non-governmental organization (NGO) established in 1983 by a group of prominent Palestinian and Arab economic and intellectual figures, to support Palestinian communities in the West Bank, Gaza Strip, and refugees in Lebanon. Since its establishment, Taawon has invested around $700 million in programmes empowering Palestinians socially and economically to build resilience at the grassroots level and help provide for the basic needs of Palestinians.

Taawon's interventions include investing in inclusive and equitable quality education (SDG 4) that improves economic prospects with decent employment (SDG8), encourages societal cohesion, sustainable communities and fosters national identity and cultural heritage (SDG11). For example, Taawon has invested in preserving historical centres and houses, allowing Palestinians to stay in their homes through its old city of Jerusalem revitalization programme (SDG 9). Its community development programme works to combat hunger (SDG 2), improve health and wellbeing (SDG 3), utilize renewable energy (SDG 7), and provide clean water (SDG 6).

Its orphan support programmes are catering for around 4,000 children orphaned as a result of the conflict between Gaza and Israel. Taawon provides comprehensive support for the orphaned children and their families to reduce the inequalities (SDG 10) facing orphans in Gaza. The programmes are developed in partnership with Abraaj Group, Bank of Palestine and Qatar Development Fund respectively (SDG 17). Taawon's 2016 sustainability report, prepared in line with global reporting standards, focused on level of compliance with the SDGs.

For more information www.taawon.org

TAFEEDA JARBAWI

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Above SDG 4 Education: Participants from the Gaza Strip in a workshop on communication at one of Bridge Palestine's summer schools.

But two important questions remain: first, there remains a degree of mistrust between philanthropy and civil society and there is still room for improvement when it comes to establishing alliances and partnerships to ensure the fulfilment of the goals. Second, Arab philanthropies will need to acknowledge more clearly the interrelationship between individual goals as a key element for their successful implementation. As one survey respondent put it: 'The SDGs are a powerful and inspiring framework' that provide an opportunity for 'those working on the same goals to collaborate and share strategies'. @

1 The survey was undertaken by SAANED for Philanthropy Advisory, Ford Foundation Middle East & North Africa Office, and King Khalid Foundation, with help from the Arab Foundations Forum (AFF) and the Gerhart Center for Philanthropy at the American University, Cairo.

1 Barry Knight (2015) Foundations keen to collaborate on SDGS, *Alliance* magazine, December, available from www.alliancemagazine.org/feature/foundations-keen-to-collaborate-on-sdgs

The Banati Foundation runs a shelter for street girls. SDG 5 is to 'achieve gender equality and empower all women and girls'.

SAWIRIS FOUNDATION FOR SOCIAL DEVELOPMENT

Sawiris Foundation for Social Development (SFSD) was established in 2001 as one of the first family foundations in Egypt. SFSD focuses on youth unemployment and addresses this challenge through training for employment, access to micro-credit and access to quality education. To date, SFSD has made a direct difference to the lives of 212,000 Egyptians in 23 governorates.

It continues to focus on SDGs 1 and 8 aiming to reduce poverty through economic empowerment and supporting the creation and placement of disadvantaged individuals in decent work. Additionally, the foundation's programmes also focus on economic empowerment of women (SDG 5), particularly targeting female heads of households across rural Egypt. The foundation has been struck by the impact that female economic empowerment has on the entire family unit, in terms of better education and healthcare for the entire family. SDG 8 is also at the core of SFSD's programmes through the provision of scholarships and supporting community schools. Its community schools programme now enables around 1,400 children to have access to quality education, and ensures that the teachers are continuously trained and children have access to proper nutrition in the schools.

Finally, a key component of its work is partnering with other civil society organizations, the private sector and government (SDG 17). Partnerships with others has enabled the foundation to have stronger impact and reach and better coordination with other key entities.

For more information www.sawirisfoundation.org

Next stop for venture philanthropy

Andrew Milner

When the European Venture Philanthropy Association (EVPA) was set up in 2004, venture philanthropy seemed like a vogue – a novelty embraced by the financial industry, whose precepts it drew on, but that the rest of European philanthropy viewed equivocally. It has proven more resilient – and more popular – than its critics anticipated. There are venture philanthropy associations in Europe, in Asia and there will shortly be one in Africa. This durability is partly a result of its ability to create as well as to satisfy an appetite, and to its adaptability.

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Why was its European reception so tepid? A brief incarnation of the idea in the US had received a mixed press. Its early European proponents tended to define it by comparing it with what they termed 'traditional philanthropy'. This suggested a dichotomy that didn't really exist and, worse, the comparisons never seemed to favour the 'traditionalists'. I recall hearing at a conference the then head of a UK venture philanthropy fund describe the approach of traditional grantmakers as 'spraying and praying'. Naturally, this didn't endear her to the sprayers and prayers sitting in the audience.

It's fair to point out, though, that EVPA and its founders never took that line. On the contrary, they have always stressed that cooperation, rather than conflict, is crucial to venture philanthropy's success. 'Our breakthrough,' believes Doug Miller, one of the founders of both EVPA and subsequently of the Asia Venture Philanthropy Network (AVPN), 'was identifying the seven silos of foundations, corporates, wealthy individuals, private equity firms, professional service firms, universities and governments. They all have a stake in addressing social issues and we thought that collaboration between these groups and cross-fertilization of ideas was important.' Bernard Uyttendaele, current EVPA CEO, notes that an important element of its work is 'research, training, local market building, and events that connect practitioners, investors, governments and experts'.

Threadcraft India, a social enterprise showcased at the AVPN conference.

In fact, both traditional and venture philanthropists realized that their approaches were not so far apart as had been first supposed. The EVPA website gives three 'core practices' – tailored financing, organizational support and impact measurement and management. Foundations who had been adopting a strategic approach to their grantmaking had been playing a long game with their grantees and looking for ways to demonstrate that what they did was effective for a long time. The EVPA grew rapidly and began to recruit members from among what Luc Tayart de Borms of the King Baudouin Foundation (KBF) in Belgium describes as classical foundations, who saw the utility of the basic elements of the venture philanthropy approach.

Degrees of latitude

Another reason for this growth may lie in the fact that, as Miller puts it, 'venture philanthropy has certain basic tenets, but the actual practice depends very much on the culture'. This is illustrated by KBF itself which started its own venture philanthropy fund. Tayart de Borms explains its genesis: 'Government support [for the NGO sector in Belgium] has been moving away from structural funding toward project funding' with the result that the business model of a lot of NGOs was under threat. He insists, though, that the fund is not a 'benchmark' venture philanthropy fund. 'We are not dogmatic about the concept as it is used in other countries, so we do it in the way we do it – long-term support, looking at leadership, and strategic support, which means not only money but consultancy. Those for us are the three essential elements.'

What you do, not what you're called

If venture philanthropy has been modified in practice as it has spread throughout Europe, that's even more true of its extension to Asia. There are obvious elements of continuity – Miller was instrumental in setting up both EVPA and AVPN and the basic venture philanthropy formula remained in place. However, Naina Subberwal Batra, CEO of AVPN, feels: 'The term venture philanthropy and the definition of it is still very new and a bit troublesome in Asia. People don't understand it and they are intimidated by it. What we have tried to do therefore is look at it much more as a practice, rather than defining organizations as either venture philanthropy organizations or not.' ▷

Teresa Chahine visiting BRAC microlenders meeting in Bangladesh.

conferences you have venture philanthropists and social investing and you have more classical foundational approaches.'

Bernard Uyttendaele also nods to the central infrastructural role of AVPN: 'The main difference is the ecosystem we work in . . . the philanthropy market in Europe is more evolved and supported but also more legislated both at EU level and national levels. In addition, Asia is a bigger continent, and AVPN needs a more diverse expertise depending on the region it serves.'

It would be easy to overstate the differences in approach, however. Notice that while the term has no real resonance in Asia, what Miller calls the basic tenets do, and these remain fairly constant. Teresa Chahine of Alfanar would 'pretty much' agree with the definition of venture philanthropy that appears on the EVPA's website. Alfanar is an interesting case. It's the first venture philanthropy organization working exclusively in the Arab region, and it has developed outside the orbit of a larger venture philanthropy movement. Its founder, Tarek Ben Haim, didn't know that what he was doing was called venture philanthropy, says Chahine, he 'simply wanted to apply the same business practices that he used in his work in the private sector towards achieving social change and development for the Arab region'.

Though the name might not resonate, the attributes do. Instead of just practising benevolence, an increasing number of Asian donors 'are looking at opportunities to transform and to scale up. That can only happen if you are using the approaches that venture philanthropy talks about so people are saying "OK, before I go into an investment or give you money, let's set up some KPIs (key performance indicators), what does success really look like? How can I support you, not just in terms of money, but non-financial support?" – that's definitely happening', says Batra.

So has venture philanthropy as a movement grown in Asia? 'Yes, but not as venture philanthropy . . . That's where I think the big difference is between Europe and Asia.'

If it's the same approach with a different name, how much else has changed? 'Initially, we took a lot from EVPA,' says Batra, 'now I think it's very little. AVPN has matured and in terms of membership size and membership make-up, we're very different . . . our members are more nimble and because their businesses are cross-border . . . they are happy to take their philanthropy to different markets. It's a very vibrant and high-energy environment. I think people here are much more . . . willing to explore because they're doing something new and will try things.'

AVPN also occupies a different role in Asian philanthropy generally. While European philanthropy is well supplied with infrastructure, Asia isn't, so part of AVPN's role is to be a piece of that infrastructure. As Tayart de Borms puts it: 'It is a philanthropic network, not a venture philanthropy network, and at its

Adaptability and limitations

So within the prescribed structure of the venture approach, it has proven adaptable. Does it have limitations? It's been said that while the approach may be suited to organizations that provide goods and services – fairly palpable things – it's less easily adapted to organizations who work in areas where change is slower, less easily ascribable to the work of one entity and therefore less easy to measure. Uyttendaele concedes: 'Human rights in certain parts of the world rely mostly on grants, and it will always be challenging to reach financial sustainability. The same goes for academic research, arts and culture – we still need to develop them, but there is rarely a need for a venture philanthropy approach.'

By contrast, Miller feels that the approach 'can apply to any social subjects from health, education, children,

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environment, older people, recidivism, economic inequality, etc . . . I'm not aware of a place where it would be unsuited'. His view finds support from Luc Tayart de Borms. KBF's venture philanthropy fund offers support to groups working on environmental issues, one of the areas where it has been generally supposed to have reached its limits. Two things allow KBF a relatively wide reach. First, the emphasis of its venture philanthropy fund on organizational development, and second, the fact that as Tayart de Borms puts it: 'We didn't start from a growth obsession. Often success for venture philanthropy funders is expressed in numbers of jobs or people served and so on. It's not that we don't use KPIs like these but we also have qualitative KPIs, so for us it's not linked to purely quantitative impact. If you think about governance, it's very difficult to have quantitative measures.'

WHAT IS VENTURE PHILANTHROPY?

Venture philanthropy applies the principles of venture capital to the social sector. Its key characteristics are high engagement, tailored financing, long-term support including non-financial support such as strategic planning advice, executive coaching and access to other networks, organizational capacity building and performance measurement.

The future? Enter social investment

However, its versatility notwithstanding, recent developments perhaps mark a recognition that venture philanthropy needs to adjust its stance. If you look at the EVPA website, you'll see it refers as often as not to 'venture philanthropy and social investment'. Doug Miller acknowledges that 'perhaps the biggest change is around social investment ie the majority of the money deployed by our members is still in grants or soft loans but there's more of a concept over the last three to four years of using blended finance and more of a move towards seeing how social purpose organizations can generate earned income at least for a portion of their activities'.

VPN is currently working on the notion of 'the continuum of capital, showing how each different form comes at a stage in an organization's life and how these different stages build on each other'.

Teresa Chahine also notes: 'Ten years ago, the large majority of financial instruments in our portfolio were grants, with the exceptional loan. Today, we've integrated loans into our long-term strategy as a requirement for all investees at some stage in the investment cycle, and we've just begun our first equity investment.'

Both she and Tayart de Borms talk of the need for a group of funders beyond the customary venture philanthropy constituency, 'a pipeline of different approaches that can serve diverse social change ventures at different stages in their lifecycle,' as Chahine puts it. 'You have to recognize that no social investment can be successful without grants but that doesn't mean that the social investor has to give it,' says Tayart de Borms. 'Somebody else can give it so you need an ecosystem that brings all the elements together.'

All this means is that venture philanthropy can't operate in isolation – the idea that EVPA began with – and that, in a swiftly changing landscape, it may need to adapt, something it has proved itself able to do. To this end, AVPN is currently working on the notion of 'the continuum of capital, showing how each different form comes at a stage in an organization's life and how these different stages build on each other'.

So what's next? Venture philanthropy is becoming increasingly global. An African version of the venture philanthropy network, with the indefatigable Doug Miller once more a moving spirit, is in the offing. Whatever its form, it seems certain its members will put their own distinctive mark on the idea. The question of whether the basic venture philanthropy idea is embracing new developments or being subsumed in them is probably the wrong one to ask. More likely, it will continue both to influence and be influenced by the circumstances in which it is adopted. In Europe, attitudes to the concept have moved from ambivalence to acceptance. It's part of the mainstream of practices that those working for social change can apply. In Asia, it's about actions, not names, and whatever its status or its label, few are likely to disagree with the underlying aim as stated by Naina Subberwal Batra: 'Our mission is to look at increasing the flow of capital to the social sector and, equally important, making sure it's deployed in as strategic a manner as possible.' @

Alliance **would like to thank the following for contributing to this article:**

Naina Subberwal Batra, CEO, AVPN

Teresa Chahine, innovation advisor, Alfanar

Doug Miller, founder EVPA and AVPN

Luc Tayart de Borms, managing director, King Baudouin Foundation

Bernard Uyttendaele, CEO, EVPA

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NOTHING ABOUT US WITHOUT US – PHILANTHROPY'S DIVERSITY CHALLENGE

Sumitra Mishra and Angela Seay

This issue of *Alliance* investigates philanthropy's diversity predicament. How can philanthropy do the most good if it doesn't reflect the society it seeks to serve? Our guest editors, Sumitra Mishra and Angela Seay, ask some hard questions.

SUMITRA MISHRA WRITES

In India, strength should lie in diversity…

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Where does one begin a conversation about diversity in the highest levels of decision-making among foundations in India? When I started this dialogue with representatives of a few organizations, it took a while to turn the spotlight on diversity within the organization. In grantmaking foundations, we often make a strong case for stakeholder diversity in the impact of the work we do. Less often do we follow the same rigour in representation and power balance within our own boards, senior teams, and the cross-section of people directly connected to transacting the foundation's agenda.

This issue is also interestingly timed with the political discourse we are being pulled into in India. In a climate of majoritarian dialogues, alternative voices are systematically excluded. Nation-building can have only one voice is the strident message. In the midst of this is a growing movement #NotInMyName, an unprecedented citizens' collective to protest against mob violence aimed at Muslims and Dalits. So, in whose name are foundations deciding the agenda of social change?[1]

Indian foundations have traditionally been held privately, set up as an outcome of a wealthy person's desire *to do good* in society. As the Paul Hamlyn Foundation's Sachin Sachdeva reminds us in his article (p53): 'Their governance is vested in a small group of people who are either friends or family of the founder. To date, this approach has not been contested.' This reflects an underlying patriarchal belief that the oppressed must remain without agency and depend on their benefactors to lift them out of wretchedness. The poor continue to be grateful rather than participating in affirmative actions to reduce inequalities in wealth and opportunity.

Pushpa Sundar, a leading voice in Indian philanthropy and author of *Giving with a thousand hands: the changing face of Indian philanthropy* (p62), points us in the right direction when she says: 'Philanthropy can help, however, by increasing opportunities for upward mobility and by supporting reforms which may lead to a more equitable distribution.'[2] The reforms must begin from within.

India has a long history of affirmative action, with a 'reservation' policy for under-served communities among minority religions, castes and ethnic tribes. The usual argument against reservation is that diversity can be reduced to tokenism if we simply see diversity as just making up the numbers. Gagan Sethi (p54), makes a strong case against this argument when he says: 'Who can ask these questions but independent members whose explicit role would be to align the [foundation's] vision to a larger developmental vision that is inclusive? Not having members on boards from disadvantaged communities would be unprofessional at the least and discriminatory at the worst.'

More money than ever is flowing into the Indian philanthropic sector (private donations made up 33 per cent of total contributions to the development sector in 2016, according to Bain & Company's *India Philanthropy Report 2017*).

This growth is thanks in part to the great influx of corporate money following the Companies Act of 2013, which mandated spending in the social sector.

Waiting for her turn to speak at a young women's group.

IPARTNER INDIA

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Campaigning for Dalit land rights.

Corporate foundations are defining their disruptive role as the harbingers of innovations, techno solutions and market-led approaches to complex social problems.

However, as Gagan Sethi notes, there is nothing to suggest that 'there have been any concerted efforts to overcome social, let alone caste, inequalities through this corporate funding'.

Stakeholders' participation in decision-making can only happen if there are regular and repeated opportunities for foundation members to share the same space with people who have lived a life of exclusion and discrimination.

How can Indian philanthropy reform itself to act seriously on systemic problems that exacerbate exclusion and injustice when it is hearing versions of its own voices? How can this be changed?

For a start, there are two practical obstacles. Lack of data about diversity indicators among Indian philanthropic foundations is a challenge to framing a discussion around this issue. As Angela Seay remarks about 'first-of-a-kind' studies below, it is precisely this lack of data that signals how nascent the discussion is in the Indian context.

Second, philanthropic infrastructure networks in India are close to non-existent and, where they do exist, stakeholders' participation in decision-making can only happen if there are regular and repeated opportunities for foundation members to share the same space with people who have lived a life of exclusion and discrimination. Instead of seeing individuals as 'recipients of a programme,' foundations must begin to see them as 'an active part of the decision-making process', notes Jacob John of the Azim Premji Philanthropic Initiatives (p56).

Building representative decision-making systems also comes with the responsibility of creating platforms of trust, meaningful engagements, learning and respect. Tulika Srivastava illustrates this from her experience leading the South Asian Women's Fund (SAWF) (p41): 'We believe it is crucial that the position of SAWF – women's institutional leadership and control over resources – is not only reflected externally in the work we support . . . but internally as well – 87 per cent of the board and all of the executive team are women.'

As Jo Chopra observes (p60), a good push from within the cycle is equally critical. 'It hadn't even occurred to me that we should have people with disabilities on our board until I started working on this essay and we do nothing BUT disability. We are now addressing it in all new hires as well as in our next board elections.' As grantees, there is an equal responsibility to practice diversity and then ask questions of our funders.

To move from a culture of charitable giving to social justice, inclusive decision-making is an urgent step in the right direction. A shift in this power will reflect the recognition that our strength lies in our differences and not in similarities.

But the conversation about diversity and representation within philanthropy is a global one. Across the range of articles in this issue you will read about similar challenges in north America, Europe, and other parts of Asia. Meanwhile, Angela Seay takes up the story with an overview of the position in Europe and the US. @

1 The term foundation refers to a bouquet of funding organizations – family trusts, corporate foundations, grantmaking INGOs, philanthropic foundations of India.

2 https://tinyurl.com/Ind-purse

3 https://tinyurl.com/caste-reservations

Men and women decide about building skills for better milk production.

IPARTNER INDIA

ANGELA SEAY WRITES

. . . but global philanthropy is also falling short

When reviewing the literature on diversity and inclusion in the US and in Europe, what resonates is how little progress has been made in the face of changing demographics and the considerable amount of discussion and reporting on the topic (see text boxes in CoF piece). Recent studies from the Council on Foundations, the *Chronicle of Philanthropy*, and several reports prepared by the Diversity 5 (D5) coalition confirm that change is not occurring quickly enough.

As Vikki Spruill, president and CEO of the Council on Foundations, notes: 'The philanthropic sector is teetering on the edge of a workforce sustainability cliff. Our long-term viability as a sector is now directly linked to the field's ability to attract, develop and retain a new generation of philanthropic professionals. If grantmakers are to reflect the communities they serve, they must be more intentional about their efforts.'

Tokenism won't do. Boards must be inclusive and encourage all members to engage.

Gerry Salole, CEO of the European Foundation Centre, suggests that the lack of diversity on boards and at staff level 'probably limits their intelligence about what is happening on the ground – the foundation world should reflect the streets more'. The view is echoed by Sumitra Mishra and by other contributors. There may be a limit to how well we can serve grantees if we have no shared life experience with them.

Going beyond representation, how do we make diversity part of the institutional culture? Tokenism won't do. Boards must be inclusive and encourage all members to engage. In addition to a focus on required governance, board leadership could guide members by emphasizing truly listening to one another; respecting different experiences and perspectives; and ensuring that new members are being included in substantive conversations. Providing background research and education for board members and staff may also be helpful. Foundation executives could be held accountable for diversity in their own performance measures.

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IPARTNER INDIA/VIPUL SANGOI

Child in tribal Gujarat.

However foundations achieve a more inclusive board, it is essential they remember that diversity is not a merely a goal. It is an attitude and a culture; one that will require courage and tough, honest conversations among board members as they work to change. Boards need to be connected to those that the foundation aids, in a way that allows those communities to see something of themselves in the board.

There may also be useful learning from boards in other sectors. In her piece, Karen Weissblatt (p42) cites an observation of Sara Llewellin of the UK's Barrow Cadbury Trust, that the corporate world has done somewhat better in building diversity. Engaging with foundations that have already achieved a measure of success and learning from best practice are good places to begin.

Increasingly, foundations in England and Wales see their regulatory body, the Charity Commission, undertaking greater scrutiny in some areas, sometimes driving them to a much more cautious funding approach than necessary. It is now for the Commission to push foundations more on diversity – a legitimate priority when considering the core purpose of foundations.

Barriers to diversity differ, whether trying to recruit younger or more representational board members. Young people may lack experience or have too little time because they are busy building their own careers. Recruiting and mentoring under-35s to give them the necessary experience would help address this challenge, but is a long-term effort. There is also a tendency to invite the 'usual suspects' as prospective members, because they are well known, rather than to search broadly to identify others who will reflect greater inclusion.

Fear of change and a subsequent loss of individual power can also play a part. Long-standing board members may not want to give up their own places to make room for new members. Allowing members to serve for extended periods carries the risk that they become overly comfortable in the role, particularly if it is a prestigious organization. And difference is a challenge. As the recent *Chronicle of Philanthropy* study suggests, people like to associate with people that reflect their views, values, or place in society. As Bharat Mehta urges (p52), we must re-examine 'our commitment to share power and make systemic changes'. It can be difficult to contemplate change, especially if that change includes giving up some of our own power in order for others to participate.

Endowed family foundations, especially those with living settlors, often populate their boards with family, close friends or colleagues. How can the sector convince them to leave their safe zone, allowing for new thinking and diverse members on their boards? Many such foundations may consider themselves exempt from any discussion of diversity on the basis of their size or the costs associated with proper recruitment. Any board, irrespective of size and type, should weigh up the costs of change versus the social cost of remaining as they are, and ask: are you fulfilling your public purpose as best you can?

Allowing members to serve for extended periods carries the risk that they become overly comfortable in the role, particularly if it is a prestigious organization.

As various contributors note, data collection is essential for identifying the breadth of the issue, the underpinning for discussion and the steps for improvement. Without this, we cannot begin to gauge the extent of the problem or measure the hoped-for success.

If the role of philanthropy is to move us toward social justice, we should require the boards of its institutions to be ahead of the curve ensuring progress, not behind. It may be difficult to assess a successful outcome, particularly as few foundations currently have policies to plan and evaluate their commitment to diversity and inclusion. By not making diversity a priority, and avoiding real change, foundations harm their reputation, institutional morale, economic strength and integrity. In creating a board that reflects the communities served, foundations could strengthen their existing grantee relationships and make better choices in identifying grantees that meet their remit. That should be incentive enough to start changing the status quo.

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White and wealthy

Caroline Fiennes, Helen Owen and Charles Keidan

The *Alliance* diversity survey reveals some gaps but we only know so much.

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Introduction

When *Alliance* magazine was planning its special feature, it wanted the issue to be informed by data on diversity in institutional philanthropy in terms of age, gender, ethnicity, class and disability. As limited data are available, *Alliance* decided to conduct its own survey. Our primary focus is foundations (because foundation staff comprise most of our readers), but we also hoped to gather data about the wider philanthropy ecosystem, including philanthropy advisors, consultants and academics.

Having conducted the survey, we then asked Caroline Fiennes and Dr Helen Owen of Giving Evidence[1] to analyse the data, and to comment on the method and findings. This article is deliberately written in the 'IMRAD' structure of scientific research articles: introduction, method, results, and discussion.

Method

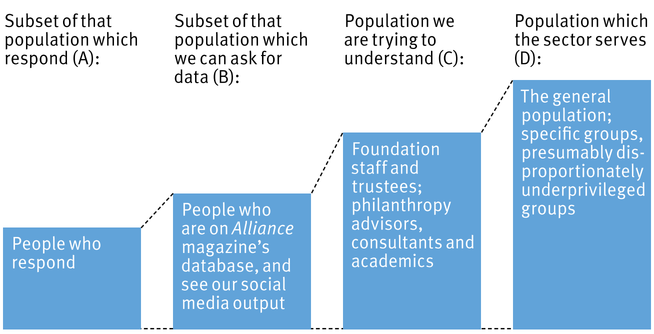
Alliance designed and ran an online survey, using Survey Monkey. The survey design was shaped by a recent survey on the diversity of the UK social investment field conducted by Big Society Capital, who shared its approach with us. See p39 for more about that survey. In addition, we also looked at a detailed qualitative survey recently conducted by BRITDOC.

The *Alliance* survey was sent by email to 10,489 registered contacts, and was also advertised on Twitter to *Alliance*'s 7,200 followers. It was also shared directly with a small number (fewer than 30) individuals in India. The survey was open from 1 June until 30 June 2017 and 212 people responded in total – a response rate of between 1.2 per cent if Twitter followers are counted and 2 per cent if they are not. Clearly this is very low.

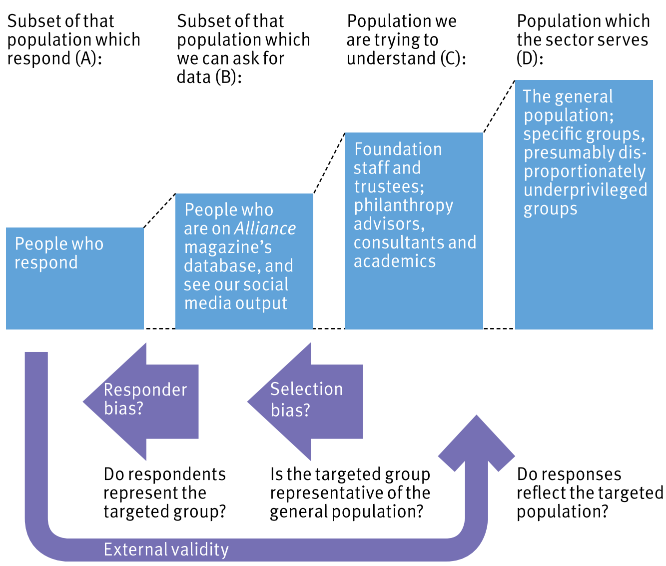
Alliance set out to understand the composition of people who work in philanthropy (set C). The people from whom *Alliance* could attempt to gather data was its registered contacts and people who see its social media posts (set B). Set B may or may not represent Set C: it is hard to know, and this research did not address that question. Furthermore, the survey data comes only from people who answered the survey (set A). Again, the set of people who answered the survey (A) may or may not represent people who saw the survey (B), and the research did not address that question.

Consequently, our analysis looks at the survey responses (set A) and shows the diversity of people who answered the survey. We make some comment on the likelihood that set A is like sets B or C, but we cannot know for sure. In terms of data quality, we also assume that people answered honestly, and that each person only completed the survey once.

Survey sets



Types of bias



We are starting to make conscious efforts in relation to diversity.

It appears that there are few, if any, disabled people within our staff.

The majority of our foundation staff are educationally and economically privileged with little understanding of the realities of the lives of our beneficiaries.

All African-American senior staff are twice as qualified as their managers. The senior leadership is almost exclusively white and does not reflect the diversity of the communities we serve.

Trustees are interested in improvement but find implementation difficult.

Good gender balance, but at present an all-white administration and board.

We are very small and our two paid staff are white and rather privileged. However, we try our best to improve that by actively thinking about diversity when picking our advisors.

We could do more to use gender and other markers of diversity as a primary lens.

No gender, no sexual, no class, no race lens in our grantmaking . . . thus assuming we are all equal as citizens . . .

My foundation is a participatory grantmaker, with people with disabilities at board, advisor and staff levels.

Issues of diversity, equity, and inclusion tend to be treated as standalone concepts, but in reality they need to be integrated with all aspects of the institution.

All quotes from *Alliance* diversity survey.

In addition, some questions were arguably unclear. For instance, the question on ethnicity had categories including 'white', 'black', 'Asian', 'native to your country'. It is not clear how, say, a Thai person in Thailand would answer that. This imprecision introduces 'noise' into the data, meaning that we can't interpret well what people are saying. Moreover, Jérémie Chomette of France Libertés – Fondation Danielle Mitterrand, a member of the EDGE funders coalition, contacted *Alliance* to ask whether ethnicity itself is a useful category and criticized the fact that 'participants need to choose between white, black, Arab, Asian, mixed and several other "ethnicities"'. Chomette observed that: 'White or black are some possible colours of the skin, Asian is a geographical criteria, and Hispanic is related to a language.'

These are valid criticisms and arguably one could extend this critique to the terminology of gender and disability as well. These observations will inform the design of questions in future survey work in this area. ▷

LIMITS TO WHAT SURVEYS TELL US

Can the responses of people who answer a survey be taken to represent the situation of all the people in whom we are interested? In other words, are the results of a survey 'externally valid'? Three types of bias could affect the results of this study:

Misrepresentation bias occurs if the set of people who respond do not represent the set of people to whom the survey was sent.

Selection bias occurs when there are systematic differences in characteristics between the people who are invited to participate in a study (set B) and the reference population (i.e. the philanthropy general population, set C). Clearly that could be the case here: for instance, if registered contacts of *Alliance* are better connected, or in larger organizations than people in the philanthropy sector generally.

Response bias occurs if the people who agree to participate in a study (set A) are in some way different from those who decline to participate (set B). Again, this is quite likely here, since people who feel sufficiently strongly to spend time responding to a survey may differ from those who do not. For instance, they may be more junior, or feel more strongly about the topic of the survey.

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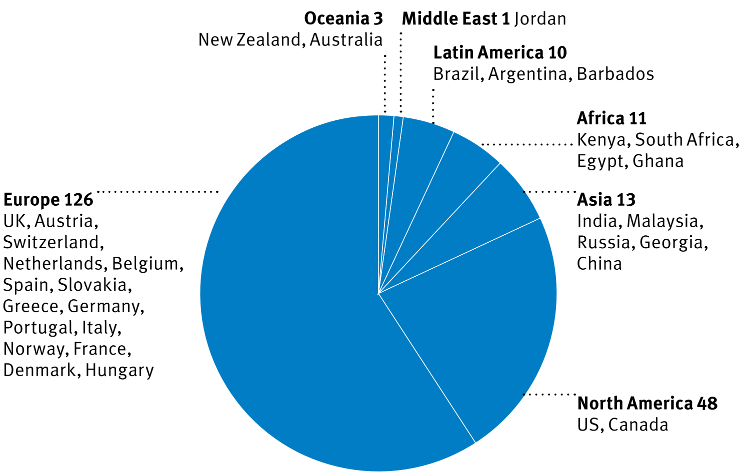
RESULTS

1 Who answered the survey?

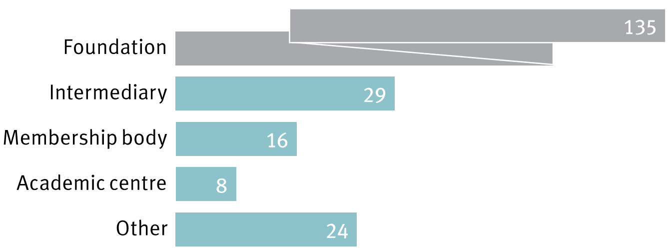
First, we show the results of the survey: these show the diversity or otherwise of the people who answered the survey.

Foundation Non-foundation

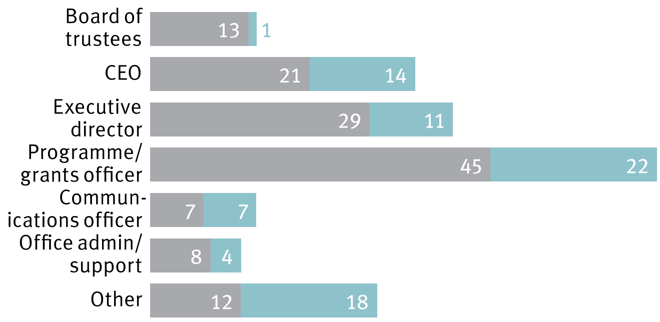
Q1 Respondents by region



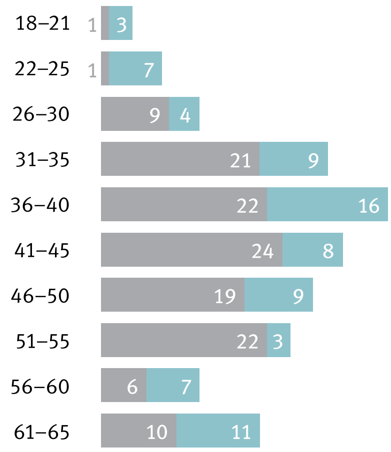
Q2 Respondents by organization type



Q3 Respondents by level of responsibility



Q4 Respondents by age



All quotes from *Alliance* diversity survey.

Diversity is addressed through our grantmaking to a greater extent than internally.

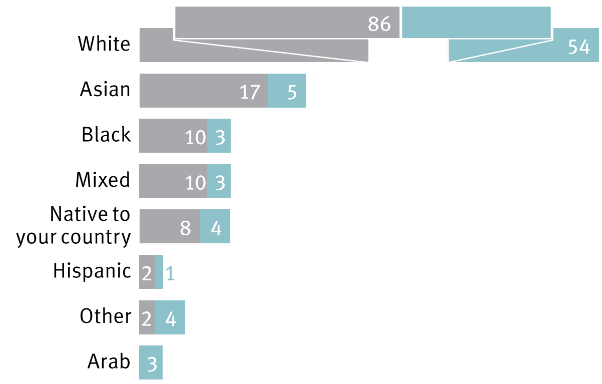
The staff are working remotely from various places in the world. Not one person from Africa is recruited. The recruitment process is not expressing equal opportunities statements. Very disturbing.

My organization employs people from various countries where we are active. The staff is very gender balanced. The board is not.

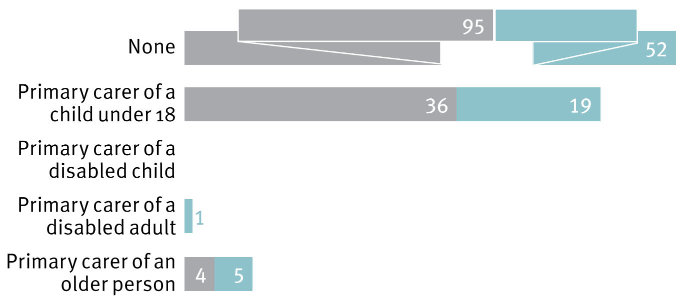
We have a racially diverse staff, but many of the senior positions are occupied by white people.

Strong on gender and ethnicity, weak on class.

Q5 Respondents by ethnicity

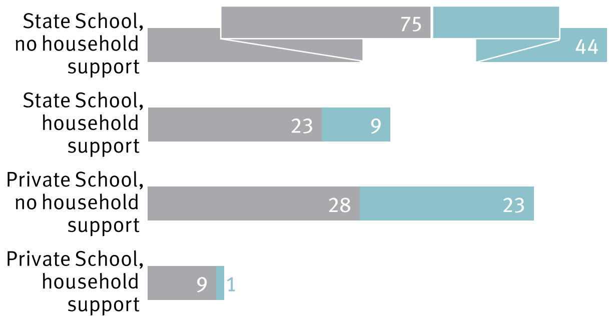


Q6 Respondents by caring responsibilities

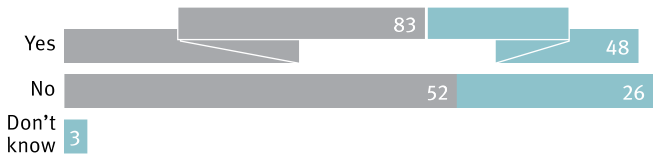


Q7 Respondents consider themselves to have a disability

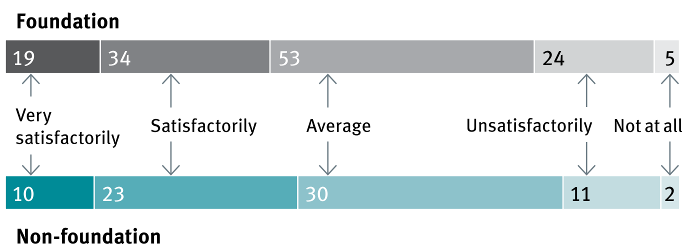
Q8 Respondents by educational/familial background



Q9 Respondents by parents attained university education



Q10 How well does your organization address diversity

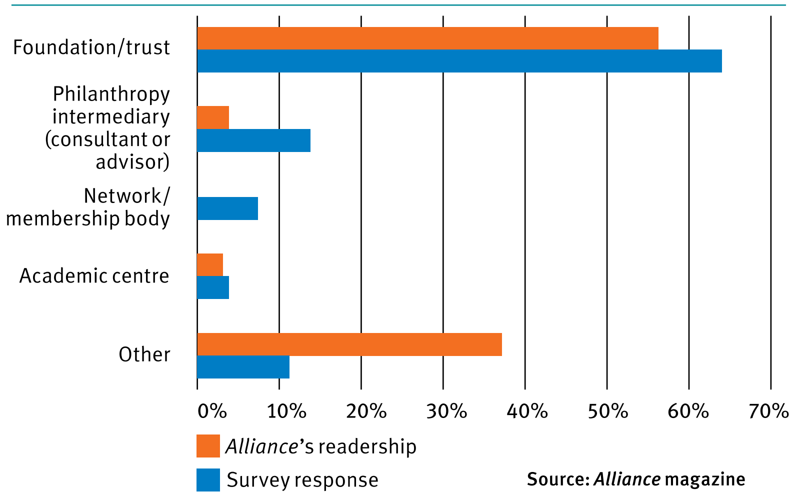


2 To what extent do people who answered the survey resemble the philanthropy sector?

Second, we compare the people who answered the survey (set A) with *Alliance*'s registered contacts (set B) using data that *Alliance* had already gathered about the type of organization they work for. The results are below.

The survey respondents are reasonably reflective of *Alliance*'s registered contacts in this respect. However, the categories used were not quite aligned: for example, the survey had a category for 'network/membership body' while *Alliance* does not use this category for its contacts. ▷

Composition of survey respondents vs composition of *Alliance* magazine's readership



Source: *Alliance* magazine

3 Is the philanthropy sector representative of the general population and/or the population(s) which it serves?

Third, we ask whether the philanthropy sector is representative, that is, does the sector have a similar diversity mix to the general population or the specific population(s) it serves? We cannot be definitive but the picture presented by the provisional data does not look good – people who answered the survey (set A) do not well reflect the public (set D) on some important dimensions.

Resources have not allowed us to look in detail at the composition of the general public (in the various relevant countries), although some major differences between survey respondents and the general population are very clear:

- The gender split is female-skewed (74 per cent of respondents).
- Respondents are skewed to be white (64 per cent of respondents).
- Respondents appear to be more privileged than the general population. For example,
  - 29 per cent of respondents went to 'privately run or funded schools between the ages of 11 and 16': in the UK, only 7 per cent of the total population attend private school. (We have not gathered data on these figures for other countries.)
  - Furthermore, 61 per cent of respondents have parents who gained university degrees: we don't have data for the prevalence of university degrees among people of 'parent age' in the general population, but imagine that it would be rather lower than 61 per cent.

Discussion

Is philanthropy out of touch with its beneficiaries?

It is clearly the case that the survey respondents do not reflect the general population, most notably in terms of how privileged they are. Worse, the philanthropy sector probably doesn't think that it exists to serve the entire general population, but rather specific groups that are disproportionately underprivileged. From a casual observation, one suspects that people who received free school meals – an indicator of poverty in the UK – are massively under-represented in the philanthropy sector.

One possible and often cited implication of this mismatch is that people in the philanthropy sector have limited direct lived experience of the issues facing their beneficiaries. Critics may conclude that the philanthropy sector is 'out of touch' with its beneficiaries, particularly if those beneficiaries are from poorer backgrounds and/or not white.

Does this mismatch matter?

Some may argue that this is not just an ethical problem for philanthropy but also undermines its effectiveness. Perhaps, but this hypothesis needs to be *demonstrated*. For example, William Wilberforce was never himself a slave, though was hugely sympathetic to the plight of slaves and effective in ending it.

For instance, does satisfaction of non-profit or foundation beneficiaries vary according to the extent to which its staff and leadership reflects the diversity of those beneficiaries? One could investigate this empirically, and act on the conclusions, though we know of no study in the philanthropic sector currently doing this.

One could also ask whether any other measure of non-profit or foundation success – such as the rate at which it reduces the problems it targets – is affected by the extent to which the organization's staff and leadership reflect the diversity of beneficiaries?

These are the kind of empirical data that will really show whether, how and where diversity of staff and leadership in the non-profit and philanthropy sectors matters.

We hope this survey adds to the limited but growing body of knowledge about philanthropic diversity worldwide. The US Council on Foundations' annual benchmarking report (see p45) is a notable (and noble) contribution. The absence of such data raises questions about institutional philanthropy's commitment to understanding issues of diversity and taking active steps to change the diversity mix. @

1 Giving Evidence is a philanthropic consultancy that encourages and enables charitable giving based on sound evidence.

A view from the social investment field

Stephen Bediako and Gemma Rocyn Jones

Just over year ago, a number of organizations in the social investment market came together to better understand our diversity and inclusion. We were spurred on by research from the Young Foundation which found gender equality to be a blindspot in our sector. We wanted to understand what is really happening.

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Thanks to David Dinnage, communications director at Big Society Capital, for contributing to this piece.

Our first step was better data. We needed raw data on the diversity of those working in social investment. To start building this picture, the Social Impact Investors Group and Big Society Capital conducted a sector-wide survey. We received 227 responses from 32 different organizations, including intermediaries, financial institutions, charities and social enterprises, and consultancies. Even from this small and imperfect sample, we can see that the emerging picture is not bright.

Where are our female leaders?

	Total	*Female*	*Male*	*Female*	*BAME*	*BAME*
Board of directors/ trustee	39	15	24	38%	5	13%
Executive/ leadership team	39	11	28	28%	8	21%
Management team	23	12	11	52%	2	9%
None of the above	115	64	51	56%	35	30%
Total	**216**	**102**	**114**	**47%**	**50**	**23%**

At the management level and operational/working level, our sample suggests we have a balanced gender split, with 52 per cent and 56 per cent female representation respectively. However, these figures should be treated with caution given that there was only one response per organization and many of the sector's organizations are small with less than ten staff. But without knowing the data for how many women apply for management roles and are successful, we can perhaps be encouraged by the relative gender balance at this level.

The challenge comes at executive and leadership levels. Here we see just 28 per cent female representation. There is a clear drop-off in women either transitioning or being hired into decision-making levels, which is troubling. This appears to be less marked at board level although we know there are cases of boards and investment committees with just one or even no women.

If we assume as a sector that we are more likely to encourage internal progression, the gender balance at managerial levels gives some hope for optimism in the longer term. But the relative lack of women in executive roles is stark. We can no longer say that gender inclusion is not a problem in the social investment market.

A bleak picture for Black, Asian and Minority Ethnic (BAME) inclusion

There is even further for us to progress here. We have 30 per cent BAME representation in operational roles (compared to around 14 per cent at the national level, and broadly in line with figures for non-white British representation at this level in London). From this, we see a significant dip in transitions to management roles with just 9 per cent representation.

This lack of transition from operational roles into management positions is a real concern – even more so if we hold the assumption that we do more internal recruitment than most. Under-representation of BAME is a huge problem for the UK charity sector: over half of charities in the top 500 have 'all-white governance'. Out of a total of 5,988 trustees listed by the Charity Commission, just 6.3 per cent of trustees are from BAME backgrounds.

How do we move forward from here?

Since our initial discussions last year, diversity and inclusion, particularly gender equality, have featured strongly in discussions at sector-wide events and conferences. The overwhelming message coming back to us has been positive – our peers recognize the current situation isn't good enough and welcome help in tackling it together.

A cross-sector working group[1] has now been established, committed to improving the diversity and inclusion of our organizations and organizational practices. It will be a long but essential journey. Our immediate focus is to find out what is driving the gender and ethnicity disparity, and identifying the actions (no matter how small) we can take to improve recruitment, development and promotion of people from diverse backgrounds.

But we know that diversity is more than just statistics, and while we will look to collect better data, this is just the starting point. We call on all organizations in the sector to identify a 'Diversity Champion' who will be part of this group and start taking action today.

1 For more information about the working group, please contact the authors.

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PORTABLE _ SOUL

Indonesian philanthropy must embrace the country's diversity

Kamala Chandrakirana

For Indonesia, 'unity in diversity' has necessarily been a core principle of nation building and the capacity to manage diversity a matter of survival. With a population of 250 million, Indonesia is the largest Muslim-majority country in the world. It also has more than 300 ethno-linguistic groups, and throughout its history, Indonesian Muslims have had to learn (and re-learn) how to live with their Hindu, Buddhist, Confucian, Christian and indigenous neighbours. Nor is there homogeneity even among Muslims. Not only has the full diversity of Islam historically taken root in the country, the day-to-day practice of the religion is also shaped by cultural diversity.

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Today, as Indonesians witness the alarming rise of intolerance and religious radicalism in their own backyards, more and more are realizing that survival of the nation's vision of a pluralistic existence cannot be taken for granted. Much effort has been made on countering terrorism, analysing processes of radicalization and rehabilitating radicalized individuals and their families. But at least equal attention is needed on building resilience in communities and among the young and marginalized. Institutions need to be strengthened or reclaimed. Root causes, not just symptoms, need to be addressed. This is a transformative agenda and philanthropy can play its part.

Is Indonesia's philanthropic community up to the challenge? Diversity in origins and the composition of actors in philanthropy is inevitable in such a multicultural country, but what about diversity in terms of objectives, roles and modalities within the country's philanthropic sector?

Indonesia has a long tradition of philanthropy, much of it based on religion, from the obligatory Muslim practice of *zakat*, to initiatives such as the transnational Tzu Chi Foundation set up by Buddhists. Media conglomerates also initiate philanthropic endeavours. The Islamic daily, *Republika*, set up *Dompet Dhuafa*, which is among the fastest growing philanthropic organizations primarily serving Muslims, while *Kompas*, the largest national daily with deep Catholic roots, has been a bulwark of humanitarian assistance during natural disasters around the country for decades. As Indonesia democratized in the late 1990s and its economy grew, corporate philanthropy and family foundations have multiplied. Much of their work focuses on service delivery in underserved communities with strong elements of public relations programming. Internet-based crowd-funding initiatives have emerged, such as *KitaBisa.com* and *Wujudkan.com*, but their long-term sustainability is in question.

In the meantime, specialized funds, such as *Pundi Perempuan*, Indonesia's only women's fund, and *Pundi Insani*, a fund for victims of human rights violations, exist as collaborative programmes of an activist-led grantmaking organization for social transformation, Indonesia for Humanity. It is also pioneering a fund dedicated to supporting a cultural movement for diversity, *Pundi Budaya*. But the organization's resource base is precarious without institutional support from donors.

To what extent is there interest in and capacity for more critical and strategic engagements among Indonesian philanthropic institutions today? Are there adequate spaces for analytical, insightful and maybe even existential dialogues among them that could provide clarity on the overall state of philanthropy at this time of national crisis? What kind of diversity suits today's challenges? Can the differently situated philanthropic institutions operate as interdependent actors with some degree of common interest and space for mutual support? Are there mechanisms in place to work towards a productive, effective and reflective philanthropic sector in all its diversities?

For sure, the lack of supportive government policy, including on taxation, undermines Indonesia's philanthropic sector and needs to change. But in order to have a conducive legal and policy environment, Indonesia's philanthropic community needs to understand itself better as a sector and agree on its overall contribution to the nation's larger social contract for peace, justice and human rights for all. @

Feminist philanthropy comes to South East Asia

Tulika Srivastava

For decades, the donor-grantee power relationship has been skewed. Those who 'give' have power over those who 'receive'. This is even more pronounced in south Asia where the state, donors based in the global north and corporate foundations dominate. It is crucial, therefore, that women's funds in particular are challenging the current politics of aid as well as the status quo that exists within it, which excludes the voices and leadership of women, trans and other marginalized communities.

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This is a critical time across the world for social justice organizing and sustained human rights work, in the face of dwindling resources and a conservative backlash against women and minorities. Research by the Association for Women's Rights in Development (AWID) and others, including South Asia Women's Fund (SAWF)[1], has clearly demonstrated that women's organizations and collectives as a constituency face significant discrimination in access to resources, and are the least funded of interest groups in the spectrum of social justice issues. It is imperative that the existing sources of money be invigorated to step up their commitment, that new sources are found and that the gap between donors, old and new, and recipients be closed.

We draw directly from the work and experiences of grassroots women and women's movements, which are essential to this process of re-negotiating power relationships between the givers and receivers of funding. We believe it is crucial that the position of SAWF – women's institutional leadership and control over resources – is not only reflected externally in the work we support (SAWF supports only those groups that are led by and work for women and trans communities) but internally as well – 87 per cent of the board and all of the executive team are women. The board is also representative of the region. Coming from Bangladesh, India, Nepal, Sri Lanka and Pakistan, it weaves together a regional mandate from national realities. It also brings together representation from corporates, activists and the arts.

As feminist funds, we understand the challenges of mobilizing sustainable resources, as well as the nature of grantmaking. We are in a unique position to open conversations on rights and feminist approaches with donors who have not been part of these issues and perspectives. This is relevant for both potential givers and recipients. There are differences in perspective between the two, so there is a reluctance in both the 'giving and the taking' and consequently, a transformative opportunity of learning from each other and building stronger and more accountable communities is lost.

For instance, the 2 per cent corporate social responsibility giving rule in India or even the existing tax exemptions accorded to philanthropic giving in various jurisdictions do not compulsorily lead the resources towards women's rights work. However, the presence of women's funds enables this consciousness on behalf of the larger community of women's organizations and groups. We influence new donors to give to under-resourced areas of work, as well as link them with feminist institutions that have the expertise, which in turn guides the resources to the women's rights agendas.

By putting forward resources for strengthening organizations and communities, we have been able to see the emergence of strong and nuanced feminist voices articulating their claims and calling for the fulfilment of their human rights.

South Asia Women's Fund supports grassroots mobilizing of indigenous women in Nepal to claim their human rights.

1 See http://tinyurl.com/awid-donors and http://tinyurl.com/SAWF-report

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Revisiting diversity in European philanthropy

Karen Weisblatt

Nearly a decade ago, a group of European foundations, loosely organized in a European Foundation Centre (EFC) interest group, set out to develop a collective plan to promote diversity and inclusiveness in the philanthropic sector. The premise was that people from ethnic minorities were under-represented, and that foundations would be significantly more effective if their compositions better reflected the broader populations they served. Their efforts resulted in the publication, *Championing diversity: opportunities for the European foundation sector*[1], which explored three key areas: foundations as funders, as employers, and as community leaders contributing to the public good.

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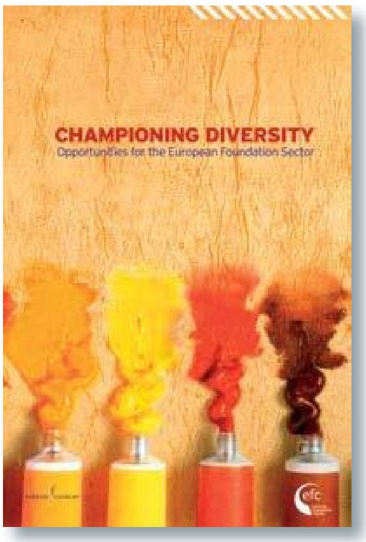
Raising awareness about diversity is a long-term process, but the lack of change in the European philanthropic sector is palpable and disheartening. At the EFC's 2015 conference, a session devoted to the issue attracted fewer than a dozen people. Although the conversation was animated, the sense that 'nothing has changed'[2] dominated and persists to this day. Ali Khan, thematic networks manager at the EFC, commented in a recent interview: 'There is a growing group of people calling for change, who are noticing that not much has shifted. People seem to hope that this will just change by itself. They are not moving to put change into practice.'



Comparisons with the corporate world indicate that philanthropy is way behind the curve on this issue. Sara Llewellin, chief executive of the UK's Barrow Cadbury Trust, notes: 'We made changes for moral reasons while the for-profit sector did so to make a profit – and they have been more motivated. Diversity in the social sector in terms of ethnic minority representation is still a serious issue, not only in philanthropy.' Noting a similar trend, Rien van Gendt, chair of an umbrella organization for philanthropy in the Netherlands, suggests that 'corporate foundations could play a leading role in transforming the sector as they are more innovative with regards to diversity'.

The lack of progress also contrasts with the broader context of anti-discrimination law in Europe. 'Sixteen years after the adoption of the Racial Equality and Employment Equality Directives, their transposition has immensely enhanced legal protection against discrimination on the grounds of racial or ethnic origin, religion or belief, age, disability and sexual orientation across Europe,' says Isabelle Chopin, director of the Migration Policy Group. Nevertheless, indirect discrimination remains an issue, even within foundations attempting to tackle these questions.

Foundations as funders

A 2017 report[3] by Ariadne, a European human rights funder network, demonstrates the philanthropic community's awareness of the need for greater cultural understanding, inclusion and equity. It highlights that many foundations are actively involved in diversity and inclusion issues. My recent interviews confirm this. At the German Freudenberg Foundation, for example, director Pia Gerber points out: 'We have continued to prioritize migrant voices being listened to and aim to have them included at every stage of the foundation's work.' One innovative approach that Freudenberg has participated in is the creation of a Roma and Sinti-led foundation, Hildegard Lagrenne Stiftung. The King Baudouin Foundation in Belgium is also engaged. Françoise Pissart, its director and poverty and social justice, notes: 'Our foundation does not have taboos concerning the question of integration. We are a multicultural society in Belgium and the foundation aims to reflect that. This is a lofty ambition, yet it is what we strive for. It is difficult to attain for many reasons – we still live in a society that is marked by segregation. Yet the population is calling for better integration, which is increasingly understood to be a two-way process,' she says.

Foundations as employers with good governance procedures

However, foundations are struggling to apply this broadly positive external approach to their own operations – with potentially serious consequences. The lack of diversity on boards and at staff level 'probably limits their intelligence about what is happening on the ground – the foundation world should reflect the streets more', suggests Gerry Salole, EFC CEO. The challenge is laid out clearly by European Cultural Foundation board member Nike Jonah: 'We need to ask ourselves: is there a will for change? I want us to be ahead of the curve and lead by example. We need to look at new ways to share power. People need to be able

EUROPEAN PHILANTHROPY AND DIVERSITY

2006 The European Foundation Centre's Diversity, Migration and Integration Interest Group was created.

2009 Publication of *Championing diversity: opportunities for the European foundation sector*, edited by Karen Weisblatt. The report notes that '. . . conversations on the future of integration and immigration continue to challenge European societies.' It also mentioned a concern that hiring quotas 'might eventually be part and parcel of the European legal landscape' and could become a powerful motivating factor for foundations.

2015 A 'Diversity matters' session, organized by the EFC at its annual conference in Milan six years after *Championing diversity* finds that, 'the sector continues to be void of representation of the diverse communities it serves on a daily basis'.

2016 Email to European Funders Network Ariadne UK members notes 'a very real concern' among members at 'the lack of diversity on the boards and the senior management of UK grant-making trusts and foundations'.

2017 The UK social investment field creates a cross-sector working group and calls on organizations in the sector to identify a 'diversity champion'.

2018 EFC to convene a peer-exchange on diversity policy and practice.

to ask themselves: where is my privilege and how do I share it? We have to do more and go wider to try to bring in people from a whole host of marginalized communities.'

'Foundations are struggling to apply this broadly positive external approach to their own operations – with potentially serious consequences.'

Foundations as community leaders contributing to the public good

The inability of foundations to align their programme commitments to diversity and internal change undermines legitimacy.

'We could propose to introduce voluntary reporting standards on diversity policies, even if it is not required by the tax authorities. If you want to be transparent to the outside public then one of the areas to focus on is your diversity policy because it is a proxy for your effectiveness,' says van Gendt.

In the challenging international context, anything that can be done to bolster credibility in the sector should be a priority. Brexit, Trump, and the unpredictable results in the recent French elections indicate that elites have been out of touch with the pulse of what is going on in the streets. Foundations could play a bigger role as an intermediary between various communities.

Moving forward . . .

'We need research – both quantitative and qualitative data – to better understand what is going on at staff and board level to be able to undertake solid analysis and monitor the situation. How deep is the problem? How difficult is it to make adjustments? We need to accept that this initial data set will likely be quite negative,' remarks Ali Khan.

Diversity is a broad-tent concept, and we should be careful about how it is defined. While 'it does not necessarily mean racial advancement and it is not a proxy for racial justice, it can mean a broader range of perspectives being brought to the table', according to Sara Llewellin.

Regardless of how you define the term, there is a consensus that diversity is lacking in the European philanthropic sector. But without collecting baseline data to measure progress, or increasing transparency, it is very hard to imagine any real advances will be made. Let's not wait for the next update of this publication in eight more years to move the agenda forward. @

1 See www.weisblatt-associates.com

2 *Diversity matters*, 21 May 2015 report of meeting at AGA in Milan, EFC.

3 *Seeking an inclusive Europe: foundation grantmaking for countering ethnic and religious bias and xenophobia*, Steven Lawrence, Ariadne, Spring 2017.

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Diversity, equality, inclusion – there's a long way to go

Floyd Mills and Natalie Ross

In 2016, women represented over three-quarters of foundation staff in the US but among the largest grantmakers, fewer than half of foundation CEOs were women. In the same year, racial and ethnic minorities made up only 10 per cent of foundation CEOs. Given these statistics alongside current political and social discourse on race and inequality in the US, American philanthropy is increasingly focusing on the themes of diversity, equity and inclusion – known in a sector addicted to abbreviations as DEI.

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The business case

The business case for DEI is fuelled by the sector's quest to advance the common good. Talent diversity within foundations can create a ripple effect – shaping the lens through which the foundations view their grantees, thereby leading to greater cultural competence within the foundation and a better understanding of community needs, which in turn contributes to a more equitable grantmaking process.

In the US, philanthropy often addresses diversity, equity and inclusion as a collective – 'DEI' has become a buzzword – but it is important to view each of these elements individually. Diversity refers to the full range of human and/or organizational differences and similarities, from the personal (race/ethnicity, gender, age, sexual orientation, gender identity, physical ability) to the organizational (work experience and function, for example). Equity relates to the fair utilization of organizational practices, policies and systems. When striving for equity, organizations must acknowledge and redress historical legacies and current inequities that result in differences in application of these systems. Inclusion is the process of engaging and leveraging a diverse talent pool across a wide range of dimensions and welcoming them to contribute their whole selves to the achievement of equitable organizational goals.

An emerging consensus

Over the last decade, the sector has examined the diversity of talent within foundations. The D5 Coalition, a collective of funders and advisors, produced several publications on the state of diversity, equity and inclusion between 2011 and 2016. Overall, there is sector-wide consensus that more needs to be done because talent within the US philanthropic sector is still not reflective of the overall workforce or the communities served by philanthropy, with women over-represented at junior levels and people of colour under-represented across the board.

Several organizations in the US have programmes focusing on building philanthropy's talent pipeline today. Career Pathways, the Council on Foundations' flagship leadership development programme, was launched in 2009 to increase the diversity of candidates being considered for philanthropic leadership positions. To date, 89 per cent of programme alumni have been promoted to senior/executive level appointments. The ABFE (Association of Black Foundation Executives) Connecting Leaders Fellowship Programme has worked with 111 participants since the programme's inception in 2005, to strengthen the leadership capacity of foundation staff, donors and trustees committed to assisting Black communities through philanthropy. The Minnesota Council on Foundations has also offered the Ron McKinley Philanthropic Fellowship since 2014, preparing individuals from underrepresented communities for careers in philanthropy.

US foundations are also integrating DEI themes in their approach to serving communities.

Alongside work on the sector's talent pool, US foundations are also integrating DEI themes in their approach to serving communities. For example, the WK Kellogg Foundation launched a Day of Racial Healing earlier this year as part of its ongoing project to promote Truth, Racial Healing, and Transformation, which aims to help heal wounds created by racial, ethnic and religious bias in the US. Other foundations, including the Ford Foundation and The San Francisco Foundation are focused on advancing equity through their grantmaking efforts.

If organizational leaders only see genius in those who remind them of themselves, diversifying the pool of future leaders will remain elusive.

Looking for resemblances?

Unfortunately, recent DEI efforts have not yet moved the needle on representation within US philanthropy. Perhaps this is because barriers to greater diversity within the talent pipeline may have more to do with the biases – conscious and unconscious – of those deciding who to hire. If organizational leaders only see genius in those who remind them of themselves, diversifying the pool of future leaders will remain elusive.

Achieving greater diversity for American philanthropy will require an intentional and integrated approach. Minimizing bias, recognizing talent in all forms, and developing a more diverse pool of philanthropic leaders alongside programmatic DEI activities will collectively contribute to a more diverse, equitable and inclusive sector. The key to achieving this goal lies not in any one of these approaches, but in all of them. @

US FOUNDATIONS: AGE, GENDER, RACIAL GAPS REMAIN

The 2016 Council on Foundations Grantmaker Salary and Benefits report identifies several key issues for the US philanthropic sector, including an age and gender gap as well as a lack of diversity among CEOs. More than a third of full-time employees are aged 50 to 64, with 6 per cent over the retirement age, while those under 30 represent only 11 per cent. Additionally, racial and ethnic minorities only comprise 10 per cent of US foundation CEOs. Women made up approximately three-quarters of staff, but just over half of CEOs.

D5 COALITION

The D5, or Diversity 5, programme, which ran until 2016, focused on striving to meet four major goals: more diversity in foundation boards, staff and leadership; increasing the flow of philanthropic resources to the needs of diverse communities; improving the data collection on diversity and philanthropy; and developing tools and resources to make them available to foundations and philanthropic leaders. Stephen Heintz, CEO of the Rockefeller Brothers Fund, which backed the effort said: 'We need to make sure that (foundations are) broadly representative of society and the communities they serve.'

CAREER PATHWAYS PROGRAMME

Over the last five years, the percentage of CEOs of colour has remained the same at 8 per cent. The Council on Foundations' Career Pathways Programme seeks to increase the amount of candidates from diverse backgrounds who are 'considered, appointed and retained in senior executive philanthropic leadership positions'. 24 philanthropic leaders are participating in the 2017 cohort, providing virtual and in-person learning practices, networking events, and career training.

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Interview **Priya Paul**

Indian businesswoman and philanthropist, Priya Paul is chair of Apeejay Surrendra Park Hotels and a director of Apeejay Surrendra Group, the family business led by her father Surrendra Paul until his death in 1990. As part of her family philanthropy, Priya Paul chairs the South Asia Women's Fund, and is involved in numerous non-profits promoting rights and opportunities for women. She talks to Charles Keidan about the springs of her family's philanthropic work, her views on diversity and representation, and the challenges in a huge and complex country.

How did your involvement in philanthropy start?

My background is not in philanthropy, it's in business. But as a business family, philanthropy is important because you can't help but see the disparities of living standards particularly when you live in India. Also, I went to a Catholic school, so charity and giving back was very much part of growing up. We were living in Calcutta, where Mother Theresa was getting fame for her work at the time. We had just come out of the 1971 India-Pakistan war and there was a refugee problem too.

As a business family, philanthropy is important because you can't help but see the disparities of living standards particularly when you live in India.

Was your family always involved in philanthropy?

We've always had a family trust which helps us to channel our philanthropic works, the Apeejay Trust. One of my uncles, Jit Paul, was particularly involved. The main focus was setting up schools or other educational initiatives. In those days no-one talked about what they gave, they just gave. The business was 100 years old in 2010 and one of the things that we did was to identify and fund 100 community initiatives to celebrate our milestone.

How do you decide where to give?

In one sense, our family giving is not that structured or organized. There's my mother, my brother, my sister and me, and a couple of staff members. If I like something I propose it and if any family member objects, they can raise their objection, but it's quite fluid, let me put it that way.

Our new strategy at Apeejay Surrendra Park Hotels has been influenced by the 2014 Companies Act, in which the government has mandated that, if you're a company with a certain amount of equity and wealth, 2 per cent of your profits over an average of three years has to be put into corporate social responsibility (CSR). We looked at what we're spending and discovered that we're already beyond that 2 per cent. But what it prompted us to do was look at how our CSR giving – what we call our Sustainability and Social Responsibility (SSR) framework – aligns with key Sustainable Development Goals. Based on that, we articulated a policy for the hotel business and chose five areas – community engagement; art, design, culture and heritage; gender equality and empowerment; environment and sustainability; skills and education.

How do you decide how much of your family wealth to give philanthropically?

It partly depends how much you generate from business. Ours is a very traditional real estate business, and I don't think we generate the same level of income as some European or Western businesses, or some areas like information technology. So we don't have a rule about how much goes into philanthropy.

And you personally?

I give my time, I give a certain amount of money every year. What I feel I can. But, again, I don't have a rule.

How much time do you spend on your philanthropic work compared to running the business?

For the past few years I have been chairing the South Asia Women's Fund, and I am also on other boards. So I spend about 20 per cent of my time on the non-profit side.

You're a woman business leader, a feminist, and with the South Asia Women's Fund, making sure that women are better represented. Where did the motivation for that come from?

ERIC PARKER

I went to women's schools, growing up in Calcutta, and then I went to Wellesley College in the US, which nurtures women's leadership. Hillary Clinton went there, and Madeleine Albright, and many other leaders. So when I was there, it put this kind of seed in my head about what women could do and basically it taught me that there should be no barriers to what you do. This was coupled with the fact that ours was a family business and my father was very clear that he wanted me and my sister, who were the eldest two, in the business. So when I see the lack of representation of women, whether it's on boards, or events, those are the things that do concern me.

RICHARD EVEA

Top Women are still very under-represented in the workforce.

Above In a lot of cases, men leave their wives and kids looking after their fields in the rural areas, and go to work in the city.

How big is the problem for women's rights or opportunities in India?

I think less than 30 per cent of our workforce are women.

A law has been introduced that board membership should include at least one woman. Now about 13 per cent of board members are women. It seems like the minimum requirement is being met but some of those may be a male board member bringing a female family member on to the board.

I'm fine with that. That still is an empowering thing. I know people say that these family business people have just brought their women on to the board to meet criteria, but they're the same family businesses who excluded their women before. You might think that, in the first year, the women will just say 'I'll sign whatever I have to, etc', but ultimately that situation changes, because women are being influenced by so much other stuff.

But why does the law stipulate just one woman on each board, why not 50 per cent?

Do you know that our women leaders have been proposing 30 per cent representation of women members in parliament, but even in the parties that are proposing it, there's so much opposition that the bill has not gone through. ▷

What are the grounds for that opposition?
India is very largely a patriarchal society, so while there may be 200 million people in favour of these changes, there are still 800 million on the other side. Having said that, we've had a lot of positive discrimination in government at the local level. There's a body called the *gram panchayat* that governs rural villages and, in that, there's been positive discrimination in favour of women, which has been very well documented and quite successful.

In India, you still have the reality of the caste system, which creates hierarchies based on birth. Should the laws that require at least one woman to be on boards also be extended to include representation from different castes?
I'm not a great believer in what we call reservations for an endless amount of time. For instance, we have a very peculiar system of getting into higher-end educational institutions that is based on caste. They should be for a limited time until you get that particular group up to a certain level. If you have, say, a women's reservation in parliament, it should be say for ten years, and then you let it be. The same with caste-related reservations, which we have in multiple institutions, and in some institutions almost 50 per cent of the seats are reserved for different categories.

What about companies?
You cannot have caste-based rules in a company. There are people who are trying to do that and I think it's completely wrong. I think that you as a responsible company and a responsible person, you should see that there's diversity.

Why is it right to have these rules for women but not for caste?
Because women really are the lowest, even in the caste distribution. They're discriminated against in all groups. As far as the workforce goes, women are still very under-represented but it's also a function of the number of jobs available. In a lot of cases, men leave their wives and kids looking after their fields in the rural areas, and go to work in the city. It's a complex thing. The government has mandated childcare for certain companies, but that's only in the organized sector. The unorganized sector is the issue, and you will find actually in the unorganized sector, there are women labourers on construction sites and there are rules that, on some sites, you have to provide facilities so that a woman labourer can work and leave her child there. So the government is putting in the measures to make it easier for people to work and to get to work. But they're complex situations and it's a complex and large country.

> **'When I see the lack of representation of women, whether it's on boards, or events, those are the things that do concern me.'**

> **'Our women leaders have been proposing 30 per cent representation of women members in parliament, but even in the parties that are proposing it, there's so much opposition that the bill has not gone through.'**

Women's rights protests in India.

ERIC PARKER

ERIC PARKER

Should rules about women's representation apply to non-profit boards?
I find in the non-profit sector, when you work with women, the board has only women. So, it's the opposite. You want to get diversity by having a few men in the conversation! Of course there are many men that work in the sector and men who are very actively involved in those issues, whether it's human rights for women, or violence against women, but very often I find it's women talking to women. So in my opinion, we need to get more men on board!

What about women in philanthropic foundations?
My gut feeling is that there are more women in philanthropy in terms of managing organizations.

I think that the sector has more women than the corporate sector, definitely.

ERIC PARKER

What will be her opportunities?

You have campaigned and shown leadership championing women. Can foundations and non-profits influence businesses and governments through campaigning?
They could, but they haven't. I have been chairing my own company for a long time so that's also an example of the fact that women can be in power and can do a good job. But am I part of any network that promotes this? No, not really. I haven't gone into it, I'm happy doing the other stuff I'm doing. And I don't think there's anything really that organized in India. It's come through the company law board, but I haven't been invited to be part of any movement to do it.

And if you were, would you?
Yes, I would. I think diversity of all types is important. Obviously, in a board, the kind of diversity that's most important is skills, so that your board has the skills it needs, and it's certainly important to have all types of backgrounds and of course a gender balance.

Obviously, in a board, the kind of diversity that's most important is skills, so that your board has the skills it needs, and it's certainly important to have all types of backgrounds and of course a gender balance.

If you have an Indian foundation that wants to serve the most disadvantaged in society, and especially the poorer classes or castes, how do you ensure that they're represented in the decision-making of the foundation?
That's an interesting conversation. South Asia Women's Fund board has representatives from different fields, but do we have people directly from one of the marginalized communities? No. Are their voices heard? Yes, on multiple levels. There is a yearly meeting of all the communities that we work in, and they come in and they talk about their issues. Have we helped them? Have we not helped them? Where is their work going? Where do they want to go? And we listen to them before making a plan and before deciding how to raise money and for what. So the conversations that happen in the field actually shape the programme. It's not the funders deciding or the people sitting on the board deciding. It's our job to find funds for groups who are doing the work, rather than the reverse.

Do you see opportunities for people within those groups taking on senior management roles if not board roles?
They could, and there are many organizations where they have done. But South Asia Women's Fund is a funding organization, we're not actually an implementer. But the other interesting thing that we do is a lot of women's leadership, and that's what helps the organization to achieve success. So we give grants for travel to attend conferences or leadership events, but we also do a lot of institution building, because that's how we will measure our success – that we've been able to create x number of institutions that can stand on their own and move ahead. A lot of them are small organizations that are really at the grassroots, so how do you get that? And it may only be three people, but how do you make sure that they're stable and they're serving the community? That's really been the goal of the organization.

Does the Apeejay Trust support the South Asia Women's Fund or do you do it separately?
I personally support it. There is a programme called Legal Fellows, of South Asia Women's Fund – first it was in India, now it's in three or four different countries – where we support and give living grants to lawyers who are working in different parts of the country. I'm supporting four of them. That gives them their livelihood so they can do *pro bono* cases, and a lot of those are to do with violence and women's issues.

And finally, how are things progressing for women in your own hospitality company?
One thing I'd say is that, in our own hospitality company, the number of women employed is at 25–30 per cent, and it's tough to take it up. We've been actively hiring more women. What we do see with all the tracking is that there's a lower attrition rate among the women that we hire. In a hospitality business, the hours are long so some staff do drop out, but by and large we find hiring women has a positive influence on many things in the company.

The world has changed. Why can't philanthropy?

Karisia Gichuke

Two things struck me at a panel session of a recent gathering of foundations in Europe. First, the lack of visible diversity in the room, and second, the advice being given to foundations: have more open dialogue with grantees, be more responsive in your grantmaking, with more flexible, longer-term, and core grants, avoiding silos. The scene left me wondering why philanthropy had not moved forward.

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Certainly the world has changed. The global financial crisis of 2007–8 precipitated measures of austerity that still hold us in their grip, and has fostered the rise of populism and the decline of trust in institutions and in politicians, traditional political parties and processes. New social movements are challenging both the institutions of the establishment and those that philanthropy might traditionally have invested in.

Yet philanthropy is responding neither quickly nor effectively to these movements, nor can it, because it is ill-equipped to support new forms of organizing for social change. For me, this is directly linked to the lack of diversity within foundation staff and what this says about how foundations operate. The absence of the diversity of thinking in the sector prevents it from reflecting this altered and diverse world. Philanthropy has not kept up with the times and seems to lack the momentum to change. This stagnation has traditionally been attributed to a flawed recruitment process, or even worse, to poor-quality applicants. In other words, initiatives seeking to increase diversity have looked outwards and tried to mend matters by changing their recruitment processes. I would suggest that this is the wrong emphasis. Foundations need to look inwards. There are things deeply rooted within an organization's culture that perpetuate a lack of diversity. It is up to foundations to change and to be more inclusive of applicants who represent the diverse societies in which they operate.

It is impossible to make your organization both initially attractive to, and retentive of, a diverse array of candidates, unless you are the kind of organization that fosters frequent learning and feedback under self-aware and intuitive leadership. Ideally, foundations should cultivate an environment that nurtures the kinds of relationships between colleagues – at every tier – where there is a level of authenticity, trust and support that enables employees to be themselves and do good work.

What kind of measures are in place at your foundation for pastoral care of employees? How are individual needs recognized and supported so that staff achieve


IAN DOLPHIN

their best, overcoming challenges they might be experiencing? Does your organization's culture echo its policies? How much is your board invested and involved in these debates? Fundamentally, how people-centred are you? Without this kind of inclusive culture in a foundation, I don't believe it is possible for good practice in diversity to be anything other than tokenistic.

The absence of the diversity of thinking in the sector prevents it from reflecting this altered and diverse world.

And of course, if it were present internally, the same culture of trust and listening-learning would inform the relations between funder and grantee. Initiatives in recruitment and people-care would create a diverse staff cohort that would enable a foundation to better reflect and respond to the societies it operates in. In such a culture, you are also likely to be doing the kind of responsive grantmaking that enables grantee organizations to excel; the two are inextricably connected. If foundations, with the luxury of resources we have at our disposal, are unable to put in place (at least internally) measures that ensure that the environment we cultivate for our own staff and the way we do business reflect the kind of world we want to see, how can we expect anyone else to? @

The glass ceiling: cracked but not dismantled

Bharat Mehta

'The glass ceiling for black achievement in the management of charities and trusts is finally beginning to crack open.' That's what Brenda Kirsch wrote in an article for the UK Association of Charitable Foundations' (ACF) house magazine about my appointment in March 1998 as clerk to the trustees of City Parochial Foundation (CPF), now called Trust for London.

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However, when I undertook a rough survey of the top ten members of ACF from their respective websites, I was not surprised to see that there were very few trustees and no chief executives from black and minority ethnic (BAME) backgrounds – it is what I see at gatherings of leaders of philanthropic organizations. While we may have made some progress – though nowhere near enough – on some dimensions of diversity such as gender and possibly age, we have clearly not done so on race or class.

It would be wrong to surmise too much from my informal survey. Perhaps that's the starting point in addressing the issue of why after 20 years, the ceiling remains stubbornly intact. We need good, reliable data from an independent source, on diversity within trusts and foundations so that we can hold a mirror to ourselves. Are we reflecting the people and communities we fund and work with?

The intention to have a diverse governance and senior leadership team is clearly there in the sector but it seems we lack the commitment to bring about change. The case for diversity on governance and leadership teams has been made on numerous occasions and is generally accepted – the economic benefits, the equality, social justice, fairness and social and moral responsibility etc have been debated ad nauseam. Ironically, a number of reports on the benefits and the means of increasing the diversity of governance and leadership teams have been funded by charitable trusts and foundations! *Thinking differently about difference; the value of diversity in the social sector*, written by recruitment agency Green Park in partnership with Addaction, is worth reading.

Diversity is about sharing power and consciously or unconsciously, the sector has resisted doing that.

Perhaps we are keen to appoint in our own image, reflecting our own class, educational background, ethnicity and values because it feels safer. A recent report by Getting on Board states: '90 per cent of charities say they recruit most of their trustees through word-of-mouth and existing networks.' Diversity is about sharing power and consciously or unconsciously, the sector has resisted doing that. On the occasions when we do look to recruit externally, we tend to work with head-hunting agencies, the staff of which more often than not reflect our own image. The head-hunters tend to fish in the same pool, and come up with, essentially, the same group of potential candidates for trustee and leadership team positions.

I wonder what would happen if we decided to change or add to the list of qualities we expect in applicants for trustee or leadership positions – from the usual ones around education, attainment, experience, extracurricular interests, etc, often reflecting our own preferences, biases, values and circumstances – to ones that reflected more closely the circumstances or experiences of people who ultimately are the beneficiaries of our grantmaking? What if we insisted that candidates had, for instance, direct experience of poverty; or of being the sole provider of care to a dependent?

A survey would be a good starting point to address the issue of diversity, especially on race and class. We also need to look at our recruitment practices and procedures, including anonymous CVs at the application stage; and thirdly, to ask some searching questions about our commitment to share power and to help make systemic changes. Unless we address the huge power imbalance between who decides and who benefits, we are in danger of perpetuating the very things we are trying to eradicate. @

Foundations have public responsibilities It's time to improve their governance

Sachin Sachdeva

Most grantmaking organizations in India are registered as trusts and their governance is vested in a small group of people who are either friends or family of the founder. To date, this approach has not been contested. There was an underlying acceptance of the fact that, since it was the philanthropist's hard-earned money, he/she was entitled to spend it in any way they felt like it. The new corporate social responsibility law has led to increasing professionalism across the sector, but we are still far away from seeing the governance of these foundations reflect the diversity of either the issues that they would like to address or of the people they would like to reach out to.

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Foundations continue to be run by confidants of the founder or in the case of corporate foundations, by the top brass of the company. People from poor and vulnerable backgrounds rarely make it up the corporate ladder to those levels. Few women do either.[1] That's not to say that foundations can't do good, but what will usually escape them will be the nuanced difference between 'charity' and social development expenditure, which is more sustainable and longer serving.

It is my view that the moment funds are made available to public trusts and foundations, they enter the public domain and become 'public funds' and therefore demand greater transparency and accountability. This in turn will bring greater professionalism, better targeting and more effective utilization of funds. The key questions that foundations need to ask themselves are whether they are listening to the right people, and whether they are being responsive to the real issues faced by the people they intend to work for. These questions are best answered if the people making the decisions have shared the experience of those they are serving or, as a good proxy, if they have such people on their boards.

ACTIONAID

One Billion Rising, Delhi.

Paul Hamlyn Foundation (PHF) has been alert to this need to change and this is reflected in the way the board in the UK is made up, and also, most importantly for me, in the governance and management of the India programme. Alongside family representation, Paul Hamlyn Foundation has on its board a diverse group of people selected for their field expertise and their understanding of context. They also have a fixed term as trustees. All of this ensures there is a dynamism in the leadership and the issues addressed are reflective of the changing reality. Importantly, UK-based trustees visit India regularly to see the work that is funded and hear directly from those on the ground.

The PHF India programme is also guided by an extremely diverse group of people. The small in-country team of advisors and consultants are from different parts of the country and have all worked with civil society organizations of the kind that PHF funds. The team thus resonates with the reality of the target group and the target segments. Programme design is guided by organizations themselves so that the real concerns of the intended beneficiaries are adequately represented.

The Companies Act in India requires companies to appoint independent directors to their boards in the interest of objectivity and accountability. I believe similar legal provision is necessary to stipulate the inclusion of independent trustees/members representing target communities in foundations that have been set up to work for the poor and vulnerable groups in society.

Foundations have their roles cut out. Development paradigms, whether trickle-down or bottom-up, end up leaving a large population untouched and unaffected. Critical and carefully planned initiatives from foundations can remedy this. @

1 According to the *Credit Suisse Gender 3000 Report 2016*, 11.2 per cent of board members in Indian companies are women.

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Indian philanthropy won't be taken seriously until Dalits have a seat at the table

Gagan Sethi

Shouldn't non-profit boards, registered as public bodies, represent the 'public'? Shouldn't they uphold the principle of diversity in board management? We believe they should. When we set up Dalit Foundation, we saw it as important that we didn't limit support to scheduled castes. We took a broader view of Dalits as those who are discriminated against in order to include them in emancipatory and developmental processes. That also pushed us to have an eclectic board with members from different ethnic, religious, regional and caste background, with a similar spread of competencies in sociology, politics, state policy and grassroots engagement.

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According to India's *CSR Reporting Survey 2016*, compiled by global auditing firm, KPMG, Indian companies had spent Rs 6,518 crore (US$980 million) on what are considered 'developmental' activities such as education, health, environment and rural development under the new corporate social responsibility (CSR) rules that came into effect in 2014.[1] However, there is nothing to suggest in the KPMG report or in other CSR studies released recently, that there have been any concerted efforts to overcome social, let alone caste, inequalities through this corporate funding.

Last year, Maheshwar Sahu, a retired senior Gujarat government official, wrote a book, *Small but meaningful: CSR in practice*, in which he noted that Indian industrialists such as GD Birla, Jamnadas Bajaj, LalaShri Ram and Ambalal Sarabhai, were 'influenced by Gandhi's theory of trusteeship', taking up problems of 'untouchability, women's empowerment, and rural development'. However, none of the 11 case studies in Maheshwar Sahu's book– which include well-known industrial houses like Cadila, Reliance, Adanis and Ambujas – provide any instance of taking up untouchability issues.

A scan through the board of directors of the CSR wings of top business houses suggests that none of them offer representation to either Dalits or those familiar with issues of social justice.

The reason for this neglect is not hard to find. A scan through the board of directors of the CSR wings of top business houses suggests that none of them offer representation to either Dalits or those familiar with issues of social justice. Of the nine directors of the board of the Adani Foundation, six are from the Adani family. Neither the advisory team, nor the foundation management team, has a Dalit or anyone who can claim knowledge of social justice, empowerment and caste.

An example of the effects of this is provided by the Swacch Bharat campaign, the prime minister's nationwide cleanliness drive. The government of India has urged corporate houses to contribute as much as they can to the campaign. However, the money that has been donated does not address the underlying issues. For instance, it does not address the question of why Dalits are dying in sewers and septic tanks. As activist Bezwada Wilson puts it: 'This campaign has nothing to do with making India free of manual scavenging. It is about building toilets – and toilets only. Does it talk about who is going to clean these toilets?' The 12 crore toilets that have been built 'might as well be 12 crore death chambers', he concludes.

A recent study *CSR in water, sanitation and hygiene (WASH)*, which surveys how corporates have been spending on the *Swacch Bharat* campaign, suggests that not only is CSR in India caste-insensitive, it is gender-insensitive, too. Although 'around 28 per cent of Indian girls do not attend school during menstruation due to the lack of sanitation facilities in schools', says the report, CSR support for menstrual management facilities was 'non-existent'.

Who can raise these questions but independent board members whose explicit role would be to align the company's vision to a larger inclusive developmental vision? Not having members on boards from disadvantaged communities is not only discriminatory, it is unprofessional. 'Friendship boards' may be acceptable when organizations are in their start-up phase, but they should become 'accountability boards' as those organizations develop and grow into 'strategic boards' as questions of impact and sustainability take centre-stage. This development presupposes a shift of governance. The ideas that inform these boards have to come from thought leaders of those communities who are underserved or discriminated against. There are plenty of them in India. @

1 A crore = 10 million

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MEENA KADRI

Below On the 122nd Birth Anniversary of Babasaheb Ambedkar, Indian jurist, economist, politician and social reformer who inspired the Dalit Buddhist Movement and campaigned against social discrimination, a national campaign on Dalit Land rights was launched across 300 districts in 20 states of India. Seen here is a peaceful gathering at Jantar Mantar, New Delhi.

ACTIONAID

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Not by representational diversity alone . . .

Jacob John

A commitment to diversity that includes race, caste, class, gender and religion is a central part of philanthropic programme effectiveness. With such representational diversity increasingly being used as a reference point, this article suggests that, while a growing articulation of different viewpoints in boards and management rooms is important, just as critical is promoting inclusiveness as a theme and ensuring a seamless connection between the values of the organization and its functioning.

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Historical injustices against particular groups have prevented their full participation in the economic, social and cultural traditions of a society or exerted subtler forms of control. They have caused many to suggest that it is time to actively consider how to create a more inclusive environment. Working with a broad diversity of stakeholders is now widely accepted as a method to improve outcomes within programmes. The experiences of the marginalized, so runs the argument, need to be brought to the forefront by including people with these experiences within both the management and the boards of philanthropic organizations.

However, their representation or inclusion by itself is not a guarantee of an organization's inclusiveness. What is also needed is an inclusive agenda that permeates all aspects of the organization's culture and operation. Without this, an individual's insistence on incorporating a different point of view could be interpreted as a personal agenda rather than the direction that the entire organization would like to move towards. One of the biggest hurdles to moving towards a clearly inclusive agenda is the task of convincing a philanthropist to go beyond writing cheques to favourite organizations to a more strategic intervention supported by a strong and diverse board and senior management. This challenges the established notion that personal business success allows you to make good decisions in philanthropy. However, it is necessary if the organization is to move towards an approach where individuals are not seen as recipients of a programme, but an active part of the decision-making process. This requires a clearer examination of notions of success and the creation of mechanisms to productively engage with those less privileged. Ensuring that representational diversity is not mere tokenism will be a central part of this exercise.

Organizations must set up mirrors to evaluate their own performance against indicators of inclusiveness that have been defined by the organization and its stakeholders working together.

Organizations therefore need to spell out the value of representational diversity *within* the organization both in terms of the different points of view it brings, the ability to reach out to communities, and the value of inclusiveness in the whole of its work. In these situations, it might even be necessary to provide support as well as mentoring for individuals from diverse backgrounds to ensure that they can meaningfully participate within the functioning of the organization.

With a clearly articulated agenda, organizations must set up mirrors to evaluate their own performance against indicators of inclusiveness that have been defined by the organization and its stakeholders working together. The lowest threshold would be to report on these indicators. Beyond this threshold should be a plan to increase recruitment in a way that improves representational diversity and which develops the agenda for diversity at all levels of the organization. Part of this would involve becoming a learning organization that will engage with, as well as promote, inclusiveness as a central part of its work. This, in turn, will involve looking beyond single identities towards the intersection of multiple identities and at the multiple forms of exclusion that operate on a daily basis.

Representational diversity can at times lead to conflict, but if the organization has assimilated the idea of inclusivity into its work, such conflicts can be resolved – and grants made to those with different points of view can at times lead to better outcomes, as long as there is a connection between the values of both organizations. @

From diversity to representation – a road map for foundations

Jenny Oppenheimer

There are at least two good reasons why foundation boards and senior management should be representative[1] of the communities they serve. First, they will naturally produce a greater variety of viewpoints and a wider range of experience, which arguably improves decision-making and problem-solving. Second, philanthropic organizations usually champion principles such as equality and fairness, but the reputation of the sector in which they operate will surely be weakened if these values are not reflected in the organizations that espouse them.

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If the case for representative boards in the philanthropic sector seems clear, where do we go from here? The first point to make is that the needle has begun to shift on this issue and there is a growing momentum to take this forward. Some excellent work has already been done by the likes of D5 in the US (see p45) and by the European Foundation Centre's Diversity, Migration and Integration Interest Group (the DMIIG), while in the UK the Ariadne community is currently looking at representation on the trustee boards and senior management of UK grantmaking organizations with a view to developing an initiative with interested foundations to take the issue forward.

Progress, however, has been slow, and the road not always smooth. For one thing, conventional foundation legacies and practices can be significant barriers to representative selection. For example, the emphasis on executive experience more often than not eliminates those who would be able to bring first-hand experience and knowledge of communities. Recruitment criteria tend to emphasize management or governance experience, which leads to selection from a narrow range, with 'unusual' candidates who may have the competencies but not necessarily the contacts or experience being screened out. Regulatory guidelines also give weight to certain aspects of trustees' duties, like their fiduciary responsibilities, and this helps to further feed an already risk-averse selection mindset.

The emphasis on executive experience more often than not eliminates those who would be able to bring first-hand experience and knowledge of communities.

Nor is unconscious bias addressed as boldly as it should be. Even with the best of intentions people tend to recruit in their own image. This is very apparent if we consider the board composition of foundations in the UK. Between 2005 and 2015, almost 30 per cent of the registered grantmaking trusts in England and Wales had men-only boards. In comparison, just 8 per cent of FTSE 250 companies and 3.6 per cent of S&P 500 companies had men-only boards in 2014, according to Factary, a research and fundraising consultancy.

So, what insights can be offered to organizations wanting to address the issue of representation at senior levels in the philanthropic sector? How about these for starters?

- Change is very slow. A five-year plan is the minimum that should be considered.
- Funder networks can provide support for a programme designed to work with a small group of foundations as they go through the process of diversifying their boards and later sharing their experiences with others. This would help to de-risk the approach and encourage others.
- Senior-level champions are needed to create and maintain momentum.
- Talent pipelines need to be fostered. If not, it will remain an easy fall-back for recruiters to say that there are no suitable candidates. Initiatives such as internships, mentoring, secondment and skills swap schemes can be incorporated into the operational activities of larger more progressive 'exemplar' funders.
- Approaches will vary. The right and moral case will resonate with some but, to be successful, the argument will also need to reach those who are yet to be convinced and to engage a spectrum that spans the cognitive and emotional space.
- Change will not come about automatically. A core group of committed foundations needs to set aside dedicated time and resources.

As the space for progressive values continues to shrink and be undermined, it falls to the philanthropic sector to do more to uphold these principles. What better way for foundations to do this than by reflecting those ideals in their senior management and boards?

1 The term diversity can be quite polarizing. Since diversity is about showing variety, I prefer the term *representation*. Senior management should reflect the society in which it operates, a society with glorious complexities and intersections of age, race, ethnicity, gender, sexuality, ability, religion etc.

The class ceiling

Jake Hayman

Three months ago I had some cursory research done into the educational backgrounds of the chairs of the top UK foundations. Of the 57 people in the sample, seven were educated in normal state schools (non-selective), four in selective grammar schools and the overwhelming majority, 46, were educated in private, fee-paying schools, the most popular of which was Eton. Although the survey wasn’t comprehensive, we don’t need research to prove that we have a problem. We just need to open our eyes to the absence of any diversity and our ears to the fact that everyone speaks the same way.

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Six degrees of separation

If it were just foundation boards, maybe it wouldn’t be too bad, but we’re increasingly seeing multiple degrees of separation: foundation boards hire foundation CEOs from corporate or family networks, who then hire grants officers in their own mould. Grants are awarded to charities that seem ‘professional’ which themselves have boards increasingly dominated by faces from those bastions of homogeneity: media, law, politics and yes, grant-making. These boards will eventually replace founder-CEOs with CEOs with ‘private sector experience’ and those CEOs will pay artificially low salaries that only middle-class graduates can afford to accept. By the end of it you have the very real possibility of six degrees of separation – six ranks of hierarchy – that keep the communities we serve completely outside the ecosystem that is designed to serve them.

Next to nothing has been done at a sector level to address the issues of diversity, representation and distance between funders and funded. And when it comes to class, absolutely nothing has been done.

It seems only logical by any rules of business or, well, humanity, that organizations will perform more effectively if they listen to those they exist to serve. To have trustees and team members themselves close to those communities is one of the ways of ensuring that.

It’s obvious . . . isn’t it?

Yet, next to nothing has been done at a sector level to address the issues of diversity, representation and distance between funders and funded. And when it comes to class, absolutely nothing has been done.

So maybe it isn’t obvious, and maybe the argument does need to be made. I remember challenging the absence of trustee diversity at a meeting with some of the country’s most senior foundation leaders and being asked by one of them whether I expected his chair just to ‘drive to Brixton and pick up a . . .’.[1] He didn’t need to finish the sentence. Yes, there was mutual cringing at the table but no-one said anything and no-one has done anything.

Going to charity events, we have working-class people and people from ethnic minorities on our stages to ‘inspire’ us and we have them serving our drinks to refresh us. We have deemed these groups good enough for heart-wrenching stories and for topping us up, but have found no space for them to play a role in between. If you are defensively thinking of the three people you know who prove me wrong, then the fact that you can name them proves me right.

It is not fair to blame rich people for not being poor themselves but, as foundations develop, the people they bring to their boards, the people they hire into their teams, the people they listen to in their advisory groups, the charities they fund and the humility they

exhibit in building authentic, strong relationships with those they seek to serve will define whether or not they stand a real chance of success.

It is time for concrete action in the foundation sector: a transformation of hiring processes, and monitoring and 'score-carding' of diversity levels with a particular focus on social class. If someone without a vested interest were building trustee boards from scratch, they would not fill them with people who have spent their lives remote from the communities they serve. We wouldn't have the dominant culture of an elite private school debating society. And we wouldn't build foundation cultures hostile to our communities, but instead they would be based on those communities. We would understand the needs that trustees from non-privileged backgrounds might have (like not being so rich you can work for free).

So let's build them how we would if we weren't so utterly conservative.

WOUPA02

The doors to representation are too often closed.

Looking through the wrong end of the telescope

As for the inexcusable lack of diversity at grants officer level, a coalition of partners is coming together[2] to launch a programme to support people from working-class backgrounds in the role. If we train 30 people per year for five years and expect half of them to take on grantmaking roles, then already 5 per cent of all the UK's grant officers will be from communities we wish to serve. After 10 years, this will be 10 per cent. But time and again, foundations see this the wrong way round. They hear about the programme and fail to realize that the people being helped are not poor people who need jobs. The programme participants are highly talented people with a choice of jobs. The people being helped – the beneficiaries – in this instance are the foundations themselves who are crying out for experience and expertise in their teams.

And that, really is the ballgame. None of this will happen until we realize that this isn't about 'them', it's about us. It's about what we value. So long as we value degrees over frontline work, people who go to elite educational institutions over those who go to schools within the communities we want to serve, and people who speak like 'us' over people who speak like 'them', nothing will change.

1 Brixton is a suburb of London with a high concentration of ethnic minorities.

2 The coalition is anchored by talent consultancy Koreo alongside RECLAIM, Baljeet Sandhu and Ten Years' Time.

WORKING CLASS PEOPLE'S VIEWS OF FOUNDATIONS*

On why it is important to engage people with lived experience in foundation decision-making, one respondent answered: 'How else would they (foundations) know what to do?'

'There are too many people whose jobs or identities are invested in keeping those who have faced inequality etc exactly where they are. There are too few people who are willing to get really close to these problems, because that would be too messy and expose their own inadequacies, as well as threatening their positions. It would show clearly that it is circumstance and luck and not merit that largely contributes to where you get to and whether you fulfil your potential.'

'Working-class individuals are not only projects to be worked on. Experiences felt in working-class communities create individuals who have deep unique understandings of certain backgrounds. In jobs such as deciding where funding goes for charity, this would be invaluable.'

'To be quite frank, we know more about how to help our own communities and people like us than those who have never been in the same situation. This isn't just some sort of magic working-class empathy – when you've experienced a problem yourself you will know the ins and outs of it and what needs changing.'

*All quotes from a community consultation conducted by the Koreo coalition.

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‘Inclusivity’ includes the disabled, too

Jo Chopra

Despite mandatory requirements for disability employment, employment for people with disability in India remains abysmally low according to the National Centre for the Promotion of Employment of Disabled Persons. Of those who are employed, 70 per cent are physically challenged; less than 1 per cent have cognitive impairments. What’s more, walking the talk on disability employment appears to be as difficult for philanthropic organizations in India as for any Indian company, government office or non-profit organization, even for those who are working in the area.

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I conducted a survey among a random sample of philanthropic organizations in India, *all of whom had disability as a thrust area for their giving*. These included corporates, the corporate social responsibility (CSR) departments of Public Sector Undertakings (PSUs)[1] and grantmaking foundations. I asked all of them the same questions:

- Do you have anyone with a disability on your board?
- Do you have anyone with a disability in your senior management?
- What percentage of your staff are people with a disability?
- Do you have a proactive hiring policy for people with a disability?

None had any person with disability on their board. Only one company had an individual with a disability in senior management. No other company did, nor did any PSU or grantmaking foundation. Regarding the percentage of staff with a disability, most respondents were vague, claiming ‘a few’ disabled employees on their rolls. Only one PSU gave a specific proportion – 2.35 per cent of its total employment force, which is still short of the legally-mandated four per cent with the new Disability Rights Bill.

None of the respondents had a proactive hiring policy for people with disability.

Yet, far from this data making me feel discouraged about the state of affairs among philanthropists in India, the experience has simply helped me to realize how important it is for all of us to move forward. As I said in my correspondence with the individuals I wrote to: ‘Believe me, I am not trying to catch you out! Simply thinking about these questions is a useful exercise. It hadn’t even occurred to me that we should have people with disabilities on our board until I started working on this essay and we do nothing BUT disability. We are now addressing it in all new hires as well as in our next board elections.’

Change happens slowly and just as ‘the eye doesn’t see what the mind doesn’t know’, boards and senior managements are not magically transformed just because of the mandates they exist to fulfil. In the not so distant past, the ‘race question’ and the ‘problem of gender’

The numbers only add up when we are part of the counting.

JOE GIDJUNIS

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EDMUND CLUETT

would be ponderously debated by white, middle-aged men. Now, issues of disability, exclusion and inequity are being addressed by able-bodied individuals.

However well-meaning we might be, we take our superiority so much for granted it seldom occurs to us to question ourselves. So the change, if it is to begin at all, begins with opening our eyes to our own limitations and blind spots. In the world of philanthropy, that often comes down to non-profits challenging their own donors to think more creatively, openly and – dare I say it? – humbly, about their decision-making process.

But that can only happen if we first apply the same rigour to our own thinking. In the non-profits I surveyed, only a handful had people with disabilities in senior positions or on the board, my own included. Only when we are ready to include the very people whose rights and inclusion we claim to be working for will we be in a position to push our donors to a more truly equitable and just selection process for their boards and senior management teams.

We know from our own experience that it's not easy to work closely with people with disabilities as colleagues and equals. At times, they seem to speak a different language.

Above Put out more flags!

Right Nothing about us without us.

EDMUND CLUETT

In the non-profits I surveyed, only a handful had people with disabilities in senior positions or on the board, my own included.

That's because they do. Their worlds have different signposts; their maps are configured using different parameters and different milestones. That is precisely the point. We cannot plan for their inclusion without including them. @

1 Public Sector Undertakings: state-owned enterprises, in which the government (either central, state or territorial) owns the majority of the stock.

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Giving with a thousand hands: the changing face of Indian philanthropy

Pushpa Sundar

Reviewed by Alison Bukhari

Alison Bukhari is the UK director of Indian NGO, Educate Girls and a strategic advisor to a number of foundations and philanthropists. Email alisonadnitt@gmail.com

This book leaves the reader both emboldened and overwhelmed at the same time. It lays out an ambitious and visionary call to action and yet makes the reader all too aware of the fundamental systemic and cultural hurdles that stand in the way of bigger and better philanthropy on the subcontinent.

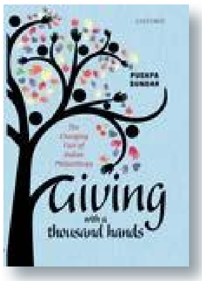
Pushpa Sundar is an iconic character in the world of Indian philanthropy through her pioneering work with Sampradaan Indian Centre for Philanthropy. She balances her depth of knowledge of the history, research and academic thinking on India's social sector with a wealth of practical and highly contemporary experience. In a very approachable writing style, she brings to us deep philosophical questions and musings about the role of philanthropy in society, applicable wherever we live, with a wealth of facts and figures about giving in India – all caveated with a clear recognition that a lack of information and data is one of Indian philanthropy's greatest barriers.

Giving with a Thousand Hands cites many of the recent reports, mainly by the leading consultancy firms, that attempt to quantify and analyse India's giving. It offers the hypothesis that Indians are charitable, but not philanthropic, and cites examples of nascent trends that are starting to encourage more strategic thinking and problem-solving approaches, and yet are islands in a sea of individual and religious giving that is at best ameliorative and in no way addressing India's fundamental social problems.

A key issue is a focus on the activity of philanthropy rather than the outcomes. One of the most powerful claims of the book is that philanthropists and NGOs don't have a clear enough vision of what they are working towards in terms of a just and equitable society.

The book meanders along more like a series of essays, with some required repetition or perhaps reemphasis along the way as the author navigates a world with a lot of cross-over between private, family and corporate giving. Based in real examples and not just theory, the book jumps between stories of the founders of Indian philanthropy – the Tatas, Wadias and Bajajs – and examples of new donors, the implications of the recent CSR law and so on. It is brought to life by listing a wide range of contemporary philanthropists, citing what they give to and their opinions on what it will take to solve problems, improve and increase funding.

There are deep dives into important legal and administrative aspects of philanthropy including tax policy, regulation (or the lack thereof), philanthropy infrastructure and education, with interesting historical and social context on how things have developed or failed to develop and why. These are all highly specific to India, and yet much of the critiques could also be applied to the UK and US.



My personal feeling is that watching domestic philanthropy develop in an emerging economy is of interest the world over and India is a fascinating role model. My big hope has always been that India will leapfrog and not just imitate western philanthropic practices but improve upon them.

Whether you are a fundraiser, a philanthropy advisor, a donor or an historian, this book has something for you and although it is a narrative, it is also a compendium of histories of the multiple facets that make up the philanthropic ecosystem in India. It offers required knowledge for anyone in the sector or observing India from afar, and acts as an excellent bibliography of further reading.

As the world concludes that India should be solving its own social problems, foreign funding is dramatically decreasing. However, it will still require at least a generation for domestic philanthropy to take its place. As Sundar rightly explains, it is not just the quantum of funding that has been vital from overseas, it is the quality of funding. By no means all, but a lot of foreign funding has come with the kinds of flexibility, allocation and technical support that NGOs still require and desire.

Domestic philanthropy will not be able to replace this for a good while yet, however, perhaps this book will provide a successful fundraising tool for those of us looking to raise the vital long-term capital required to fund the next generation of philanthropy infrastructure. @

About the book

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Experimental conversations: perspectives on randomized trials in development economics Edited by Timothy N Ogden

Reviewed by Caroline Fiennes

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Much rubbish is spoken about randomized controlled trials (RCTs). And many of the views ascribed to the 'randomistas' who run them are not in fact held by them. For instance, it is often said that RCTs are the only research worth doing, or that they are the gold standard for research, which few randomistas would say.

So it's great that somebody talked to a pile of randomistas to document what they actually believe, and say, and do.

This book is verbatim transcripts of 20 interviews with development economists, some of whom run RCTs and some of whom are sceptical about them.

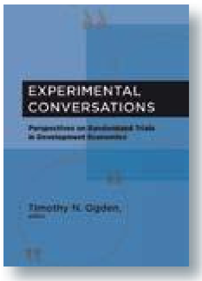
All the interviewees are based in the US. This choice is not explained, nor even mentioned. Ogden says just that his choice of interviewees is 'idiosyncratic'. It weakens the book considerably in my view, because people in many countries run RCTs, many of whom would probably have agreed to be interviewed. To me, this apparently arbitrary choice makes the book oddly parochial, as though the author hasn't realized that real work goes on in the world's other 195 countries.

Worse, it plays somewhat into the hands of two common criticisms of randomistas. One is that they experiment on other people, sometimes treating them more like lab-rats than people they're trying to help. This view is shared by a Nobel laureate: Angus Deaton expresses his discomfort that so many of these experiments are 'done by rich people on poor people'. This could have been avoided by including interviews with researchers based in Jakarta or Cape Town or Delhi.

The other criticism (often unwarranted) is that randomistas assume that the results of their studies apply to other places. Ogden gives no discussion to whether his findings about randomistas based in the US might be true of randomistas based elsewhere.

If I had been asked to review this book before its publication, I'd have advised it to use less economics jargon – that it be written in language that more people will understand. For instance, the first sentence by the first interviewee talks about 'econometric identification': until a few years ago when I started working with economists – including several of Ogden's interviewees – and thereby learned their language, I'd have had no idea. This problem pervades the book: 'copays . . . power (which isn't used to mean what people normally mean by power); confounders, enumerators . . .'; 'my smokeless cookers failure of impact work'; 'Ec101' and so on. I fear that this will conceal much of the book's value from many readers.

Nonetheless, there are great insights in here. The different reasons that people set up business in developing countries



rather than in developed countries: the young-ness of government systems in many less developed countries; whether one can balance rigorous evidence from somewhere else with non-rigorous evidence from here; why Harvard's Lant Pritchett thinks that (and has written about why) only a 'desperate' charity would agree to do an RCT.

Perhaps inevitably, I would have wanted to explore some things that the interviewees say that Ogden doesn't. Why is Angus Deaton 'not a fan' of the Cochrane Collaboration, the international entity that creates and shares systematic reviews of evidence in health; why is Esther Duflo, a decorated economist at MIT, 'not prepared' to 'make a judgement about the importance of making people healthy vs having them buy a roof', given that funders and policy-makers must make such judgements all the time; and is it really or always true that evaluations initiated by funders cannot promote learning?

These are thoughtful people, and it's worth hearing from them directly. @

About the book

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The diversity challenge stares philanthropy in the face.