

Vol 23
Number 1
March 2018
www.alliancemagazine.org

Alliance

For philanthropy and social investment worldwide

34
Special feature

Diaspora philanthropy

Guest editor

Mark Sidel, University of Wisconsin-Madison



14

Interview:
Antonis Schwarz

The founder of the Guerrilla Foundation talks exclusively to *Alliance*

20

Asian giving circles come of age

Rob John's research sheds new light on Asian philanthropy

52

The skill of the Irish

Kingsley Aikins, founder of Diaspora Matters, celebrates Irish diaspora philanthropy

55

Interview:
Omar Al-Qattan

The chair of the AM Qattan foundation reflects on diaspora philanthropy to Palestine

Alliance

The only philanthropy magazine
with a truly global focus



SUBSCRIBE to get better connected with special features, interviews, analysis, news and much more.

PRINT & DIGITAL

£89 / \$145 / €115

- Quarterly magazines delivered to your door
- Exclusive online content
- Weekly *Alliance Extra* emails
- Unlimited archive access

DIGITAL ONLY

£42 / \$64 / €52

- Quarterly magazines, online or in PDF
- Exclusive online content
- Weekly *Alliance Extra* emails
- Unlimited archive access

BULK SUBSCRIPTIONS

Need your colleagues or trustees to have insider access to philanthropy and its progress worldwide?

We offer a range of bulk subscriptions with heavily discounted prices.

**SUBSCRIBE
TODAY**

alliancemagazine.org/subscribe
or email **alliance@alliancemagazine.org**
or call **+44 (0) 207 062 8920**

“Alliance magazine is like a central nervous system for the global philanthropic community”

Jonah Wittkamper, Nexus

Alliance Editorial Board

Akwasi Aidoo
Humanity United, US

Lucy Bernholz
*Stanford University
Center on Philanthropy
and Civil Society, US*

David Bonbright
Keystone, UK

Carola Carazzone
Assifero, Italy

Maria Chertok
CAF Russia

Andre Degenszajn
Brazil

Christopher Harris
US

John Harvey
US

Jenny Hodgson
*Global Fund for
Community
Foundations,
South Africa*

Marcos Kisil
*Institute for
Development
and Social
Investment, Brazil*

Barry Knight
CENTRIS, UK
Atallah Kuttub
*SAANED for
Philanthropy Advisory
Services - Arab Region*

Peter Laugharn
*Conrad N Hilton
Foundation, US*

Catherine Lennon
*European Foundation
Centre*

Penelope Lewis
World Bank

Halima Mahomed
South Africa

Janet Mawiyoo
*Kenya Community
Development
Foundation*

Bhekinkosi Moyo
*Southern Africa Trust,
South Africa*

Timothy Ogden
Philanthropy Action, US

Felicitas von Peter
and Michael
Alberg-Seberich
*Active Philanthropy,
Germany*

Adam Pickering
*Department for
International
Development, UK*

Eva Rehse
*Global Greengrants
Fund, Europe*

Natalie Ross
*Council on
Foundations, US*

Lourdes Sanz
CEMEFI, Mexico

Ingrid Srinath
*Centre for Social
Impact and
Philanthropy, Ashoka
University, India*

Leonard Stall
*Philanthropy Age,
United Arab Emirates*

Boris Strečanský
*Centre for Philanthropy,
Slovakia*

Carolina Suarez
*APE (Association
of Corporate and
Family Foundations),
Colombia*

Volker Then
*Centre for Social
Investment, Heidelberg
University, Germany*

Tao Ze
*President, China
Foundation Center*

Wang Zhenyao
*Beijing Normal
University China
Foundation Research
Institute*

Editor

Charles Keidan

Associate editors

Andrew Milner
Alan Rodney

Contributing editor

Timothy Ogden

Executive director

David Drewery
david@alliance
magazine.org

Communication & circulation officer

Kathryn Murrell
kathryn@alliance
magazine.org

Marketing & advertising officer

Amy McGoldrick
amy@alliance
magazine.org

Picture research

Gemma Lawrence

Interns

Emily Hurley

Design

Steers McGillan Eves

Alliance Publishing Trust Board of Trustees

John R Healy (Chair)
*President, Atlantic
Philanthropies
(2001-07)*

Shannon Lawder
*Charles Stewart Mott
Foundation*

Felix Oldenburg
*Association of German
Foundations*

Darin McKeever
*William Davidson
Foundation, US*

Leticia Ruiz-Capillas
*European Foundation
Centre*

Stefan Schäfers
*King Baudouin
Foundation*

Editorial

New diaspora philanthropy



Charles Keidan

Editor, *Alliance*.

✉ charles@alliancemagazine.org

Shining a light on a new way of giving

In this issue, we look in-depth at the phenomenon of diaspora philanthropy.

With increasing numbers on the move, new ties are being formed between peoples, nations and states across the world. While most attention has focused on remittances – the act of sending money from one place to another – we shine a light on the philanthropic dimensions of diasporas worldwide. The perspectives of contributors from Africa, India, Pakistan, Kashmir, Ireland and Palestine, to name a few of the places you can read about in this issue, reflect the truly global nature of diaspora giving.

While both the terms ‘diaspora’ and ‘philanthropy’ may evoke a generally positive reaction, diaspora philanthropy can raise thorny questions. For example, our guest editor Mark Sidel and Indian contributor Rajesh Tandon call attention to the ways in which diaspora philanthropy can be used as a tool of nationalist forces.

This makes the need for good data, careful attention and greater scrutiny all the more important – something we aim to offer in this issue.

This is especially so when it comes to diaspora giving in the context of the Israeli-Palestinian conflict. Our sub-section on diaspora philanthropy to Israel and Palestine features an exclusive interview with Palestinian diaspora philanthropist Omar Al-Qattan as well as profiles of Jewish philanthropists lending a hand to Israel.

This issue also looks at the philanthropy of a younger generation. What do you do if you inherit a fortune but want to change the system which helped to create it in the first place? I speak to 29-year-old Antonis Schwarz, in one of his first major interviews.

Finally, thank you for your positive feedback on the new-look *Alliance*. Despite limited resources, we strive to improve what we offer you – our readers – and the global philanthropic sector, so please keep your comments coming, however critical.

Contact us

Alliance magazine, 15 Prescott Place,
London SW4 6BS
UK +44 207 062 8920
alliance@alliancemagazine.org

Regulars

1
Editorial

5
Letters

8
Global updates

FEATURING
Hewlett Foundation pledges
\$600 million to climate
change

63
Book review

64
Conferences

Analysis & opinion



14
The wedge in the one per cent
Interview: Antonis Schwarz
The 29-year-old heir and founder of
the Guerrilla Foundation discusses
the challenges of pursuing his radical
philanthropic mission with *Alliance*
editor, Charles Keidan.

20
Engaging a new generation of
philanthropists
Research from Asia suggests that
giving circles not only encourage
members to give more, they encourage
them to give more discerningly, writes
Rob John of the Centre for the Study of
Philanthropy and Public Good.

25
New approaches to scale: make
sure the talk turns to action
Complex and urgent challenges
demand new approaches from donors
– approaches that put systems before
projects and involve real partnership
with grantees and communities,
argue Donzelina Barroso and Naamah
Paley Rose of Rockefeller Philanthropy
Advisors.

30
In Profile: Foundations at scale
Spotlight on six examples of how
scaling up philanthropic interventions
works in action across a wide range of
aims and approaches.

Special feature

34 Diaspora philanthropy

OVERVIEW

34
The complexities of
diaspora giving
Research on diaspora philanthropy
has its modern roots in the mid-1990s.
Some two decades later, as new
themes continue to emerge, a number
of the early unresolved gaps and
problems still remain, writes Mark Sidel
of the University of Wisconsin-Madison
and International Center for Not-for-
Profit Law.

39
New diaspora capital
Engaging the diaspora can result
in a triple win – for the diaspora
member, the home country and the
host country, suggests Kingsley Aikins,
founder of Diaspora Matters.



41
What's the difference between
philanthropy and remittances?
The difference may appear clearer at
a distance than close up, but the 'new
heroes' of the Filipino diaspora could
hold some clues to the real distinction,
writes Andrew Milner, associate editor
of *Alliance*.



GLOBAL VIEW

43

Canada's millionaire migrants, model minorities and mega-donations

A growing number of researchers are paying close attention to the migration of global power elites, no more so than in Canada, reports Krishan Mehta, a fundraiser at Ryerson University in Toronto and president of the Association of Fundraising Professionals, Greater Toronto Chapter.

44

Giving as whole beings, not as living ATMs

African diaspora communities have given for decades, but their giving potential has still to be maximized. This may be about to change, writes Solome Lemma, deputy director of Thousand Currents and co-founder of Africans in the Diaspora.

46

Whither Indian diaspora philanthropy?

While there is more focus on Indian diaspora philanthropy, it continues to be thwarted by poor regulation and a lack of reliable data, writes Dr Rajesh Tandon, the founder-president of the Society for Participatory Research in Asia.



48

Finding a way in Kashmir

While regulations continue to frustrate external philanthropy, the diaspora could look for clever ways round the problem, suggests Bilal Ahmad Pandow, co-founder of the South Asian Voluntary Association of Environmentalists in Kashmir.

50

Pakistan's information gap

Sofia Shakil, Pakistan country representative of The Asia Foundation, argues that while the Pakistani diaspora makes a big – though largely undocumented – contribution to the welfare of the home country, better research would help to make it more significant still.

52

The skill of the Irish

Although large-scale emigration might seem calamitous for a country, there can be an upside, too. The Irish diaspora is a profound and dynamic example, writes Kingsley Aikins, founder of Diaspora Matters.

54

The Chinese diaspora is diversifying and so is its giving

Over a decade ago the picture of Chinese diaspora giving back to China was mostly small-scale. As the country's diaspora diversifies, so is its giving, writes Mark Sidel of the University of Wisconsin-Madison and the International Center for Not-for-Profit Law.

PALESTINE AND ISRAEL



55

Palestine's secular step-change Interview: Omar Al-Qattan

The chair of the A M Qattan Foundation talks to *Alliance* editor Charles Keidan about what he believes diaspora philanthropy can and cannot do in Palestine.

60

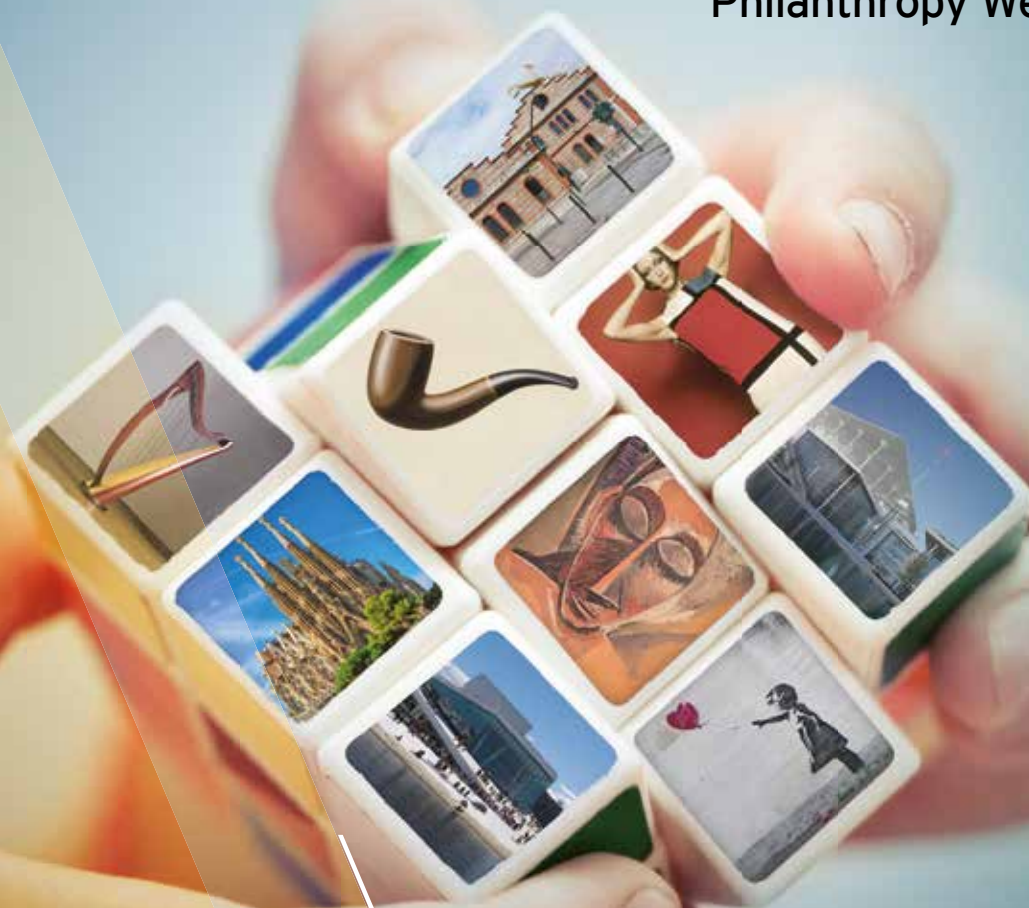
Israel as the focal point

The hopes and dreams of many Jewish philanthropists – and the communities they are part of – find their expression in the support of a range of causes in Israel. *Alliance* profiles some of the most prolific practitioners.

Culture matters

connecting citizens & uniting communities

29th EFC Annual General Assembly and Conference
Philanthropy Week – Brussels



**Register
now!**
efc.be/aga




EUROPEAN
FOUNDATION
CENTRE

**29 > 31 May
2018**



The new-look December issue of *Alliance* focused on philanthropy and the media. It also featured an in-depth interview with a leading Dutch foundation, newly-designed pages and masthead. Here's what readers made of it.

Stylish new designs combine with in-depth coverage



I have to admit that I was sceptical when the *Alliance* team polled its readers about what we wanted to see in design and format for its new-look magazine. My interest in really reading a large volume of articles was waning, tending to skim for facts I thought I should not miss.

The new format, design, and I would say, increasingly sharp reporting style, proved me wrong, at least if this issue is a portent of what's to come. The look is clear and intriguing and relates to the content. It dares to stun and surprise. Content is grouped logically and aligned with key societal issues, reflecting philanthropy's unique features, persistent challenges and geographical focus. The *Global Updates* section captures what's happening around the world, succinctly and in a timely manner.

There is a real sense of going in-depth on societal issues, looking outward, providing more general interest in the issue, not too philanthropy-centred, with a nudge to act on what one is hearing. Somehow, overall, I had a sense there was more information, more facts better highlighted in the Special Feature on *Philanthropy and the Media*. I felt I was learning more than before, not just having someone's views.

The Adessium Foundation interview was excellent, an informative case study of a personal and professional approach to family philanthropy, told with candour and dignity. The line of questioning was suited to the people being interviewed, who told an intelligent and inspiring story of how they decided to 'make sure that the money is being used for common good' with strategic daring and modesty.

I'm looking forward to learning more in the next issue.

Judith Symonds
Adjunct Faculty,
Sciences Po, Paris

Private philanthropy's unique role in backing media



I was thrilled to see the in-depth examination of philanthropic support for media in the December issue. The purpose and eventual outcomes of direct donations to media sectors can feel enigmatic for many; but never has this issue been more urgent. For 35 years, Internews has worked from the idea that healthy information ecosystems are the cornerstone of equitable and democratic societies. As an international charity, we've long navigated the diverse priorities of funders and local partners, finding common ground in a mission to enable local voices to provide reliable information where and when people need it most, in a language and format

they can access. We maintain that increasing access to high-quality media that populations the world over can trust, is the central antidote to the apparent plague of disinformation, propaganda and hoax news content.

While the gulf between the philanthropic sector's capacity to support the vast needs of independent media was well documented, missing from the conversation until now was a deeper exploration of how private philanthropy can dramatically leverage government and multilateral support. Internews has found that private philanthropy has the greatest impact as an investment in new approaches and innovations that can be tested, proven and then brought to scale with public investment.

With foundation support, for example, Internews has launched rapid information responses in health and humanitarian crises. When the spread of rumours exacerbated the Ebola outbreak

in west Africa, a quick-response system of fact checking and feedback helped create new reliable local information sources. The ability to act fast in such crises can ensure that information saves lives. That immediate response led to ongoing support for Liberia's local, independent media, strengthening journalists' capacity to report on health issues in the longer term.

Working in partnership with NGOs, media outlets, and public funders, there is a vital, unique, and proven role for private philanthropy in media. We should feel confident to 'think big' even when resources are modest.

Daniel Bruce

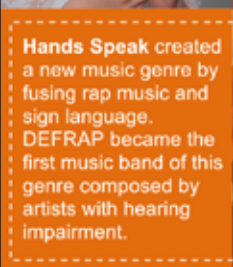
Chief executive (Europe),
Internews

Watch... Share... Be Inspired!

Turkey's Changemakers Program in its Ninth Year



Otsimo is an educational application that is specifically designed for children with autism to provide quality special education which is the only treatment to autism.



Hands Speak created a new music genre by fusing rap music and sign language. DEFRAP became the first music band of this genre composed by artists with hearing impairment.



Wheelchair Dance Project is a dance group of individuals with physical disability. It aims to create an awareness in the audience and enables individuals with physical disability to meet with art.

Otsimo, Hands Speak and Wheelchair Dance Project are among the 169 Sabancı Foundation's Changemakers from all across Turkey, whose remarkable efforts make a difference in the lives of many and are inspiration to us all.

Since 2009, Sabancı Foundation's "Turkey's Changemakers Program" received more than 2,400 nominations working in areas of Civic Participation, Economic Development, Education, Environment, Health and Social Justice.

Selected Changemakers are filmed and the videos are shared extensively using the power of the internet and social media. To date, the program has reached more than 18 million people.

We invite you to watch, share and be inspired with each new Changemaker story.

Videos with English subtitles are available on www.sabancivakfi.org, www.farkyaranlar.org and



under the name of "Turkey's Changemakers/Fark Yaranlar"



Twitter reaction to the new issue



Juliet Valdinger
@jvaldinger • 5 Dec 2017

All those interested in #philanthropy should check out the new @Alliancemag layout and vibe... well worth a visit. BIG congratulations. <https://buff.ly/2ARsWoj> #invest #impact #social #impinv #socinv #donor #wealth #charity #money #finance #donors #philanthropists #entrepreneurs



Sameer Padania
@spd • 5 Dec 2017

Good to see @Alliancemag (w guest ed @miguel_castro) pulling together existing and new perspectives on #media, #journalism and #philanthropy (and the PDF of the issue is free thanks to @sdm_online):



Philanthropy Age
@PhilanthropyAge
• 6 Dec 2017

The new issue of @Alliancemag is a thing of beauty. Treat yourself, and #download it. (Did we mention this issue is free?) #philanthropy #media



Felix Oldenburg
@foldenburg
• 12 Dec 2017

Congratulations @Alliancemag looks and reads better than ever. Required reading for everyone in #philanthropy

THE FoundationReview®

- First **peer-reviewed** journal on philanthropy
- Resources & insights to **improve grantmaking**
- **Rigorous research** presented in an accessible style
- Written by and for foundation staff, boards, and program teams



*Alliance Readers: Use code **AL18** to **SAVE 20%** on your subscription!*

20% OFF	Print & Online	Online Only
Individual	\$105 \$84	\$85 \$68
Institution	\$395 \$316	\$350 \$280

Visit TheFoundationReview.org/subscribe.



JOHNSON CENTER
AT GRAND VALLEY STATE UNIVERSITY



The Americas



Hewlett boosts climate funding by \$600 million



The William and Flora Hewlett Foundation will donate \$600 million over the next five years to work on climate change around the world. The funding will support organizations conducting scientific research and policy analysis on energy systems and transitions.

Hewlett's pledge to support climate issues places private philanthropy in opposition to the US government's current position, demonstrating the philanthropic sector's engagement with the 2015 Paris climate agreement.

<https://tinyurl.com/hewlett-climatefunding>

CAF research spotlights giving in Brazil

A new report, *Brazil Giving 2017*, from the Charities Aid Foundation (CAF) emphasizes that while giving in Brazil has increased over the past quarter century, there is still room for improvement, but in order for Brazilians to give more, they need tax incentives, more money and more clarity about how their donations are spent.

<https://tinyurl.com/CAF-Brazil-research>

New model for 'philanthropy at scale'

Prominent funders including Bill and Melinda Gates and the Rockefeller Foundation have launched Co-Impact, a new \$500 million initiative combining resources, talent and ideas to improve the lives of underserved populations throughout the developing world.

The initiative will focus on health, education and economic opportunity, while also pioneering a new global model of 'collaborative philanthropy', encouraging the use of partnerships to create widespread social change.

Olivia Leland, managing director at the Rockefeller Foundation and founding director of the Gates-Buffett Giving Pledge, has assumed the role of CEO.

<https://tinyurl.com/co-impact-launch>

OSF appoints new president

Patrick Gaspard, a former US ambassador to South Africa, has succeeded Chris Stone as president of the Open Society Foundations (OSF), the second-largest philanthropic organization in the US. Gaspard has a track record as a high-level public servant and political organizer.

<https://tinyurl.com/OSFpresident>



Europe



Below: Sound pioneer, the late Ray Dolby.



Dolby estate gives record £85 million to Cambridge University

Cambridge University has received the 'largest philanthropic donation ever made to UK science', according to university sources. The money, which will help build a new physics research centre, is a gift from the estate of Ray Dolby, renowned for his work in noise reduction technologies.

The Dolby family's gift will fund the redevelopment of the university's Cavendish research laboratory, making it the second largest donor in the university's history behind the Gates Foundation.

<https://tinyurl.com/DolbyCambridge>

Philanthropy in Russia report released

Leading philanthropy infrastructure bodies, CAF Russia and WINGS, have published a working paper on philanthropy in Russia. The report, titled simply *Philanthropy in Russia* is part of a wider series, developed by Philanthropy for Social Justice and Peace, reviewing the current state of philanthropy in emerging economies and the role philanthropy is playing in the world today. Authored by former *Alliance* editor Caroline Hartnell, the report provides an overview of philanthropy in Russia, based on conversations with people who have been working to promote, support or strengthen the field in the country. Among other findings, the report highlights the rise of community philanthropy within Russia, with 51 of the country's 70 community foundations working in small towns and rural areas.

<https://tinyurl.com/REPORT-PSJP>

Regulation 'handicapping philanthropy's work in Europe'

The European Foundation Centre (EFC) and Donors and Foundations Networks in Europe (DAFNE) argue that restrictions on foreign funding sources and inconsistent taxation policy are undermining the contributions of European philanthropy.

The January 2018 study, commissioned by the EFC and DAFNE, recommends that the sector and policymakers work together in a way that is 'evidence-based and proportionate' in order to assess the risks of money laundering, tax evasion and counter-terrorism financing.

'There is a single market for goods and services in the EU,' says Felix Oldenburg, chair of DAFNE, 'yet donations and civic engagement far too often stop at national borders... arbitrary and discriminating regulations, which prevent cross-border philanthropy, must disappear.'

<https://tinyurl.com/EFC-DAFNE-report>

UK philanthropy body amplifies policy voice

The UK's Association of Charitable Foundations (ACF) has strengthened its policy and influencing work, creating new policy and communications roles for senior staff. ACF chief executive, Carol Mack, said that the changes were in response to members' desire to improve the confidence and depth of the umbrella body's interventions in public, governmental and legislative spheres.

<https://tinyurl.com/ACFpolicyvoice>

Africa and Middle East



South Africa's youth come to the philanthropic fore

Eighty-one per cent of a sample of 1,000 South Africans gave money in 2016-17, says a new report by CAF Southern Africa. *South Africa Giving 2017* found the preferred causes for those donors were helping the poor (58 per cent), supporting churches or religious organisations (50 per cent) and helping children (42 per cent). The study also found that young people (18-24) did slightly better than their elders – they gave slightly more, volunteered significantly more and were more likely to have sponsored someone than those aged 55 and over. The most popular method of donation was putting money in a box in a shop or supermarket.

<https://tinyurl.com/CAF-SAreport>



Foundations celebrate African tea growers venture

Five thousand smallholder farmers attended a ceremony at Mulindi Tea Factory in Rwanda to celebrate the success of their work, and that of the The Wood Foundation Africa (TWF Africa) and the Gatsby Charitable Foundation which helped to make the venture possible. The two foundations purchased 60 per cent of the Mulindi and Shagasha tea factories in Rwanda and have invested in modernising equipment and activities in the field and factory. TWF Africa has also run 'Farmer Field Schools' from which 7,000 tea farmers have graduated. Currently there are some 6,000 smallholder tea farmers supplying each of the factories, in which they have a 40 per cent stake that will be handed over when specific financial and governance criteria are met. Since these initiatives, smallholder farmers' income has almost trebled, says a press release from TWF Africa. TWF Africa and Gatsby are also leading smallholder farmer participation in three major new tea planting projects in Tanzania and Rwanda. Wood Foundation chair, Sir Ian Wood, commented: 'What we are achieving in East Africa is a fraction of what could potentially be done by a much wider philanthropic effort.'

<https://tinyurl.com/tea-venture>

Left: Stars Foundation founder Amr A Al-Dabbagh: 'By making better lives for today's children, we ensure a brighter future for all tomorrow.'

Stars Foundation shifting focus

Times are changing at the Stars Foundation, a Saudi foundation based in London. After a decade of its flagship Impact Awards, which sought to build CSO capacity in the global south, the foundation is now focusing on the Philanthropy University in Silicon Valley, also created by Stars' founder, the Al-Dabbagh Group. Muna Wehbe, the foundation's CEO who stepped down at the end of 2017, will act as adviser to the university.

The Impact Awards will now be housed in the virtual university with the intention of scaling up its work with civil society organizations and their response to the needs of underserved children.

The university will continue the focus on local organizations, specifically addressing the ability to respond to needs and to amplify the voices of local leaders.

<https://tinyurl.com/Stars-changes>

Asia and the Pacific



Sasakawa launches gender-lens equality fund

The Sasakawa Peace Foundation (SPF) in Japan has launched Asia's first gender-oriented impact investment fund, which aims to support women and their empowerment – one of the foundation's five priority goals. The foundation plans to invest around \$100 million of its endowment in projects and institutions that encourage gender equality throughout the continent.

The investment, and income from it, will support female entrepreneurs,



giving them increased access to finance and the opportunity to start their own enterprise.

The fund hopes to enable greater female greater participation in the business realm by combating the difficulties women face in getting access to finance.

🔗 <https://tinyurl.com/Sasakawa-fund>

CRY's Puja Marwaha wins 2018 Olga Alexeeva Prize

Puja Marwaha, CEO of Indian NGO CRY – Child Rights and You – has won the fifth Olga Alexeeva Memorial Prize. She was awarded the prize ahead of a strong shortlist which also included Henry Timms and Asha Curran of the #GivingTuesday campaign; Smita Ramakrishna co-founder of the Indian online micro-lending platform, Rang De; Dr Frederick Mulder CBE who co-founded crowdfunding organization, The Funding Network; Florencia Roitstein, Ellas: Women & Philanthropy; and Priya Naik, Samhita.

The Prize, an *Alliance* initiative, is awarded to an organization or individual who has demonstrated remarkable leadership, creativity and results in developing philanthropy for progressive social change in an emerging market country.

🔗 See the *Alliance* website for more information on each finalist and their work: www.alliancemagazine.org

HK philanthropist has Commonwealth in his sights



A campaign led by Hong Kong philanthropist James Chen has launched an online petition to lobby Commonwealth leaders to put vision on the agenda of the Commonwealth Heads of Government Meeting (CHOGM). The meeting, to be held on 16-20 April in London and Windsor, will bring together leaders from 52 nations. An estimated 2.5 billion people worldwide suffer from poor vision which, claims the campaign

organising group Clearly, hinders their education, undermines economic productivity, entrenches gender inequality and yet is perfectly treatable.

In 2005, James Chen and Oxford physicist Joshua Silver founded Adlens to produce cheap, adjustable glasses for sale in developing countries. However, the two were frustrated by the limited take-up among development agencies and developing country governments, who argued that interventions should be reserved for more urgent causes. 'The World Bank funds adult literacy classes in sub-Saharan Africa but poor vision is endemic in the over 35s in that area,' says Chen. 'How can you read if you can't see?'

🔗 <https://tinyurl.com/Chen-CHOGM>

New alliance of Chinese environmental funders

A new coalition of environmental grantmakers has been launched by the China Foundation Centre in Beijing. The launch came days after Larry Kramer, president of the William and Flora Hewlett Foundation in the US called on foundations to 'confront philanthropy's relative lack of engagement with worldwide climate change'. Consisting of ten of China's leading environmental funders, the China Environmental Grantmakers Alliance (CEGA) will provide cooperation and an exchange platform for Chinese environmental funders, establishing standards for assessment of their work and promoting international cooperation.

🔗 <https://tinyurl.com/fundChina-climate>

alliancemagazine.org

Subscribing to *Alliance* magazine isn't only a quarterly event. Unlock access to our rich online archive and daily content, including subscriber-only interviews, vital analysis and weekly email updates. **Don't miss out!**

+ Alliance Extra highlights

Alliance Extra brings you subscriber-only interviews, opinion and analysis published every Tuesday

Philanthropy Thinker

Philanthropy in
China: it's time for
the teachers to learn



He Jin, a former senior programme officer for education at the Ford Foundation in Beijing, reflects on the similarities between good teaching and effective philanthropy in China.

Analysis

Why philanthropy
should fund media
for its own sake



Rhodri Davies, head of policy at CAF, and **Fran Yeoman**, senior lecturer in journalism at Liverpool John Moores University, reflect on the December 2017 issue of *Alliance* and make the case for funders to back media as an end in itself.

Philanthropy Thinker

Walk with us,
not over us



Krsytian Seibert of Philanthropy Australia explains why respect is key to building philanthropy's social licence to operate especially when working with indigenous people and communities.





Latest from *Alliance* highlights

Latest from Alliance is our daily, free-to-view philanthropy blog providing a space for news, thinking, debate and peer exchange among philanthropy practitioners worldwide.

<http://www.alliancemagazine.org/blog>



Eliza Brennan International Community Foundation

Mexico's indigenous youth have been left behind but philanthropy can help

Tulika Srivastava South Asian Women's Fund

Resourcing social justice philanthropy in India

Tobias Troll Edge Funders Alliance

It's the system stupid! A comment on Co-Impact

Susan Hennessy Organisational development advisor

When it comes to refugees, German foundations can do more and better

Evita Zanuso and Karen Ng Big Society Capital

Why Donor Advised Funds are the most efficient way to do good

Alliance *Audio*

What makes an effective foundation?

Should funders be agents of change or just funders of change?

Alliance editor Charles Keidan hosts a podcast discussion with Dan Corry of New Philanthropy Capital, and Paul Streets of the Lloyds Bank Foundation.

<https://tinyurl.com/alliance-audio-funders>



Free issue: *Philanthropy and the media*



Alliance is pleased to offer free access to this issue thanks to Democracy and Media Foundation who are sponsoring the removal of the paywall in order that the content can be shared as widely as possible.

<http://www.alliance-magazine.org/magazine/issue/december-2017/>

Free digital subscriptions

Alliance offers free digital subscriptions to those working in over 140 countries worldwide.

Your subscription includes every new issue as well as full and unlimited access to all digital content and the *Alliance* archive.

Head to alliancemagazine.org/freesubs or email us at alliance@alliancemagazine.org to see if you are eligible.

Follow *Alliance* online

[@alliancemag](https://twitter.com/alliancemag)

alliancemagazine.org

company/alliance-magazine

Interview: Antonis Schwarz

What happens when a young man inherits a fortune but then uses his inheritance to challenge the systems which created it in the first place? We may be about to find out. The sale of leading German pharmaceuticals company Schwarz Pharma in 2006 changed the life of Antonis Schwarz, 16 years old at the time. He talks to *Alliance* editor, Charles Keidan, about his philanthropic vision and what motivates him to keep driving forward.

Antonis Schwarz
Guerrilla Foundation



Right: Guerrilla Foundation supports environmental activists.



The wedge in the one per cent

Schwarz Pharma was founded in 1946 by Rolf Schwarz, great-uncle of Antonis, who is a third-generation member of the eponymous German family. Now 29, he is shifting his wealth into philanthropy and social investments and has clearly thought long about his inheritance and philanthropic aims.

Wealth can be ‘a two-edged sword’, Schwarz points out as we start our interview. ‘It can be a burden but it can also be liberating,’ he says. ‘From the one side it’s family assets that you have to look after and on the other hand it enables you to “live out your dreams”. In my case, this means making the world a better place I guess.’



Antonis Schwarz is asking questions that go to the heart of philanthropy and its relationship to sustainability, injustice and inequality. This puts him in a challenging position and, potentially, on a collision course with others in the foundation sector.

This idealism might seem noble if somewhat unremarkable. In today’s world of vast wealth concentrations, much is being written about the multi-trillion transfer of wealth and the commitments of new generations of wealth holders to directing some of it to philanthropic causes. Indeed, banks and other intermediaries invest significant effort in stewarding the resources of the wealthy – for the benefit of the families and society – and of course cultivate clients in the process from one generation to the next.

Scholars of philanthropy have honed in on how the heirs to family fortunes – such as Rockefeller, Soros, Hilton, Mitchell and Pritzker – are inheriting billions and changing philanthropy in the process. ‘Generation Impact’ is, we are told, impatient with traditional philanthropy and grantmaking. Rather it is network based and takes a global view. It seeks instant results and is comfortable with new technology.

Some of these characteristics are true of Schwarz – we speak via Skype – and, in common with many wealthy people, he adopts an almost British-like reticence when discussing money. With surely some under-statement, he comments, ‘I grew up in an upper middle class setting... I still went to university, did my studies, worked,’ before acknowledging, ‘but yeah, I was confronted with the situation early on in my life that I don’t have to work if I don’t want to.’

He refers to the conflict between his social conscience and his affluence as ‘a struggle’. »

The challenging one

Some might take exception to the idea that having the wealth *not* to work is a struggle. But what makes Antonis Schwarz sound entirely different to many of his wealthy peers are the profound and far-sighted questions he is asking – of himself, his family, of other foundations and of society in general, which boil down to one thing: rising inequality and the degradation of people and the planet means that we – as individuals, families, foundations and as a species – cannot go on with ‘business as usual’.

To Schwarz, that means using resources now to back social movements, tackle climate change and, most radically, to challenge what he calls ‘distorted narratives’. The emphasis on acting now rather than investing in perpetuity is also striking. Schwarz wonders aloud about ‘...the point of us, or our children or grandchildren standing on a pile of money, if by the year 2100 we’ve completely wrecked the planet?’.

In short, Antonis Schwarz is asking questions that go to the heart of philanthropy and its relationship to sustainability, injustice and inequality. This puts him in a challenging position and, potentially, on a collision course with others in the foundation sector. Do they have the same urgency, or even share his diagnosis and adopt the same remedies?



Above: Social movement expert Romy Kramer.

Schwarz is quick to recognize that the conventional thinking, social norms and operating models of family offices, and by extension the philanthropic sphere, are typically far more cautious and conservative. ‘As a person of wealth, it is absolutely taboo to speak about inequality,’ he comments.

Yet Schwarz has found encouragement and even role models among the older generation of philanthropists, in particular Chuck Feeney, the man who founded The



Arguably, the foundation’s most distinctive focus is its funding of politically liberal and progressive social movements, something rare among foundations. ‘I think I just realised that giving grants to social movements has the most impact, period. You can fight the symptoms but the most impactful stuff is where you really try to go to the root cause.’

Atlantic Philanthropies which closed down last year after spending its last dollars.

'In the beginning actually, I was just thinking my big role model is Chuck Feeney,' he says. 'The guy is incredible, he just was under the radar and did all of these amazing things.'

Navigating the challenges

That contributed to Schwarz setting up a foundation of his own in 2016 – the Guerrilla Foundation – hiring social movement expert, Romy Kramer, to lead it. 'In the end we decided okay, if we wanted to be serious in the foundation sector with the NGOs', they needed an organizational vehicle for his philanthropy. While the foundation doesn't have assets as such, it does have 'a fixed budget', with annual contributions set by Schwarz himself.

Aside from the foundation, other aspects of Schwarz's set-up also seem quite conservative – or at least less radical – than the rhetoric. There is a family office in Munich run by his father together with a CEO. The young Antonis currently has approximately one quarter of his assets allocated to philanthropy and impact investing, with the intention of growing this amount to 100 per cent over time.

The Guerrilla Foundation is now hitting its stride and Schwarz has begun to express his vision through the direction it's taking. Arguably, the foundation's most distinctive focus is its funding of politically liberal and progressive social movements, something rare among foundations.

'I think I just realized that giving grants to social movements has the most impact, period. You can fight the symptoms but the most impactful stuff is where you really try to go to the root cause.'

Here, Schwarz has also identified a gap in the funding eco-system.

'The social movements and the activists are chronically underfunded and they have arguably always been. Foundations have traditionally been reluctant to give money to activists, also where the result is not one hundred per cent measurable and clear etc. So there is a lot of boldness involved there. And I think also when you do some critical thinking around the problems in this world you reach certain conclusions.'

This refreshingly philosophical lens for his funding is striking and unusual.

'This is a species issue; this isn't only about turning off the tap when you brush your teeth, it's about a huge collective mind-shift that we have to undergo as a species. And we have to be aware that we're a species first of all.

And I think when we ask all of these questions you come to a certain conclusion that you need to act.'

A possible clue to this political direction of his philanthropy came from his postgraduate interests. After doing a master's in Madrid, Schwarz travelled to Athens. There he set up an NGO called Vouliwatch, which is engaged in transparency in politics. That was at the end of 2013. 'I saw a huge need for philanthropic funding – I mean literally from refugees. Still now to this day, with the islands, there is a really terrible situation.'

The experience also introduced him to the social entrepreneurship scene, where he supported Ashoka, thus the young Schwarz became familiar with social investments as well as social movements.

Social entrepreneurs and social movements

The duality between more left-wing oriented social movements and more market oriented social entrepreneurs is a feature of Schwarz's identity that is also reflected in his philanthropic work.

So how do the two sit together? 'They're not mutually exclusive,' he comments, before adding that his 'real aim' is to get impact investing to confront its own shortcomings. He notes, 'one of my problems with impact investing... is that it doesn't do away with the problem of income inequality.'

Here, one wonders whether he sees impact investing – and the buzz it attracts – as one of the 'distorted narratives' he is trying to change. Is it just an extension of a mindset in which those at the top can feel they're doing good while not changing underlying structures?

His dissatisfaction is clear. 'I've been to so many events, a lot of events where you eat your canapes, you drink your champagne, you talk about your impact investments, etc, and then I think to myself, it doesn't matter if you own 99 per cent of a coal plant or 99 per cent of a solar power plant, the inequality remains the same, and the social challenges.' »

Right: Guerrilla Foundation was honoured in 2017 with a Brave Philanthropy award.





Conviction to lead a meaningful life

Is it a solitary life? Schwarz acknowledges that there could have been easier paths to follow: 'I have friends who are going to McKinsey and all these amazing law firms and I'm kind of outside the system a bit in my philanthropy bubble.'

He also suggests that the path he has chosen can at times be lonely: 'It's also not easy for me because when people ask, "so what do you do?" and you say, "I'm a philanthropist and I'm 29", it's not easy at all from an identity point of view.'

But despite that, his conviction to lead a meaningful as well as a good life remains strong.

'I'm asking myself with the way I lead my life, when I look back on it, does it make sense to me? And actually it really does. That's a nice thing with the Guerrilla Foundation – that it's not always easy, but it makes sense.'

Schwarz is optimistic that he can take people with him. Giving way to some false modesty, he says: 'I don't want to put myself on a pedestal here, but for those that have let's say a similar economic background and mindset as I do, I have heard them say that I'm their secret hero, and they really like what I'm doing. And they say, "I work at this company and I feel like I've achieved nothing in my life, and when I look back at my life I

Above: Antonis Schwarz (left) with members of Vouliwatch.



I've been to so many events, a lot of events where you eat your canapes, you drink your champagne, you talk about your impact investments, etc, and then I think to myself, it doesn't matter if you own 99 per cent of a coal plant or 99 per cent of a solar power plant, the inequality remains the same, and the social challenges.

In another of his sweeping visions, Schwarz points out that 'the history of humanity is how much we can stand up to power and question it'. Here he seems most at home, and most optimistic, referring to a less well known philanthropic network called EDGE (Engaged Donors for Global Equity) which he says represents his kind of thinking.

So how does he see his role of using his privilege and position to get more people to EDGE?

Schwarz's participation on the Harvard-Zurich programme, which connects and educates wealthy elites, sheds an interesting light on this pursuit. He refers cryptically to the 'rabbit hole' which takes the most enlightened out of social elitism and into the horizon of higher consciousness – an involvement with the EDGE Funders Network or even the establishment of a European counterpart to Resource Generation, which helps young people with wealth in the US to shift resources and power to society's most disadvantaged.

The same logic seems, at least in part, to have been behind the establishment of a Centre for Sustainable Finance and Private Wealth at the University of Zurich's Department of Banking.

One wonders how many who pass through its doors will follow Schwarz's path?

Other challenges remain particularly around his family investments and mission. Here he acknowledges that the cultural norm for asset managers and portfolio managers is to maximize assets, not really to be conscious of the nature of investments from the point of view of the environmental or social impact.

Schwarz ends the discussion as he began, suggesting that things can and must change: 'It's a real uphill struggle... but I'm trying to be optimistic.' ●

don't really have anything that I can hold onto with meaning".'

His interactions with philanthropic sector bodies is also noteworthy. The Guerrilla Foundation is a member of the German Association of Foundations and attends the European Foundation Centre's annual conference, where he rubs shoulders with more conservative peers.

So far, he seems to be relishing his role as 'agent provocateur' in the foundation world. He also sees grounds for optimism that philanthropy will take a more progressive turn. 'There is an awakening I guess... inside the philanthropy sector' although he acknowledges that 'power does not like to be questioned'.

Asian giving circles come of age



Rob John is an associate of the Centre for the Study of Philanthropy and Public Good, University of St. Andrews
 @ rob.john@oba.co.uk
 https://about.me/robjohn

Research from Asia suggests that not only do giving circles encourage members to give more, they encourage them to give more discerningly

Recent studies from the US, Europe and Asia have found a surge in the growth of giving circle membership. Not only that, our latest research from Asia supports those studies in suggesting that participation in a giving circle can help donors become more generous and strategic with their money and time, and positively change their attitude towards non-profits and philanthropy.

Contemporary giving circles – self-organized groups of individuals who pool their donations and jointly decide which non-profits to fund – have their roots in much older collective philanthropy initiatives, such as Victorian soup kitchens in the UK and Rotary clubs in the US. Over the last decade they have been enjoying strong growth. The number of giving circles in the US has tripled since 2007 and they have donated up to \$1.2 billion, according to the Collective Giving Research Group. More than a third of people who responded to a survey of Australian donors published in the Giving Australia 2016 report said they gave

collectively. Our recent study, conducted in 2017, confirms this and charts a

significant increase in Asian giving circles. We estimate that since 2014 the number of Asian circles has almost doubled to 66, across nine countries. The largest growth is in Australia, from nine in 2014 to 21 today, created by the expansion of transplanted networks and the formation of new indigenous circles.

Growth providing a stimulus to study

As a result, studying giving circles is a new and important area of applied research. Before outlining in detail the findings of our 2017 study, it is important to offer some context. Studies by Jessica Bearman and Angela Eikenberry¹ laid the groundwork for our understanding of the characteristics of collective giving and how participating changed the behaviour and attitudes of donors. They found that when individuals joined a giving circle the added opportunities for learning about giving led to many donating more generously and strategically. Members also increased their knowledge of social needs in their community and the work of non-profits, often leading to increased volunteering of time and skills. Researchers found that the majority of giving circles were independent but hosted by another organization, often a community foundation, which provided strategic partnership or administrative support.

In an earlier study, carried out in 2014 (*'Virtuous Circles: the growth of collective philanthropy in Asia'*, *Alliance 19, No 1*), we identified 35 giving circles in eight countries, which we categorised as two kinds – those that had been *transplanted* into Asia from existing circles or networks in the US or UK, and *indigenous* initiatives. Transplanted circles, even those operating like a franchise, needed strong local leadership and displayed autonomy in shaping their organization to best serve local circumstances. The founding members of Social Venture Partners (SVP) Melbourne, for example, departed from standard US practice to create a dual fund structure that gave the



When individuals joined a giving circle the added opportunities for learning about giving led to many donating more generously and strategically.



chapter flexibility to donate grants to charities and provide equity and loans to the strong local social business sector. The study also showed that giving circles in Asia, whether transplanted or indigenous, covered a wide spectrum of donation size by members into the pooled fund. Focus India Forum, a circle of 250 expatriate Indians in Singapore, asked its members to contribute just \$16 each month, although many topped up the fee from salary bonuses. At the other end of the spectrum, the ten or so members of Dasra Giving Circles in India each committed \$20,000 annually for the three-year lifetime of the circle. The bulk of giving circles studied, however, encouraged members to donate amounts between these two extremes – typically several thousand dollars annually.

The 2017 study

In our most recent study² carried out in the first half of 2017, we surveyed the members of 38 giving circles located in eight Asian countries. The growing popularity of collective giving in the region prompted us to explore if joining a circle enhanced an individual's knowledge and practice of philanthropy, as observed in earlier research from the US and UK.

Our survey attracted responses from 188 individuals in 38 giving circles in China, Hong Kong, India, Japan, New Zealand, Australia, Singapore, South Korea and Vietnam. Eighty-three per cent of them had been active in their giving circle for at least a year, with nearly a half giving collectively for three years. The majority (63 per cent) had been recruited into the circle by friends or colleagues who were already members. Such

organic, peer-led growth, based on trust, shared networks and interests is important during the early years of a giving circle community. Two-thirds of members valued the social aspects of giving collectively – meeting new people, sharing experiences, dinners and social events – with nearly half spending between one and ten hours a month on circle activities. Some of this time is spent by members who volunteer to evaluate new projects or offer advice to the non-profits the group has chosen to support. »

Above: A group of children supported by Mukhtangan, a partner of Dasra Giving Circles, India.



Two-thirds of members valued the social aspects of giving collectively... with nearly half spending between one and ten hours a month on circle activities.

Over half of this volunteering to non-profits was described as 'skilled' in the survey responses, for example offering advice on strategy, fundraising or operations. While most circles work within the geographic community of their members, the Australian circle PiCCA (Partners in International Collaborative Community Aid) is unusual in choosing to support development work outside the country, with its members travelling internationally to evaluate and support projects.

Skilled peers leads to more discerning giving

The relatively high level of skilled engagement by donors is key to the way giving circles provide educational opportunities for their members – learning to do philanthropy better by working with non-profits and alongside other members. Many circles also host educational events to complement learning by doing. The majority of surveyed members felt better informed about social issues and the charity sector (86 per cent) and more positive about the work

of non-profits (87 per cent). One respondent's comment typifies this: 'Being a member of a giving circle allowed me greater exposure and insight into some of the issues affecting women and children in particular, and how NGOs work to combat these challenges.'

More engagement, more giving

Being better informed and engaged donors results in over half of members increasing their level of charitable donations generally (55 per cent), and viewing their giving to be more discerning, strategic and focused on outcomes (58 per cent). These are interesting changes in the giving practices of individuals and broadly reflect comparable studies in the US, UK and Australia. Participating in a giving circle appears to be a powerful way for individuals to make progress in their giving journey, offering experiences and a level of satisfaction more usually associated with the institutional philanthropy of foundations or family trusts. As one respondent told us: 'Being in a giving circle has made me realize that by working

with like-minded people we can help bring about change.' Many of the circles we interviewed also multiplied their social impact by collaborating with community or corporate foundations and other circles. SVP India has taken collaboration a step further by convening a 'collective impact' initiative involving its chapters and other stakeholders.

Giving circles are growing in popularity around the world. Whether they will be what the *Denver Post* calls one of the 'ways the world of philanthropy could change in 2018' remains to be seen, but we do know from research in America, Europe and Asia that they will be part of shaping a new generation of donors. ●

1 Much of this pioneering research is summed up in *Giving Circles: Philanthropy, Voluntary Association and Democracy*, Angela Eikenberry, Indiana University Press, 2009.

2 *Circles of Influence: The Impact of Giving Circles in Asia*, Rob John, NUS Business School, Singapore, 2017. <https://robjohn.academia.edu/research>

PiCCA, Australia

PiCCA was founded in 2014 to improve health, education and income in disadvantaged communities outside Australia.

The 21 members have raised \$42,000 to support NGOs in Swaziland, Sri Lanka, Nepal and Papua New Guinea. Circle members pay their own way when volunteering to assess new projects or support existing ones. The site visit team may spend up to two weeks as guests of a community group or NGO, offering advice as well as assessing suitability for funding.

PiCCA strives for a high degree of participation and transparency when building a relationship with local groups, and is realistic about the high degree of risk involved in long-distance projects. On return to Australia the members present a detailed report to the whole group so a funding decision can be agreed by all.



SVP India

The Indian chapter of Social Venture Partners was launched in Bangalore in 2012 by a former chairman of Microsoft India, who envisioned impact at scale: 'You start small and insignificant, but particularly after my experience at Microsoft, I knew we had to plan for scale – to be one of the largest and most influential organizations on the Indian philanthropy landscape.' SVP India grew to include four city chapters by 2017 and has mobilized 180 business leaders to raise \$460,000 and offer 17,000 volunteer hours to 18 non-profits.

The chapters set their own priorities for what to fund locally and have agreed to collaborate nationally on projects to create a million sustainable jobs over the next five years. To this end, in 2017 the chapters convened a 'collective impact' conference in New Delhi. The Million Jobs Mission invited private foundations, government representatives, corporations and scholars to collaborate with SVP chapters and the non-profits they support.

New approaches to scale: make sure the talk turns to action



Donzelina Barroso is director of global philanthropy, Rockefeller Philanthropy Advisors.
✉ dbarroso@rockpa.org
🐦 @DonzieBarroso

Naamah Paley Rose is a philanthropic advisor, Rockefeller Philanthropy Advisors.
✉ nprose@rockpa.org

Complex and urgent challenges demand new approaches from donors – approaches that put systems before projects and involve real partnership with grantees and communities

Issues that have classically been addressed through public policy – issues such as ocean warming, migration, and the increased pressure on urban areas – are now more global and interconnected in nature. They require different solutions and actors setting the stage for foundations and high-profile individual donors to take on these challenges. Like other philanthropists before them, these donors bring their individual perspectives to the work and are guided by their own criteria; but the urgency and the very public nature

of these challenges means that the stakes for achieving and showing impact are higher than ever.

Holistic, systems-based approaches


In recent years, our consultancy firm, Rockefeller Philanthropy Advisors (RPA), has partnered with the Skoll Foundation and other funders to facilitate research, learning events and discussions between grantees and donors around the topic of ‘Scaling Solutions’¹. This initiative, launched in 2016, points to a clear need for holistic, systems-based »

Scaling up solutions to tackle increasingly global issues.



A key component of achieving long-term, ambitious goals is to help donors to adopt flexible approaches which acknowledge the multifaceted nature of the social and environmental problems they are addressing.





Shifting the power dynamic centre of gravity.

approaches that look at the totality of social problems, not just discrete issues to be solved with a specific grant programme. Moreover, it also recognizes grantees, donors, and communities served as equal partners.

What is driving this shift? ‘Strategic’ philanthropy’s prescriptive and frequently onerous requirements of grantees has not generated desired results. It has often left non-profits scrambling to satisfy donor requirements for programme-specific dollars that omitted any general operating support. In addition to stretching the resources of leaner non-profit organizations, it has also meant those non-profits were at risk of ‘mission creep’ to secure additional dollars to keep their work going.

Strategic philanthropy only ‘strategic’ for donors

Hal Harvey, initially a proponent of the grantee-measurement view, wrote a 2016 article called, ‘Why I regret pushing strategic philanthropy’, acknowledging that

grantees are often better at strategy than their funders, and that the implication that funders should dictate all strategy was harmful to the field. His arguments align with our research findings. Both support a collaborative approach to creating intervention strategies.



While having money in hand is something which cannot be changed, foundations and donors can make conscious efforts to see themselves as part of an equation rather than the most important ingredient in solving a social problem.

Along with this understanding is an openness to examining the internal processes and assumptions within which funders work. Why are we doing something a particular way? Are we structured to maximize our impact in a field?

To us, a key component of achieving long-term, ambitious goals is to help donors to adopt flexible approaches which acknowledge the multifaceted nature of the social and environmental problems they are addressing.

Five approaches

Based on interviews with dozens of social entrepreneurs and meetings with over 100 donors of different

sizes and from different geographic regions, our ‘Scaling Solutions’ work brings five such approaches to the fore: empower, accelerate, learn,

collaborate and streamline.

Empower: moving the centre of gravity

An important part of viewing grantees as trusted partners is shifting the power dynamic. While having money in hand is something

funded by the Bill and Melinda Gates Foundation, thus empowers recipients to make their own choices in their futures and those of their families. Nigeria's government is also introducing other measures which will impact eight million Nigerians in the first year. The government's approach will make use of the high adoption of cell phone technology (over 60 per cent of the population owns a cell phone) to mitigate the fact that over 40 per cent of citizens are excluded from the formal banking sector. In the past, a foundation may have shied away from working on such a large scale

research is not readily available in emerging markets, which slows the pace of innovation and results in digital financial solutions that are supply-side driven. These products take less account of what low-income people want and in consequence are little used.

Through targeted scans, qualitative and quantitative research, and broad dissemination, the Customer Segmentation Framework project, again funded by the Gates Foundation, aims to help practitioners meet the digital financial service needs of the poor in Kenya, Tanzania, Nigeria, Myanmar and Pakistan by creating a portable and nuanced framework for analysis

and action. It will help the poor in the identified countries to become part of the financial sector, enabling them to create equity, build their businesses, and make choices that are positive

for themselves and their families and communities.

An innovative aspect of this work is the fact that the foundation is supporting research that will be provided to for-profit banks, and is usually funded by those banks. In the absence of a partner willing to fund the work, the foundation has stepped in.

Collaborate and streamline: the virtues of a one-stop shop

Both grantees and funders can benefit from a more streamlined approach to grantmaking.

For example, small changes such as grant reporting tied to clusters of milestones, rather than individual milestones, can be helpful. A streamlined process might also include unrestricted funding, extended grant periods, and the use of a common grant application, rather than one that is different for every funder.

Funders can also simplify the process, and improve their own grantmaking, by collaborating with each other – sharing grantmaking »



The needs and make-up of those who fall outside the formal financial sector is not well understood across developing countries. Currently, two billion people in the world have no such access and a lack of it has been identified as a key element of inequality globally.

with a national government but in this case, to achieve the scale desired, government is the perfect partner.

Accelerate and learn: the cause of banking for the financially excluded

Funders can play key roles in accelerating change by supporting research that will create data to be shared by a number of other funders or actors. Sharing data can, in turn, help to build alliances that advance specific goals.

For example, the needs and make-up of those who fall outside the formal financial sector is not well understood across developing countries. Currently, two billion people in the world have no such access and a lack of it has been identified as a key element of inequality globally.

At the same time, there is no standardized way of identifying and understanding the different groups who make up that population. While in developed economies, market research information helps identify opportunities and accelerate product development, this type of

which cannot be changed, foundations and donors can make conscious efforts to see themselves as part of an equation rather than the most important ingredient in solving a social problem.

Likewise, allowing communities served through grant programmes to participate decisively in their own development is another way to empower and support inclusive practices.

As an example, the National Social Safety Nets Project (NASSP), a direct benefit transfer programme based in Nigeria, will deliver electronic social payments to the poor through the Ministry of Finance. These payments, the equivalent of \$25 per month, will help to create a social 'safety net' in three pilot regions for an estimated one million poor households (10 per cent of the total number estimated to be eligible). They will do this by providing a minimum, reliable payment to promote consumption, stabilize income flows, address food insecurity and protect against economic shocks. The programme,



Michal Pechardo

practices, site visit insights, participating in funder collaboratives and coordinating their efforts.

Oceans 5, a coalition of ten international funders who share a commitment to protecting the world's oceans, was founded in 2011 and focuses on globally significant, collaborative projects to constrain overfishing and establish marine reserves. Each of the ten funding partners commits to provide at least \$3 million over three years, and they have now

collectively supported over 30 projects. The team approach has provided significant benefits to its grantees: rather than negotiating separately with each funder, grantees deal with one organization, for both applications and reporting.

The Oceans 5 collaboration goes well beyond grantmaking to include other key components of success such as sharing strategic advice, in-kind services to grantees, and leveraging matching grants. It is also committed to

sharing intelligence on conservation with other like-minded donors. Not only has this streamlined effort enabled an efficient use of resources, but this coalition of grantees and funders has conducted advocacy towards significant policy and regulatory wins. For example, in late 2016, it was instrumental in helping to secure the world's largest marine reserve, of 598,000 square miles, in the Ross Sea of Antarctica.

Press on – but beware of ‘unhelpful help’

Despite progress, data shows our philanthropic community is not yet where we need to be to achieve wide-scale change. A recent report by Grantmakers for Effective Organisations, *Is Grantmaking Getting Smarter?*, suggests that, since 2014, foundations have actually been *slowing* their progress towards sharing power with grantees. And while there is an increased appetite among some foundations to examine

their internal structure and processes, and how those align for success, a significant number do not translate their perceived aptitude for risk into their operations.

Likewise, we need to pay attention to *how* we collaborate as funders with our non-profit partners. Not all social entrepreneurs want funders to go ‘beyond the dollars’. Some of the suggestions made by funders, such as serving on a charity’s board, or holding mandatory grantee convenings, are also often seen as ‘unhelpful help’. So while non-monetary support is a useful

Our global philanthropy community needs to find better ways to share success, fund research and use data critical to scaling solutions. We need to be better at understanding our own processes, and exploring how these may help or hinder our partners. Most of all, we must ensure that the new conversations and efforts at self-examination turn into concrete and measurable actions. ●



Funders can also simplify the process, and improve their own grantmaking, by collaborating with each other – sharing grantmaking practices, site visit insights, participating in funder collaboratives and coordinating their efforts.

approach for some funding relationships, for others, it may not benefit both parties. What *is* important is being adaptive to a specific circumstance.

1 *Scaling Solutions Towards Shifting Systems*. <https://tinyurl.com/RockPA-ScalingSolutions>

Opposite: Collaboration can help tackle global issues such as marine conservation.



INTERNATIONAL EXECUTIVE SEARCH Philanthropy & International Development

www.redseasearch.com

Executive Search Intelligence Search Resourcing Consultancy Networking & Partnerships Organisational Development



In Profile

Foundations at scale

What do we mean by scaling up interventions? The philanthropy glossary on the *Alliance* website uses the following definition: 'The ability to expand programmes, projects or ideas in collaboration with other foundations and/or government, business and civil society.' The examples below give a flavour of the variety of aims and approaches.

Tackling disease at scale

The Gates Foundation has a long history of supporting collaborative models to combat disease at scale. In 1999, it provided \$750 million to launch **Gavi**, the Vaccine Alliance, which also involves Unicef, the World Health Organisation and the World Bank, and whose aim is to improve 'access to new and underused vaccines for children living in the world's poorest countries'. The foundation has also been at the forefront of efforts to combat malaria, again often in conjunction with governments, multilateral funders and research institutes. As a result of these efforts, the death rate from malaria in sub-Saharan Africa has fallen by 57 per cent since 2000. In January last year, the foundation announced a partnership with the British government to try and eradicate the disease altogether, to which it has committed more than \$4 billion over the next five years. The partnership will look particularly at emerging difficulties to overcoming the disease, such as drug-resistant strains.

🔗 <https://tinyurl.com/GatesFoundation-Malaria>

Skills-based learning across Brazil

Porticus manages the philanthropic programmes of charitable entities established by the Netherlands-based Brenninkmeijer family (the founders of clothing retailer C&A). Since 2009, it has been facilitating a programme called **Com.Domínio Digital**, an educational initiative in Brazil run by Instituto Aliança. Outdated teaching methods have resulted in high levels of truancy and drop-out rates in Brazilian secondary schools. In order to tackle this, Com.Domínio Digital was devised to run alongside the school curriculum to equip young people with the personal and social skills to enter the labour market, teaching students valuable skills such as researching, decision-making, problem-solving and planning. Around 64 per cent of the 29,000 young people who have been through the scheme have found jobs. The success of the programme has led to its official incorporation in the educational system of Ceará state by SEDUC (the state Department of Education), with Porticus in support.

🔗 www.porticus.com/en/home

Groundwater and sanitation programmes in India

Set up in 2005 by Indian philanthropist, Rohini Nilekani, **Arghyam** funds organizations that implement and manage groundwater and sanitation programmes in India. In addition to making grants in 22 states throughout India, the foundation seeks to widen the scope of its work in collaboration with local and national governments on research and awareness-raising campaigns, cooperating, for instance, with the government of Karnataka in a campaign to create demand for improved sanitation in the state's rural areas. The campaign involved Arghyam, the state and district governments, the Public Affairs Foundation and Centre of Gravity, a professional communications firm. It was rolled out in 119 villages and resulted in a 31.4 per cent increase in toilets built in the villages on which the campaign focused, compared with 9.5 per cent in the 'control' villages.

🔗 <http://arghyam.org/about-us>

Since 2001, Villgro has helped
119 entrepreneurs create more than

4,000

jobs and has secured **\$14 million**
in follow-on funding.

The death rate from
malaria in sub-Saharan
Africa has fallen by

57%

since 2000 due to Gavi,
the Vaccine Alliance.

Tackling deforestation

Concerned at the effects of deforestation on greenhouse gas emissions and seeing the scale at which any response would need to operate, the Packard Foundation helped to set up the Climate and Land Use Alliance (**CLUA**) in collaboration with ClimateWorks, the Ford Foundation and the Gordon and Betty Moore Foundation in 2009. The consortium focuses on regions where the challenges – and therefore the potential gains – are greatest: Brazil, Indonesia, the US, Mexico and Central America. In Indonesia, CLUA devised a strategy to reduce greenhouse gas emissions from palm oil production, while its work with the Brazilian and Indonesian governments has helped establish goals to reduce greenhouse gas emissions. In Mexico, CLUA's work helped establish the Mesoamerican Alliance of Peoples and Forests, which empowers indigenous communities in forest regions. In the US, it has worked to safeguard the Lacey Act, which prohibits the sale of illegally sourced wood products.

<https://tinyurl.com/PackardCLUA>

Incubating businesses in low-income areas

Founded in India in 2001, **Villgro** incubates early-stage, innovative businesses, often in the health and education sectors, providing seed funding, hi-touch mentoring with an experienced senior adviser and networking. Since 2001, it has helped 119 entrepreneurs create more than 4,000 jobs and has secured \$14 million in follow-on funding.

The Indian model offers funding from \$10,000 to \$250,000 for social start-up development. The model has been successfully exported to Vietnam, the Philippines and, in February last year, its expansion into Kenya was announced, with the launch of an incubator for early-stage businesses in the healthcare and life sciences sector in Nairobi in partnership with USAID's Partnering to Accelerate Entrepreneurship (PACE) initiative.

<http://villgro.org>

And enter Co-Impact...

Towards the end of last year, foundations and philanthropists including the Rockefeller Foundation, Richard Chandler, Bill and Melinda Gates, Jeff Skoll and Romesh and Kathy Wadhwani, launched the **Co-Impact** initiative, a \$500 million collaboration to bring 'large-scale, sustainable change to underserved populations across the developing world in the critical areas of health, education, and economic opportunity'. The EkStep Foundation, co-founded by Indian philanthropists, Rohini and Nandan Nilekani, will serve as technical partner.

Described by *Fortune* as a new way for billionaires 'to give their money away', Co-Impact promises systems change grants of 'up to \$50 million over several years' to 'initiatives with proven leaders and results which are poised to scale even further'.

www.co-impact.io

Around **64 per cent** of the **29,000** young people who have been through the **Com.Domínio Digital** scheme have found jobs.



5TH OLGA ALEXEEVA MEMORIAL PRIZE

It is with great pleasure and pride that we can announce that the winner is **Puja Marwaha** from Child Rights and You, India, who will receive her £5,000 prize at the Investing in Philanthropy Development – WINGS International Meeting for Funders in Barcelona.

The other finalists were:

- **Florencia Roitstein**,
Ellas: Women & Philanthropy
- **Frederick Mulder**,
The Funding Network
- **Henry Timms & Asha Curran**,
92Y #GivingTuesday
- **Priya Naik**, Samhita
- **Smita Ramakrishna**, Rang De

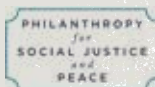
Go to **alliancemagazine.org/olga-alexeeva-memorial-prize** to find out more about all the finalists and their work.

Congratulations to all seven finalists!

The prize is generously supported by:



Charities Aid
Foundation



VLADIMIR POTANIN
FOUNDATION



Alliance *audio*

Available now
on iTunes and
Soundcloud.

Listen to our series
debating key issues
in philanthropy with
guests from across
the foundation world.

Topics covered so far include:
philanthropy sector payouts;
solidarity; Sustainable
Development Goals; and
what makes an effective
foundation?





Diaspora philanthropy

With increasing numbers on the move, new ties are being formed between peoples, nations and states across the world. While data remains limited, *Alliance* shines a light on the dimensions, context and challenges of diaspora philanthropy worldwide





Guest Editor **Mark Sidel**

Overview

The complexities of diaspora giving



Mark Sidel is Doyle Bascom professor of law and public affairs at the University of Wisconsin-Madison, and a consultant for Asia at the International Center for Not-for-Profit Law.
✉ mark.sidel@wisc.edu

The beginning of collecting modern data on diaspora philanthropy goes back to the mid-1990s, but while the form and practice is evolving, some of the early difficulties persist

In this issue of *Alliance*, authors from a number of nations and regions give a new take on the theme of diaspora philanthropy. They explore younger diaspora communities and the new technologies and values which imbue their giving; the political and economic bases of diaspora giving; government policies which encourage the diaspora to give back, and try to channel where they give; and other key themes. The growing diversity and complexity of diaspora giving shines through these contributions.

Research on diaspora philanthropy has its modern roots in the mid-1990s. Some of the themes explored in these articles echo early diaspora giving research, and unresolved gaps or unresolved problems remain some two decades later. In the mid-1990s, the first generation of diaspora giving researchers lamented the lack of good data on diaspora philanthropy.

Today Rajesh Tandon (p46) and other authors writing for this issue, continue to call for better data collection and thus better



Newer generations of diaspora givers... are at times more willing to give across lines to communities from which they do not derive rather than only to 'backyard' initiatives.



analysis of the role of the diaspora. In the mid-1990s there was deep concern about the role of some parts of the diaspora in supporting right-wing political and religious forces in India and other countries. Those concerns remain with us today. As Tandon writes, 'there are increasing religious and nationalist overtones to the causes and channels through which philanthropic donations move.'

At the same time, new themes have emerged. Today, as several of this issue's authors point out, newer generations of diaspora givers to Africa, South Asia, and other parts of the world are sometimes less tied to the loyalties of their parents. They are at times more willing to give across lines to communities from which they do not derive rather than only to 'backyard' initiatives.



We can hope that broadened work on diaspora giving moves from the work of diaspora millionaires and billionaires to the equally significant giving that middle- and working-class diasporas are also contributing.

Now, as then, governments seek to encourage and mould diaspora giving. They establish preferred giving vehicles and destinations; provide higher tax incentives for donations to government-preferred activities; and

form diaspora ministries and celebrations. These practices have only intensified since the first wave of research on diaspora giving.

The institutional channels for diaspora giving have expanded as well – from intermediary institutions which bridge diaspora intent into domestic projects, to the growth of new

foundations abroad that seek to capture diaspora funds, such as the American India Foundation. Here, institutional proliferation has kept pace with diasporic giving.

Twenty years ago, research on diaspora giving focused almost entirely on gifts from the US and occasionally the UK. Today, while data remains spotty, researchers are exploring diaspora philanthropy from a much more diverse array of countries and regions, including the Middle East, Africa, Asia and Latin America. Much of that broadened data is focused on high net worth donors and donations, as Krishan Mehta's article (p43) indicates. But we can hope that broadened work on diaspora giving moves from the work of diaspora millionaires and billionaires to the equally significant giving that middle- and working-class diasporas are also contributing. The vignettes from Turkey and Romania on the following page reflect exactly this shift.

Finally, as Andrew Milner makes clear (p41), we must continue to try to parse and differentiate diaspora philanthropy and diaspora remittances. That is particularly hard to do, and arguably we have made little progress on that front in the past 20 years. But there is, as Milner argues, a greater understanding that remittances may be closely linked to philanthropy rather than only being for family use, even if we have little data on that linkage and few means to differentiate remittances for broader social good from remittances for family use.

The articles in this special feature introduce some of the goals and contradictions in diaspora philanthropy, and highlight the research and policy issues in this area that we must continue to explore. ●



What is diaspora?



The word diaspora comes from the Greek words *dia* meaning 'through' or 'over' and *speiro* meaning 'dispersal' or 'to sow'. Today's diasporas live in a world which is now more globalized, interconnected and interdependent than ever before.

Romanian diaspora philanthropy

In November 2017, 80 Romanians living and working in Brussels gathered to hear short presentations from three Romanian non-profits. These included Carusel, which works with the most vulnerable citizens in Ferentari, one of Bucharest's poorest areas.

The event was organized by Cercul Donatorilor Bruxelles and the Brussels chapter of the Global Romanian Society of Young Professionals in cooperation with The Funding Network, a UK registered charity which organizes crowd funding events. A total of €8,100 was raised overall from 71 donors.

One of the event organizers, Ioana Traista, commented: 'It is amazing to feel that we are a community of Romanians, living in Brussels and Romania, that share the same values and want to go in the same direction. It seems a small step, but it's so huge for so many of us that are far away from home and trying to define our relationship with Romania – it is important to know they are not alone.'

A second event is planned for June 2018 and The Funding Network hopes that it can support other diaspora groups to establish their own donor circles using its model.

▶ www.thefundingnetwork.org.uk/events/romania/1549

New diaspora philanthropy to Turkey

Founded by a group of optimists in London passionate about giving back to Turkey to create positive social change, Turkey Mozaik Foundation combines professional and social experiences to form a grant-giving organization providing financial support to grassroots organizations.

The foundation focuses on the participation and social welfare of vulnerable groups in society, mainly through the advancement of education, health, children's and women's rights, and environmental issues. It supports local charities, civil society organizations and citizen initiatives that strive to empower local communities and help drive social change through innovative means with project and core funding grants.

▶ www.turkeymozaik.org.uk



Catalin Motatu



Left: Romanians living in Brussels share their experiences.

Above: Launch meeting of the Turkey Mozaik Foundation in London.

New diaspora capital



Kingsley Aikins is founder of Diaspora Matters.

✉ kingsley.aikins@diasporamatters.com

🐦 [@kingsleyaikins](https://twitter.com/kingsleyaikins)

Engaging the diaspora can result in a triple win – for the diaspora member, the home country and the host country

According to the UN more than 244 million people now live outside the country they were born in, an increase of 41 per cent since 2000. A new geography has been created through migration: the state is defined by lines on a map, whereas the nation is a global concept. Though diaspora is the product of migration, the two things are seen very differently. Migration is emotionally charged and politically toxic. Diaspora, on the other hand, is seen more positively and is attracting attention from governments, and diaspora capital is now taking its place in the policy and practice dialogues shaping the 21st century. It can be defined as ‘the overseas resources potentially available to a country, region, city, organization or location and is made up of people, networks, finance, ideas, attitudes and concerns for places of origin, ancestry or affinity’.

Connectivity and the triple win

For members of the diaspora to have an impact on their home country they don’t have to leave their host country. There is a growing realization that those countries that lost the most to emigration are now in a position to benefit the most by engaging them and their descendants, and many countries are now seeking to put in place policies and programmes to convert their diaspora capital into practical projects. They see them as influential bridges to knowledge, expertise, resources and markets. The objective is the ‘triple win’ that benefits the diaspora member, the host country and the home country.

Engaging the diaspora – five key elements

Although there is no ‘one size fits all’ diaspora strategy, to be successful, countries need to be aware of five key elements:

- You have to ask three fundamental questions about your diaspora – Who are they? Where are they? What are they doing? – and think first of what you can do for your diaspora rather than what your diaspora can do for you.
- Don’t think you have to engage millions. One single member of the Irish diaspora, Chuck Feeney, has given more than \$2 billion to educational institutions in Ireland. The intergenerational transfer of wealth means that other countries have the potential to find their Chuck Feeneys.
- Diaspora programmes should focus on both the vulnerable and the successful members of the diaspora. Programmes need to be both government-led and privately driven. The best role for home governments is to be a facilitator rather than an implementer.
- There is a four-step process to diaspora engagement – research, cultivation, solicitation and stewardship – and serendipity plays a role.
- Join the ‘CASE’ club: ‘copy and steal everything’! Diaspora engagement, by definition, is a non-competitive sector, so we should share to the maximum, audit existing programmes and learn from each other.

Professor Anne Marie Slaughter of Princeton University, who has written extensively about diasporas, notes that the measurement of their power is connectedness and the countries and the regions with the most contacts can set the agenda. It is all about connected clusters of creative people. Where you are from, she says, is where you can, and do, go back to and whom you trust and network with.

What can diasporas do?

Global capital flows have changed, too. Diaspora remittances now exceed \$600 billion annually and experts say it could be more than a trillion dollars annually if all other private flows are included. This is a considerable multiple of Official Development Aid (ODA) and underscores the role that families play both in sending and receiving remittances. Diasporas can play a »



Fiona Shields



There is a growing realization that those countries that lost the most to emigration are now in a position to benefit the most by engaging them and their descendants, and many countries are now seeking to put in place policies and programmes to convert their diaspora capital into practical projects.

critical role in helping attract Foreign Direct Investment (FDI). Key individuals can be the essential ‘nudge factors’ in promoting a particular investment decision.

Diasporas are important conduits, facilitating the two-way flow of capital, ideas and people. One reason for the increasing interest in diaspora engagement is that governments now realise that diaspora equals jobs. Diasporas can be an invaluable source of ‘soft power’ – the ability of a country to get what it wants through attraction rather than coercion. By implementing a comprehensive diaspora strategy this ‘soft power’ can be harnessed and converted into hard impacts. An example here is Prime Minister Modi of India who has put the Indian diaspora at the forefront

of his foreign policy, visits them constantly and galvanizes them by saying, ‘I give you a promise – the India of your dreams will be a reality in your lifetime.’

Diaspora philanthropy

Strong, effective, professionally run diaspora philanthropy organizations can lead to interactions on all sorts of levels. Similarly, a disappointing experience with a diaspora organization can act as a disincentive to further interactions. Through donor-advised funds and directed giving, the needs and interests of the donor can be accommodated in a tax-effective way. Diaspora members can bring best practice from other philanthropic organizations they are involved in and improve performance.

If migration continues to grow at the same pace as it has over the last 20 years, analysts predict that there could be over 400 million international migrants by 2050. This will add fuel to diaspora engagement and will also see the emergence of new types of diasporas – from cities and regions, from companies and institutions and from entities like sports teams. Technology will facilitate this development. What was once a niche interest has now gone mainstream. The only mistake anyone can make now is not to have a diaspora strategy. ●

Above: The ‘soft-power’ of diasporas can be harvested into hard impacts.

What's the difference between philanthropy and remittances?



Andrew Milner
is associate
editor of *Alliance*.
✉ andrew@alliance
magazine.org

The 'new heroes' of the Filipino diaspora may hold some clues

The most significant source of income transfer from expatriates to their home country are remittances. According to the Hudson Institute's latest figures, remittances from donor countries were \$224 billion in 2014 whereas philanthropy accounted for \$64 billion.

But what is the difference between diaspora philanthropy and remittance?

The short answer seems to be that when the support goes directly to an immediate family member for their use, it is remittance. The fact that the Hudson Institute's annual review now provides separate figures for remittances and philanthropy reflects a general acceptance that they are distinct. However, the distinction may well look clearer from a distance than it does close up.



In 1974, in an effort to shore up its faltering economy, the Philippine's Marcos administration undertook to 'facilitate and regulate the movement of workers in conformity with the national interest'. In short, the country began to export workers. Since then, as one source puts it, 'working abroad has become commonplace for Filipinos'.

The role that they play can be judged by the fact that they are »



In 1974, the Philippine's Marcos administration undertook to 'facilitate and regulate the movement of workers in conformity with the national interest'. In short, the country began to export workers.



Even where remittances are trackable, there is no guarantee that what goes into the system as a remittance, does not come out of it as philanthropy.

referred to as *bagong bayani* – new heroes. According to the Philippine Statistics Authority, the number of Overseas Filipino Workers (OFWs) was 2.2 million during the period April-September 2016 out of a total population of 100.1 million (in addition to these, of course, is a large permanent diaspora).

Beyond the formal remittances

Ezra Mayled¹, a Canadian photographer of Filipino extraction, notes that in Canada, Filipinos provided 'the highest number of permanent residents from 2010 to 2012', adding that a similar situation can be found in the US. They remitted an *estimated* 203 billion pesos (\$4.1 billion) in 2016. Note the word in italics: all figures are based on best guesses since much of the remittance takes place informally – it is 'hand-carried' as one source puts it.

The significance of this for the Filipino economy is illustrated by World Bank statistics. In 2014, when the Philippines received the third highest amount in remittances, \$28 billion, its GDP in the same year was \$284.6 billion.

However, even where remittances are trackable, there is no guarantee that what goes into the

system as a remittance, does not come out of it as philanthropy. In arrangements that function through word-of-mouth and personal contact, it would be strange if some of the money given to an immediate family member did not find its way to a local individual or group – to a neighbour, say, or to a distant relative – to meet some extraordinary expense. 'My family every so often sends money over to their families back in the Philippines, especially to help cover ever-so-expensive health costs for a family member,' adds Mayled, demonstrating that the distinction between remittances and philanthropy is not always as clear-cut as it might seem. ●

¹ <https://tinyurl.com/EzraMayled-giving>

Below: Filipinos working overseas sent back an estimated \$4.1 billion in 2016.



Global views

Canada's millionaire migrants, model minorities and mega-donations



Krishan Mehta is a fundraiser at Ryerson University and president of the Association of Fundraising Professionals Greater Toronto Chapter.
 ✉ krishan@ryerson.ca
 📍 @MehtaKrishan

A growing number of researchers are paying close attention to the migration of global power elites

In 2016, 82,000 millionaires moved from one country to another, according to a recent report by a South African market research firm. What resources are they bringing with them? To what extent are they maintaining their connections back home? Are they here to stay? In 2016, over 10 per cent of millionaire migrants settled in cities like Toronto, Vancouver and Montreal, making Canada an ideal setting to explore how resource-rich newcomers are transforming the charitable sector.

Three points are worth noting in this regard. First, in 2013 a major financial institution reported that half of Canada's wealthy were either first- or second-generation immigrants. Second, a few months ago, the federal government announced a plan to welcome nearly one million new immigrants between 2018 and 2020. Third, as of 2017, Toronto, Canada's financial epicentre and

leading touchdown city for migrants, is majority non-white.

When you consider these things alongside the growth of charities in Canada (now at 170,000 strong) and corresponding need for greater philanthropy, it makes sense for Canadian non-profit leaders to keep a close eye on how these emerging donors are starting to influence charitable giving.

Recently, I completed a study of the philanthropic interests of the new Canadian establishment. While there is a lot to say on this topic, here are three top issues and themes worth considering – ideas that I believe simultaneously advance and disrupt our understanding of diaspora philanthropy:

Immigrants are major actors in the story of Canada

Canada has looked to immigration to satisfy its economic and global trade aspirations from the first moment Europeans set foot on these lands. Successive waves of mass migration over the last 170 years have made Canada one of the most diverse countries in the world – and have created an idyllic story of democracy and tolerance. For immigrant philanthropists, this provides new opportunities to take a seat at power

tables predominantly occupied by elite, white donors. From a sociological perspective, diaspora philanthropy supports the re-casting of the immigrant from beneficiary to benefactor, and supports a broader narrative about Canada as a land of great opportunity.

Charitable giving is an imported value

Varying experiences with charities back home can sometimes translate into perceptions of suspicion about giving within the local setting. As a result, donor managers and NGO leaders need to be aware of the historical and cultural contexts that influence these perceptions. Moreover, North American charities are notorious for speeding up their cultivation work with this demographic in order to secure a 'quick win'. Fundraisers must remain focused on building genuine and trusting relationships first – not on the transformative financial return. While this sentiment is the bedrock of all major gift fundraising, the immigrant philanthropists I studied repeatedly expressed an emphatic and acute disdain for what I call 'drive-by fundraising'.

High net worth diaspora donors are making local NGOs more global

Immigrant philanthropists have played a critical role in advancing international and transnational partnerships. They are supporting 'back home' by making multi-million dollar commitments for programmes that have an impact both here and there. This phenomenon is readily observed in Canadian hospital and university fundraising shops where several immigrant philanthropists have recently made significant, transformative mega-gifts to support international student exchanges and scholarships, health research and clinical trials, and other long-term projects that propel and cement cross-border collaboration.

While these findings could be applied to other immigrant-receiving countries, Canada's growing diaspora population is leading the way in shaping an emerging and distinct global philanthropic movement. In doing so, it is not only challenging domestic fundraising best practice but also the work charities take up every day. ●



Immigrant philanthropists have played a critical role in advancing international and transnational partnerships.

Giving as whole beings, not as living ATMs



Solome Lemma is deputy director of Thousand Currents and co-founder of Africans in the Diaspora.
 @solome@thousandcurrents.org
 @innovateafrica

Traditional use of Cowrie shells as money reflects the African diaspora's strong connection with the continent as a whole.

There's a new energy – and a new spirit of inquiry – about African diaspora philanthropy

While African diaspora communities have given for decades and continue to do so through various formations, we have yet to maximize the diaspora's giving potential.

This may be about to change. To tap into the diaspora's financial and intellectual capital, African countries have launched strategic diaspora initiatives, the African Union has established a Diaspora Division, and an increasing number of international organizations and foundations have initiated diaspora outreach. This growing engagement provides the opportunity to explore two questions: What is the state of African diaspora philanthropy? How can we mobilize the resources it offers to contribute to transformative change in Africa?

Variety and dynamism

African diaspora philanthropy is diverse and dynamic, from capital projects such as hospitals and schools, to humanitarian disasters. Its means are equally diverse: cash transfers, communal and cultural structures, remittances, fundraising events and online tools. There are also generational trends emerging. Younger diaspora members are more open to online giving, independent causes, and have returned to pan-African ideals and practices, while older diaspora members tend to give through familial and cultural structures and show a slight preference for their countries of origin.

New institutions

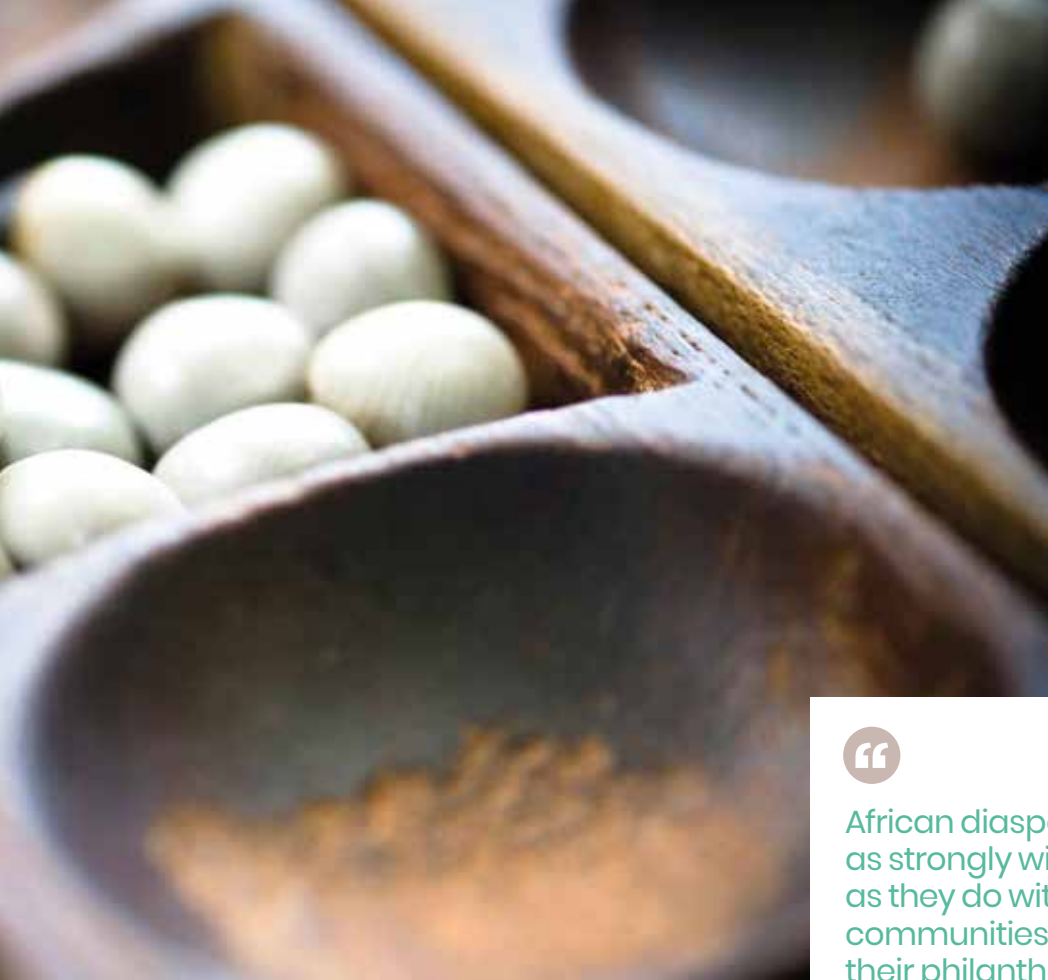
Institutions have arisen to formalize this giving. In the UK, Afford has been working to promote the diaspora's role in Africa's development for decades, while in the US in the last five years, Africans in the Diaspora (AiD),

which builds diaspora philanthropy, and African Diaspora Network, which convenes an annual African Diaspora Investment Forum, have emerged. Moreover, understanding the power of diaspora resources, an increasing number of organizations such as Thousand Currents, where AiD is housed, Carnegie and Unicef have initiated African diaspora programming.

Understanding African diaspora giving

A major task for these organizations is to understand diaspora philanthropy. Through our work of connecting African diaspora resources with local groups and movements, AiD has learned a few important lessons about harnessing diaspora resources to support the work of people and communities in Africa.

First, much of the existing knowledge about African diaspora giving is anecdotal, small-scale, and rests within individual communities and organizations. There is an immense need to conduct research on the



This is a promising opening for efforts to draw diaspora philanthropy through national, regional and continental entry points.

The importance of the personal

African diaspora giving is also at least partly motivated by personal connections and trust. In a survey we conducted about what motivates donors to give to causes in Africa, the top responses were 'I trust the organization', 'I know someone affected by the issue', 'I know someone at the organization', and 'it is in my home country'. Members of the diaspora want to connect to the work in a meaningful, relational way. They want to meet the groups and individuals their work supports, engage in dialogue, and participate



African diaspora communities identify as strongly with Africa as a whole, as they do with particular nations or communities and this is reflected in their philanthropy.

motivations, patterns and practices of African diaspora giving on a large scale. Only when we have a picture of the wider forest will we be able to identify the trees within it. This research and empirical evidence is also important in placing African diaspora philanthropy on the table as a powerful contributor to transformative change.

Second, building diaspora philanthropy has political and ideological implications. Some African diaspora philanthropy exists within the larger context of western aid and philanthropy, at times mimicking its practices while forging a unique path that averts its pitfalls. This is much like the evolution that African philanthropy is undergoing in Africa. While philanthropy in Africa is more advanced than philanthropy from the diaspora in terms of formal institutions and philanthropy networks, both are grappling with similar questions of identity and practice, particularly around building philanthropy that is foundationally African and that unlocks African resources for Africa's self-determined transformation.

Recreating trust

One of the most common questions AiD is asked by potential diaspora donors is why people should give to local organizations? Research confirms that when diaspora communities give, they tend to favour international organizations over local ones. This is partly a matter of access and information, but also has to do with a mistrust in African institutions that colonialism, western aid and the white-saviour industrial complex have seeded and which have affected perceptions of Africa. In order to advance African diaspora philanthropy, we need to undo these systemic biases by lifting and resourcing African institutions.

A pan-African outlook

Due to geographic, historic, cultural and political ties, African diaspora communities identify as strongly with Africa as a whole, as they do with particular nations or communities and this is reflected in their philanthropy. For example, in AiD's crowd-sourced fundraising campaigns, diaspora communities gave as much across national lines as they did to their countries of origin.

in learning opportunities that deepen their knowledge and connections to the continent. Diaspora Africans give when their voices, talents, and skills are engaged. They give when they are seen as whole beings not just living ATMs.

The need for capacity

Finally, since institutional philanthropy for African diaspora communities is relatively new, there is a tremendous need to build capacity, a role that can be supported by philanthropic actors in the West. We can do so by investing in diaspora-led organizations, integrating diaspora members into leadership positions and boards, and supporting diaspora communities in building bridges between themselves and local organizations and movements on the continent. Ultimately, African diaspora philanthropy can be as much an assertion of agency and reclamation of power as a conduit for resourcing social change. To that end, efforts to engage diaspora philanthropy must be grounded in authentic relationships and centre on diaspora leadership, voices and strategies. ●

Whither Indian diaspora philanthropy?

Right: Harvard Business School received \$50 million in 'reverse' Indian philanthropy.

Below: Indian prime minister, Narendra Modi's interaction with the global Indian diaspora is unprecedented.



Dr Rajesh Tandon is founder-president of the Society for Participatory Research in Asia (PRIA).
 @rajesh.tandon@pria.org

While there is more focus on Indian diaspora philanthropy, it is yet to reach its full potential

If you want to give back to India, this is the best time to do so,' Indian prime minister, Narendra Modi, told the Indian community in the US during his visit to America in June 2017. Over the past three years, Prime Minister Modi has interacted with the Indian diaspora across the world in ways that are unprecedented in the history of independent India. In a sense, there are more renewed connections between the Indian diaspora and the country of its origin today than ever before.

Has this resulted in greater diaspora philanthropy? The answer

is not clear, mainly because of the lack of systematic data about the philanthropic activities of the Indian diaspora. Most studies and reports focus on the diaspora in America. However, there *is* evidence of increased activity of diaspora philanthropists in India's socio-economic development. Let me identify some key trends:

First, the focus of diaspora giving is still widely connected to 'backyard' initiatives. As I argued in 2013, 'commitment to give back to home society' is most active among Punjabis in Canada and Gujaratis in America. Village schools in Punjab have been the main beneficiaries of such diaspora philanthropy.

Second, education and health continue to be the principal areas of diaspora giving, with funding for schools and colleges, hospitals and clinics dominating. Several 'big' new diaspora philanthropic initiatives, such as Hans Foundation

for health and Ashish Dhawan to Ashoka University, have reinforced these trends. Other areas related to education and health, such as teacher training and primary preventive healthcare, do not find much support.

Third, several intermediary mechanisms have emerged to aggregate individual giving. There are two main forms. One is through charitable, tax-saving institutions in home countries, such as American India Foundation and Give India. Another is Indian non-profits setting up American entities – for example, Prathama for education and Kashaya Patra for children. These have helped mobilize philanthropic support from the diaspora.¹

Fourth, while much public attention is focused on diaspora philanthropic initiatives in health and education, there are increasing religious and nationalist overtones to the causes and channels through which philanthropic donations move, which the media have sometimes noticed. Sikhs from the UK giving support to Punjab's autonomy movement made some headlines during the Punjab Assembly elections in 2017, while Zakir Naik and his Islamic Research Foundation receiving foreign donations made front-page news





several times, with suggestions about diasporic connections from the Middle East. Much less is publicly heard about Hindu nationalist-oriented diaspora philanthropy, though some connections between Hindu diaspora and Baraty Janata Party



While ‘reverse’ diaspora giving is not yet a very prevalent phenomenon in India, philanthropic activities in countries outside India by Indian corporates who have become increasingly global are growing.

(BJP)-supported charitable activities have been hinted at. A clearer example of mobilizing diaspora donations was the setting up of an American non-profit entity by Ekal Vidyalaya Foundation, closely affiliated with the Rashtriya Swayamsevak Sangh (RSS), a Hindu nationalist organization.

Fifth, while much attention to Indian diaspora philanthropy remains focused on Canada, the US, UK and Australia, there are increasingly visible examples of the Indian diaspora in Africa also becoming active in philanthropy in India. For example, the Rizwan Adatia

Foundation has been supporting several development projects in India for the past few years. Its founder is settled in Mozambique, with business interests in several African countries.

Sixth, while ‘reverse’ diaspora giving is not yet a very prevalent phenomenon in India, philanthropic activities in countries outside India

by Indian corporates who have become increasingly global are growing. A celebrated instance some years ago was Harvard Business

School receiving a gift of \$50 million from the philanthropic entities of India’s Tata Group. N R Narayana Murthy, chief mentor of Infosys Technologies, and his family have donated \$5.2 million to Harvard University and Harvard University Press to establish a publication series called *The Murthy Classical Library of India*. Indians were very active in supporting relief and rehabilitation efforts in Nepal following the earthquake of April 2015 which, considering the strong cultural and historical ties between India and Nepal, is understandable. However, there is little evidence of such

donations from Indians being sent to other countries.

Seventh, the Indian government has been actively promoting Diaspora Day since 2003. It is celebrated as Previshe Bhatia Divas (PBD) on 9 January every year. At these annual jamborees, Indian political leaders and officials regularly make appeals for enhancing diaspora philanthropy, although an India Development Foundation of Overseas Indians (IDF-OI) in the Ministry for Overseas Indians, established with the sole purpose of mobilizing diaspora philanthropic donations, does very little business. The diaspora, it seems, does not trust the Indian government and its institutions.

So, whither Indian diaspora philanthropy? Despite some new trends and developments, the full potential of diaspora philanthropy is yet to be realised in India. Cumbersome and corrupt regulatory frameworks and the absence of a reliable database of non-profits in India continue to be the two main obstacles. ●

¹ <https://tinyurl.com/IndianAmericansGiving>
<https://tinyurl.com/India-givingback>

Finding a way in Kashmir

Below: Chang La border, Kashmir.

Opposite: Tso Moriri Lake, Kashmir.



Bilal Ahmad Pandow is co-founder of South Asian Voluntary Association of Environmentalists in Kashmir.
 © ibilalhussain@gmail.com

When a country's regulations seem to frustrate external philanthropy, its diaspora could look for clever ways round the problem

Like any other country, India has a regulatory framework governing the operations of the non-profit organizations working in the country. In addition to the limits those regulations prescribe, they sometimes impose unforeseen challenges on the space and operational freedom required for the non-profit sector's smooth functioning. As a result, such a scenario sometimes puts the state apparatus at loggerheads with NGOs.

Figures from India's Ministry of External Affairs suggest that as many as 31 million Indians live overseas. This massive Indian diaspora is pumping tens of billions of foreign exchange into the Indian economy. Annual statistics provided by the Reserve Bank of India estimate remittance inflows from Indians working across the globe at \$70.4 billion, \$68.9 billion and \$62.7 billion in 2014, 2015 and 2016 respectively.

Despite this, many organizations with limited resources find it increasingly hard to secure foreign funds. Indian regulators demand that not-for-profit organizations have a Foreign Contribution Regulation Act (FCRA) licence in order to receive any foreign funding. Apart from a few big names, not many NGOs get funding this way. The situation is compounded by the fact that the FCRA licence of over 14,000 not-for-profit organizations has been revoked for alleged violation of the Act, while the FCRA licence of a further 11,319 has expired.

In addition, the Indian interior ministry has directed over 6,000 not-for-profit organizations to



Neither the not-for-profit organizations, nor the diaspora can do away with the regulations governing their operations. However, smart planning could have a meaningful, visible and far-reaching impact on the ground.

open accounts in banks and provide real-time specific access to security agencies. All these measures have shrunk the inward funding pipeline to the detriment of scores of small NGOs.

Based on my experience of setting up an organization¹ in Kashmir, I would say that it wasn't easy by any stretch of the imagination to get going. We operate against the backdrop of an active conflict in the densely militarized region of Kashmir claimed both by India and Pakistan. Our every move and act would get scrutinized by the government bodies and even by the common masses, each suspecting the other of some underhand design in the quagmire of conflict. But we remained resolute and transparent in our mission of conservation and it paid dividends. Today, our field operations and awareness efforts are well received and reciprocated by all stakeholders of the region. However, due to the lack of proper funding and not having the FCRA

licence our operations and plans for expansion are undermined.

The fact that a sizeable chunk of the Indian diaspora wants to contribute to various causes in India warrants a serious revisiting of such stringent and often irrational regulations. The diaspora itself could have an important part to play in this. It could offer more indirect support to those relatively small or lesser-known organizations working in sectors like education or the environment. For instance, access could be granted for poor scholars to resources and journals, as not all state-run colleges in India, especially in rural areas, have access to academic research journals. They generally lack quality books, access to the latest material in their libraries and robust tech-driven knowledge resources. Diaspora philanthropists could explore ways of funding these by paying external suppliers.

Equally, funders in the diaspora could task an NGO with mapping

potential areas like training, expertise, collaboration and the skill support that they need. Again, donations and help could also be routed through indirect channels. This could involve transferring funds to their families or friends who in turn can make donations to these organizations. It could also involve paying directly to the suppliers from which NGOs make procurements as for-profit organizations are not subject to the FCRA.

Neither the not-for-profit organizations, nor the diaspora can do away with the regulations governing their operations. However, smart planning could have a meaningful, visible and far-reaching impact on the ground. A diaspora willing and committed to seeing change for good must find the ways and means to reach the smaller players serving the underprivileged and marginalized in our society. ●

¹ www.savae.net



The fact that a sizeable chunk of the Indian diaspora wants to contribute to various causes in India warrants a serious revisiting of stringent and often irrational regulations. The diaspora could have an important part to play in this.

Pakistan's information gap



Sofia Shakil is Pakistan country representative of The Asia Foundation.
✉ sofia.shakil@asiafoundation.org

The Pakistani diaspora makes a big – though largely undocumented – contribution to the welfare of the home country, but better research would help to make it more substantial still

Diaspora philanthropy in Pakistan can be categorized broadly into three streams of funding. The first relates to faith-based contributions by overseas Pakistani charities and individuals, predominantly from the UK since the 1950s but increasingly from the Middle East. The second is the giving by organizations and wealthy professionals in North America and the UK, largely organized by education and health service NGOs and trusts in Pakistan. An emerging third is by

entrepreneurs (venture capitalists and technology start-ups) in North America.

Faith-based giving

Faith-based charity is directly linked to obligatory *zakat* contributions made annually but also to the concept of *sadqa* and *khairat*. Faith-based giving is channelled both through individual giving to established institutions such as the Edhi Foundation, Shaukat Khanum Memorial Cancer Hospital, and other well-known



Notable philanthropic efforts for education and health service delivery include both institutional giving organized in the US and philanthropy drives by large, Pakistan-based, NGOs.



philanthropic-based institutions in Pakistan, but also through contributions collected systematically by charities and NGOs incorporated outside of Pakistan (Muslim Aid, Islamic Relief and Muslim Hands are three prominent ones with active programmes in Pakistan). The latter utilizes its global fundraising systems to capture donations, and given its orientation is able to attract a large number of donors from the diaspora.

Such organizations are largely implementing humanitarian and relief programmes in disaster and conflict-affected areas, but they also support long-term development programmes in the water and sanitation, education and health sectors. In more recent years, charities based in the Middle East such as Qatar Charity (working mostly with orphans and women) and others from Saudi Arabia have been running smaller, more narrowly focused programmes. Some of these have come under scrutiny, as their sources of financing are allegedly linked to banned organizations. Prominent Pakistani diaspora efforts from the Middle East include Pakistan Association Dubai and other individual giving mainly for hospitals, diagnostic and diabetes centres in Pakistan.

Education and health

Notable philanthropic efforts for education and health service delivery include both institutional giving organized in the US (such as the Association of Physicians of Pakistani Descent in North America), and philanthropy drives by large, Pakistan-based, NGOs such as The Citizens Foundation, Aman Foundation and Hashoo Foundation, which actively tap into the Pakistani diaspora in the UK and North America. There are estimates that such efforts raise more than \$1 billion annually to support schools, health centres and other service delivery programmes across Pakistan. Many of their initiatives provide investment and recurring costs for social services through well-established programmes operated locally in Pakistan. They have also prominently supported humanitarian efforts during devastating natural disasters such as the 2005 earthquake and the 2010 floods.

Giving from the technology sector

A new stream of diaspora financing, much less documented and not as large in terms of volume of giving, is based on the technology sector. Code for America has partnered with Code for Pakistan to support start-ups and innovation in technology and there is more potential to tap into Pakistani entrepreneurs and venture capitalists in the Bay Area and elsewhere in the United States and globally. One important, but lesser-known group is the Organization of Pakistani Entrepreneurs of North America which aims to connect Pakistani diaspora entrepreneurs with active chapters across the continent. Some innovative start-ups in Pakistan are also setting up crowdfunding for development programmes to support education, women's entrepreneurship and health services. These are



There is clearly a compelling argument to better analyze and document the trends for Pakistani diaspora funding, especially in order to provide more information to enable Pakistani organizations to tap into these funding sources.

nascent and small, but offer tremendous potential to scale up and channel diaspora funding to targeted interventions.

Study needed

While diaspora funding in Pakistan is vast in terms of volume and impact, it is not well documented and often not disclosed. Studies and academic papers have been written in the past – most notably Adil Najam's 2007 *Portrait of a Giving Community: Philanthropy by the Pakistani-American Diaspora*¹. Building on its early work, the Pakistan Centre for Philanthropy (PCP) intends to embark on a comprehensive study and is making efforts to establish crowd financing tools to support systematic and institutionalized giving, including targeting the diaspora communities. There is clearly a compelling argument to better analyze and document the trends for Pakistani diaspora funding, especially in order

to provide more information to enable Pakistani organizations to tap into these funding sources. Organizations such as the PCP, which maintain perhaps the most comprehensive database on NGOs and INGOs in Pakistan, would be well-placed to undertake a comprehensive diaspora study. To cover the supply side dimensions, partnerships with relevant research or academic institutes outside Pakistan would be essential.

The issue of unregulated service delivery

One additional dimension of diaspora funding that needs to be considered is the unregulated nature of service delivery in Pakistan. Currently, over 50 per cent of basic education services (pre-primary through secondary) are provided by the private sector, much of it by low-cost providers and all of it unregulated in terms of quality and standards.

Healthcare, both primary and tertiary, is also delivered primarily by the private sector, often by public sector doctors running private practices. In this environment,

private sector service delivery has flourished and it is to these fields that one finds diaspora funding being channelled. The flip side of this is that unregulated funding has been supporting an unchecked growth of madrassahs by banned organizations. In an environment where public sector governance of basic social services is weak, what role can diaspora philanthropy play in improving standards of services? A comprehensive study would need to examine the demand side playing field, including the important role that civil society and the private sector play in Pakistan, in addition to analyzing the sources and scope of diaspora philanthropy. ●

¹ Harvard University Press, 2007.

Opposite: Pakistani NGOs have had great success targeting the diaspora to support local schools.

The skill of the Irish

Kingsley Aikins

✉ kingsley.aikins@diasporamatters.com
 🐦 @kingsleyaikins

Below: Actor Liam Neeson receives a distinguished services award from Irish president Michael Higgins, who honoured him as 'a splendid Irishman abroad'.

Large-scale emigration might seem calamitous for a country, but there can be an upside, too

In the 19th and 20th centuries, 10 million people emigrated from Ireland. The good news is that this has resulted in a diaspora of over 70 million people, with more than 44 million living in the US alone. There has always been a deep bond between Ireland and her diaspora, which is reflected in the Irish Constitution, *Article 2* of which states 'the Irish Nation cherishes its special affinity with people of Irish ancestry living abroad who share its cultural identity and heritage'. Ireland has a Minister of the Diaspora, a national diaspora policy, an Irish Abroad Unit in the Department of Foreign Affairs – which funds Irish community organizations around the world with over €12 million annually – a Global Irish Network of 350 CEOs around the world and many hundred Irish diaspora

organizations in business, culture, sport, education and philanthropy.

Ireland Funds: success after a shaky start

Among the latter, the Ireland Funds (of which the writer was CEO from 1992 to 2009) was started to raise funds from the Irish diaspora to



Human creativity has replaced raw materials, labour and capital as the key source of economic value and countries have to use their diasporas to network their way to success.

fund programmes of Peace, Culture and Charity throughout Ireland. It had an inauspicious beginning. The opening event, a large black tie dinner in a swanky hotel in New York in 1972 was so dramatically unsuccessful that the only reason it had a second dinner a year later was to pay for the first! However, since then more than \$550 million has been raised for over 3,000 organizations. In addition, it has developed a very effective global Young Leaders programme which targets the next generation of the

diaspora and thus ensures the longevity of the organization. The Funds run over 120 events a year in 13 countries attended by more than 40,000 people.

Networks of influence and affluence

In the process, it has developed networks of 'influence and affluence' who began to interact with Ireland philanthropically and then expanded this connection into other fields. There is a 'pyramid of engagement' starting with remittances and philanthropy

which grows and extends over time.

The key is to find out what the diaspora member wants and then matching that

with organizations delivering services in the home country.

The approach of university alumni giving of 'research, cultivation, solicitation and stewardship' is directly applicable to diaspora philanthropy and was the model the Ireland Funds used. In particular, it used this to run two very successful capital campaigns, the first raising over \$100 million and the second more than double that, using the campaigns to corral support, galvanize interest and focus



supporters on specific goals. Just as in general, diaspora philanthropy to be successful needs three key elements – a great case powerfully articulated, an interested and engaged constituency and leadership at a board, donor and staff level who are willing to give and get.

The key glue in successful diaspora philanthropy is world-class networking, and good networking is about giving not getting, which is why it is important to think first what a country can do for its diaspora before looking at what they can do in return. Core to success in the 21st century business world is being able to harvest the best ideas and innovations from around the world and apply them. Human creativity has replaced raw materials, labour and capital as the key source of economic value and countries have to use their diasporas to network their way to success.

Not a brain drain, a ‘brain reservoir’
Some countries turn out more graduates than their economies can

absorb so emigration of highly educated people could be a good thing as they can act as an overseas ‘brain reservoir’ which can contribute in various ways to the country of origin. Diaspora business people, professionals and skilled trades people, by emigrating, gain exposure to new processes, techniques, topics and ways of working that they would not have been exposed to in their country of origin. Even among diaspora members who have no intention of returning to their country of origin or heritage, there are those who are willing to contribute by advising, mentoring, teaching, donating and filling gaps on temporary visits, exporting back to their home countries the skills, values and standards that allowed them to be successful in their host countries.

‘Hi-tech’ and ‘hi-touch’

Building international networks gives countries a competitive advantage and allows them to get to talented people they don’t know. Information from private sources that never appears in public is often critical and

can be filtered and contextualised to help decision-making. To achieve this, governments, diaspora associations and networks need to be both ‘hi-tech’ and ‘hi-touch’, and build trust and confidence. Trust is key and is often still absent in countries where distrust in government has been a factor in why people left in the first place and continue to disengage.

Diasporas want to feel proud of their home countries. They want to talk about them to friends and contacts in a positive way. They want to feel good about those elements such as culture, food, sport, language and music that are distinctive to their home countries. Diaspora engagement involves both the left and right side of the brain. The left side is all about plans and leads to conclusions. The right side is about emotions and leads to action. Martin Luther King said ‘I have a dream’. He didn’t say ‘I have a strategic plan’. ●

“

Emigration of highly educated people could be a good thing as they can act as an overseas ‘brain reservoir’ which can contribute in various ways to the country of origin.



China attracts diaspora investment and innovation

Mark Sidel

✉ mark.sidel@wisc.edu

As the Chinese diaspora diversifies, so too is its giving, dramatically expanding the traditional model of small-scale philanthropy

Over a decade ago, in the groundbreaking volume *Diaspora Philanthropy and Equitable Development in China and India* (2005, edited by Peter Geithner and colleagues), the picture of the Chinese diaspora giving back to China was mostly small-scale – family gifts back to villages and clans to support health clinics and schools, for example.

In the years since, that family-based giving back to localities in China has dramatically expanded. But it has been joined by new forms of diaspora giving, often in much larger amounts, in a diversification of diasporic engagement which we are seeing in other countries as well.

The iconic example of that diversification is Chinese higher education. In the 1990s, large diaspora gifts to Chinese universities were relatively rare, in part because of the lack of trust that overseas, Hong Kong and Taiwanese donors had in China's higher education institutions and their political managers in Beijing. And at that time alumni associations that included



Increasingly, the more diversified and younger Chinese diaspora givers are beginning to link up with – or at least engage in dialogue with – the surging activities of domestic philanthropy in China.

diaspora graduates and development staffs searching for gifts were few and far between in Chinese higher education.

The cultivation of diaspora gifts to higher education and in other fields has now developed quickly, with national and provincial universities open for diaspora philanthropy. But the diversification and growth in diaspora philanthropy takes other forms as well. Mixed remittances by families back to China for both family expenses and broader social use continue to take place. Today, newer generations and wealthier overseas entrepreneurs are often thinking in terms of

social investment and social innovation in China, linking to a state-supported focus on innovation in service provision throughout China.

Increasingly, the more diversified and younger Chinese diaspora givers are beginning to link up with – or at least engage in dialogue with – the surging activities of domestic philanthropy in China. Where their efforts or dialogue are linked, it is often around the powerful theme of social innovation – new practices to improve the provision of social services and governance in China.

None of this diversification particularly threatens the Chinese Party and state, and thus the Chinese government sees no reason to restrict it. Provincial officials may attempt to channel or mould larger diasporic gifts to projects supported by provincial governments or officials, but intense anti-corruption efforts in recent years may be restricting such pressures. Despite a highly centralized, even authoritarian government, China remains arguably less focused on channelling the work of its diaspora than India or some other countries.

Yet as in the case of diaspora giving to India and many other countries, we can see the highlights of large and small diaspora giving activities but we do not yet have the comprehensive data that would make more detailed analysis possible.

Those gathering philanthropic data in China – such as the China Foundation Centre and the Ministry of Civil Affairs – either are not tasked with gathering data on diaspora giving, or, as in many other countries, find gathering such information very difficult. As diaspora giving diversifies and grows rapidly in China, more data on this phenomenon would help give us a clearer picture of how the Chinese diaspora is affecting Chinese livelihoods on the ground in the country. ●

Palestine and Israel

Interview: Omar Al-Qattan

Omar Al-Qattan started his professional life as a filmmaker and is now a businessman and philanthropist. Born in Beirut of Palestinian parents, he moved to the UK in 1975 and now chairs the A M Qattan Foundation, which was set up by his late parents, Abdel Mohsin and Leila Al Qattan.

The foundation works principally in Palestine in the areas of culture and education in pursuit of 'a just, free, enlightened, and tolerant society with an active global presence, one that embraces dialogue and produces knowledge, art and literature'.

He also chaired the task force responsible for setting up the Palestinian Museum in Birzeit. Though he is interested in promoting civil rights and cultural freedoms for all Palestinians, he is less interested in religious brands of nationalism or philanthropy. He tells *Alliance* editor, Charles Keidan, why and talks about what he believes diaspora philanthropy can and cannot do in Palestine.



Palestine's philanthropy step-change

What is your family background and how did you come to London?

My father was born in Jaffa and my mother in Iraq because her father had been exiled from Mandatory Palestine for refusing to salute the Union Jack. Both their families fled Palestine in 1948 and they later met and married when they were both working in Kuwait as teachers. My dad left teaching to work for the Ministry of Water and Electricity and, in 1963, started his own contracting business which is still going and which I oversee. By that time my older siblings were past primary school and my parents wanted to get them the best possible education, which, at the time, was to be found in Lebanon. So we moved to Beirut, where I was born, and lived there until the beginning of the civil war in 1975 at which time my parents moved back to Kuwait. My sisters were sent to school and university in Switzerland and the USA and my brother and I to boarding school in England, where I've been ever since.

Given your family's migrations, do you see yourself as British, Palestinian, Kuwaiti, Lebanese or something else?

I consider myself to be of mixture of all these, culturally. Identity issues don't really interest me because I find them very abstract and difficult to define. There are things that you carry with you because of your experience, your background – those form an array of identities. If there had been no Palestinian tragedy, Palestine wouldn't be particularly interesting to me. It's really out of solidarity and political commitment, rather than ethnic identification, that I am engaged with Palestinian issues.

Palestinian diaspora philanthropy, though, is growing and you've obviously been an important part of that. What do you think has happened?

There is a lot of religious-type philanthropy which goes to different institutions and individuals in Palestine. What we, among a number of institutions and families, offered was a secular basis for philanthropy to Palestine driven by the quality of a project and its long-term strategic effectiveness rather than by ideology. I think that is the real step-change.



What we, among a number of institutions and families, offered was a secular basis for philanthropy to Palestine driven by the quality of a project and its long-term strategic effectiveness rather than by ideology. I think that is the real step-change.

Are other secular philanthropists emerging in the Palestinian diaspora?

The Palestinian diaspora is getting more active, particularly in the United States. But there's also a lot of fear, because of the associations with extremism and the restrictions on banking transfers that the US and the UK in particular have imposed since 9/11. The Prevent Programme in the UK, for example, is frightening a lot of young people away from subjects like this – as if you can't be devout *and* political, which is ridiculous. Young people are being forced to compromise their thinking in order to stay out of trouble, which is very grave in a liberal democracy. So, to answer your question, there's a long way to go. There's also anxiety about whether the money is being spent properly and a lot more convincing about the institutions on the ground is needed.



Above: Exterior of the Palestinian Museum which opened in May 2016 in Birzeit, north of Ramallah.

One of the things you've been involved in is helping to establish a landmark Palestinian Museum just outside of Ramallah.

It was a project of the Taawon Welfare Association, rather than the [Qattan] Foundation, but I chaired the project and my family was one of its major funders. It's not a government or national museum, it's independent. I think it's very important that cultural institutions remain at a clear distance from government.

Does it put you in a position of contributing to state-building in Palestine?

The way we think about it is we can offer models to be studied and perhaps emulated, models of clear creative thinking, good networking, social engagement, transparency, and investment in vital areas, especially with young people. If we can do that effectively then perhaps these institutions will form a

reference point for whoever is going to build the state institutions. It's much more important from my perspective, and certainly from my late father's perspective, that other families and other individuals should follow suit. And slowly they are beginning to.

What has the reaction been to the creation of the Palestinian Museum?

We had a lot of negative press, not just from Israelis or Zionists, but Palestinians also voiced concern about the timing and the cost. I think many have been persuaded by now, especially since we opened the first exhibition in August 2017, which was about Jerusalem. And the people who really understand how the process works also realize that it takes many years to build a world-class institution, especially under occupation and with limited financial resources. »



My interest is to contribute to creating that society, especially the right opportunities for young people, a society that is capable of confidently thinking through and resolving its problems and is proud of itself.

Diaspora Jewish philanthropy was part of the state-building process in Israel. The Rothschild family's Yad Hanadiv, for instance, helped build Israel's Parliament, its Supreme Court and now its national library. Are there things you could learn from that or do you see it as problematic?

I'm not nationalist in the way that many of these initiatives were. I don't believe that the end-goal of the Palestinian struggle is the creation of a Palestinian state. I think the end-goal of the Palestinian struggle is to create a just and equitable society for all citizens of the region. My interest is to contribute to creating that society, especially the right opportunities for young people, a society that is capable of confidently thinking through and resolving its problems and is proud of itself. Don't forget that a military occupation will crush a society's youth and children. I'm not going to build a Palestinian Knesset. I am going to be involved in building progressive institutions and helping progressive movements to think about a just and equitable future.

Our work is also about persuasion, so my interest is to find alliances with like-minded partners, including Jewish institutions and philanthropists, who can see common ground. That work is ongoing. We have a long way to go before we have a base of influence, but there has been much sympathy and solidarity with the Palestinians, from many progressive institutions. At the Qattan Foundation,

we've had an excellent long-term relationship with the Ford Foundation, for example, and with other institutions who have similar outlooks.

Another notable element of Jewish philanthropy is lobbying institutions outside Israel to maintain their support for Israel. Do you see a comparable role emerging for Palestinian diaspora philanthropy?

It's difficult. While grassroots solidarity has grown, political opinion among the establishment of the leading western countries remains overwhelmingly in favour of Israel. Much of the pro-Palestinian lobby has been captivated by religious groups, and I think that's historically been a catastrophe because many of them have become associated with extremism, often (though not always) through no fault of their own. So there is a lot of work still to be done, but I think it's changing, especially in the United States. The case for justice is so clear, that it's difficult for people not to see it. It's not just the strength of the lobby in support of Israel that is the problem; it's the weakness of the Palestinian voice, and its frequent lack of coherence. We must be clear about what we want. The wider, the more universal the appeal, the more powerful the case will be. Solidarity movements in the USA and elsewhere are grasping this very vividly.

Who are your philanthropic allies in this?

Probably the best known is the Taawon, formerly known as the Welfare Association.

Below: Omar Al-Qattan inside the Palestinian Museum.

But you mustn't forget the economics. The wealth of the Jewish philanthropy community is so much bigger than anything among the Palestinians, so we can't follow the same tactics. I believe we should play to our strengths, which are really more ethical and more political and we should defend that. Unfortunately, we often allow ourselves to lose the ethical argument. The injustice doesn't go away, but I don't think that we have been careful enough as a community in preserving the fantastic ethical capital that we had in the 1960s and 1970s. The incapacity to stand firmly against violence, and that includes violence against ourselves, the strange separation between the internal struggles for social liberation and national liberation, have led to horrific compromises and a great regression. We were very inclusive, very forward-looking. We've become very conservative and closed-minded.

Is that trend most marked in Gaza?

I honestly think it's everywhere, but yes it's sadly very present there.

What work are you doing in Gaza?

As we do everywhere else, we work with children and with teachers and young artists

and writers. Gaza is extraordinary, dynamic, creative and steadfast, and a very strong society in many ways. However, I don't believe that the Islamist experiment has much left in it, but it might be very destructive in its death throes and the damage might be generational. It's not only the fault of Hamas or Fatah. We should blame Israel and the occupation, too, but we also need to go back to our moral failures. We have lost three generations. Our standards of education and our sense of social solidarity has collapsed. Instead, we have a hapless 'government' in the West Bank, with no strategy and no idea what it's doing and an equally hapless and repressive 'regime' in Gaza.

As a diaspora philanthropist, how do you seek to influence this for the better? Is it just through the work of your foundation and the example you try to set?

Yes, and also to speak truth to power. We have the privilege of being protected by our presence here in Europe, by our status and reputation, and we should not compromise that.

Are you optimistic?

Yes, because I see how all societies have amazing potential. I know that my younger colleagues are of a generation which is full of talent and a hunger to learn. We should continue to struggle against Israel's occupation and its injustices, but without losing track of all the issues that face us as a society, and how fragile we've become. The resistance against Israel takes a toll on your resources. And the Israelis realize this. They realize when they bomb the hell out of a neighbourhood, that's not just a few houses that go down, it's a whole community that's probably going to be touched for a few generations. We need to understand the consequences of certain political actions and as a society, better take care of our own citizens.

Would you like to add anything else?

At a reception we held in December to honour my late father, a guy asked me if a story he'd heard about him was true – that Yasser Arafat had once said to him: 'I want you to be the Palestinian Rothschild'. And my father had humorously replied, 'I'll be our Rothschild when we have our own Ben-Gurion!'. The story is true, and Yasser Arafat liked my dad a lot so he laughed and he was smart enough not to be insulted by the joke. But the point is you need the individuals and the society that can develop and carry forward the liberation project, for the money of the wealthy to be marshalled effectively. In the end, it's not the money that is important, it's the ideas, the leadership and the vision of a project that really matter. ●





Israel as the focal point

The hopes and dreams of many Jewish philanthropists – and the communities they are part of – find their expression in the support of a range of causes in Israel.

The run-up to and establishment of the state of Israel in 1948 created a major focal point for Jewish philanthropy worldwide. Today, established Jewish communities in the US, Canada, Argentina, Australia, South Africa, France, Hungary, Germany and the UK (to name a few) have strong philanthropic ties to Israel. The Israeli-Palestinian conflict makes these relationships highly charged – a source of pride and emulation to some but also of debate and criticism.

As the following profiles illustrate, the hopes and dreams of many Jewish philanthropists – and the communities they are part of – find their expression in the support of a range of causes in Israel.

Above: Construction of Israel's Parliament was funded by Rothschild's Yad Hanadiv.

Jacob Rothschild



Lord Rothschild is a British businessman and philanthropist and member of the Rothschild family, whose wealth derives from the banking and finance sector. Jacob has played a defining role in the Rothschild family's charitable interests in Israel where he serves as chairman of Yad Hanadiv, the Rothschild foundation which built

and handed over to the State of Israel both the Knesset building (the Parliament of Israel) and in 1992 the building for the Supreme Court of Israel. Currently, its major project is the renewal of the National Library of Israel which is under construction and due to open by 2021. More broadly, Yad Hanadiv is 'dedicated to creating resources for advancing Israel as a healthy, vibrant, democratic society, committed to Jewish values and equal opportunity for the benefit of all its inhabitants'. For example, it has dedicated grantmaking programmes in the fields of education, the environment, academic excellence and the

integration of Israel's Arab citizens. These projects also reflect Jacob Rothschild's wider charitable interests, principally in the fields of art and

architecture. For example, he has been chair of trustees of the UK's National Gallery and of the National Heritage Memorial Fund, as well as a trustee of the Hermitage Museum in St Petersburg and the Qatar Museums Authority. He has received numerous awards including the Order of Merit from the Queen, given to those who have rendered exceptional service in the field of the arts, learning, literature and science; and the J Paul Getty Medal 'for extraordinary achievement in the fields of museology, art historical research, philanthropy, conservation and conservation science'.

Jacob Rothschild is also chair of the Rothschild Foundation, focusing on the arts in the UK, and president of the Rothschild Foundation Hanadiv Europe, supporting Jewish heritage and culture across Europe.

www.yadhanadiv.org.il



Yad Hanadiv is 'dedicated to creating resources for advancing Israel as a healthy, vibrant, democratic society, committed to Jewish values and equal opportunity for the benefit of all its inhabitants'.

13th Annual
STEP PRIVATE CLIENT
AWARDS
2018|19

ENTER
PHILANTHROPY
TEAM
OF THE YEAR

Entries close:
31 May 2018

Enter the
'Philanthropy Team
of the Year' award
category

@STEPSociety #STEPPCA

The Awards are open for both STEP members and non-members to enter worldwide.

Why enter?

- Showcase your firm's excellence and innovation and be recognised as a leading light in your field
- Winners receive editorial coverage in our flagship publication the STEP Journal, distributed to 20,000 wealth management professionals worldwide
- Display your success with winner and finalist Private Client Award logos that can be added to your firm's promotional material.
- Affiliate yourself with the leading Awards in the private client industry
- Network with over 650 leading private client practitioners at the Awards Night in London on 7 November 2018. It promises to be an exceptional event!

Don't miss out on the chance to receive industry-wide recognition for your firm. Enter online today!

Enter at www.steppca.org/alliance18

Lynn Schusterman



Located in Tulsa, Oklahoma, the Charles and Lynn Schusterman Family Foundation was set up in 1987

following the success of Charles Schusterman in the oil and gas industries. A core aspect of the foundation's work, according to its website, is 'ensuring Israel's central role in the Jewish narrative'. Its chief areas of concern are the Jewish community, Israel, Tulsa, Oklahoma, and public education in the US. The combination of a local geographic focus, together with a



The combination of a local geographic focus, together with a much larger vision for Israel and the Jewish people is not uncommon among family foundations set up by members of the Jewish diaspora in the US.

much larger vision for Israel and the Jewish people is not uncommon among family foundations set up by members of the Jewish diaspora in the US. Now 79, Lynn Schusterman has been the moving spirit behind the foundation since the death of Charles Schusterman in 2000.

Among the organizations funded by the foundation are Repair the World, Keshet, and the American Israel Education Foundation (AIEF). Repair the World provides opportunities to volunteer in local, national or international projects, while reinforcing 'Jewish values' while Keshet works for LGBTQ equality and inclusion in Jewish life. AIEF is a charitable organization affiliated with the American Israel Public Affairs Committee (AIPAC), a pro-Israel lobby group. The Schusterman Foundation makes grants to support its programmes including seminars and visits to Israel for members of Congress 'and other political influentials'.

The foundation is also a key supporter of Hillel, an international network of student leaders based on university campuses, whose stated purpose is to encourage young people to 'celebrate Jewish learning and living' and support Israel. The foundation is also known for pioneering the ROI Community, a network of over 1,300 Jewish activists, entrepreneurs and innovators in their 20s and 30s with the aim of 'enhancing Jewish engagement and fostering positive social change globally'.

Last year the foundation became one of four grantmakers who pledged to require youth-serving organizations they support to adopt policies increasing the safety of children in their care. The

foundation has also granted over \$6 million to the Israel Museum in Jerusalem. With assets of around \$2.3 billion and annual giving of \$69.6 million

(both 2014 figures), the foundation is among the largest of US family foundations, according to Foundation Center data. Lynn Schusterman became a signatory to the Giving Pledge in 2011.

 www.schusterman.org

Sheldon Adelson



American billionaire Sheldon Adelson is a casino owner, philanthropist, conservative political donor and

owner of media outlets such as the *Las Vegas Review-Journal* and *Israel Hayom*. Adelson and his wife Miriam gave \$80 million to the Republican cause in 2016 and \$35 million to help elect Donald Trump. According to Israeli news site +972 Magazine, pressure from Adelson might have influenced Trump's controversial decision to recognize Jerusalem as the capital of Israel and to move the US Embassy there.

This step chimes with Adelson's un-conciliatory attitude towards Palestinian opinion. 'The purpose of the existence of Palestinians is to destroy Israel,' he is quoted as saying at a conference of the Israeli American Council in 2014.

Worth some \$39 billion according to *Bloomberg Businessweek*, he and his wife established the Adelson Foundation in 2007 to 'strengthen the State of Israel and the Jewish people'. In the same year, he launched a new newspaper, *Israel Hayom*, which is distributed free throughout Israel. Within four years *Israel Hayom* – which is sympathetic to the political interests of Adelson's friend and Israeli prime minister, Benjamin Netanyahu – had become the most widely circulated newspaper in the country, and its business model has attracted controversy along the way. According to media watchdog organisation The Seventh Eye, the paper sells advertisements at below market value. *Ha'aretz*, a rival publication, has alleged that the paper operated at a loss of 730 million New Israeli Shekels (roughly \$205 million) over the course of the first seven years of its existence. In 2016, Freedom House's annual report on Freedom of the Press downgraded Israel's status to 'partly free', naming the 'growing market share' of *Israel Hayom* as a concern.

 www.adelsonfoundation.org/AFF/
<https://tinyurl.com/972-Adelson-Trump>



Philanthropy in Practice – Pragmatism and the impact of philanthropic action

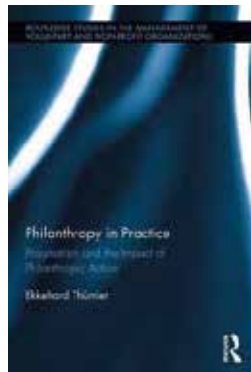
Ekkehard Thümmler

Published by
Routledge

Price
£105.00

ISBN
9781138210684

To order
www.routledge.com



Reviewed by
**Michael
Alberg-Seberich**



This book is like a Matterhorn expedition in the world of philanthropy. As in mountaineering, you need to be prepared for a steep ascent when the author, German scholar, Ekkehard Thümmler, explores the nature of philanthropic actions and social impact but, at the top, there are some fine views.

First, the book provides an extensive grounding of philanthropy in the philosophical school of pragmatism, adding to the still-small body of work on a theory of philanthropy. Second, on the basis of case studies of foundation initiatives to tackle social problems, some new frames of analysis of social impact are developed, which could become the maps, ropes and pickaxes – the actual tools of analysis – of the philanthropy-mountaineers.

The language is also part of the ascent. The book was mainly written for an academic community and draws on the concepts and language of philosophy, sociology and other disciplines.

The author grounds his thinking in the philosophy of pragmatism which developed in the late 1800s in the US and was led by John Dewey. His *Theory of Action* is a plausible starting point for a theory of societal change initiated by philanthropic action combining the application of the 'scientifically tenable and morally relevant'. The author develops a strong critique of 'strategic' or 'effective

philanthropy' drawing on pragmatism's philosophical base in human values, behaviour and evolutionary experimentation. This critique undermines the managerial, rational belief in social change that frames most philanthropy discourses.

The theory is applied by the author in the analysis of case studies concerning a school-job transition programme of The Change Foundation in Switzerland, a programme to promote intercultural community gardens of the Foundation Interkultur in Germany, the Nuffield Council on Bioethics initiated by the Nuffield Foundation and the campaign for a freedom of information act in the UK supported by the Joseph Rowntree Charitable Trust. Philanthropy would profit from more such detailed case studies.

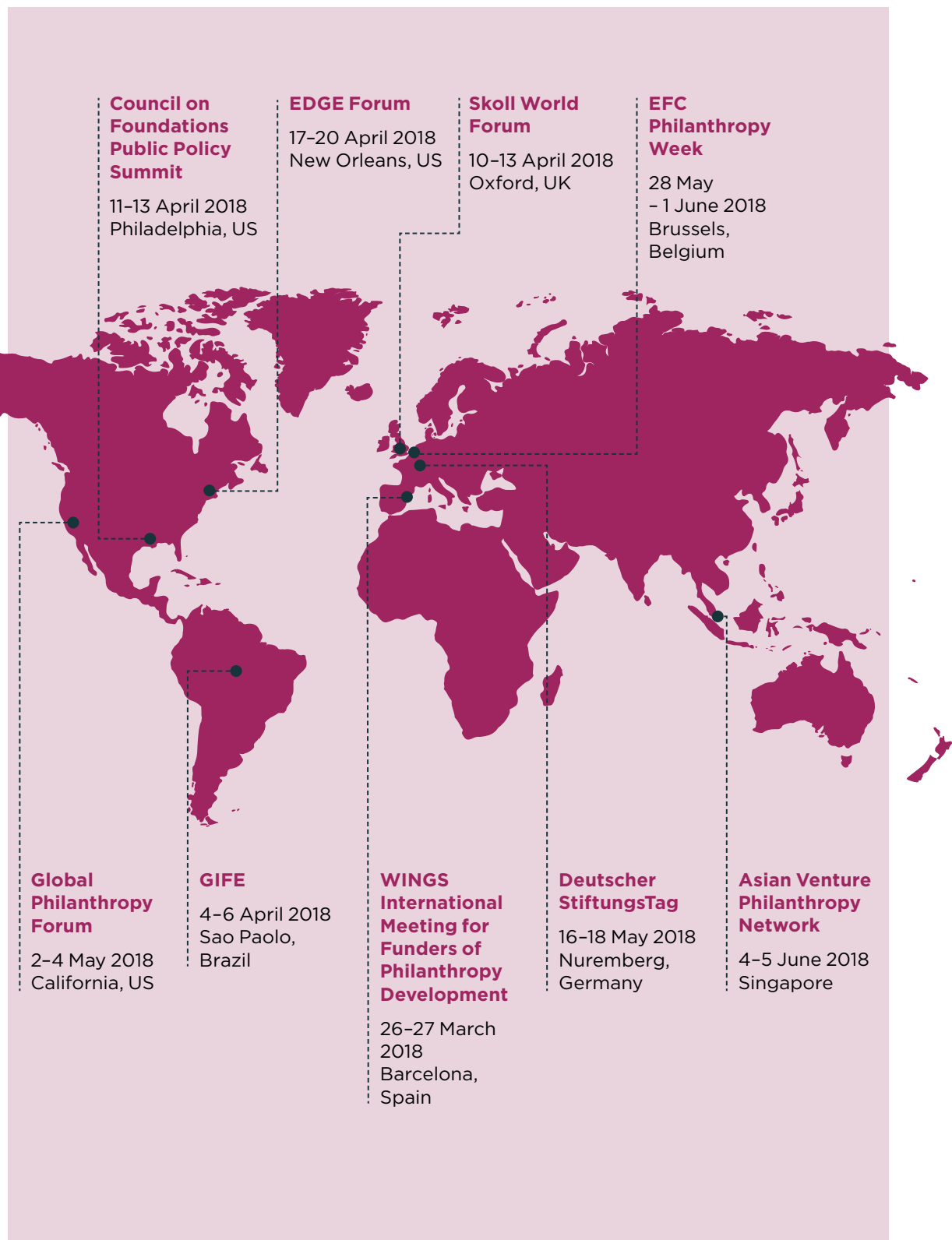
But the main impact of Thümmler's work is in the blending of technological innovation research with pragmatism. Decisive for philanthropy is his application of the Door-Opener Mechanism and of Small Niche Management as important levers of social impact. The Door-Opener Mechanism allows the identification of a variety of philanthropic resources – not just money – that support social impact. Niche management – as introduced by the author in publications on philanthropic levers in education – is a way to initiate innovation on a small scale, experiment with these innovations and try to advocate for wider change on the basis of the niche experience.

Philanthropy in Practice is a thought-provoking work for a field that so easily draws its tools from the policy and business world. It is a call to reason and an expression of hope that philanthropy can have an impact on the more straightforward social problems. This at least should be the starting point so that after the Matterhorn you may be able to climb Mount Everest. ●



Dates for your diary

Conferences



LOOKING AHEAD...



Guest editors:

Benjamin Bellegy

Executive director, WINGS

Maria Chertok

CAF Russia director and
chair of WINGS



June 2018

A new horizon for philanthropy infrastructure

It is a commonplace statement that philanthropy is changing, but what does this mean for its infrastructure – the support system of organizations which build capacity, provide thought leadership, and help improve the regulatory environment? As philanthropy grows in

importance, and extends into new areas of the globe, how adequate and well-prepared are foundation networks and others to take advantage of opportunities and to protect against threats? As the infrastructure space heats up, with many different players coming into the field, guest editors Benjamin Bellegy and Maria Chertok discuss the key issues, challenges and opportunities shaping the future development of philanthropy around the world.

Coming up in **Alliance extra...**



- **Philanthropy Thinkers, Clara Miller and Amitabh Behar**
- **The State of Asian Philanthropy**
- **Coverage of the WINGS meeting of international funders of philanthropy development**

All content delivered straight to your inbox. Subscribe today and make sure you keep up to date with philanthropy and social investment worldwide.

alliancemagazine.org/subscribe

Join the Alliance

Alliance magazine relies on the generosity of our sponsor subscribers. They help to support the core work of *Alliance* to promote discussion of philanthropy and social investment around the world. To find out more please contact David Drewery david@alliancemagazine.org

Alliance receives financial support from:

**Adessium
Foundation
Bernard
van Leer
Foundation**

**Charles
Stewart Mott
Foundation
King Baudouin
Foundation**

**Network of
European
Foundations**

**William &
Flora Hewlett
Foundation**

Alliance is sponsored by:

Aga Khan Foundation
Arab Foundations Forum
Asian Venture
Philanthropy Network
Barrow Cadbury Trust
Bertelsmann Stiftung
Big Lottery Fund
BNP Paribas
Calouste Gulbenkian
Foundation
Cariplo Foundation
Centre for Social
Impact (NZ)
Charities Aid Foundation
City Bridge Trust
Compagnia di San Paulo
Conrad N Hilton
Foundation

Council on Foundations
Esmeé Fairbairn
Foundation
European Cultural
Foundation
European Foundation
Centre
F B Heron Foundation
Foundation North
Fritt Ord
Global Greengrants
Fund
Lodestar Foundation
McKnight Foundation
Nordea Fonden
Oak Foundation
Paul Hamlyn Foundation
Pears Foundation
Posner Wallace
Foundation

Pro Victimis
Riksbankens
Jubileumsfond
Rockefeller Brothers
Fund
Rockefeller Foundation
Rockefeller Philanthropy
Advisors
Sabanci Foundation
Sainsbury Family
Charitable Trust
Shared Impact
Shell Foundation
Silicon Valley Community
Foundation
Stars Foundation
UBS
World Bank

