

COMMUNICATING GLOBAL GIVING

THE POWER OF
COMMUNICATIONS
IN THE NEW ERA OF
PHILANTHROPY



Portland

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COMMUNICATING GLOBAL GIVING

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Toby is a Senior Partner at Portland, overseeing the delivery of our international work. He advises governments, NGOs and companies around the world, and has over 15 years' experience supporting multilateral and philanthropic organisations on their global communications.

INTRODUCTION

How can philanthropists use communications to shape debates, unlock resources, and change behaviours?

— TOBY ORR

We have entered, as Kofi Annan writes in his foreword, “a new age of philanthropy and the sick, the poor and the vulnerable are benefitting”. It is an era defined by what Matthew Bishop and Michael Green in 2009 dubbed “philanthrocapitalists” - a new generation of high-net-worth individuals using their wealth for public good. Six years later, in the US alone, the ten largest grant-making foundations have assets valued at over 120 billion dollars.

In this publication, we look at philanthropy exclusively through the lens of communications. We look at a range of issues - from cultural attitudes to philanthropy to the power of big data. We examine how philanthropists are using communications to shape debates, unlock resources and work to change behaviours. And, in a ground-breaking study, we detail how philanthropists are harnessing social media.

In our experience, those managing communications for philanthropic ventures often face bigger demands and challenges than many of their counterparts in similar roles in business or government.



They have arguably the broadest possible range of audiences to reach – often simultaneously lobbying global leaders while at the same time harnessing the support of remote communities in the countries where they operate.

Many need to be adept at forming complex coalitions and partnerships. The Bill & Melinda Gates Foundation's work on malaria, for example, has successfully brought together an extraordinary array of faith groups, global corporations, governments, multilaterals and mass membership movements.

They often not only need to communicate to their own audiences, but also devote considerable resources to helping their grantees and partners to communicate effectively too. Finally, many communications practitioners, particularly in those foundations set up by high-profile individuals, need to strike a delicate balance. They must somehow take full advantage of the founder's ability to court controversy and speak truth to power, while maintaining the communications focus on their organisation's core mandate.

Most excitingly of all, philanthropic organisations often reflect in their communications the same culture of innovation and creativity that enabled their founders to make their fortunes. Foundations, for example, are at the forefront of experimenting with new media, prompting genuine dialogue and reaching new audiences.

The result is that, through their global communications, philanthropic ventures help to challenge the negative portrayal of the developing world which can be the accidental impact of the big NGOs. Instead, their work more readily involves generating debate, showcasing new ideas and celebrating success and progress.

It is a goal we at Portland are proud to support. We work with a wide range of philanthropic organisations to help get their ambitious messages across. If we can help in any way, please don't hesitate to get in touch.

Kofi Annan is the Former Secretary-General of the United Nations and founder of the Kofi Annan Foundation.

A NEW AGE OF PHILANTHROPY

A major change for good



— KOFI ANNAN

I have witnessed many changes in my long career in the way we approach global challenges - not all of them, sadly, positive. But the resurgence in recent years of philanthropy has been a major change for good.

We have entered a new age of philanthropy and the sick, the poor and the vulnerable of our world are benefiting. Progress is being made on some of our world's most intractable problems and modern philanthropy has played a significant role in these successes. When, for example, as UN Secretary-General we launched the Global Fund as an international financing mechanism to tackle HIV/AIDS, tuberculosis and malaria, the early involvement of the Gates Foundation was of critical importance.

It was not just the large additional resources which were provided which made the difference, but also their way of approaching the challenge. Modern philanthropists have brought a determined focus on outcomes and the courage to find and try innovative solutions to deliver results.

They also bring a deep understanding of the need to build the widest possible partnerships with governments, international agencies, civil society and the private sector. Despite fears from some NGOs and multilaterals about their involvement and influence, modern philanthropists rarely operate in isolation but recognise the importance of collaboration.

The new age of philanthropy is also marked by a change in where the successors to Carnegie, Rockefeller and Nobel live. As the economies of Asia, Latin America and Africa have grown, so has the determination of its business leaders to use their wealth for the greater good.

We have seen, for example, the emergence of a growing number of African foundations set up by those whose companies have thrived on the continent. They can bring, as is the case with Mo Ibrahim and the work of his Foundation on African governance and of Tony Elumelu on entrepreneurship, a particular insight into what's important, a better understanding of the local and regional context, and the barriers that must be overcome.

This experience can also provide a credibility which makes it more difficult for those in authority to ignore and easier to attract the right partners. The work of my Foundation on African agriculture and on elections and reconciliation within the continent - and the wide partnerships we have forged - has benefited hugely from these partnerships.

The Ibrahim and Gates Foundations also underline how modern philanthropists are taking a much more high-profile role in advocacy for the causes in which they believe and the changes they want to see. Many wealthy individuals, of course, continue to keep their giving and efforts private, but this new breed of philanthropy-champions have successfully raised awareness, challenged conventional thinking and prompted decisive action on issues of huge importance.

As we look around our world and the complex challenges we face, it is clear we need not just more funding but the very best ideas that we can get, and absolute focus to make these ideas work in practice. I am delighted to see the next generation of philanthropists leading the way.



We need not just more funding but the very best ideas that we can get, and absolute focus to make these ideas work in practice.

Scott works in Portland's Washington D.C. office, specialising in digital media initiatives around international, foundation and government work.

NEXT GENERATION PHILANTHROPY IN THE US

The challenge of engagement

— SCOTT NOLAN SMITH

Philanthropy requires donors - donors of time, money and resources. Securing supporters generation after generation requires changes in approach and strategy. Today one of the biggest challenges for philanthropists in the US is engaging the so-called Millennial Generation. Millennials have been labelled everything from entitled and narcissistic to civic-minded, community oriented and upbeat. This has led many to misunderstand the demographic and fail to adequately connect.

Data shows the Millennial Generation is indeed philanthropic and seeking ways to make an impact on the world. A recent Harris Poll found that almost 30 percent of American Millennials (age 18-36) believe they have a personal responsibility to make the world a better place, compared to only 22 percent of 'Gen Xers' (37-48), 24 percent of 'Baby Boomers' (49-67) and 24 percent of respondents aged 68 and older.



The Case Foundation's latest 2014 Millennial Impact Report, which examines how Millennials interact with philanthropy, highlighted the following trends:

Millennials engage with causes to help other people, not institutions.

Millennials support issues rather than organisations.

Millennials prefer to perform smaller actions before fully committing to a cause.

Millennials are influenced by the decisions and behaviours of their peers.

Millennials treat all their assets (time, money, network, etc.) as having equal value.

Millennials need to experience an organisation's work without having to be on site.

The 2013 report looked at how to connect and involve the Millennial Generation in philanthropic causes. The shifts in communication are more than just technology and tools. It's about language and approach.

No surprise, the report found that Millennials prefer to stay connected using social media and mobile tools. Instant and quick access is important because Millennials are often immediate and impulsive. When inspired they act quickly, be it offering their time, money or other giving. Creating that inspiration is where strategic engagement and communications must come into play.

The focus needs to be on the cause. Philanthropic organisations must frame their engagement with Millennials in a way that invites them to 'invest' in a cause, not simply give a gift to an institution. Millennials look for value in what they do, and therefore tend to look at their philanthropic work as an investment in 'doing good' and making a difference. This demographic also wants to see and hear about results. Millennials want to see people helped, not institutional advancement. Organisations must measure their success -

money raised and lives impacted. Data must be turned into stories and shared with current and prospective volunteers and donors to drive continued engagement.

Millennials are a social generation. They want to be involved, they want to meet likeminded peers and develop their networks. They want to engage their networks, friends and family in their philanthropic efforts. Philanthropic organisations which leverage these traits can build relationships, secure donations of time and funds. The 2013 Millennial Impact Report found that 72 percent of Millennials were interested in participating in non-profit professional groups and their primary motivations were passion, meeting people and gaining expertise.

Engaging Millennials is about the experiences and community. It's engagement over time, seeking to connect like-minded people with causes they care about. Your organisation must broadcast its results in addition to telling a story, and inspire them to take up your cause, not just your institution.

Millennials want to help make the world a better place. Through communication, philanthropic organisations can adjust and build a development strategy which engages and wins Millennials' support. Given the speed and the type of engagement desired by Millennials, strategic communication is now more important than ever.

Millennials are often immediate and impulsive. When inspired they act quickly, be it offering their time, money or other giving.

Allan is Head of Portland's Nairobi office, and has over 15 years' experience as a journalist and communications consultant.

A NEW ERA FOR AFRICAN PHILANTHROPY

How giving can transform the continent

Overseas aid is receding in importance. African philanthropy can play a bigger role in bridging the gap.

— ALLAN KAMAU

The Africa 2014 Wealth Report states that the number of high net worth individuals in Africa grew by over 150% between 2000 and 2013, more than double the global rate.

Africa now has around 165,000 super-rich people collectively worth over \$660 billion, who have given rise to a western-style, formalised philanthropy across the continent. Local self-made entrepreneurs want to "give back" and are increasingly more strategic, sophisticated and engaged in their philanthropic efforts.

More are channelling their giving through their businesses and private foundations. Nigerian Aliko Dangote, Africa's richest man, made his money selling cement, sugar and basic commodities and is estimated by Forbes to be worth \$15.6 billion. He has signed a pledge committing to give away a majority of his wealth to charitable causes. His Dangote Foundation is active in health, education and disaster relief. Other notable African philanthropists include Mo Ibrahim, Patrice Motsepe, Tony Elumelu, Strive Masiyiwa and Manu Chandaria.

Most of the new African philanthropists made their money legitimately and are not afraid to declare their wealth and channel their fortunes to good causes. Their foundations support a range of causes - youth enterprise and private sector development is a popular choice - but giving directly to community needs for medical expenses and scholarships, as well as responding to national calamities such as Ebola and famine, is also common. These new home-grown philanthropists complement a long history of organisations that have been part of Africa's charity sector for decades.

The Bill & Melinda Gates Foundation is now one of the biggest private donors in Africa, supporting health and agricultural development. The Rockefeller Foundation has been on the continent for over 150 years, active in health and education. They work alongside international NGOs like Oxfam as well as bi-lateral and multilateral donors like the World Bank and DFID. These organisations are increasingly channelling funds through governments and local funding organisations. Dangote for example works with the Gates Foundation in Northern Nigeria.

One exciting trend in African philanthropy has been the use of mobile money to raise money for causes. In 2011, 'Kenya for Kenyans' raised £6m from 250,000 individuals to provide famine relief to over 3 million Kenyans. Backed by leading telecoms company, Safaricom, a rapid awareness campaign coupled with the MPesa mobile payments platform quickly brought in contributions. A similar appeal has been made to combat Ebola in West Africa and the Garissa attacks in Kenya also saw widespread use of mobile in fundraising for victims

New institutions like the African Grantmakers network and the African Philanthropic Forum point to the growing sophistication of the sector. Early work has been on research as well as providing a platform for sharing best practice on African philanthropy. Much of their work is aimed at encouraging local giving to reduce reliance on overseas resources.

This emergence of these new institutions also point to another shift: the increasing need to recast the narrative around Africa as aid dependent and unable to manage its own affairs. Philanthropy as a concept is not well understood

in African countries and the sector has struggled to define and articulate its activities. The establishment of these new institutions and organisations is grounded in the need to promote home-grown solutions to African development issues. But it is also an attempt to reframe the debate about African giving.

Giving and charity is deeply rooted in African culture and beliefs and a very narrow view of the nature of giving in Africa distorts the true nature of how charity works on the continent. African philanthropy is better understood through the concept of Harambee (Swahili for pooling of resources) in Kenya and Ubuntu (Zulu for caring for each other) in southern Africa. Both value family values and the pooling of resources by communities to address problems. Capturing the true size of giving in Africa is difficult, as much of the giving is informal and at an individual or community level, but giving is growing and has great potential to transform the continent and compliment current sources.

From a communications perspective, strategies and tactics vary. Players in the sector are diverse - some are purely grant-making and direct communications to beneficiaries while others run charity programmes and tend to communicate more widely to fundraise around their core activities. Players recognise the need to articulate what they stand for as this will aid their missions but lack of resources and know how is often cited as a barrier to more effective communication. As competition for funding increases, players will need to work harder to demonstrate impact and this will entail greater investment in communications.

Corporates have been quick to see the potential of communication around their charitable activities and are increasingly using CSR budgets to promote their charity efforts as part of their marketing efforts.

As migrant remittances rise and foreign direct investment increases, overseas aid is slowly receding in importance. African philanthropy can only grow and play a bigger role in bridging the gap.

Lynn is part of the Nexus' Middle East team and Managing Director of The Zovighian Partnership; a family-owned social entrepreneurial venture dedicated to teaming up with the next-generation to encourage a new Middle East defined by disruptive social impact.

A PERSONAL PERSPECTIVE FROM THE MIDDLE EAST

We are guests in our own homes



Real ownership must always be reserved for the true beneficiaries we aim to impact.

— LYNN ZOVIGHIAN

When I got into social impact work in the Middle East, I thought I knew what I was doing. I had lived and worked in half a dozen countries in my region, and I felt very comfortable identifying its deep pains and where it needed the most help. I was a young Arab woman who believed her education could be used to help educate others.

I was missing the point.

At first, this reality check was more than just humbling. It was embarrassing. It was difficult to accept that no matter how hard I tried, I could never truly relate to the young woman who lives in a refugee camp where every day is about making sure there is just enough food for her younger siblings to have a daily part-meal. It is difficult to be that honest with yourself.

Philanthropy has taught me that we always have the choice to decide on what we do and how we do it. In particular, three choices I am slowly learning are helping me no longer miss the point:

1. Nexus is a global network of young investors and social entrepreneurs that convenes annually at the United Nations. Nexus works to increase and improve philanthropy and social investing by bridging communities of wealth and social entrepreneurship.



PHOTO BY RAMI JARRAH AS POSTED ON FACEBOOK AND INSTAGRAM AS ALEXANDER PAGE

The older brother counts the day's earnings as his little sister shows pure thankfulness that her guardian is there to protect her. She loves him as siblings should love each other; it's just ugly that war and terrible circumstances are needed to show this beautiful reality. I can't get enough of these kids; somehow their faces explain everything that is happening in Syria. As much as I adore the hope they are able to throw at me each time I come their way in the midst of so much devastation, the way they are able to adapt whilst being so uplifting is also in many ways very unfortunate.

Rami Jarrah, also known under his pseudonym, Alexander Page, is a Syrian photojournalist and political activist. Rami's growing repertoire of photos of Syrian citizens on social media - from children, to townspeople, to armed men serving in the war - offers his audience a unique and grounded perspective of a country at war. His efforts continue to help humanise a conflict amidst media sensationalisation and politicisation. In 2012, Rami was awarded an International Press Freedom Award (IPFA) for his coverage of the Syrian civil war.

CHOICE 1: RE-SENSITISE

Social media is a double-edged sword: too much accessible information does not just mean more information power; it also means more numbness towards our daily realities.

We need to get honest about what key reporting indicators really mean. When we click "like" in our newsfeed of virtual collages of photos, stories, and articles that go viral, we just confirm receipt of information, but that does not mean real engagement towards a cause. It is incredibly difficult to truly measure the degree to which we are listening as an audience or meaningfully responding with action.

CHOICE 2: RESPECT

As philanthropists, we are often guests in the environments we choose to commit our time, intellectual and social capital, and money. But we are still guests, and we need to re-evaluate the ownership we develop towards the causes we support. Real ownership must always be reserved for the true beneficiaries we aim to impact.

In this spirit of respect, we also need to more fundamentally explore how we can transform our available resources into economic systems that do not encourage subsidies and dependencies. Our support must encourage a disruption of the status quo, and not merely make the status quo more bearable. It is painful to accept that by providing a little refugee boy with a coat to survive this year's winter, we are in fact making it that much harder for him to survive next year's cold winter. And that is not just because he will have outgrown his coat.

CHOICE 3: RE-DISCOVER

Philanthropy gives us the chance to develop a new intimate relationship with our Middle East. Our region's so-called pain points are in fact hubs for innovation, and the lack of peace and stability is a breeding ground for a unique form of entrepreneurialism.

While we might not be able to rely on robust regulations and secure cash flows, we can decide that every day is another day to re-invent ourselves. We have the opportunity to re-define the depths of forensic problem solving and apply them to our home.

When you put these three choices together, you realise that philanthropy is a powerful and effective tool for realising peace. It is an active decision to invite understanding, honesty, and citizenship. And it is on us, the next-generation of leaders, business-builders, and social activists, to build that new team spirit.


PHOTO BY RAMI JARRAH AS POSTED ON
FACEBOOK AND INSTAGRAM AS ALEXANDER PAGE

Here on the old streets of Aleppo, there is almost a peaceful silence as she stares at me. The sounds of ammunition and heavy shelling are in the background, and sometimes a fading scream of agony can be heard. It's her calmness that can give a stranger like me a true understanding of all the devastation around us.





**PHILANTHROPY
IS A POWERFUL
AND EFFECTIVE
TOOL FOR
REALISING PEACE.**



Marya works in Portland's international team, supporting leading philanthropic and nongovernmental organisations including the Bill & Melinda Gates Foundation and The Elders.

STRATEGIC PHILANTHROPY IN ASIA

The potential of communications to break through barriers

— MARYA ARIAN

Charitable giving is an integral part of the Asian culture and as the region continues to grow economically, the philanthropy sector has also seen a steady growth.

Take India, for example. According to Bain & Company's annual India Philanthropy Report, the country has seen the rise of more than 100 million new donors since 2009. Indeed, the future of philanthropy looks promising with more than a third of current donors expecting their donations to increase in the next five years.



By bringing in metrics, assessing scalability and sketching out long-term social benefits - Asian foundations are bringing in a more corporate model to their organisations.

CHANGING GIVING TRENDS

Over the years, the trend of giving has evidently changed across the region. Previously, giving in Asia was largely understated and kept low-key. It was seen as a personal affair and not something to declare publicly. Also, giving was confined to specific communities and causes: funding was directed towards communities that the givers came from and causes that had directly impacted them, such as specific illnesses. This is now changing and the idea of giving back to one's own community is diminishing, with a greater sense of responsibility for global issues.

This was evident in China last year when a number of Chinese high net-worth individuals (HNWIs) gave money to Harvard University: the Chan family, the Hong Kong real estate tycoon, gave \$350 million and Pan Shiyi and Zhang Xin, co-founders of a large real estate company in China, donated \$15 million. These were some of the most significant outgoing donations from Asia to the West and were covered by Western media at length.

The new generation of the many renowned wealthy Asian families are now also more inclined to see the impact of their philanthropic acts - more commonly known as strategic philanthropy. They do this by bringing in metrics, assessing scalability and sketching out long-term social benefits- Asian foundations are bringing in a more corporate model to their organisations.

This element of measuring the so-called "social returns" not only brings a greater degree of rigor to the act of giving but also brings with it greater transparency and accountability. We can see this in the case of Japan where its largest grantmaking foundation - The Nippon Foundation - has noticeably changed its approach to becoming more impact oriented.

FACING BARRIERS

While philanthropy in Asia looks promising, it still dwarves in front of giving across the West. The fact that there were 11,000 media reports on philanthropy in the US in 2013, compared with a mere 1,000 in India across the same time period show a greater need for public profiling to make the philanthropy sector stronger across Asia. Greater reporting on the sector will not only show the importance of philanthropic work but will also help grow the sector. Some philanthropic organisations have also expressed that there is a need for more favourable government legislations.

Reports show that philanthropy in China has deteriorated over the years because of the policy environment and this has constrained the growth of the sector. Requirements such as a compulsory RMB 2 million initial fund (\$330,000) to establish a local private foundation, and RMB 20 million for a national private foundation, leave many organisations in a disadvantageous position as many are unable to meet the requirements.

Grievances from Indian philanthropists have been that the NGO sector has insufficient capacity and there is a lack of professionalism with limited access to funds and training. They also express that the tax laws in the country do not incentivise giving.

ONWARDS AND UPWARDS

The future of philanthropy in Asia is indeed encouraging and the recent giving trends and sharp increase in the number of philanthropic activities is reassuring.

However, to ensure the sector continues to grow and has greater impact, there is a strong need to raise the profile and importance of the sector. The only effective way to achieve this is for philanthropists themselves to meet with journalists to communicate about their work. Talking about their philanthropic work will help influence others in doing the same work and will raise greater interest in the sector.

We are of course yet to see how philanthropist tackle these challenges and what this will mean for the future of the sector in Asia.

There is a strong need
to raise the profile of the
sector: talking about it will
help influence others to do
the same work.





Kristen specialises in multilingual and cross-cultural communications campaigns at Portland.

EUROPEAN PHILANTHROPY HOT ON THE HEELS OF THE AMERICANS

Could an EU-wide framework transform the sector?



— KRISTEN ROBINSON

Conventional wisdom says that philanthropy does not play as big of a role in Europe as it does in America. Europeans pay higher taxes and have more comprehensive social safety nets in place. Americans, it was long said, have a stronger culture of giving and are incentivised through tax benefits to donate their wealth to good causes.

But the financial crisis and subsequent recession have disrupted this commonly held belief, and those close to the philanthropy sector know that times are changing - dramatically.

As Europe's economy has bounced back, its philanthropic spending has grown and started to catch up to US levels. This year's BNP Paribas Individual Philanthropy Index showed Europe as the fastest growing region for current and projected global giving - just in time for the EU's Year of Development.



The EU should start
looking at ways to ensure
there is a common market
for philanthropy

While Europe is catching up to the US in terms of volume donated, the nature of philanthropy does differ. One area that has really taken off in Europe has been venture philanthropy and social investment. Although this originated in the US among the tech companies, Europe's financial industry has taken up the baton and increased innovation in this area.

Unlike their US counterparts, these initiatives take on a hybrid form combining social investment with grant-making. These initiatives are characterised by strong performance measurement, a focus on non-financial support including involvement from management with the projects funded and a desire to take on fewer longer-term projects.

Many corporate foundations are getting involved, from BMW Stiftung Herbet-Quandt to the Shell Foundation to the Vodafone Foundation, but often they are working in partnership with NGOs, impact investors, governments and more traditional personal foundations.

These developments in the European philanthropy sector are positive, but there is still more to be done to encourage charitable giving. For a start, the EU should start looking at ways to ensure there is a common market for philanthropy, so that EU organisations and individuals can give within all member states under the same regulations and tax regimes.

Setting up an EU-wide framework that encourages giving will reinforce the current upward trend and ensure Europe can one day match US giving levels.

Laura is a Partner at Portland, leading our philanthropic work.



SOCIAL PHILANTHROPISTS

How effectively do philanthropists use social media?

— LAURA KYRKE-SMITH

In recent years more and more philanthropists have turned to social media to broadcast and debate their giving and the work that they do. But who is doing it best? Which platforms are they using? Are they using social media to champion their work and does this help them if so?

Taking a list of 50 top global philanthropists by volume of giving, based on publicly available data, we looked at which social media platforms they are choosing to use, and we measured the reach that they have on those platforms.

Here we capture the key findings of our analysis and our senior digital advisor, Jimmy Leach, shares his thoughts on what difference using social media can make to philanthropists. The full findings and methodology are published separately by Portland, in our report *Social Philanthropists*.

Explore the data from our social philanthropy study in more detail and examine how some of the world's leading philanthropists use social media at:

www.portland-communications.com/socialphilanthropists

WHO ARE THE TOP SOCIAL PHILANTHROPISTS?

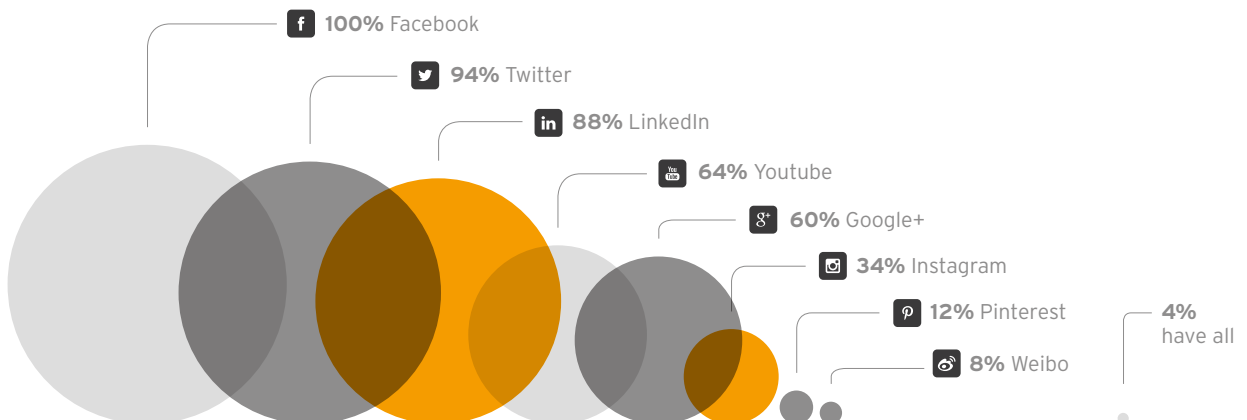
Bill and Melinda Gates top our ranking of philanthropists with potential social media reach, with Richard Branson and George Soros in second and third place respectively. US philanthropists dominate the top 10, but emerging markets philanthropists such as Nigeria's Tony Elumelu are increasingly notable in their potential reach. Facebook tops the list of platforms that these philanthropists choose to use, with Twitter second and LinkedIn in third place.

Top philanthropists in potential social media reach

Philanthropists	Rank
Bill and Melinda Gates	1
Richard Branson	2
George Soros	3
Mohammed bin Rashid Al Maktoum	4
Herbert and Marion Sandler	5
Michael Bloomberg	6
Elan Musk	7
Michael Dell	8
Tony Elumelu	9
Jeffrey Skoll	10

Philanthropists	Rank
William Barron Hilton	11
Azim Premji	12
Andrew and Nicola Forrest	13
Strive Masiyiwa	14
Jan Koum	15
Aliko Dangote	16
Mo Ibrahim	17
Carlos Slim Helú	18
James and Marilyn Simons	19
Li Ka-Shing	20

Top platforms for philanthropists



Mae supports Portland's philanthropy clients with digital communications.

WHAT ARE THE TOP SOCIAL PHILANTHROPISTS TALKING ABOUT?

There is a stark divide in philanthropists who use their social media presences to raise awareness about their cause, and those who use social media to promote their personal and corporate brands.

— MAE DOBBS

Some use social media to champion their philanthropy:

—
Eli Broad has made his mark in the business world as the only person to found two Fortune 500 companies in two different industries. However, he has since left business and instead uses his Twitter account (4,000 followers) to discuss his philanthropic work with education non-profits around the world.

—
Michael Bloomberg is a businessman and former New York City mayor, but his Twitter (709,000 followers) has primarily focused on his environmental causes. He has recently discussed climate policy and championed the upcoming COP21 climate conference.

—
Bill Gates is one of the most active philanthropists on Twitter. He uses his personal account (21.4 million followers) to project the messages of his philanthropic foundation, The Bill & Melinda Gates Foundation.

Some choose not to use their social media presence to talk about philanthropy:

—
Michael Dell, founder of Dell Computers, uses his Twitter account (861,000 followers) to discuss his brand, tech trends and business developments around the world, instead of his philanthropic work with the Michael & Susan Dell Foundation.

—
Paul Allen, co-founder of Microsoft with Bill Gates, also owns a more business-minded, rather than philanthropic social media account (154,000 followers). For example, as owner of the Seattle Seahawks football team, Allen used the 2015 Super Bowl game to promote his brand on Twitter.

Jimmy is a senior digital adviser to Portland.

IF YOU GIVE IN SILENCE, DOES ANYBODY NOTICE?

— JIMMY LEACH

The notion of the 'quiet giver' traditionally has a nobility and a modesty to it which people quite like. 'I do a lot for charity, but I don't like to talk about it'. Putting the cash in, but not expecting any glory. That's nice, isn't it?

Yet that self-effacing approach has always seemed slightly false (the giver often manages to let you know the extent of their largesse) and it can be a little self-defeating. Donation is great, but the point of the money, surely, is to advance a wider cause, and there's more than one way to do that. Giving is good, but so is raising awareness.

That, perhaps, is central to the difference we've made in this examination of 'social giving'.

Most of the philanthropists in our study are reaching out beyond the confines of individual projects by building organisations and communities around them. They are trying to create long-term change. And good communication is a key part of such a process.

Good social media is a key part of that communication - it's that kind of outreach which can nudge the influencers and audiences into preparing the way for long-term change and moving an issue beyond the sort of cash-dependency which brought the philanthropists to the table in the first place.

So, while the measurement of the efficacy of that strategy might be a simple one, by using the size of audience as a sign for the level of interest and by using a variety of platforms as a sign that someone has at least thought about the best way to deliver, then giving some ranking to how well each philanthropist does against their peers is one way to

understand how seriously they take the idea of gaining wider support in their campaign for climate change, for clean water, for education for girls and the other excellent causes.

Social media is, effectively, a proxy for outreach. The dedication to social media is a sign that the philanthropy work needs a profile and that thought and energy has gone into that - strategies for content, for platform, for engagement and for monitoring. All essentials which help create and large, healthy presence which delivers messages, campaigns, transparency, and accountability.

Without such strategies a Foundation can create as many thought pieces, reports and data to fuel it likes to fuel its drive towards broader support, but without driving those messages into networks of influencers, users and supporters, it's like writing a letter and never posting it.

With all the will in the world, Foundation websites get small audiences, they need to find audiences for their messages, new supporters for their work for them to educate and engage with. A failure to communicate means a failure to drive the cause beyond the walls of their organisation, to get wider support, change policy and laws and make life easier for those they are trying to help. It might be the difference between charity as a vanity project and philanthropy as a legacy.

Social media is no guarantor of wider success, but, when done well, it can drive awareness of those issues dear to a philanthropist's heart. The question is not whether it should be central to anyone's ambitions around their donations - but why wouldn't it be?

Matt is the Digital Manager at Children's Investment Fund Foundation (CIFF).

MAKING DATA SEXY

How can graphics, data visualisation, and interactivity help create more compelling stories, and open up new audiences?

— MATT GOULD

Data, evidence and transparency are the buzz words in international development right now. The big development agencies, donors, governments, and civil society are all jumping on the bandwagon - rightly so. Many are trying to figure out how they can use data to improve their work and track impact, while walking the transparency tightrope.

Everyone now agrees - it seems - that data is important. Not only for programmatic work (examining possible projects, and evaluating the impact of grants or interventions) but for our work as communicators.

More and more, audiences expect hard evidence and data to back up claims.

So how can philanthropists make use of this drive for more open and detailed data?

On the face of it, data doesn't sound like the most useful tool for wider communications. Spreadsheets and bar charts aren't exactly sexy. But rich data sets linked to philanthropic and development work open up a massive world of opportunities for communications.

If we take our numbers - boring in and of themselves - and use clever design to make them simple and engaging, we can make our data sexy (there must be a reason why Wired has a regular section called 'Info Porn', and why more and more media houses are starting up data blogs, right?).

So what are the answers? Infographics and data visualisation, website interactives, even the humble tweetgraphic.

Tweetgraphics - simple visuals accompanied with statistics or quotes - are the simplest way to take data and turn it into something that the good people of the Twittersphere would be willing to share around. It has been shown time and time again that visuals are much more shareable on social media than plain text. So instead of simply dropping the number of bednets delivered to Africa into a tweet and calling it a day, design a simple image to accompany the statistic. The Consortium for Street Children did a great job of this not too long ago with their #TweetForTheStreet campaign.

And if you have a richer dataset and a great design team to hand, full infographics might be right. There is no better way to take a large, complex dataset and create an interesting and compelling story. But be warned - simplicity is the key here. In most instances, you want something that the average Joe on the street can look at for less than a minute and completely understand - not something that requires a PhD in statistics to grasp. David McCandless is among the best at this. His work (and that of his design house, Information is Beautiful) is often held up as an example of brilliant infographic design. His 'When Sea Levels Attack!' infographic shows how you can tell a compelling story through simple and relatable visuals. Infographics, the golden child of data visualisations, have long been the go-to for development data in particular. Just look at some of the brilliant work done by the Gates Foundation (like their 'World's Deadliest Animals') or the amazing 'The World as 100 People' by Jack Hagley.

Last but not least (and not even last - there are plenty of other options), think about whether you could - and/or should - have an interactive of some kind on your website. Done well, interactives let your audiences really dig their teeth into your data, slicing it up depending on their interests and getting a detailed understanding of whatever

it is you're trying to get across. There are infinite ways to incorporate interactivity and data on your site. Maps like the Washington Post's 'Sea of Steel' can plot data down to the local level. And for those with a bit more data, consider a tool like the Web Index - something that lets people explore a range of data points across geographies and issues.

Here at CIFF, we've recently launched a new website (cifff.org) which is largely based around our Grant Portfolio - a unique interactive tool that allows exploration of each of our current grants, including key partners, other funders and the actual grant amount. For the first time, you can now read through the details of every grant CIFF makes, building a better picture of what we do and what we're trying to do.

All in all, the point is that we shouldn't be sitting on our data any more. Most organisations in the development space will be sitting on a wealth of it and it is far-too-often ignored and left on the shelf. So even if you think that nobody is really interested in the Excel spreadsheet that has just been sent around by your team, think about it for a moment. Is there a brilliant piece of data hidden away in there that you could use to reach new audiences or tell a story with a bit of design? Play with the numbers, don't ignore them.

Rich data sets open up a world of opportunities for communications.

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Gerry is the Chief Research Officer at M&C Saatchi World Services, an international advertising agency network.

INSIGHT, ENGAGEMENT AND IMPACT

10 considerations to leverage return on philanthropic investment

— GERRY POWER

There is unprecedented population growth in the developing countries where many philanthropists operate. The inter-relationship between development issues, security concerns and foreign policy is becoming ever more complex, as illustrated by the Ebola crisis across West Africa, the kidnapping of girls in Nigeria and the imposition of more oppressive laws for LGBTI people in Uganda. We are more conscious than ever that development gains can be quickly reversed and that traditional approaches to development are not always optimal.

Insight-driven engagement with key publics and a focus on impact therefore holds much promise in supporting philanthropic investments.

It enables those making investments to understand more fully how best to connect with key stakeholders and beneficiaries, to design investment programmes that resonate with target populations and to demonstrate evidence of success. Here are ten considerations:

INSIGHT

Insight, here, refers to deep understanding, discernment and judgement about the nature of the challenge and the likely pathway to a solution, drawing on a triangulation of primary and secondary data sources, both quantitative and qualitative. Insight goes far beyond a summary description of data. It has the power to go beyond the superficial, to inform the mapping of a strategy about the optimal approach to resonate with key publics.

① INTERROGATE THE DATA YOU HAVE TO INFORM INSIGHTS AND INVESTMENT DECISIONS

Are the data drawn from cities only or are they nationally representative? Can you differentiate literate and non-literate audiences? Can you segment your audience on important criteria like access to and participation with various communication and media channels and platforms?

② FOCUS ON IDENTIFYING THE APPETITE FOR CHANGE

Who is motivated to change and why? What reasons resonate most strongly with specific target audiences? How can the audience be segmented, not only on demographic attributes (age, sex, education level) but also on psychographic attributes (value priorities, attitudes, beliefs and what they care about most)?

③ AIM TO UNDERSTAND THE BROKERS OF ACCESS AND INFLUENCE

It is imperative to identify roles of individuals in social networks. This must include the “opinion leaders,” and in addition, some people act as gatekeepers, bridges and liaisons within these networks and can be instrumental in accessing key audiences. Digital network analysis is a particularly useful tool for identifying all ‘facets’ of the brokers of influence and access in the social media sphere.

ENGAGEMENT

Engagement has three key dimensions - an emotional connection, an active participation and an enduring relationship. For philanthropists investing in development issues, it is imperative that programmes are designed to be cared about, to involve target audiences and stakeholders in their implementation and for their impact to be long lasting.

④ COMMUNICATION IS NOT ENGAGEMENT

Demand generation is more beneficial than pushing out information about an issue, service or product. For example, increasing the public’s expectations of government transparency, and prompting them into action to demand this, is likely to yield greater impact rather than, in a one-way direction, promoting the benefits of a more transparent government.

⑤ CONSIDER A MEDIA AGNOSTIC APPROACH

It is common for media platforms, productions or formats to be proposed as a priori solutions to engagement challenges, rather than as potential vehicles to support a broader engagement strategy. The choice to employ media components should be driven by the strategy and its content. The strategy should not be a pre-determined media-based solution.

⑥ FOCUS ON CONTENT RATHER THAN PLATFORM

The distinction between social media and “traditional” media and between online and offline audiences can often be false dichotomies. It is more valuable to recognise the overlap between these domains rather than the differences. For example, consider how much content in social media was originally generated by “traditional” sources and recognise that all online audiences also live offline.

⑦ LEARN FROM COMMERCIAL APPROACHES TO SIMILAR EFFORTS

Businesses have a long track record of engaging successfully with national populations in lower middle income countries (LMICS), especially in their promotion of products and services. The much cited example of the effective distribution network and logistics of Coca Cola throughout rural Africa is but one example of a commercial approach to a marketing challenge that holds much promise for other programmes with similar objectives.

IMPACT

Impact, the holy grail of the development sector, typically refers to the broad-based longer term change/s that can be attributed to a programme. Articulating the nature of impact and how it can be measured is invaluable to philanthropists in order to learn how investment approaches and implementation can be improved through engagement with key audiences and stakeholders.

⑧ BE SPECIFIC AND PRECISE ABOUT WHAT SUCCESS LOOKS LIKE

Programme objectives are often vague and high level. In order to capture evidence of the impact of engagement strategies, it is imperative that programme designers articulate exactly what they are trying to achieve. For example, rather than committing to health policy change, it may be more realistic to aim for commitments to new performance metrics in specific populations' (e.g. pregnant women or adults over the age of 70 years) access to health services.

⑨ CONSIDER THE VALUE OF MEASURING ACCESS TO INFORMATION

Development actors often falsely assume that target audiences already have relevant or sufficient information to make decisions about services open to them. Access to information, communicated in a way that captures the attention and makes sense to the target audiences, is often the facilitator to adoption of new social norms, attitudes and practices yet rarely built in to programme design. Measuring the various dimensions of access to information is a key metric in facilitating the impact of engagement efforts.

⑩ PLAN FOR THE EVOLUTION OF MEASURES OF SUCCESS

Uncertainty dominates many of the environments where philanthropists work in LMICs. The measure of success that seemed obvious at year 1 may not be meaningful at year 5. It is important to build a robust but versatile and dynamic system of data gathering to capture meaningful measures of impact of engagement as they evolve for the duration of a multi-year programme.



David is the CEO of Kiosk, a qualitative insight and content specialist and partner of Portland. Powered by curiosity and innovation, Kiosk is committed to providing human insights that live on within organisations.

UNDERSTANDING COMMUNITIES LIKE NEVER BEFORE

How technology can drive insights



— DAVID KAYE

Philanthropy is no longer restricted to the big causes. We are now more than ever able to make a difference at a local level within a community in a very focussed way. Even if philanthropists are operating from a distance, the access they have to local communities is unprecedented, with few hard to reach places being truly off the grid.

By giving voices to these communities, philanthropists are increasingly able to measure the impact of our work in the long-term, and also be receptive to ways in which they can do things better.



By using ever more easily accessible technology, we are able to open an ethnographic window into the lives of communities on the ground as they share their personal stories and experiences.

I see a future in which philanthropists' communications will be more reactive to real-time issues, and much more community-driven.

To date, Kiosk has worked remotely in over 50 countries and has explored environments as diverse as Northern Nigeria and downtown Hanoi.

By using ever more easily accessible technology, we are able to open an ethnographic window into the lives of communities on the ground as they share their personal stories and experiences. This is done through videos, images, audios and texts, which in turn capture the real life impact that philanthropists' investments are having on the day-to-day lives of people who benefit, even once the project is completed.

In 2014 for example, we worked with a leading foundation that supports the empowerment of girls in Africa to bring to life the stories and experiences of those living in Northern Nigeria. We set up the region's first (and only) technology-driven youth peer-to-peer network designed to empower vulnerable populations. Working with this network over six

weeks, we were able to access the daily lives of over 100 young girls and women on their own terms and in their spaces.

We received over 2000 pieces of rich media content over mobile, which was instantly available via 3G uploads, during the course of the project. Our community managers were therefore able to provide individual responses and support in the local languages from our London office.

This collective body of content has provided the most comprehensive, intimate and authentic insights into the lifestyle of Northern Nigerian girls that the foundation has ever been given. It subsequently acted as a catalyst for the program and services that have been designed to meet the needs of Northern Nigeria's most at-risk girls.

We see huge potential for such technologies to give us ever greater insights into the people who philanthropists ultimately want to help. We urge philanthropists to use the potential of technology to ensure that their work delivers as far-reaching impact as possible.

Andrew is a qualified lawyer who specialises in charity law. He is now an independent consultant advising, amongst others, charities and not-for-profit organisations.

PHILANTHROPISTS ARE NOT EXEMPT FROM SCRUTINY

Why reputation matters more than ever



— ANDREW WHITBY-COLLINS

Reputation matters, and it is one of the most important criteria philanthropists and other donors will consider when deciding whether or not to support a particular organisation. So no matter how great the cause, compelling the narrative, or attractive the imagery a bad reputation can mean that no philanthropist will risk their own reputation by supporting them.

Transparency and accountability of charities have become more important to the public than ever before. Recently, the Chairman of the Charity Commission, William Shawcross, emphasised the importance of how public attitudes to charities are changing. Their research shows that for the first time, how a charity spends its money has become the most important factor in defining public trust.

Dame Stephanie Shirley, the first UK Ambassador for Philanthropy and a notable philanthropist, asserts that philanthropic giving is like a good business: donors should focus on what they know and their objectives. Donations do not need to be restricted to monetary support, but also come in the form of practical support. Successful entrepreneurs often look to use the skills through which they amassed their wealth, as well as the wealth itself, for the benefit of charities and social enterprises. Whatever form that support takes, potential donors will want to feel assured that the organisation is well run and effective, but also that association with it won't damage their own professional and personal reputation.

A charity's reputation can take years to build, and moments to damage. The media is paying increasing attention to the activities and effectiveness of charities. Whilst this will have benefits in terms of encouraging more organisations to develop a positive narrative about their work and increase transparency of their decision making, it also has the potential to impact their public image negatively.

Over the past year, issues which have generated significant media attention or controversy include decisions by the RSPCA about the prosecution of certain hunts, use of donor funds and charity chief executive pay. Just recently, two grant making charities with strong brands, the Joseph Rowntree Charitable Trust and the Roddick Foundation, faced negative publicity and criticism for their funding of CAGE, an organisation reported to have links to the man identified as Jihadi John. The publicity received by the affected organisations has had a negative effect on their reputation in the eyes of at least some of the public and put at risk future financial support. More recently there have been widely reported difficulties at Kids Company, whose high profile CEO Camilla Batmanghelidjh has just announced her resignation citing funding problems caused by a campaign run by the charity."

Another reputational risk, particularly relevant during election campaigns, comes from the perception of support for a particular political party. Advocating on behalf of their beneficiaries is a vital part of many charities' activities. However, there is often a fine line between a charity campaigning to advance its objects and political campaigning which can breach the rules. This can turn into a controversial problem for charities with a damaging effect on the reputation and record of competence, as we saw in the case of Oxfam's "perfect storm" campaign. This prompted a number of complaints to the Charity Commission, which criticised Oxfam, saying that it could be "misconstrued as party political campaigning". Some organisations feel this hinders their ability to effectively campaign for their cause, but they must be careful about crossing this line. This is all the more important during high profile events like a general election or the forthcoming EU referendum campaign, which the NCVO has said it hopes charity leaders will play an important role in.

All of these examples demonstrate the importance of philanthropists and grant makers doing careful due diligence of charities and not-for-profit organisations understanding the value of their brand, being aware of their public image and having a strategy in place to deal with media attention.

A reputation can take years to build, and moments to damage.

Katie works in Portland's health team, supporting clients across the sector, including the Novartis Foundation.

HEALTH PHILANTHROPY: DIFFERENTIATION, TRANSPARENCY, COLLABORATION

Challenges and opportunities for communicators

— KATIE RUSSELL

This year's BNP Paribas Philanthropy Index reported health as the cause of choice for global philanthropy.

The global health sector is certainly in need of both funds and champions. Under the current health regime, medical advancements and research benefit the world's wealthiest 20 per cent, while the world's poorest shoulder 80 per cent of the global disease burden. Of the 1,223 new medicines developed between 1975 and 1997, only 13 - a mere 1.06 per cent - were designed to treat tropical disease.

Health is one of the few things in which we all have a stake; it is one of the few things that binds us, irrespective of who we are and where we live. An individual's experience of health can be positive, it can be devastating, but it is always highly emotive and very personal. It is this personal connection that drives the world's philanthropists towards health causes.



In health, the stakes are high and so are the reputational risks.

While clearly popular, philanthropy in health is by no means straightforward. From choosing your cause to communicating your support, it is a crowded space, with many potential pitfalls to navigate.

Health causes are growing in number and complexity, with diverse patient demographics and needs, and an array of approaches, models and systems in action.

The global context is also becoming increasingly fraught. Not only are nations faced with ageing and growing populations, in ever urban environments, they must also now address the growing dual disease burden. This means fighting infectious diseases like malaria, TB and leprosy, while at the same time tackling non-communicable diseases such as cancer, diabetes and heart disease.

It is for these reasons that many of the world's philanthropists are drawn to health - the need is urgent

and diverse, and the opportunity to catalyse real change is significant. This also makes for a challenging communications environment.

We are now seeing a shift in how global actors are operating in the development world. Business principles are being applied more and more, with organisations refining their approach to the allocation of funds, and the measurement of success.

While this new way of working might engender a more professional or transparent approach to philanthropy, it will inevitably lead to difficult decisions. When do you walk away from a project? Why do you focus on one devastating disease and not another? In health, the stakes are high and so are the reputational risks.

Differentiation, transparency and collaboration are therefore essential to any successful communications approach.



DIFFERENTIATION:


Given the number philanthropic organisations and foundations working in the health space, it is vital that you set yourself apart, and therefore justify your engagement. What are you doing that's different to everyone else? Where are you adding value? This might be in the way that you work, how you choose your partners or how you measure success.

TRANSPARENCY:


When it comes to global giving, accusations of conflicts of interest and questionable motives are to be anticipated. This is particularly true in health, presenting a constant comms challenge for organisations affiliated with private food, pharmaceutical and medical companies. You need to be prepared to answer difficult questions. Why have you chosen to prioritise a certain disease area or healthcare model? Why are you working in one country and not another? Evidence is paramount.

COLLABORATION:

Understanding the local and regional health context is vital; so too is engaging with local actors. Working and communicating alongside local governments, councils, public and private organisations allows you to tell a more vivid and compelling story. But above all, it will secure a strong and sustainable future for the projects you invest in.



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Marina is a futurist and executive director of the Institute for the Future, a Silicon Valley nonprofit research organisation. Her current research focuses on how social production is changing the face of major industries, a topic explored in detail in her book, *The Nature of the Future: Dispatches from the Socialstructured World*.

SECOND CURVE PHILANTHROPY

New research reveals a large gap between the world of organised philanthropy and today's world of social action

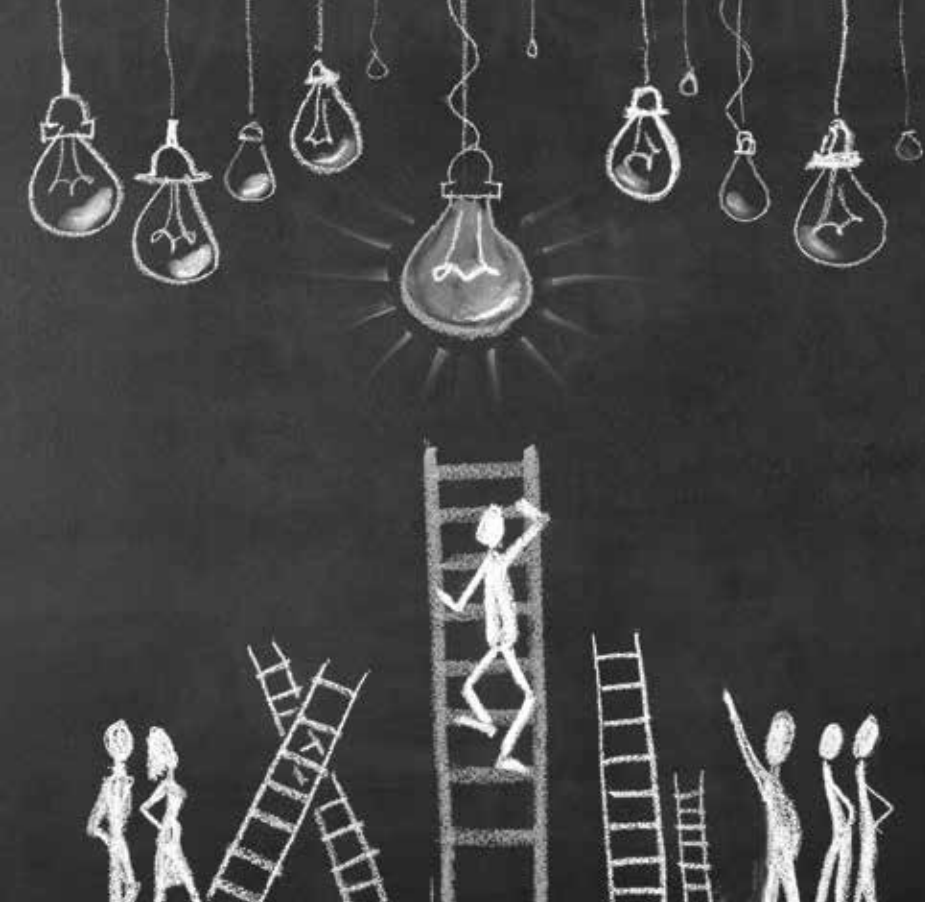
There is a large gap
between the world of
organised philanthropy
and today's world of
social action.

— MARINA GORBIS

At the Institute for the Future (IFF), we use a “two-curve framework” to think about the transformations our society is likely to undergo in the next 10 years. The “first curve” is the one on which most of our productive activities and resources flow through formal institutions—banks, large companies, centralised governments, and philanthropic institutions. It is the curve we’ve built up over the last 250 years, along with accompanying laws, regulations, tools, and practices.

However, the highly distributed technology infrastructure that’s emerged over the past 40 years and is comprised of the Internet, mobile devices, tiny sensors and cameras has disrupted this way of doing things and is giving rise to the “second curve”—a highly distributed mode of value creation. On the second curve, one or a few individuals can create change on a scale that was previously inconceivable or only a large organisation could achieve.

We applied the two-curve framework to think about the future of philanthropy, identifying a set of forces likely to re-shape the field, and synthesizing these into a map that we



ABOUT THE INSTITUTE FOR THE FUTURE

The Institute for the Future is an independent, nonprofit strategic research group celebrating 47 years of forecasting experience. The core of our work is identifying emerging trends and discontinuities that will transform global society and the global marketplace. We provide our members with insights into business strategy, design process, innovation, and social dilemmas. Our research generates the foresight needed to create insights that lead to action and spans a broad territory of deeply transformative trends, from health and health care to technology, the workplace, and human identity. The Institute for the Future is based in Palo Alto, California.

hope will serve both as a guide and a provocation to think about how philanthropy can not only prepare for the second curve, but also shape it for the better. In doing the research, we conducted several workshops with representatives of philanthropic organisations and with social innovators.

To our dismay, we found a large gap between the world of organised philanthropy and today's world of social action. Far too often we heard from social innovators that they view transaction costs involved in working with foundations and larger philanthropic institutions daunting, often avoiding them altogether. While the goals of the two sets of actors are similar—social impact—how they think about impact and the tools they use to achieve it are vastly different.

While philanthropic organisations focus on milestones and measurements, many social innovators are on the side of “ad-hocracy”—activating engagement without a carefully crafted “business plan,” with roles and tasks emerging as needed. Instead of pursuing scale, many social innovators take whatever limited resources they have and focus on areas of

highest need. And what many social innovators lack in money, they often compensate by using the power of social media and effective engagement of large masses of people.

It is our hope that this map will help bring the two sides closer together. Many social innovators can benefit from the wisdom, resources, and tools that organised philanthropy has developed over decades. Larger philanthropic organisations, on the other hand, have to understand the practices and challenges of the second-curve social innovators. One foundation executive commented in an interview with us: “Yes, we can exist in perpetuity, but will we be relevant?” Philanthropic institutions are facing a critical task today: They need to make themselves relevant in the second curve world.

HOW TO USE THIS MAP

The Future of Philanthropy prepares you for disruptive changes at the intersections of giving, social impact, organisation, technology, and human behaviour over the next decade. Use this map as a bug picture "first look" at the research. Look for connections across the forecasts. Highlight the stories and signals of most interest to your organisation. The foresight presented on this map is designed to inspire insights that will help you identify action to prepare you and your organisation for the future.



FUTURE FORCES

This map is organised around five emerging future forces. Future forces are disruptions that will transform how we live and work. These are big stories that will define the landscape of philanthropy in the coming decade. Each for is accompanied by relevant signals that help depict the force's momentum in the coming years.



DILEMMAS

With new tools, structures, and skills come new dilemmas—tensions within the philanthropy ecosystem that won't be easily resolved. Dilemmas require strategies and leadership that go beyond "either-or" thinking.



SIGNALS

Around each future force are smaller signals: these are the early indicators: tools, technologies, and processes that together point to major shifts for the future. They are the details that add to plausible forecasts, with the potential to grow in scale and geography distribution.



SECOND CURVE FRAMEWORK

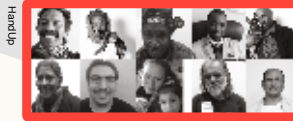
At ITF we describe a move from a First to a Second Curve. Based on former ITF president Ian Morrison's book, *The Second Curve: Managing the Velocity of Change*, this framework contextualises any period of big technological transformation through two curves: an incumbent/first curve on the decline, and a nascent/second curve of emerging activity.

Future Forces in Philanthropy

GOVERNANCE

top down VS

participatory



▲ **HandUp**
Startup offering local direct donation to homeless people for medical care, shelter, and other services.



◀ **ioby**
Citizen-led neighborhood projects supported by crowd-sourcing to deepen civic engagement and environmental projects.

Crowdpower

Leveraging robust online platforms for collection and aggregation of all kinds of resources—from money to brainpower to surplus goods—for creating value.

▼ **Patreon**
Modern-day patronage platform funding artists and creators through the crowd.



PROCESS

deliberate VS

emergent



▲ **Detroit Blight Removal Task Force**
Crowd-aggregated mapping of blight in neighborhoods using technology and "blexting."

▼ **Actify—Wave of Action**

Platform listing events and social activism activities for people around the world to protest corruption, rally around solutions, and take part in alternative systems.



FUTURE FORCE

Ad-hocracy

Choosing roles and tasks, and executing them—with little or no organizational structure—to innovate solutions.



◀ **Matternet**
Flexible and lightweight drone transportation network piloted in extreme environments for disaster relief and in-time



▲ **Samasource**
Social enterprise dividing large projects into Internet-based microwork opportunities for people living in poverty.

FUTURE FORCE

Algorithmic Coordination

Using data streams and predictive analytics to coordinate and optimise how people, resources, and tasks are routed and utilised for maximum impact.



▲ **Impact Genome Project**
A project to flip impact measurement by using algorithmic data to predict whether social impact ventures will lead to successful outcomes.



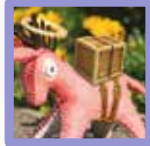
◀ **GoodGym**
New model of voluntary action connecting exercise and training routes with tasks that benefit the community.

Social Coin ▼

Pay-it-forward token that collects acts of kindness via QR code, eventually planted as a seed for a rosebush.



elisava.net



mmmule.com

◀ **mmMule**

Social travel network of individuals delivering needed goods to charities in return for local "life experiences" on the ground.

627.co



METRICS

explicit VS

tacit

◀ **Jana**

Mobile technology platform rewarding emerging market users with mobile airtime for engaging with brands, surveys, and research.

FUTURE FORCE
Multi-currency

Utilizing a variety of non-traditional currencies, from Bitcoin and in-game credits to time or neighborhood "bucks," as alternatives to centralised legal tender.



do512blog.com

◀ **Yerdle**

Resource-sharing community aiming to limit self-storage of products and reduce durable consumer goods people need to purchase.

IMPACT

incremental VS

transformative

▼ **Donors Choose**

Platform designed to allow individuals to donate directly to public school classroom projects.



Oak Forest Library

◀ **Summer of Smart**

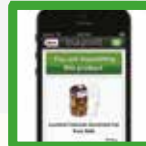
New model for government bodies and citizens to work together prototyping urban solutions in short formats.



1.bp.blogspot.com

FUTURE FORCE
Radical Transparency

The exposure, intended or not, of all financial data decisions processes, reputation evaluations, and success metrics will disrupt traditional relationships between donors and beneficiaries.



Buycott

◀ **Buycott**

Barcode scanning tool to help organize consumer spending according to causes you support or oppose.



GiveDirectly

◀ **GiveDirectly**

Nonprofit organisation offering unconditional cash transfers via mobile devices to people living in extreme poverty.

◀ **[freespace]**

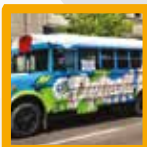
Leaderless global community transforming inactive spaces into cultural centers for civic experimentation.



facebook.com/freespace.io

◀ **The Detroit Bus Company**

Alternative transit system to supplement the Detroit city infrastructure and get people back to work.



glass-apps.org



Citizeninvestor

◀ **Citizeninvestor**

Crowdfunding and civic engagement platform to fund pre-approved government projects in cooperation with local government bodies.

SCALE

one VS

multiple

SPEED

tempered VS

immediate



INSTITUTE FOR THE FUTURE

SUPPORTING YOU

Strategy, content and delivery

At Portland, we're experienced in helping some of the biggest philanthropic organisations spread the word and build engage around their issues.

Our multilingual team is based in London, with offices and operations in the US, Europe, the Middle East, Africa and Central Asia.

Our team is made up of communications specialists drawn from the highest levels of media, international organisations and government.

We provide our clients with a wide range of reputation management services, focusing on the three key areas of:

Developing **STRATEGY**

Creating compelling and shareable **CONTENT**

Effective **DELIVERY** across multiple channels and platforms.



CONTACT

If you would like further information about Portland's services and how Portland can help you, please contact me on **+44 (0)20 7554 1600** or by email: laura.kyrke-smith@portland-communications.com
www.portland-communications.com/philanthropy

Here's just some of our experience:

Helping to establish and profile the Kofi Annan Foundation

Working with Sir Tim Berners Lee and the World Wide Web Foundation to develop and launch the Web Index

International profiling for the UN Population Fund

Engaging digital influencers in Africa with the Bill & Melinda Gates Foundation

Launching the world's first Global Slavery Index and developing a communications strategy for the Freedom Fund

Launching the Centre for Public Impact through a Google hangout

Positioning The Elders as thought leaders on issues ranging from climate change to human rights

Launching UN Women's flagship report on women's access to justice

Working with the Mo Ibrahim Foundation to profile the annual Ibrahim Index of African Governance

Helping Omidyar Network tackle government transparency

Profiling women's health issues around the world with Every Woman Every Child

Across strategy, content and delivery our services include:

01

STRATEGIC POSITIONING:

We evaluate your existing strategy and develop your positioning so that it resonates effectively with your audiences. With the positioning in place, we develop a messaging grid, proof points and a refreshed narrative to underpin your communications.

02

DESIGN AND CONTENT CREATION:

Portland's in-house Content & Brand team of designers, developers and video producers works with clients to develop compelling content - helping to tell your story and generate attention for high-impact campaigns. This includes video, infographics, websites, apps and all kinds of shareable social media content.

03

GLOBAL LAUNCHES, ANNOUNCEMENTS AND MEDIA CAMPAIGNS:

We support you to ensure that major set-piece communications are executed effectively, helping you on strategy, creative content and innovative tactical ideas. Through our offices and network of partners around the world, we can augment your existing capabilities or undertake the full campaign for you.

04

DIGITAL INFLUENCER MAPPING AND ENGAGEMENT:

Increasingly it is people online who shape perceptions of you and the causes you support. We take a 'digital first' approach to stakeholder mapping, identifying your key influencers on social media and other digital platforms. This mapping forms the basis of our engagement with your audiences.

05

CAPABILITY REVIEW:

We review the current communications capabilities and resources of our clients, assessing the structure of your team, the skills of your staff and the tools and processes that you have in place. We report back with recommendations on the optimal design of your communications team, skills gaps and suggested improvements for delivery and information sharing processes within your organisation.

06

TRAINING:

We provide individual and team training across all aspects of communications - from social media monitoring to international media management. We assess your skills capabilities and provide a tailored skills development programme, helping to build long-term capability. Through our Accelerate programme, we have trained communications teams in the Middle East, Central Asia and East Africa.

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