

REDEFINING GIVING AND INVESTING FOR IMPACT - BUILDING THE IMPACT ECONOMY HOW INNOVATIVE MODELS ARE REVOLUTIONISING PHILANTHROPY AND IMPACT INVESTING

Unlocking Capital and Collaboration.
Case Studies from the Frontlines of the Impact Economy.

THE SECOND ISSUE OF A
THREE-PART SERIES



INVESTING IN STRADIVARI VIOLINS AN ALTERNATIVE ASSET
CLASS WITH PHILANTHROPIC IMPACT



FROM A PERSONAL CHALLENGE TO COLLECTIVE IMPACT - HOW
CLIMBING KILIMANJARO SPARKED A NEW MODEL FOR GIVING



HOW CHARITIES ARE SOLVING COMPLEX CHALLENGES WITH
OPERATIONAL RESEARCH



REVOLUTIONISING PHILANTHROPY:
A TECH-DRIVEN SOLUTION FOR DAFs IN TIMES OF CRISIS

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Emma de Closset and Dominic Llewellyn

This article explores how cross-sector collaboration can unlock capital and catalyse systemic change in the UK's impact economy. It highlights successful case studies in health, housing, and climate, demonstrating how blended finance, community trust, and shared strategic vision drive inclusive growth and social innovation amid public service transformations and rising inequality.



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Isma Shafqat

Operational research helps charities enhance impact by applying analytical tools to solve logistical and strategic challenges. Through case studies like The Welcome Centre and RUHX, Shafqat showcases how data-driven insights optimize operations, deepen donor engagement, and enable informed, scalable decision-making, transforming efficiency in the third sector.



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Erika Rushton

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Elena Torresani

Elena Torresani of elea Foundation outlines how entrepreneurial philanthropy combats absolute poverty. By investing in early-stage, impact-driven ventures in low-income regions, elea enables access to jobs and markets. Their partnership-based approach combines strategic mentoring and capital, empowering locally-rooted solutions that scale sustainably and promote long-term societal resilience and inclusion.



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Investing in Stradivari Violins

Maja Wegrzynowska

Stradivari violins offer a compelling mix of cultural preservation and financial return. Wegrzynowska details their investment value, market resilience, and philanthropic potential, advocating for fractional ownership and instrument lending to ensure talented musicians access world-class instruments while investors contribute to musical heritage and enjoy portfolio diversification.



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Alex Ritchie

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Jens Molbak

Jens Molbak introduces Tri-Sector Innovation, advocating for synergizing public, private, and nonprofit resources. This "LEGO" approach aligns self-interests across sectors to solve complex societal issues efficiently. Case studies like Coinstar and Propel demonstrate scalable, mutually beneficial models that repurpose existing assets for amplified, sustainable impact.



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This case study showcases The Partnership Fund's innovative, collaborative model to enhance social cohesion in Israel. Supporting grassroots projects that unite diverse communities, the Fund fosters inclusive initiatives in education, arts, and civil society. It bridges divides through pragmatic, joint philanthropy, promoting unity and resilience in a complex societal landscape.



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Trina Little's cancer journey led to summiting Kilimanjaro and founding "A Noble Gift"—a tech-driven platform auctioning luxury goods for charity. This innovative model ensures 100% of proceeds support charitable causes, bridging e-commerce and philanthropy while empowering brands, donors, and charities through transparent, purpose-driven giving.



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Andrew Kaufmann

The Time to Give Network incentivizes professional networking through charitable giving. Participants donate to causes in exchange for meetings, aligning philanthropy with business development. This model strengthens industry connections, promotes altruism, and creates a win-win-win for professionals, charities, and communities, while maximizing time and impact.



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The Architecture of Giving: How Article 25's Financial Model Multiplies Impact

Gemma Holding

Article 25 uses architectural expertise to amplify the impact of philanthropic investment in humanitarian infrastructure. Leveraging pro bono partnerships, they deliver cost-effective, high-quality schools and hospitals in underserved regions. Their "More Than a Building" model fosters industry collaboration, ensuring every donation achieves long-term, tangible improvements in global community well-being.

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Model of Intentionality Driving Impact: The Bellagio Center

Natalye Paquin

Natalye Paquin explores how The Rockefeller Foundation’s Bellagio Center catalyzes global impact by hosting strategic, diverse convenings. The intentional curation of participants and topics fosters partnerships that have sparked movements like impact investing and energy equity. This replicable model demonstrates how thoughtful collaboration accelerates systemic change beyond traditional grantmaking.

PHILANTHROPY IMPACT

Philanthropy Impact is a capacity building non-profit organisation at the intersection between philanthropy, social investment, ESG and impact investment. Our mission is to increase the flow of capital for good.

We are a membership network creating opportunities to increase and improve impact/ESG investing, social investment and philanthropy.

We achieve this by building the will and capacity of professional advisors (private client advisors, wealth management, private banking, tax and legal sectors) to support their (U)HNW private clients on their impact investment and philanthropic journey.

We serve as a conduit to valuable professional and other networks providing opportunities for private client professional advisors across the spectrum of capital to network with other advisors building relationships creating opportunities to work together, to gain referrals, and to achieve growth.

Our means for realising our vision includes thought leadership and sharing intelligence, events, CPD Certified CISI Endorsed training, 23 Impact, podcasts, bespoke networking opportunities, campaigning, publications including a magazine, and resources for advisors and other stakeholders.

Our stakeholders also include philanthropists, impact investors, trusts and foundations, and charities and social enterprises.

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Philanthropy Impact Public Affairs

- Advocacy: lobbying for policies and regulations that encourage philanthropic giving and impact investment
- Engagement with government and key policy stakeholders

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The purpose of the magazine is to share information about philanthropy and impact investment in a domestic and international context. We welcome articles and other forms of contribution, and we reserve the right to amend them.

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Philanthropy Impact is a membership organisation committed to fostering collaboration across philanthropy, social investment, ESG, and impact sectors, amplifying capital flow for social good.

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E: membership@philanthropy-impact.org



WELCOME

UNLOCKING CAPITAL AND COLLABORATION CASE STUDIES FROM THE FRONTLINES OF THE IMPACT ECONOMY

EMMA DE CLOSSET AND DOMINIC LLEWELLYN - WWW.UKCOMMUNITYFOUNDATIONS.ORG

Across the UK, communities are navigating a convergence of pressures. Rising poverty, mental health challenges, climate urgency, and demographic shifts are taking place against a backdrop of public service transformation. This moment of change presents an opportunity to reimagine how capital and collaboration can come together to create long-term societal impact.

This reimagining lies at the heart of the emerging impact economy: a space where philanthropy, business, social and impact investment, and government work together towards shared outcomes. As this edition of *Philanthropy Impact* highlights, a growing movement is challenging the traditional boundaries between giving and investing, creating active vehicles for social change.

It's also the driving force behind the Impact Economy Collective, a strategic coalition of philanthropic, business, and government committed to cross-sector collaboration. This coalition demonstrates how shared purpose, trust, and long-term vision can unlock both capital and creativity to address complex societal issues.

The impact economy already exists across the UK. Purpose-driven businesses, social and impact investors, foundations, and frontline charities are working together to transform early years education, health, housing, and climate adaptation. Their contribution goes beyond finance: the models explored in the magazine include delivery infrastructure, deep community insight, and systems leadership.

The COVID-19 crisis showcased how nimble, collaborative funding can reach communities fast and equitably. UK disaster-response charity, National Emergencies Trust, mobilised £100 million in emergency funding: £20 million from government match funding and £80 million from generous corporate and public donations. Of this funding, £76 million was distributed through UK Community Foundations to more than 13,000 local charities and groups. This decentralised approach ensured funding reached those most in need, reinforcing the power of community-centric philanthropy.

In housing, the Everyone In Social Investment Pilot illustrates the potential of blended finance. Using £25 million of public money to leverage £138 million in private capital, it funded over 1,000 homes for people at risk of homelessness. This 5.5x multiplier exemplifies how impact investing can scale social outcomes while delivering financial performance. Responsible businesses such as Greggs and Timpson are building inclusive local economies by reinvesting in people and place. Their success shows that ethical business practices can deliver commercial value and community renewal simultaneously. Meanwhile, organisations like Better Society Capital are piloting place-based investment vehicles that align financial return with deep local impact.

These models echo a shift from transactional to transformational philanthropy, where investors are no longer simply donors, but co-creators in solving societal challenges. The future lies in mechanisms that blend philanthropic intent with investment discipline, such as donor-advised funds, social outcomes partnerships, and catalytic capital strategies.



To scale these innovations, we must invest not just in projects but in the leadership, governance, and systems that support long-term collaboration. This requires shared strategic planning, inclusive decision-making structures, and a genuine commitment to equity and learning.

The challenges ahead are considerable, but so is the opportunity. As new generations embrace purpose-driven giving and investing, the lines between profit and purpose are blurring. If we align our efforts across sectors, embrace innovation, and prioritise impact as a shared national priority, we can build a philanthropic economy that is both inclusive and enduring. ■



EMMA DE CLOSSET

Emma leads UKCF, a national movement of community foundations covering every neighbourhood of the UK. Each community foundation is deeply rooted in place, drawing on decades of knowledge, relationships and expertise in the areas where they operate.

Collectively, community foundations have distributed over £1.6 billion to grassroots projects across the UK over the last fifty years. Prior to joining UKCF, Emma was a senior civil servant, with experience of working in the Cabinet Office, the Department for Science and Technology and 10 Downing Street.



DOM LLEWELLYN

Dom leads the Impact Economy Collective, a cross-sector initiative that brings together leading organisations from philanthropy, impact investment, and purpose-driven business to work in partnership with government. Dom also sits on HM Treasury's Social Impact Investment Advisory Group

and is the Co-Founder of AchieveGood, which catalyses partnerships between philanthropists, investors, governments and businesses for transformative social and environmental impact.



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For further information please go to: 23impact.org
or email: info@philanthropy-impact.org

“OVER THE PAST TWO CENTURIES, FINE STRINGED INSTRUMENTS HAVE PROVEN TO BE RELIABLE AND SAFE INVESTMENTS WITH CONSISTENT PRICE GROWTH.”



INVESTING IN STRADIVARI VIOLINS

AN ALTERNATIVE ASSET CLASS WITH PHILANTHROPIC IMPACT: A CASE STUDY

MAJA WEGRZYŃSKA - WWW.BEARES.COM

The world of investments is continually evolving, with investors exploring various avenues to diversify their portfolios. Among these, investing in fine art, vintage cars, and rare collectables has gained popularity; yet one particularly intriguing alternative asset class is Stradivari violins. Renowned for their unparalleled craftsmanship and sound quality, these instruments hold significant monetary value and possess unique attributes that can impact cultural heritage. Investing in Stradivari violins presents a unique opportunity for investors and collectors to diversify their portfolios while also making a meaningful philanthropic impact.

ANTONIO STRADIVARI

I am writing this article from Cremona, the birthplace of Antonio Stradivari, where, with a group of musicians, collectors, and music enthusiasts, we are visiting the Museo del Violino, Casa Stradivari, and the Stauffer Academy, following in the footsteps of Stradivari. Being here is both inspiring and humbling, allowing us to appreciate the work of Antonio Stradivari, a perfectionist whose innovations defined violin craftsmanship for

generations. Violin makers who have had the privilege to preserve and analyse numerous Stradivaris are often baffled by his secret. Each month, new articles emerge claiming to have unravelled the mystery. However, the secret lies in Stradivari himself. Much like the greatest painters, his works represent creativity, craftsmanship, strength, and artistry.

Antonio Stradivari, born in Cremona in 1644, is recognised worldwide as a symbol of unparalleled quality and violin makers continue to live and work under the shadow of Stradivari. Stradivari embarked on a long and distinguished career in 1666, guided by his mentor, Nicolo Amati. Stradivari had a strong determination to make instruments visually beautiful and tonally exquisite and by the 1690s, he had gained considerable fame across Europe, selling to patrons such as the King of Spain and the Medici family. Stradivari's golden period lasted from 1700 to 1722, during which his instruments are considered among his finest creations. He consistently used the finest maple wood during this period and a brilliant reddish-orange varnish of incomparable quality. The instruments from his later period exhibit remarkable depth and power and are loved by musicians for their noble tone.

GLOBAL MARKET FOR STRADIVARI INSTRUMENTS

Today, the market for antique violins is broad, exciting, and increasingly active. This alternative asset class has historically demonstrated exceptional performance, both during times of financial market stress and in more stable conditions. Many established institutions, including the Austrian National Bank, Dextra Musica, the Australian Chamber Orchestra Instrument Fund, the Mariinsky Theatre, and the Nippon Music Foundation, have acquired top-level instruments which they lend to international soloists, chamber, and orchestral musicians.

Over the past two centuries, fine stringed instruments have proven to be reliable and safe investments with consistent price growth. In 2011, the world record price was set with the sale of the *Lady Blunt* Stradivari for USD 15.9 million, and just recently, a new record was achieved with the sale of the *Baron Knoop* Stradivari for USD 23 million, with several transactions exceeding USD 20 million.

The demand has been driven by several key factors. Firstly, a diminishing supply



is evident as significant instruments are acquired by museums and foundations, often never to be sold again. Secondly, there is an expanding market, with classical music flourishing in Asia and rapidly growing in the Middle East. Moreover, the market for high-end violins is relatively insulated from economic fluctuations. Unlike traditional stocks or real estate, which can be affected by broader economic downturns, the demand for fine instruments remains stable. Fine stringed instruments also offer a currency hedge, as they can be sold in any currency, and provide diversification within investment portfolios, being part of a non-volatile asset class that is uncorrelated to the stock market. Additionally, the fact that the most celebrated soloists have performed on Stradivari instruments for the past three centuries has granted them esteemed status among violin makers, effectively creating an unmatched brand that further enhances their investment returns. This resilience can provide investors with a sense of security, knowing that their asset is likely to retain its value even in turbulent economic times.

PHILANTHROPIC IMPACT

One of the tragedies of Stradivari's fame is that many of his instruments are being silenced and stored away in safes, as their value increases significantly each year for their owners, and this puts the finest examples out of reach for talented musicians. By purchasing and preserving Stradivari violins, investors can contribute to the cultural heritage of music and support initiatives that promote accessibility for talented musicians. There is nothing more rewarding than hearing your instrument being played at prestigious venues like

the Royal Albert Hall or Carnegie Hall, or during private house concerts in more intimate settings. This approach benefits musicians, allowing them to perform on instruments they could not otherwise afford, while audiences enjoy the incredible synergy of great music, instruments, and artists.

Through the Beare's International Violin Society, I have helped numerous talented musicians, but there is still a huge demand from musicians to access fine instruments. My main aim is for these instruments to be acquired by individuals or institutions that wish to invest in culture and lend them to musicians, as the greatest violins need to be played to remain in optimal condition for future generations. For example, one of the projects I am working on is securing a violin for Magnus Johnston, the Concertmaster of the Royal Opera House in London, who has fallen in love with the Stradivari that used to belong to the world-renowned soloist Ida Haendel.

Investing in Stradivari violins transcends mere financial strategy; it presents an opportunity to engage with history, support the arts, and create a meaningful philanthropic impact. They can also be bought in memory of someone and carry the legacy around the world. For those who navigate the complexities of this unique asset class, Stradivari violins offer a harmonious blend of financial potential and cultural significance—a true investment in both legacy and philanthropy. Moreover, the potential for fractional ownership through innovative financial models is emerging, allowing multiple investors to own a share of a high-value asset like a Stradivari violin, thus making it more accessible to a wider range of investors. ■



MAJA WEGRZYNOWSKA

Maja Wegrzynowska is a classical musician and highly respected expert in fine and rare violins, including those by Stradivari. Her clients include art and instrument collectors, family trusts, museums, classical musicians, financial institutions, and patrons of the arts. She is the Director and Head of International Sales at J & A Beare, one of the leading violin dealers in the world, and the Vice-President of the Beares International Violin Society. For her significant contributions to the music industry, she was elected an Associate of the Royal Academy of Music. With a strong commitment to the arts and education, Maja is a Fellow of the Royal Society of Arts, a member of the Royal Society of Musicians, the Royal Philharmonic Society, and a trustee of the Hatfield House Music Festival.



FROM A PERSONAL CHALLENGE TO COLLECTIVE IMPACT

HOW CLIMBING KILIMANJARO SPARKED A NEW MODEL FOR GIVING: A CASE STUDY

TRINA LITTLE - WWW.ANOBLEGIFT.COM

As a barrister and a working mum with four sons, life was very busy and could be challenging at times trying to juggle it all. Constantly rushing - from one court to another and then onto the football pitch sidelines to watch the boys in a match with little time to slow down and 'look up'.

Then, when I was diagnosed with cancer during lockdown, everything changed. I had to slow down.

Like so many others during that time, life became stripped down to essentials — health, family and we all had to dig deep to be resilient. But as I steadily moved through treatment and recovery, something deeper was also stirring. I wasn't just on the journey for myself; I was thinking about the other countless people like me, quietly going through similar experiences, especially during such an isolating time. I kept asking: *How can I turn this into something more? How and where do I find the light from the darkness?*

That question became a mission.

And that mission took me, and six incredible women, to the summit of Mount Kilimanjaro in the summer of 2023.

THE CLIMB THAT CHANGED EVERYTHING

Summitting the world's tallest freestanding mountain wasn't just a huge physical challenge, it was a symbol of hope, solidarity, and strength. We trained, fundraised, and leaned into each other emotionally and physically. In the end, we raised **£154,000** for a small, local cancer charity that had supported so many through their darkest days.

But what was unique about our fundraising was that we raised it through an **online auction where 100% of the items were donated and 100% of the bids went straight to the charity.**

We used our contacts and we also approached a handful of purpose-driven brands and asked if they'd be willing to donate products or experiences for our online charity auction. To our delight, many said yes. The model was simple: the highest bidder would win a unique gift or experience, and **100% of the winning bid** would go directly to Breast Cancer Kent, our chosen charity. The brands engaged their clients with a 'call to action' which showed their clients their philanthropic nature asking them to bid on their donated gifts.

This wasn't just giving—it was *strategic* giving. It was *dynamic*, *engaging*, and mutually beneficial for everyone involved: Quid pro quo. Brands gained visibility through philanthropic giving, bidders enjoyed exclusive offerings knowing that they were doing good with their purchase, and the charity received much needed funds without incurring any overhead costs.

What started as a personal journey soon sparked a bigger idea.

FROM PURPOSE TO PLATFORM

Once the online auction closed and we had returned triumphant from our epic adventure, our auction was still gathering momentum, even though it had essentially closed, we were still being offered gifts and experiences but it was over. My co-founder Sarah was the first to articulate it. "It doesn't need to be over, there's a gap here," she said. "Why doesn't this model exist on a larger scale?"



"THERE ARE THIRD PARTY COMPANIES THAT SOURCE AUCTION ITEMS BUT THESE MUST BE PURCHASED BY THE CHARITY SO THE CONSUMER IS UNAWARE OF HOW MUCH IS ACTUALLY GOING TO THE CHARITY."

She was right. In a world where e-commerce thrives, influencer marketing dominates and consumers are increasingly driven by values, why not create a **dedicated platform** that connects brands, charities, and consumers while making giving feel as exciting and rewarding as shopping? Remarkably, no-one in the world that we can find is using this model.

That's how **A Noble Gift** was born.

With the 4 female founders, Sarah, myself, my sister Georgina and Nicola, we have built a tech platform that not only offers **exclusive Gifts and Experiences**, they are all 100% donated by brands, **with 100% of the winning bid going to the charity of the brand's choice**. We charge a platform fee to pay for ongoing costs and to allow 100% of the winning bid to go to charity. As far as we know, there is no-one else using this model in the world. There are platforms whereby a percentage of the money raised goes to charity but they are simply a platform and commission is taken from the charity. We are the only company that is actively sourcing the items to donate from brands and charities. There are third party companies that source auction items but these must be purchased by the charity so the consumer is unaware of how much is actually going to the charity. **Transparency is key to A Noble Gift – 100% donated 100% to charity.**

We launched in November and we are thrilled to already be working with incredible global partners including NFL Foundation UK, Tottenham Hotspur Foundation, Chelsea FC Foundation, Tim Henman Foundation, War Child and Cardiac Risk in the Young to name a few.

BRIDGING PROFIT AND PURPOSE WITH TECH

What makes A Noble Gift truly transformative is its use of technology to streamline, scale, and easily enable philanthropy. The dopamine hit of buying a gift for yourself or a loved one knowing that the money has gone to charity is addictive.

Our platform is designed to be effortless for both brands and consumers. Brands and charities sign up for free, we upload their offerings in minutes and let the bidding begin. Consumers can browse curated, high-quality Experiences and Gifts, many exclusive to us. Think luxury getaways, watching the Chelsea Football first team train, go skiing with Mike Tindall MBE, your child being a child mascot for Spurs or VIP backstage passes and meet and greet your favourite celebrity at a concert knowing your money is going directly to causes that matter.

For charities, we are providing an outlet for them to direct their inventory immediately rather than wait for a gala dinner or annual event to a target audience that they don't normally have access to or the funds to promote so there is a real element of cross pollination. They can reach a much wider audience than those at say an annual event. We are also auctioning items where they haven't sold at in-person event and they are selling on A Noble Gift due to the wider reaching audience. We are not building our database, we are building a community.

THE RISE OF VALUES-BASED GIVING

More than ever, consumers are voting with their wallets. Millennials and Gen Z, in particular, are redefining what it means to "give back." They want to align with brands that reflect their values, they want their actions to have measurable impact, and they want *experiences*, not just products.

At A Noble Gift, that is what we are all about. We're not asking people to donate out of guilt, we are inviting them to participate in a joyful, values-driven marketplace where every transaction has purpose. People like to give to receive and this way you can do so with guilt free shopping.

And because our model is built on **choice and charitable benefits**, it's scalable for both small family offices and large corporations looking to incorporate social responsibility into their brand identity.

WHAT HAVE WE LEARNED FROM THIS JOURNEY SO FAR?

- 1. Purpose is powerful, but systems scale it.** My climb up Kilimanjaro was personal, but the online auction turned it into a community success. A platform turned it into a movement.
- 2. Brands want to give but need the right tools.** We've been overwhelmed by how many companies, big and small, want to align with social causes but aren't sure how to do so in a way that's effective, easy, and aligned with their marketing goals. We are a cost-effective outlet for them and we do the heavy lifting in terms of customer



service and the charities can be the passive beneficiaries. No upfront costs and charities benefit directly from 100% of the winning bid.

3. People will pay more for purpose. We consistently see higher-than-retail bids—not because the products are better, but because the *impact is bigger*.

Looking ahead, we're working to expand the platform internationally, onboard more brands and charities, and deepen our tech stack with AI-powered curation and blockchain-enabled transparency. We're also building a feature for wealth managers to co-create exclusive auction packages for their clients—combining luxury, legacy, and giving.

FINAL THOUGHTS: THE FUTURE OF GIVING IS DYNAMIC

If there's one thing my cancer journey and summiting Kilimanjaro has taught me, it's this: adversity can be metamorphosed into positive. But only when we work together—and then from the darkness comes the light.

A Noble Gift is the light. It's where profit meets purpose, and giving feels good—not just emotionally, but strategically.

We didn't set out to create an innovative fundraising platform. We set out to climb a mountain.

Turns out, we did both. ■



TRINA LITTLE – CEO AND CO FOUNDER OF A NOBLE GIFT.

Trina previously worked in the media industry before retraining as a barrister once she had her family and is still a practising barrister in between working for A Noble Gift.



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Our in-person training is designed specifically for professional advisors to (U)HNW private clients to expand their expertise in the dynamic fields of impact investing and philanthropic advising and to make them aware of major drivers for providing this support to clients – to meet:

- *The growing client demand from GEN Z, millennials and women of wealth*
- *Regulatory issues (having values based discussions with clients to manage risks associated with Consumer Duty and customer centricity)*



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For further information, please visit our [training page](#) or contact: training@philanthropy-impact.org



HOW CHARITIES ARE SOLVING COMPLEX CHALLENGES WITH OPERATIONAL RESEARCH: A CASE STUDY

ISMA SHAFQAT - WWW.THEORSOCIETY.COM

As charities tackle rising demand and shrinking budgets, many are turning to operational research (OR) a scientific, data-driven approach to decision-making in complex systems. Widely used in business, government, and the public sector, OR is now gaining traction in the charity space for its potential to drive efficiency and maximise impact.

OR applies analytical methods such as mathematical modelling, statistical analysis, and optimisation to help organisations solve problems and improve performance. For charities, this can mean anything from strategic planning to optimising volunteer deployment or streamlining internal operations - all without increasing costs.

Recognising the sector's need for support, The Operational Research (OR) Society launched Pro Bono OR, a unique initiative that connects expert analysts with charities. These specialist volunteers, from industry and academia, offer their time and skills to help non-profits plan, adapt, and thrive.

Since 2011, more than 200 projects have been completed, with support from more than 1,200 volunteers, helping organisations reduce costs, improve service delivery, and understand where they can do more with less.

IMPROVING OPERATIONAL EFFICIENCY TO SUPPORT THOSE IN CRISIS: THE WELCOME CENTRE

One charity that has embraced operational research is The Welcome Centre which provides essential food, toiletries, bedding, and household goods to people in crisis situations. With rising demand and the prospect of expanding services in the future, The Welcome Centre wanted to evaluate its

operations and identify opportunities for improvement. With limited resources, the Centre sought support to optimise its processes and prepare for the transition to new premises, which included upgrading IT systems and expanding its accommodation.

Through the Pro Bono OR scheme, they worked with an OR volunteer to study the Centre's current operations and to identify bottlenecks and areas where improvements could have the greatest impact. They reviewed documentation relating to the Centre's day-to-day operations and conducted site visits to observe the challenges faced by staff and volunteers. To gather further input, they created a questionnaire, which was distributed to management, staff, volunteers, and referring agencies to identify pain points and potential solutions.

The responses from the questionnaires were used to design a half-day workshop that brought together trustees, staff, and volunteers. During the workshop, the participants discussed key issues and brainstormed potential solutions. The group then considered ideal business processes for the future, focusing on areas such as receiving, sorting, and storing goods, handling referrals, and distributing packages to clients.

THE IMPACT

The findings of the workshop were used to develop process maps detailing the current operational workflows, as well as recommendations for future improvements. The report highlighted both quick wins that could be implemented immediately and longer-term changes to prepare for the organisation's expansion. The process maps have provided The Welcome Centre with a clear roadmap for enhancing

communication between staff, volunteers, and trustees, as well as optimising day-to-day operations.

The benefits of this project have been substantial. Not only have the recommendations improved communication and understanding between different teams within the Centre, but they have also helped streamline operations, making it easier for the charity to scale its services. The insights have provided The Welcome Centre with a stronger foundation to build on as they look to expand their reach and impact in the community.

UNDERSTANDING SUPPORTERS TO INCREASE IMPACT: THE RUHX EXPERIENCE

Another charity that used the Pro Bono OR scheme is RUHX, the official NHS Charity for Royal United Hospitals Bath NHS Foundation Trust.

With over 25,000 supporters, it needed to uncover insights into its donor behaviour and improve its communications strategy. Collaborating with an OR volunteer they started by exploring the data using Power BI, which allowed the team to visually analyse trends and patterns across different donor segments.

Soft OR techniques were applied to map out potential hypotheses about donor behaviour, focusing on how to engage donors based on key characteristics such as donation history and geographic location. The volunteer also sourced additional external data to enrich the existing dataset, blending it with RUHX's data using Power BI and Excel.

THE IMPACT

A major outcome of the project was the creation of "pen pics" - practical postcode-level profiles that helped RUHX better understand the characteristics of their supporters. These included factors such as people's proximity to the hospital, their affluence levels, and historical donation patterns. The

segmentation process allowed the charity to identify areas with high potential for targeted outreach to supporters and to design more personalised and effective fundraising campaigns.

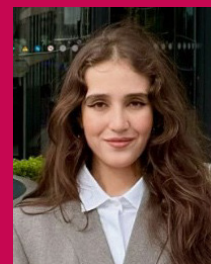
One key insight was that returning donors accounted for a significant portion of RUHX's fundraising income, highlighting the importance of building long-term relationships with donors. In addition, the analysis revealed that geographic proximity to the hospital was not the main driver of donations. Instead, six specific postcode areas were identified as having high potential for future outreach efforts. These findings have proven instrumental for RUHX, guiding their marketing and fundraising teams in developing more targeted strategies.

The charity's leadership was impressed by the clarity and fresh perspective brought by the OR volunteer. *"The OR Society really helped our charity. They were easy to work with, both in terms of process and people, and we ended up with a real data expert analysing our data and making recommendations. More insight than we'd have gotten if we paid for the work, I think!"* said a representative from RUHX.

TO CONCLUDE

These examples demonstrate how operational research can be a game-changer. The Pro Bono OR scheme provides vital support, at a time when many charities face financial constraints, offering a unique and powerful resource to address challenges they might otherwise be unable to tackle. Whether in times of crisis or everyday operations OR provides a strategic framework that enables charities to strengthen their capabilities and continue their vital work supporting vulnerable individuals and communities across the UK. ■

"THE PRO BONO OR SCHEME PROVIDES VITAL SUPPORT, AT A TIME WHEN MANY CHARITIES FACE FINANCIAL CONSTRAINTS..."



ISMA SHAFQAT

Isma Shafqat works as the Pro Bono OR Manager at the OR Society, bringing a foundation in Molecular Biology alongside experience in programme leadership. Her career spans impactful work in advancing STEM education for girls in rural Pakistan, leading a student mentorship programme and managing strategic corporate partnerships. Committed to social impact, she now leads initiatives that apply operational research to strengthen third-sector organisations.



REVOLUTIONISING PHILANTHROPY: A TECH-DRIVEN SOLUTION FOR DAFs IN TIMES OF CRISIS: **A CASE STUDY**

ALEX RITCHIE - WWW.GLOBALGIVING.ORG

At GlobalGiving, we believe that local organisations, deeply rooted in their communities and experts in their own contexts, are best equipped to respond to crises with impactful, sustainable solutions. However, very little international aid reaches them. Recognising this gap, GlobalGiving aims to simplify how funders find, support, and enable community-led initiatives, believing current funding tools often overlook community perspectives, potentially missing crucial nuances or even exacerbating existing inequalities. To date, GlobalGiving has raised over \$1 billion from nearly 2 million donors, enabling community-led organisations to drive real change. Yet, as climate change, urbanisation, environmental degradation, geopolitical instability, and economic uncertainty are exacerbating humanitarian emergencies, leaving millions displaced and vulnerable, even more support is needed as humanitarian need increases.

More than 120 armed conflicts are raging worldwide at the moment, marking a sharp increase from previous years. By 2030, it is estimated that nearly 60% of the world's extreme poor will reside in regions affected by conflict and fragility. Meanwhile, reductions in international aid from major donor countries like the UK and US are further straining relief efforts. In this increasingly volatile landscape, philanthropy has the potential to bridge critical funding gaps, rapidly mobilising resources to address global crises at scale.

THE ROLE OF DONOR-ADVISED FUNDS IN DISASTER RELIEF

Donor-Advised Funds (DAFs) are an increasingly popular vehicle for charitable giving, providing a flexible and tax-efficient way for donors to allocate funds over time. In the UK alone, an estimated £2.8 billion is currently held in

DAF accounts. While this represents a significant reservoir of potential philanthropic capital, mobilising these funds for urgent disaster relief remains a challenge. DAF donors report that they face significant challenges in identifying and contributing to specific disaster and crisis relief efforts in a timely manner. Additionally, while many DAF platforms allow for charitable giving, they may not have robust infrastructure or scale to enable them to swiftly direct funds to vetted organisations on the ground at times of crisis.

LEVERAGING TECHNOLOGY TO ACCELERATE IMPACT

Technology presents a powerful solution to these barriers. GlobalGiving has developed an API (Application Programming Interface) that enables seamless integration between its platform and its corporate partners, providing access to a curated network of over 6,500 vetted, community-led nonprofits operating in more than 175 countries. GlobalGiving's API also allows for donation processing, meaning users can select and give to a chosen charity directly through a company's website or app, and GlobalGiving handles the rest. By leveraging this API, companies can embed donation options directly into their websites and apps, offering users a seamless giving experience while ensuring donations reach trusted organisations quickly and securely.

PILOTING AN API-DRIVEN MODEL FOR DAF GIVING

Building on this success, GlobalGiving is now exploring how API technology can be deployed within DAFs to enable more timely and targeted disaster relief donations. This pilot initiative seeks to integrate GlobalGiving's API with DAF platforms, allowing donors to seamlessly direct their philanthropic capital toward crisis response efforts worldwide.



ALEX RITCHIE – CEO OF GLOBALGIVING UK

During her five-year tenure, she has led Growth across the UK and EMEA, trebling the income and doubling the staff base of the charity. She is co-Chair of Raw Material, a London-based charity focused on creative education and training to improve

the lives of young people. A skilled entrepreneur, Alex founded two successful businesses, including ARC, an award-winning marcomms and events agency for the non-profit sector. Her past board roles span MassChallenge UK, Astia, and FINCA, supporting startups, women-led ventures, and global microfinance. She is also a published business author with HarperCollins and co-founder of Women's Enterprise Day, part of Global Entrepreneurship Week.

By removing administrative hurdles and offering a transparent, real-time giving mechanism, this approach has the potential to revolutionise how DAF donors engage in disaster philanthropy.

The benefits of this model are far-reaching. Rapid disbursement of funds ensures aid reaches affected communities when it is needed most. Donors gain access to a pre-vetted portfolio of nonprofits, with full visibility into how their funds are being used. Additionally, the API model could be expanded across multiple DAF platforms, unlocking new opportunities for philanthropy at scale.

A PROVEN TRACK RECORD OF INNOVATION

A powerful example of our API in action is our partnership with Benevity, a global leader in employee engagement. The seamless integration of GlobalGiving API through platforms like Benevity's enables employees at major corporations like Nike, Airbnb, and Microsoft to donate directly to vetted, community-led organisations, with a streamlined disbursement process ensuring that funds reach those in need quickly.

During times of disaster, GlobalGiving API plays a crucial role, automatically publishing and updating disaster relief projects in real time. This ensures that accurate, up-to-date information is readily accessible on many platforms, allowing donors to respond swiftly and effectively. Through this integration, donors also gain access to rich storytelling, impact insights, and full transparency through [GlobalGiving Fund pages](#).

At the core of this approach is GlobalGiving's extensive network of 6,500 nonprofit partners, nurtured to provide donors with instant access to a wealth of information on over 8,000 active local projects and their impact. Our API-driven approach has already generated over £19 million for disaster relief, demonstrating the power of technology to strengthen philanthropy on a global scale.

GlobalGiving has already started to explore scaling its API through a partnership with [Grapevine](#) and [Philanthropy Together](#), where through Grapevine's website, giving circles in the US and UK will be able to connect seamlessly and tax-

efficiently with GlobalGiving's portfolio of vetted, community-led nonprofits in 175+ countries, enabling donors to make a global impact while maintaining a local focus.

THE FUTURE OF SCALABLE, TECH-DRIVEN PHILANTHROPY

In an era defined by unprecedented challenges, leveraging technology to scale philanthropy has never been more critical. By integrating API technology into DAF platforms, we can remove traditional barriers to giving, ensuring that philanthropic capital is deployed where it is needed most. This pilot initiative is a step toward a more responsive, impactful, and efficient model of disaster philanthropy, one that harnesses innovation to drive tangible social change.

As we look ahead, the potential for scaling this approach is vast. By expanding API integration across DAF platforms, we can enhance the sector's ability to respond to future crises, ultimately strengthening the global philanthropic infrastructure. Now is the time to rethink how we mobilise resources for social good, embracing technology to revolutionise giving and create lasting impact where it matters most. ■

"SOLVING THIS PROBLEM BY ENCOURAGING PEOPLE TO CONNECT FOR THE BENEFIT OF THEIR FAVOURITE CHARITY OR CAUSE IS THE CORNERSTONE OF THE TIME TO GIVE NETWORK'S ETHOS."



BRINGING TOGETHER THE UK FINANCIAL SERVICES INDUSTRY FOR THE BENEFIT OF ALL: A CASE STUDY

ANDREW KAUFMANN - WWW.TIMETOgive.NETWORK

The Time to Give Network connects people within the financial services industry and gives to charity at the same time. How? Alison Ebbage talks to Andrew Kaufmann, Founder and CEO, to find out.

Connecting and networking within financial services has always been a core component of the UK financial services industry. Your network is key. But the frenetic pace of change and development within work means that time is at a premium. Many people find it increasingly hard to get in front of people they want to meet and connect with and people who are sought out find it hard to make the time.

This is not just in a sales and marketing context; there are many reasons that people seek to forge new connections: to learn from someone's experience, ask advice or get feedback, introduce a new concept or service informally, and more. Of course, wanting to introduce a product or service to someone in the hope of furthering their business development cause is also a very valid and potentially valuable reason to want to make contact and meet someone face to face.

Solving this problem by encouraging people to connect for the benefit of their favourite charity or cause is the cornerstone of the Time to Give Network's ethos.

Andrew Kaufmann explains: "People want to meet and network with other people but are often swamped with other things. We had the idea of replacing an introduction fee with a donation to charity instead. Those who want to meet with someone (TimeBidders) pledge to donate to that person's (the TimeGiver's) chosen cause – thus generating a great incentive to make the time for the meet."

This model maximises the impact of a busy person's time. They are able to define the beneficiary charity and donation amount. In this way, they feel that they are raising the

maximum amount of donations in return for a bit of their time. TimeGivers also control every other aspect of the meeting, including who they are willing to meet and what they are willing to meet about.

Kaufmann's idea has already enjoyed steady organic growth since its launch in summer 2024. Since its inception, it has attracted over 200 members including big hitters such as Aviva Investors, Abu Dhabi Investment Authority and Amundi – all of whom have raised donations between US\$150-£500 for their charities of choice.

"There is significant TimeGiver representation from firms that provide software and service to the asset management community, employees at hedge funds, wealth management firms, institutional asset management firms private equity, and venture capital managers as well. Most are C-level but there is also an assortment of TimeGivers that fall outside these industry and seniority boundaries.

When it comes to those bidding for time, the network has seen interest from software and service providers within the financial services ecosystem.

"Most TimeBidders and TimeGivers that have joined the community stem from a personal relationship from my 30+ years of experience in the asset management industry. We are now moving into other verticals where the task is to gain critical mass and awareness that will allow us to deliver this altruistic solution to other industries and geographies.

Kaufmann's plan to achieve this critical mass is to build on what has worked so far, word of mouth and influencer marketing via LinkedIn and other social media channels.

"Jamie Broderick, advocate for impact investment, board member, Impact Investing Institute and Philanthropy Impact board member is a great example of someone who has come on

board as a TimeGiver and is willing to encourage others to do the same. Jamie has already agreed share, via written quotes and recorded video interview, why he supports TGN, what he can offer to the TimeBidder community, and why he chose the charity that he's raising money for. It means he can support our development and also allows him the opportunity to also raise awareness of the charity, which benefits him as well as the charity," explains Kaufmann.

Another good example of a successful connection is a service provider in the UK that is considering opening an office in Abu Dhabi. "The CEO of the service provider was able to have an impactful meeting with a senior manager at Abu Dhabi Investment Authority (ADIA) and learn about the local market. They are planning to meet the next time the CEO is in Abu Dhabi and have now struck a friendship. And all for a £200 donation to the charity of choice of the ADIA employee," Kaufmann adds.

A third example is a software vendor who met with a COO at a £250BN+ asset management firm for a £300 donation to Disability Challengers, the chosen charity of the COO. The quote we received from the COO was: "It was a pleasure to set aside the time to support Time to Give Network's not-for-profit platform, helping raise donations for Disability Challengers – a charity I care deeply about – whilst also having the opportunity to discover and learn about solutions providers in the market," says Kaufmann.

WIN-WIN-WIN

Meanwhile for the TimeBidder the win is obvious. They gain access for the purposes of gleaning expertise, networking, or furthering their business development objectives.

And as for charities the gain is obvious too because they gain donations from the efforts of the people who support them. "They can choose to be proactive and ask some of their trustees and other supporters to join TGN and offer an hour of time to benefit that charity. They get a new donation stream without the need for their supporters to reach into their pockets. That will serve both the largest and smallest charities well, as long as they can get their supporter base engaged," says Kaufmann. ■



ANDREW KAUFMANN – FOUNDER, TIME TO GIVE NETWORK

Andrew Kaufmann has over 35 years of experience in the financial services markets, both in New York and London.

Andrew began his career at Bankers Trust in institutional fixed income sales and then moved to FX market-making before pursuing a long and distinguished career in business development.

Andrew has held roles at firms including SS&C, SunGard (now FIS) and other software and service providers, with a primary focus on the asset management vertical.

The founding of the Time to Give Network is a culmination of Andrew's professional experiences and the many valuable relationships that he has forged over his career.



REDESIGNING MONEY: A CASE STUDY

ERIKA RUSHTON - WWW.KINDRED-LCR.CO.UK

The first time I worked with a philanthropic investor I thought 'he must know about money. He's got lots of it'. No! He made the worst decisions. Rejected those with passion and purpose as "they will just reinvest everything they make" and opted to invest in a lone trader with huge ambitions who wanted to start big.

He lost half a million quid.

Ten years on the rejected passion and purpose business continues to get bigger, better and more impactful, whilst that sole trader is back sole trading as a more damaged man.

In 2019 we were 150 activists, artists, entrepreneurs, animators, community developers, outsiders, providers and collaborators all having a go at making a living. We were building impact businesses on borrowed time, floor space and money; maxed out credit cards and remortgaged homes; investing our lives and livelihoods to make a difference, build our dreams, change our world.

But money intended for growth and impact wasn't accessible to us or designed for us. So, we imagined what money would look like if we were in charge.

Each conversation began with the assumption the rules would be 'their' rules. How much can we have? Do we need match? Who will judge us? How do we meet the criteria? Is there a form? Each ended with discussions about trust, sharing, and mutual support.

We used our lived experience of financial exclusion to redesign money that could work for us.

Initially supported by our Mayor of the Liverpool City Region, Steve Rotherham, and Power To Change, Kindred is now a £8m investment and support network with 1,500 socially-trading members across Liverpool City Region. New products, services and ways of doing things are informed by our lived experiences. We find ways over, under, around or through the barriers and blockers to inclusion – in food, music, care, health, tech,

hospitality, energy, money... we are trojan horses for the system change required to grow social impact and deliver inclusion.

SO HOW DOES THAT WORK?

Kindred lends money to homegrown ventures at 0%, with up to 20% repayable in social return. That's equivalent to the subsidy afforded to for-profit developers when a development doesn't stack up. That's fair.

We get people involved through events, roadshows, social media and local press. We ask people to invite their friends, families, neighbours and haters. We print newspapers, put on exhibitions, tell stories and sing songs. We hold conversations, walk around places, hang about in cafes, social clubs, boxing clubs, and pubs. That's how to start a movement.

And we share stories of local and social innovation. Stories from our pasts and our futures. Stories from STOs across the river, and the world, to build our confidence and feed our imaginations. We dream together, imagine a different future together, then deliver it. Together. It's co-creation.

We don't demand business plans or feasibility studies to be written first, because we aren't looking for the best bid writers or mathematicians. We are looking for people with purpose, passion, and the ability to make it – whatever it is – happen. We call it action-led.

We encourage ideas to start small with one, or two. If two work, so might 22, or 2,222. We invest incrementally in what works. If things don't work, do less of it; if things do work, do more of it. That's risk management.

There is no need to select, or judge, or ask people in communities to compete against each other. Economies need collaborators not competitors. And action is the best selection process you could wish for. It's non-competitive.

And when we need money to grow, we join a conversation, or two, with our peers. Entrepreneurs invest their actions and



ideas; Kindred isn't just the money. Together we decide if we are ready for a long repayment relationship and then we take the risk together. Match-funders.

Where there are affordable spaces, STOs gather and grow giving unused assets new purpose and value. Others join in, growth accelerates, so-called 'deprived areas' get a new, future-facing identity. They call it regeneration.

And the really smart folks make sure that space is community owned. So, as value is generated it is captured, and reinvested, in the communities that created it. We call it a social economy.

Kindred's first five years suggests that the approach is working in the places and communities that 30+ years of the accepted regeneration and economic development practice – inward investors and capital builds with the promise of jobs and trickling wealth – has failed.

With £3m invested to date, almost 200 jobs have been directly created. Turnover in 60 invested socially-trading organisations has helped them triple their collective turnover from £3.5m to over £11m – more than tripling their impact as they scale. With 50% of funds going to women founders and 25% to Black and global majority founders, Kindred offers living proof that equity investment delivery equitable returns and social impact.

More importantly, those invested, socially-trading organisations have clustered together, accelerating social innovation and impacts that connect industry sectors and cross community divides. They help catalyse and attract other economic activity and provide new purpose, ambition and identity in places formerly badged deprived or left behind.

Most social investment funds have been designed by people with money or former bankers who think there must be a better way. But system change, by those who designed and benefit from an existing system, tends towards trying to make the existing system more inclusive.

Kindred provides a powerful demonstrator of what happened when those with lived experience of exclusion, from money, get to redesign it.

- In Birkenhead a handful of socially trading organisations who first shared just £12,000 to have a go now have a combined turnover in excess of £3m and have attracted at least 100 other businesses who are, together, catalysing the towns homegrown economy. Place-based change: Birkenhead's creative cluster - Kindred
- The BlaST (Black and Minority Ethnic Social Traders) network has grown from 20 to 250 members, who provide peer-to-peer support. With access to investment, BlaST members are growing their businesses at an average of 24% per annum. BlaST - Kindred
- In St Helens, a Street And A Half (Stn'Alf) of properties, 10,000 sqft – empty for 15 years – is rapidly becoming a focus for the town's, previously invisible, creative entrepreneurs. New creative and STO incubator in St Helens - Kindred.



ERIKA RUSHTON – PROGRAMME AND STRATEGY DIRECTOR, KINDRED

Erika works part-time for Kindred alongside running her own business, Creative Economist, which specialises in creative and community entrepreneurship and its capacity for transforming places. She consistently makes creativity applied, viable and inclusive and has championed community ownership of land, property and wealth by leading from the front and taking direct action. She is the founder of successive community-led and owned property companies, investment funds and supports hundreds of creative and social businesses to make their individual and collective dreams reality.

Erika has been widely recognised for her contributions to the creative and digital sector, the social economy and gender equality. She most recently won Northern Power Women's Transformational Leader Award, Insider North West Property's Game Changer Award and is listed as one of NatWest's national 100 WISE women and a finalist for its Wise Investor Award. She is a founder and strategy and programme director of Kindred and works on the Liverpool City Region Social Investment Pathfinder alongside partners Power to Change, Capacity, Livv Investment, the University of Liverpool, Fusion21, Liverpool City Region Combined Authority and BlaST. The Pathfinder is designed to complement Kindred funds with linked scale up and property investment and support for the region's growing STO movement.

She is also a founder of the One Day network – a group of women who rewrote Liverpool City Region's economic strategy from a women's perspective, to benefit everyone. Erika mentors creative women leaders internationally, lectures internationally and works voluntarily to address intersectional gender discrimination in the UK.

"THE GENEROSITY AND INGENUITY ACROSS PHILANTHROPY, IMPACT INVESTING, AND PURPOSE-DRIVEN ORGANIZATIONS IS BREATHTAKING."



TRI-SECTOR INNOVATION – UNLOCKING THE \$500T OPPORTUNITY TO MULTIPLY IMPACT: A CASE STUDY

JENS MOLBAK – WWW.NEWIMPACT.CARE

Imagine you're building a house: the carpenter only has hammers, the plumber only wrenches, and the electrician only screwdrivers. They work in separate rooms, focused on completing their work with the tools before them—unaware of each other's tools or their potential uses. With these limitations, you'd expect slow progress.

This mirrors how we've structured our approach to society's biggest challenges. Our collective resources have been built by three different sectors—private, social, and public—each with their own tools and self-interests. Today's complex problems demand the very best resources and tools from all sectors, but we rarely design solutions this way. Is it any wonder these problems persist?

It's not for lack of resources. Globally, we have an estimated \$500 trillion in assets across these sectors. Nor is it for lack of trying. The generosity and ingenuity across philanthropy, impact investing, and purpose-driven organizations is breathtaking. So why do the most pressing problems remain?

The issue is in our design. Traditional philanthropy channels resources through grants but often fails to utilize useful business assets. Impact investing seeks financial and social returns but can struggle to incorporate public assets. ESG frameworks measure and mitigate risks but typically don't drive impact into core business models. These approaches largely maintain existing silos.

We're trying to solve complex societal problems with an incomplete toolkit. It's time to shift our mindset and use all the tools available.

To understand why these silos persist and how to transcend them, consider the drivers that shape each sector's behaviour.

DISTINCT SECTOR DRIVERS

Each sector operates differently:

Private companies chase profits, often avoiding unprofitable societal challenges. Government agencies are driven by duty, creating programs to serve the public but lack agility to adapt. Nonprofits are driven by mission to innovate but struggle to scale without sustainable funding.

Each sector creates and holds extraordinary resources – technology, infrastructure, expertise, data, distribution networks, community trust – largely locked in silos.

This isn't just inefficient. It's a massive design failure and missed opportunity. Yet by recognizing and harnessing these distinct drivers, new possibilities emerge.





INTRODUCING TRI-SECTOR INNOVATION: THE LEGO APPROACH TO IMPACT

What if we treated these siloed sector resources like LEGO bricks that could be poured out onto a table and snapped together in creative new ways?

These “bricks” were originally built for specific purposes. But what if those resources could be reimagined and repurposed

many times over? Suddenly our pool of available resources becomes abundant, more than enough to accomplish our goals.

That’s the essence of Tri-Sector Innovation (TSI).

Instead of asking, “What new resources must we build to solve this problem?” we ask, “How can we reimagine existing resources across sectors to create win-win-win solutions that benefit all?”

TSI works through three fundamental principles:

- 1. Strategic Resource Repurposing:** Identify useful resources from each sector and repurpose them for new applications. Traditional approaches often require building new infrastructure or securing new funding, whereas TSI accelerates impact by building and making fuller use of what already exists.
- 2. Aligned Self-Interests:** Ensure each participating organisation benefits from the use of its resources. While conventional philanthropy often relies on altruism, TSI creates solutions where all participants see their own interests advanced. Unlike traditional ESG approaches that often superficially align business and social interests, TSI designs solutions where these interests are fundamentally interconnected.
- 3. Design for Mutual Thriving:** Build solutions where organisational success and societal impact are embedded in the core design and reinforce each other. This aligns with the UK’s forthcoming Modern Investment Framework for Alignment (MIFA), which seeks to mainstream models where financial success and public impact are structurally intertwined.



Siloed Resources



Align Self Interests



Tri-Sector Business Models



TSI IN ACTION

Both case studies below demonstrate the power of TSI in practice, where each sector participates, gains value and drives impact.

The **Coinstar Example**: That jar of loose change on your dresser represents billions in underutilized public assets (government-minted coins). Coinstar created a platform that leverages grocery store locations and charitable partnerships. The result: National coin recycling networks that have saved billions in government costs, increased retailer foot-traffic, raised over \$100 million for charities, and improved financial access for millions.

Benefits ripple outward – fewer natural resources used in coin production, expanded nonprofit services funded, more accessible banking. Unlike traditional business models or even double-bottom-line approaches, Coinstar strategically aligns all three sectors' interests to create these sustainable development outcomes—exactly the kind of solution that frameworks like the UK's MIFA seek to encourage.

The **Propel Example**: Jimmy Chen identified an opportunity in America's food assistance program and created a mobile platform that connects benefit recipients (public sector) with retailers (private sector) and NGOs (social sector). Today, over 6 million people use this platform monthly to stretch their benefits further, retailers gain customers, and government programs gain efficiently.

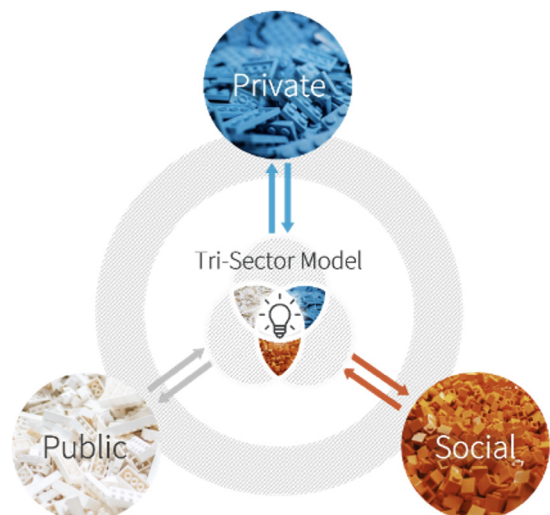
What seemed like a limited market opportunity attracted \$50 million in investment because it created value for everyone involved.

These examples show how TSI creates a multiplier effect where every dollar unlocks exponentially greater resources across sectors.

GETTING STARTED WITH TSI

We need more leaders working at these intersections. Here are some ways to start:

- **Reframe Your Evaluation Criteria:** Traditional evaluation often focuses on outputs or narrow ESG measures. Using TSI principles, assess ventures by how they embed systemic impact into their core model, leverage existing resources, and align interests for enduring change. Seek positive outcomes that are woven into core operations, not just measured afterward.
- **Build Tri-sector Thinking Capability:** Begin to ask: What existing resources across sectors could accelerate this solution? What other organisations stand to gain from this success and what might they contribute now? How could existing infrastructure be reimaged for broader impact?
- **Design for Ripple Effects:** Prioritise solutions where benefits continue to spread beyond the initial intervention. Instead of isolated outputs, focus on how solutions strengthen systems and create self-reinforcing benefits. Ventures showing these ripple effects will stand out for their public good alignment.





For philanthropists, TSI offers a path to self-sustaining initiatives.

For impact investors, TSI identifies opportunities where financial and social returns reinforce each other.

For family offices and wealth advisors, TSI strengthens portfolios.

BLUEPRINT FOR SYSTEMIC CHANGE

The most significant innovations will come from creative combinations at sector intersections—not working harder within silos.

For any challenge, ask these three essential questions:

What’s our private sector strategy? What resources can we leverage from business, and how will it help them profit or grow?

What’s our social sector strategy? What can we build on from nonprofits, and how does it help their mission and impact?

What’s our public sector strategy? What can we use from government and how does it help fulfil their duty to serve the public?

With compelling answers to all three, you create solutions with lasting impact.

The world has all the resources we need to solve our most pressing challenges. What’s been missing is a better way to use what we already have — a way to give every builder access to the best tools in the world’s toolbox.

That better way is Tri-Sector Innovation.

Join the growing community of leaders applying TSI principles and tools to create lasting change. The challenges we face demand nothing less than our collective tools and ingenuity. ■



JENS MOLBAK – FOUNDER/CEO, NEWIMPACT

Jens Molbak is dedicated to accelerating innovation and addressing society’s complex challenges through tri-sector approaches that integrate the strengths of business, government, and nonprofits to design models where impact is embedded at the core.

NewImpact is a 501(c)(3) nonprofit committed to making Tri-Sector Innovation (TSI) accessible as a public-good. The organisation offers a suite of free tools and resources to help individuals and organisations learn about and apply TSI principles, design tri-sector models, and access cross-sector resources to achieve greater impact. For those seeking deeper engagement, NewImpact also provides workshops, advisory services, teaching materials, and connections to TSI-trained consultants. Explore free tools and resources or begin your TSI journey at www.newimpact.care.



"NON-PROFITS HAVE NO CHOICE BUT TO FOLLOW THE MONEY, WHICH STIFLES THEIR CAPACITY TO INVEST IN IMPACT."

LONG-TERM FUNDING AND THE ROAD TO TRANSFORMATIVE IMPACT: A CASE STUDY

SEBASTIEN ERGAS - WWW.IMPETUS.ORG.UK

The challenges facing young people today stretch across Britain – but they're particularly acute for young people from disadvantaged backgrounds.

School absence rates have doubled since the pandemic, while suspensions have risen by 80%. For young people from disadvantaged backgrounds, the situation is even worse: 1 in 3 misses a month of school per year due to absences and exclusions. This compounds an already stark attainment gap – just 43% pass English and maths GCSEs, compared to 73% of their better-off peers, the widest disparity in over a decade. Without these essential qualifications, pathways to stable employment narrow. Today, 987,000 young people are out of education, employment, or training – a 10-year-high – and a quarter come from disadvantaged backgrounds.

These young people face additional barriers at every stage in the journey from school to work, cementing existing inequalities. Reversing these trends will require a herculean effort – and it cannot be achieved so long as most funding continues to incentivise relatively light-touch interventions that are not designed for transformative impact.

As Portfolio Director of Impetus, an education and employment impact funder, I've seen high-impact

interventions from the third sector that support young people to overcome barriers and build successful futures. But I've also seen the challenges these organisations are up against – from the sheer breadth of need to the systems that, often inadvertently, push them to compromise their impact, particularly as they try to scale.

Day after day non-profits are working on the most complicated and entrenched issues facing young people. How can a child focus on school – or build skills for their future – when they face empty cupboards, parents juggling three jobs to keep up with the cost of living, and a world that, quite frankly, expects them to amount to little?

Our experience at Impetus tells us that overcoming such entrenched barriers requires intentional interventions designed for impact. Light-touch, loosely defined programmes can rarely achieve the kind of life-changing impact that enables young people to thrive when the odds are stacked so high against them.

It goes without saying that making an impact under these circumstances is *hard*, but we know it's possible: it's a school that connects an 11-year-old at risk of exclusion with two years of support from a trusted adult who believes in them – maybe for the first time – and reframes what that child believes she can achieve. It's free, consistent tutoring that enables a

15-year-old missing school to care for his ill grandmother to catch up before GCSEs. It's a targeted skills programme that gives a 19-year-old in a left-behind industrial town the qualifications she needs for stable work.

Truly transformational change requires being crystal clear about what success looks like for the child – the outcome that tells you the child's chances of thriving in adulthood have been significantly improved. Meaningful impact demands intentionally shaping a programme to provide the right type, duration, and intensity of support to unlock change. It means being relentless about quality and consistency of delivery, which requires the tools and humility to figure out what isn't working, and the bravery to make a change.

Impetus supports highly promising non-profits that are already on this path, using our expertise to give them the essential ingredients to have a real and lasting impact on the lives of young people.

But this journey to meaningful impact takes time, resources, and funding – commodities which are in short supply in the third sector.

Non-profits have no choice but to follow the money, which stifles their capacity to invest in impact. Grants are often short-term, restricted, and less likely to target those facing the greatest

“UNRESTRICTED FUNDING STRATEGIES ARE INCREASINGLY GAINING MOMENTUM ACROSS THE SECTOR.”



barriers to success. To meet the whims of funders, non-profits deliver a range of programmes, to a range of people, to a range of outcomes, making it difficult to build depth of expertise.

This system makes it near-impossible for non-profit leaders to build the core functions they need to shape programmes for impact, build stable funding streams, test, learn, and improve.

Core functions like impact management, business development, finance, and HR – not to mention talented and committed staff – are what make an organisation effective in the long term, enabling them to meet the challenge of fixing hard problems. But none of that can be paid for if funding is restricted to projects.

To solve such entrenched problems, funders must work differently. Impetus provides our partners with long-term, unrestricted funding, which gives them the means to expand their capacity, build and deliver evidence-led programmes, and lay foundations for sustainable growth.

Unrestricted funding strategies are increasingly gaining momentum across the sector. We’ve worked alongside other funders who have also embraced the potential of unrestricted grants for promising nonprofits, including long-term partnerships with the Apax Foundation and the Allan and Gill Gray Foundation. And just this March, City Bridge Foundation announced its new 10-year funding policy, centred around long-term, unrestricted grant funding.

At the same time, funders can deepen their impact by offering specialist, intensive support to non-profits. Impetus has a full-time, in-house team of former CEOs, strategy consultants, and impact experts who work shoulder-to-shoulder

with our portfolio partners, but we also leverage our relationship with other philanthropy-minded organisations to offer pro bono support from companies like Bain and PWC. This professional support enables our partners to focus their mission, develop interventions that deliver impact, shape their growth plans, and build a high performing leadership team.

And the learning never stops: Impetus has gone on this journey with dozens of organisations which are well-equipped to learn from each other and teach us how we can refine our own methods and culture.

After nearly two decades, we’ve seen this model deliver tangible results.

We help our partners to grow – on average, our current partners have achieved a 7 times growth in income and a 6 times growth in the number of young people they reach during their time with us.

But as a funder, we need to enable them to scale without sacrificing impact.

Non-profits and funders alike want to scale solutions that work, but organisations are often incentivised to scale before they have established meaningful evidence of impact and built an organisation that can scale effectively and sustainably. This takes years – and it’s why funders must work with partners over the long haul.

For example, over our 14-year partnership, Resurgo grew from a small west London project to an employment charity with 17 centres nationwide – while also developing one of the best-evidenced employment programmes in the sector. IntoUniversity has grown from supporting 750 to over 50,000 young people during our 17 years

together, with 61% progressing into higher education, compared to 44% nationally.

This level of impact is staggering, and it makes a real difference to the life chances of young people. With the right support, countless organisations could be achieving the same impact.

But funders must make that possible. We need to find non-profits which have laid the groundwork for transformative impact, and we need to play a more engaged role in helping them build a programme and an organisation that can meet the challenges facing young people. The scale of the need provides an imperative for funders to centre their philanthropy on what really works to achieve impact in the long-term – and we must rise to the challenge. ■



SEBASTIEN ERGAS

Sebastien Ergas is Portfolio Director at Impetus and sits on the Senior Management Team. In his role, Sebastien oversees a portfolio of 23 non-profit organisations. In prior roles at Impetus, Sebastien was Director of Strategy and Investment Director. He has led a number of partnerships with education and employment non-profits and helped shape Impetus’ investment and capacity-building model.

"GUIDED BY AN AMBITIOUS GROWTH AGENDA, WE HAVE INVESTED IN OVER 50 VENTURES SINCE OUR INCEPTION, POSITIVELY IMPACTING AROUND 60 MILLION PEOPLE."



ENTREPRENEURIAL PHILANTHROPY AS A POWERFUL TOOL TO ADDRESS TODAY'S PRESSING ISSUES: **A CASE STUDY**

ELENA TORRESANI - WWW.ELEA.ORG

As funding for the Sustainable Development Goals (SDGs) has gotten even more unpredictable and global problems become more urgent, innovative and non-traditional approaches are needed to mobilise private capital and to scale impact effectively. At elea, we are convinced that entrepreneurship is the most effective catalyst for change and progress and that investing in innovative entrepreneurial solutions is a promising answer to some of the most pressing challenges of our time. Impact-oriented companies, built by entrepreneurial teams on site, offer people living in absolute poverty access to jobs, markets and value chains and thus prospects for a self-determined future. In this way, they promote the resilience of society as a whole.

elea Foundation for Ethics in Globalization was created in 2006 and is a Zurich-based philanthropic impact investor. We aim to fight against absolute poverty, in other words, to address the needs of people living on USD 3 a day or less. We invest in early-stage impact ventures within our four investment topics agriculture, last-mile distribution, employable skills building, and climate and livelihoods. Our ventures are located in low- and middle-income countries in sub-Saharan Africa, Asia, and Latin America.

Building on nearly two decades of experience, elea continues to scale its reach and deepen its impact. Guided by an ambitious growth agenda, we have invested in over 50 ventures since our inception, positively impacting around 60 million people. Our active portfolio currently holds 31 ventures across 30 countries. By 2030, our vision is to reach 100 million people, representing 5% of today's 2 billion people living in absolute poverty.

LOCAL SOLUTIONS FOR LASTING CHANGE

There is no one-size-fits-all solution to poverty. For many pressing social issues, we need solutions that are deeply rooted in the communities. By supporting local entrepreneurs who want to solve local problems, we help create opportunities – opening access to markets, jobs, and income. In turn, this paves the way for people to move out of poverty and into a self-determined life. And we do so using entrepreneurial models, which means we invest in organizations that eventually can sustain themselves financially.

Putting this into practice: One such example of elea's portfolio is the Argentine impact company Arbusta, which offers IT services, generates around four million dollars in annual revenue, and is profitable. It identifies young, talented people from marginalised backgrounds in Argentina, Colombia, and Uruguay, who lack formal education and face unemployment. Thanks to Arbusta, over 700 young people received training – giving them an entry point into formal employment.

THE POWER OF PARTNERSHIP

elea is an active investor that engages beyond a financial commitment by participating in the strategic development of our portfolio ventures. At the centre of our approach lies the creation of close partnerships at eye level between our entrepreneurs and elea, sustained by an extensive basis of trust over several years. As an active investor, we only get involved when we can make a significant strategic contribution to the development of a portfolio venture in addition to our financial



“TOGETHER, WE EXPLORED A RANGE OF STRATEGIC EXPANSION PATHS – INCLUDING ENTERING NEW MARKETS, DIVERSIFYING THE PRODUCT OFFERING, AND ESTABLISHING A PRESENCE IN RETAIL AND PHYSICAL POINTS OF SALE.”

commitment. We invest our ideas, energy, and capital into partnerships, and we serve on the Board of Directors of our portfolio ventures. Key areas of our mentoring support include strategy, organisation development, leadership, governance, and finance.

Our long-term, strategic involvement is illustrated by Coffee Circle – an impact-driven company in which elea invested at an early stage in 2013, supporting its growth until a successful exit in 2023. Coffee Circle is dedicated to bringing the world's finest coffee directly from producers in Africa to consumers across Europe. By integrating coffee farmers into the value chain, they promote lasting social change in coffee-growing regions. With elea's support, Coffee Circle was able to scale both its business and its impact, ultimately attracting commercial capital for the next growth phase. Together, we explored a range of strategic expansion paths – including entering new markets, diversifying the product offering, and establishing a presence in retail and physical points of sale.

WHY PHILANTHROPIC IMPACT INVESTING

elea chose its positioning as a philanthropic, rather than a commercial, organisation based on a deep conviction that such an approach is more realistic in the field of absolute poverty. Philanthropic capital in impact investing is characterised by a stronger focus on impact. This manifests itself in realistic and patient expectations regarding profitability, investment horizon, and intensive cooperation between donors and impact entrepreneurs.

We are a philanthropic, tax-exempt foundation according to Swiss foundation law. After an initial grant by the founding family, today elea is funded by a circle of around 50 international philanthropic investors, which include entrepreneurial families, charitable foundations, and corporations committed to social impact. These philanthropic investors who share our investment philosophy, values, and impact aspirations partner with us to maximise the social impact of their philanthropic investments. This approach allows them to establish an individual, diversified portfolio of entrepreneurial engagements aimed at fighting absolute poverty. ■



ELENA TORRESANI – CO-HEAD OF PHILANTHROPIC INVESTORS & PARTNERSHIPS

Elena Torresani is a Co-Head of Philanthropic Investors & Partnerships at elea and a member of the Extended Leadership Team. Together with Isabelle von Jeinsen, she is responsible for ensuring elea's funding base by collaborating with and systematically expanding elea's circle of philanthropic investors consisting of entrepreneurially minded personalities, families, foundations, corporates, and family offices. They all share elea's values and are committed to promoting measurable and lasting social impact through the interaction of philanthropy and entrepreneurship.

Elena brings a wealth of senior experience in philanthropy, communications, development cooperation, and sponsorship to elea's philanthropic impact investing activities. She joined elea in 2021 and built-up communications and partnerships at elea. Before joining elea, she led the strategic and operational management of the Hear the World Foundation for over nine years. Elena began her career at UBS, working in sports and arts sponsorship in Zurich and New York.

She holds a bachelor's degree in Business Administration from the Lucerne University of Applied Sciences and Arts. Since then, she has continued her education in communications, media relations and development cooperation.

"THE FUND'S FOCUS ON SUPPORTING AN ARRAY OF GRASSROOT AND NEW INITIATIVES EVERY YEAR IS PARTICULARLY KEY..."



The Partnership Fund – a model for developing shared living in a fractured society

A FRACTURED SOCIETY IN NEED OF SOCIAL COHESION: A CASE STUDY

SHARON DEUTSCH-NADIR, AND Yael NE'EMAN

In 2015, former Israeli President Reuven Rivlin asserted, in what became known as the 'Four Tribes Speech', that *"demographic and social processes have reshaped Israeli society over the past few decades: from a society comprising a clear majority (national Zionist) and clear minorities, to a society based on four key sectors or 'tribes': secular Israelis, national-religious Israelis, ultra-Orthodox, and Arabs."*¹ While many assert that Israel is made up of even more 'tribes' - Jews, Arabs, immigrants from the former Soviet Union, Mizrahim, Ashkenazim, citizens of Ethiopian origin, and others, the bottom line is that Israel is made of a mosaic of different groups, sectors and identities. Most communities live apart from each other, educate their children in different systems, get their news and information from sectorial media, and consume different cultural events. This reality is often perceived as the root of governmental and social instability and the source for the deepening gaps and even hatred, between different parts of society in Israel. Lacking deep familiarity and contact, members of any community may be perceived as threatening to the identities of those that are different from them, making it at times nearly impossible to reach common ground.

That said, all communities in Israel are part of the shared living space. We meet each other at the shopping centres, on campus, in the workplace; we see each other on buses and trains, at football games or in hospitals. While the separation still very much exists at

the personal and communal levels, the demographic story of Israel requires a joint building of the shared space, using practical solutions promoted by those diverse groups that make up the social space, while maintaining, and even celebrating, the "uniqueness" of each community.

THIS was the main driver for establishing **The Partnership Fund**.

THE PHILANTHROPIC MODEL: LETTING A THOUSAND FLOWERS BLOOM

Started in 2019, **The Partnership Fund** is a unique initiative that brings together a number of philanthropic foundations (currently 10) with the aim of promoting coexistence and social cohesion in Israeli society. Identifying the need, from the bottom up, to strengthen the Social Cohesion field, The Fund supports grassroots and new projects in areas such as the arts, sports, formal and non-formal education, community and culture, etc. with the aim of bringing at least three communities together, whilst strengthening solidarity and emphasising the commonalities among different groups within Israeli Society.

The Fund's focus on supporting an array of grassroots and new initiatives every year is particularly key, as these are the seeds that give rise to deep and long-term social change. For the most part, they grow out of identifying real needs on the ground, initiating innovative solutions, and bringing a unique voice that is not

always picked up by the more established funders and institutions. As locally developed solutions, many initiatives do have strong potential to succeed, however, despite that, they struggle to obtain resources and build stable infrastructure. Early-stage support allows them to develop, establish themselves, and have a long-term impact on society.

Understanding its role in connecting like-minded initiatives and organisations across different communities in Israel, The Fund operates a "funder plus" model, providing organisations with financial grants, professional consultation and stewarding on issues such as marketing and fundraising, strategy design and technology; enrichment and development workshops, as well as opportunities for networking and collaborations.

The more than 120 projects supported within the funds' network are a rich tapestry of civil society and citizens' initiative. From the excellence in music and culture programme led by the Revolution Orchestra for Hebrew and Arabic speaking pupils; to the Women of Jerusalem driving local, Inclusive Journalism by the 0202 Charitable Initiative; from The Owl Magazine, using art as a bridge between cultures in the mixed city of Lod; to establishing a Multicultural Growing School in the Western Galilee; from The Art of Translation as an Opportunity for Meeting between Jewish and Arab poets in Haifa; to support initiatives for Group for LGBTQ Young Adults with Disabilities.

¹ President Reuven Rivlin Address to the 15th Annual Herzliya Conference "Israeli Hope: Towards a New Israeli Order", 7 June 2015 / 20 Sivan 5775; [presidentspeech2015.pdf](#)

A recent pilot study conducted over the past year established that *“despite the crises and challenges that have beset Israeli society in the five years since the Fund was established (e.g., the Covid-19 pandemic, the riots in Israeli cities surrounding Operation Guardian of the Walls, and the Swords of Iron War), most of the projects remained active and adjusted to the changing reality with the help of the Fund’s financial support and close stewarding.”*²

THE FUNDERS: PRAGMATIC COLLABORATION WITH A TOUCH OF HUMILITY

As a grant-making and monitoring fund, The Partnership Fund also presents a unique model that unites different foundations – different in their model, their place of origin, their agendas – and allows for an efficient flow of resources to support a common goal.

The cooperation between different foundations allows for better distribution of resources and reduces duplication, so that the impact is increased. Instead of each fund operating alone, the foundations united under a common goal and created a dedicated ecosystem of knowledge and support for its network of grantees. The discussions around the table among directors and representatives of the different foundations, benefit from decades of experience in philanthropy, different perspectives, and familiarity with different communities in Israel, but also an unusual level of pragmatism, collaboration, flexibility and trust, not to be taken for granted in this day and age of competing agendas, identities and lack of trust. There is a meaningful touch of humility and professional appreciation at the moment when we all come together to allocate funds. A sense that we are all operating to advance something bigger than any individual foundation. Something that has a real impact on the kind of place we want to live and fund in.

CONCLUSION: PHILANTHROPY AS A DRIVER TO STRENGTHEN NATIONAL SECURITY

The Institute for National Security Studies at Tel Aviv University, has established in recent years that *“Israel’s being an extremely polarised society has a direct negative influence on solidarity and, therefore, on societal resilience, in which solidarity, identity, and a cohesive national identification are the most important cornerstones; this necessarily influences national security”*.³

The Partnership Fund is an example of how philanthropy can be an engine for social and structural change, impacting national security and social resilience. By supporting small, local initiatives that connect different populations, it helps build a more tolerant, connected, and diverse Israel. Underpinning that, is the partnership between the foundations making the initiative more efficient, led by a multitude of perspectives, and contributing to a spirit of collaboration which is often lacking among private funding organisations. It seems only necessary to have both top down (funders) and bottom up (grassroot/new initiatives) approaches develop and drive impact alongside each other to generate lasting social change. ■



SHARON DEUTSCH-NADIR

Sharon Deutsch-Nadir has been the Chief Executive of The Bloom Foundation (TBF) since 2015. TBF is a London-based, Jewish family Trust dedicated to supporting the UK Jewish Community, the Brighton Community, Social Cohesion in Israel, and lifestyle-based interventions into chronic conditions.

For over two decades, Sharon has worked in philanthropy in the US, UK and in Israel, supporting and guiding the strategic philanthropic journeys of individuals, family foundations and corporations.

Among her past roles are managing the Rosemary Nathanson Charitable Trust, a London-based family foundation, and heading Corporate Citizenship at Credit Suisse Securities (Europe), overseeing the bank’s grant-making, volunteering and fundraising across Europe, Middle East and Africa (EMEA). While living in the US, Sharon was Deputy Director of the Commitments Department at The Clinton Global Initiative, convening global leaders to shape innovative solutions to pressing global challenges.

She holds an MA in Law and Diplomacy from the Fletcher School at Tufts University and a degree in Law and Political Science from Tel Aviv University. She resides in Ramat Gan and splits her time between Israel and the UK.



Yael NEEMAN – EXECUTIVE DIRECTOR, THE LAUTMAN FOUNDATION

Yael has been the CEO of the Lautman Foundation since its inception in 2008. A lawyer, teacher and educator with a BA in Law and MA in Criminology from the Hebrew University,

Yael is a graduate of the Mandel Leadership Institute’s School for Educational Leadership and has previously worked in NGOs and at the Joint Distribution Committee (JDC) where she developed programs for children with special needs.

The Lautman Foundation deals with two major issues: education and shared society. In both fields the foundation is involved in initiating, developing and supporting initiatives on the national level. In education: the foundation aims to bridge gaps and improve education through working with school principals, youth and young adults in the periphery.

In the shared society field: the foundation works to promote social cohesion and towards strengthening democracy. The Lautman Foundation works with partners from a range of sectors including the Israeli government.

² Pilot Study of Projects Supported by the Partnership Fund: Executive Summar. Rapporteur: Dr. Moti Gigi, Research Assistant: Ortal Bachar

³ *“The Formative Socio-Political Crisis in Israel: Implications for National Security”*, Professional Forum, edited by Meir Elran and Kobi Michael, September 2023.

"BY WORKING WITH NGOS, WE PROVIDE ARCHITECTURAL AND PROJECT MANAGEMENT EXPERTISE AT SIGNIFICANTLY REDUCED COSTS."



The Architecture of Giving

HOW ARTICLE 25'S FINANCIAL MODEL MULTIPLIES IMPACT: A CASE STUDY

GEMMA HOLDING – WWW.ARTICLE-25.ORG

Philanthropy is changing. Donors and impact investors want their contributions to drive deeper, longer-lasting change – and they want their money to go further.

At Article 25, collaboration is at the heart of our mission. As the UK's leading NGO delivering life-changing buildings in some of the most remote and challenging locations across the Global South, we've developed a model that amplifies every donation. By harnessing pro bono and low bono expertise from top architects, engineers, project managers and quantity surveyors, we ensure that every pound invested has an exponential impact.

When NGOs need critical infrastructure in difficult environments, partnering with Article 25 saves them hundreds of thousands in construction costs – funds that can instead be used for education, healthcare and disaster resilience. Schools are essential for learning. Hospitals are vital for healthcare. Communities cannot thrive without safe, dignified housing. We provide NGOs with the buildings they need and manage the entire project from start to finish, so they can focus on delivering their core services.

This is how, as an NGO with an annual income of just around the £1 million mark, we successfully worked on 13 separate projects in 2024, representing a total construction value of over \$65 million. Our impact far exceeds our size,

demonstrating our efficiency, expertise and ambition.

BUILDING PARTNERSHIPS, CREATING LASTING CHANGE

A well-designed school can educate generations. A hospital built with care can save lives for decades. At Article 25, we see every project as more than just a building – it's an investment in a community's future. But quality, sustainable infrastructure is expensive and often consumes a large portion of an NGO's budget. That's where our collaboration model changes the game.

By working with NGOs, we provide architectural and project management expertise at significantly reduced costs. Our network of industry professionals – many offering their services pro-bono or at low rates – ensures that every donation stretches further. More money can then be allocated to core missions like improving healthcare, expanding education, or disaster recovery.

In rural Tanzania, for example, we partnered with a local NGO to build a school. By securing pro bono engineering and architectural support, we cut overall project costs by more than 50%, allowing the organization to construct additional classrooms within the same budget. This is how we amplify impact – not just by delivering buildings but by enabling greater reach and tangible, lasting benefits for the communities we serve.

ENGINEERING FOR IMPACT

Behind every well-designed school, hospital, or housing project is a team of engineers ensuring it is safe, resilient, and built to last. Engineering expertise is critical – but often out of reach for smaller NGOs. That's why we work with leading firms to secure and manage pro-bono engineering contributions, delivering world-class results at a fraction of the usual cost.

We've seen firsthand the transformative power of this support. Our long-standing partnership with structural engineers MHA has led to globally acclaimed projects, including winners of the Institution of Structural Engineers Award, the 2024 RIBA International Award for Excellence, and multiple American Institute of Architects (AIA) awards. These are not just "good buildings on a budget" – they are award-winning structures that set new standards for humanitarian architecture.

In post-earthquake Nepal, for instance, our pro-bono structural engineering partners helped us deliver earthquake-resistant homes and medical facilities. By reducing consultancy fees, donor funds were redirected to materials, labour and community engagement – placing people at the heart of the rebuilding process. This approach doesn't just create safe buildings; it strengthens community resilience against future disasters.

"MODERN PHILANTHROPY IS EVOLVING BEYOND ONE-WAY GIVING - IT'S ABOUT CREATING PARTNERSHIPS WITH SHARED VALUE."



STRETCHING DONOR FUNDS FURTHER

A well-designed building is an investment that keeps giving. A resilient, thoughtfully planned school or hospital serves generations, ensuring that philanthropic funds continue to deliver impact year after year.

In Haiti, a hospital we designed after the 2010 earthquake continues to treat thousands of patients annually. In Sierra Leone, schools we built post-Ebola now educate hundreds of children each year. These buildings prove that investing in high-quality design today pays dividends for decades.

But lasting impact isn't just about durability - it's about creating environments where people thrive. By incorporating local materials, passive design techniques, and community-led approaches, our buildings are not only cost-effective but also culturally and environmentally sustainable. Donor contributions don't just fund structures; they fund brighter, healthier futures.

MORE THAN A BUILDING: THE POWER OF PARTNERSHIP

Modern philanthropy is evolving beyond one-way giving - it's about creating partnerships with shared value. The past few years have been particularly tough for the construction sector, and at Article 25, we knew we had to rethink how we engage with the industry to raise funds.

That's why we launched More Than a Building - not just a fundraising initiative, but a dynamic, value-driven network. This model recognises that the whole is greater than the sum of its parts and that different companies want different ways to support and engage. Rather than the traditional 'one-way'

donor to beneficiary approach, More Than a Building fosters mutual benefit. Construction firms support Article 25 through an annual membership fee, and in return, we offer networking events, secondments, pro-bono opportunities, NextGen leadership programs, and hands-on involvement in our projects. The result? A resilient, inclusive, and sustainable funding model that has benefits on both sides.

The impact has been immediate. In its first year, 50 of the most influential companies in construction joined the network - not just as donors, but as partners. As we help them grow and enhance their visibility through our platform, they help us deliver life-changing infrastructure for communities in need. This diversified funding model spreads risk, strengthens our ecosystem, and ensures long-term sustainability.

Through this model, our partners see the direct link between their support and tangible social impact - whether it's a school transforming lives or a hospital providing life-saving care. And as the network expands, so does our ability to drive systemic, lasting change. Every pound donated to Article 25 is maximised during construction - and continues delivering impact for generations through the buildings we create.

A SMARTER MODEL FOR IMPACT PHILANTHROPY

As philanthropy and impact investing evolve, Article 25 offers a proven model for making donations work harder. By combining pro bono expertise, long-term sustainability and strategic partnerships, we ensure every pound achieves the greatest possible return.



GEMMA HOLDING - CHIEF EXECUTIVE OF ARTICLE 25

Gemma leads its mission to build sustainable buildings for vulnerable communities across the globe. Gemma has led Article 25 since 2022, during which time the organisation won the RIBA International Excellence Award 2024, and a number of AIA awards related to sustainability. With a strong background in international development and Africa, she has held roles with The British Red Cross, Christian Aid and is the Vice Chairman of the Westminster Africa Business Group at the House of Commons.

Today's donors and social investors don't just want to give; they want to give effectively. Our model is a testament to what's possible when purpose meets opportunity. The future of philanthropy is about working smarter, maximising impact, and ensuring every contribution leaves a lasting legacy. ■



Beyond Grant Funding

HOW CHARITIES LEVERAGING SOCIAL INVESTMENT CAN ACCELERATE SCALE: A CASE STUDY

DR. HENRIETTA BLACKMORE – WWW.HABITATFORHUMANITY.ORG.UK

Habitat for Humanity envisions ‘a world where everyone has a decent place to live’, and we have seen the need for our global and local work to continue to grow. Housing is fundamental to human well-being, influencing education, health, and personal security, yet over 1.6 billion people still lack safe, adequate housing. The global housing crisis is worsened by climate-related disasters, long-term environmental changes, and political instability affecting communities across low-income countries and Britain.

At Habitat for Humanity GB, we are harnessing our organisational expertise in architecture, planning, and construction and mobilising funders and volunteers to tackle the British housing crisis, but an increasingly competitive funding landscape requires a flexible approach that reaches beyond traditional philanthropy.

LONG-TERM CHALLENGES – NEW SOLUTIONS

While housing associations, property developers, and housebuilders are building new homes at scale, and most local authorities have officers targeting empty homes, non-residential empty buildings receive little attention. In 2018, we worked with a Quaker meeting group to transform their underused premises into housing for vulnerable young people and kick-started our new approach – unlocking the social, environmental and economic potential of empty non-residential buildings.

THE EMPTY SPACES TO HOMES MODEL

We launched our Empty Spaces to Homes pilot in 2019, and our initial action was to commission research to understand the scale of the opportunity. While currently being updated for 2025, our findings revealed that Local Authorities nationally

hold 7,000 empty buildings with the potential to develop 19,500 bed spaces – presenting a huge opportunity for a scaled housing solution. When we consider the addition of privately owned empty spaces, we could be looking at potentially half a million new homes from buildings which already exist¹.

Working with the Borough of Barking and Dagenham, we identified three empty ‘above the shop’ buildings in connected and well-served neighbourhoods and converted them into high-quality HMO facilities to provide homes for young people transitioning from the care system into independent living.

This pilot demonstrated the potential of empty spaces as a quality affordable housing solution, and we used it to develop a toolkit to encourage adoption by other partners. We began advocating for Empty Spaces as a scalable solution, presenting evidence to the All-Party Parliamentary Group (APPG) on Housing Market and Housing Delivery and for Ending Homelessness.

THE IMPACT

Our primary impact measure of social investment is the benefit to individual residents and the lifelong stability of a decent and affordable home, especially in helping provide a secure environment for children to grow. We know that our approach delivers other wider benefits:

- **Savings for the public purse:** More affordable social housing reduces reliance on expensive temporary solutions. Capital Letters stated that in 2023-2024, London boroughs collectively spent more than £90 million per month on temporary accommodation, a figure rising steadily each year, and the temporary accommodation subsidy gap continues to grow.

¹ https://www.habitatforhumanity.org.uk/wp-content/uploads/2021/07/Repurposing-Empty-Spaces-V13_reducedsize.pdf

- **Environmental benefits:** Adapting existing structures, we retain the stored carbon invested in existing materials and avoid extra emissions and pollution from demolition and new construction.

This approach helps provide a significant step towards achieving the Government's target of building 300,000 new homes per year without consuming England's cumulative carbon budget by 2050, which would be the case if new builds were the only approach.

- **Placemaking:** Empty buildings can act as magnets for anti-social behaviour and reduce the vibrancy of high streets and communities. Conversions are often more welcome than new builds because the sites are already well served by transport, health, education, and other infrastructure services.

IDENTIFYING BARRIERS TO SCALE

With clear evidence of the benefits, what is holding civil society back from this solution? Our pilot revealed key barriers, but also highlighted how these challenges offer opportunities:

- Organisations working in housing find it challenging to spend funds speculatively on feasibility costs – a collaborative effort with streamlined planning services and a cyclical funding pot supported by ambitious philanthropists could alleviate this.
- Non-Local Authority owned projects are an even more complex challenge. Our research identified 165,000 privately owned empty spaces with capacity to be converted into 445,500 housing units. Advocating for change of use at scale could encourage landlords, developers, and community partners to develop long-term housing solutions creatively.

Traditional philanthropic funding typically takes a conservative approach to risk, considers ownership and benefit in eligibility for funding, and can rarely fully fund an entire project. This leaves a fundamental role for the impact

investing community, which can direct funds with greater flexibility. As we move beyond the pilot phase of Empty Spaces to Homes, we want to understand more about how an investment fund model could provide the key to scaling.

POTENTIAL RETURN ON IMPACT INVESTMENT

Our early projects were delivered using a long-term peppercorn lease transfer model, enabling us to recoup our outlay in capital works through rental income set at Local Housing Allowance rates. The investment was recouped slowly, yielding a modest return after 7-9 years.

Our reliance on philanthropic grants limits our ability to grow this income through additional projects. However, we see potential in an investment vehicle that provides capital for retrofit projects. Given the existing appetite for investment in social housing, the combination of high impact and low risk makes housing a compelling opportunity.

It also offers hope for the future in tackling the UK's long-term housing issues in three ways:

- **High demand for housing,** combined with the expectation that government will help ensure its provision, makes it a more stable and predictable investment.
- We will continue to **deliver philanthropically-funded demonstration projects**, tackling more experimental conversions, and building a pipeline for future developments.
- **Establishing a source of ready capital** could drive the identification of suitable assets for stretched local authorities.

LESSONS FOR OTHER CHARITABLE ORGANISATIONS

As we learn more about the potential of an investment fund structure to enable organisations to deliver their objectives, we are keen to collaborate and share insights. These insights are

applicable to the housing sector and to all organisations providing some level of subsidisation for state provision, such as care, mental health support, and education services.

For many organisations providing high-quality services, social investment can be the real opportunity to scale their delivery. To get involved, please reach out. ■



**DR HENRIETTA BLACKMORE -
NATIONAL DIRECTOR OF HABITAT
FOR HUMANITY GREAT BRITAIN**

Dr Blackmore brings diverse experience to her role as National Director at Habitat for Humanity GB. She has worked in the community and international development sector for over 20 years, including 10 years at Save the Children in senior leadership roles, with responsibilities including the delivery of global humanitarian and development programmes, strategic partnerships, fundraising, operations, organisational strategy development, people and culture.

"WHILE OUR APPROACH HAS EVOLVED OVER TIME, THE BELLAGIO CENTER HAS EARNED A REPUTATION FOR HOSTING MEETINGS THAT CHANGE THE WORLD..."



Model of Intentionality Driving Impact

THE BELLAGIO CENTER: A CASE STUDY

NATALYE PAQUIN - WWW.ROCKEFELLERFOUNDATION.ORG

The Rockefeller Foundation was established 112 years ago with the mission to promote humanity's well-being. Over that time, the Foundation has used many tools to advance that mission, including grant-making, institution building, and more. In 1959, the Foundation was bequeathed a 50-acre campus in Bellagio, Italy, with the requirement to use it to promote international understanding. The Foundation has used that campus to host convenings and fellowships dedicated to human well-being and opportunity.

To make that a reality, The Foundation has been deliberate about using Bellagio's spaces —and those at our New York headquarters and regional offices — to connect unlikely partners and drive progress on pressing global issues. Bellagio has welcomed more than 4,100 leaders from 139 countries as fellows and many thousand more as participants in convenings. These guests include some of the most ambitious, innovative, and committed leaders over the last six decades, including economists Amartya Sen and Milton Friedman, renowned author Maya Angelou, distinguished scientist Carlos Nobre, former U.S. Supreme Court Justice Ruth Bader Ginsburg, former U.S. Secretary of State Henry Kissinger, former Deputy Chief Justice of South Africa Dikgang Moseneke, former President of Ireland Mary Robinson, former President of Peru Francisco Sagasti, and more. More than 85 have been recognised with Nobel prizes.

While our approach has evolved over time, the Bellagio Center has earned

a reputation for hosting meetings that change the world — it has helped develop collaborations that vaccinated over a billion people, sparked the \$1.6 trillion impact investing movement, and launched a groundbreaking coalition to end energy poverty and bring clean power to a billion people. But these meetings can happen anywhere. We know that not every organisation has the resources to build their own Bellagio — and they don't need to. Turning meetings into convenings that create the unlikely partnerships needed to drive action simply requires a strategic approach. No matter the size or agenda of a convening, we have seen time and again that intentionality is the key to meaningful interaction and lasting outcomes.

BRINGING TOGETHER A BROAD COALITION AT BELLAGIO

While working for The Rockefeller Foundation in 2007, Antony Bugg-Levine was reviewing early experiments in venture capital and other investments to overcome funding limitations in philanthropy and government and scale solutions to global challenges. He discovered that many people — working in foundations, investment firms, banks, and other places — were already working on using private investment to achieve public good.

During the next two years, the Foundation brought these stakeholders together at the Bellagio Center. Participants came from very different backgrounds. The first convening included someone from an American nonprofit community loan fund, a senior executive from JP Morgan Chase, a

private banker from Switzerland, and a billionaire from Hong Kong. One participant from the west coast wanted to fundamentally change capitalism and orient investments toward social problems, while another from China thought capital markets were the most efficient allocators of resources. The Global Impact Investing Network (GIIN) was born from these meetings.

Its biggest legacy is coining the phrase 'impact investing' and providing a clear framework that made mainstream adoption possible. Impact investing has significantly grown since then, fuelling the rise of environmental, social, and governance investing and attracting commitments from institutional investors and national governments. This shift allowed philanthropies to move from traditional grant-making models to market-based strategies that leverage private capital for greater impact. As a result, more than \$1.6 trillion in impact capital has been directed toward some of the world's most urgent social and environmental challenges. Today, GIIN has over 50 staff members continuing to accelerate impact investing and hosts an annual convening that draws thousands of participants from 150 countries.

Additionally, these convenings demonstrated the ability to build trust and foster co-creation among diverse groups — and why that matters. Without a broad coalition, GIIN went from an alliance to a collaborative movement with momentum extending beyond its initial partners.

STRATEGICALLY SELECTING WHO TO BRING NEXT

Lessons learned from past convenings continue to shape our current ones. GIIN and impact investing paved the way for innovative financing tools like social impact bonds and pay-for-success models. These guide our work today, including the Global Energy Alliance for People and Planet (GEAPP), which uses blended capital to accelerate energy transitions.

After recognising the potential impact of advancing renewable energy while addressing energy poverty at a time of increasing effects from climate change, The Rockefeller Foundation started mapping organisations trying to make those issues a major focus of the development agenda. We initially brought together leaders in philanthropy, finance, and government to find common ground, define issues, and identify solutions. It quickly became clear that a multifaceted approach was critical to tackling these complex challenges and ensuring solutions were feasible, scalable, and impactful from local to global levels.

After first meeting virtually during the Covid-19 pandemic, we built on that early progress when we were able to reconvene in person at our Bellagio Center. These dialogues not only clarified GEAPP's mission, structure, and strategy, but also resulted in the formation of the organisation. From there, we intentionally expanded our network, engaging with and learning from new voices beyond initial participants. Expanding this network helped build trust and brought in meaningful commitments, including from the IKEA Foundation.

GEAPP underscored the importance of intentionally selecting the right people to engage next, ensuring a diverse coalition that can achieve ambitious goals. It also demonstrated that while convening in specific spaces can enhance success, intentionality is the true key to achieving results in any setting.

APPLYING OUR APPROACH BEYOND BELLAGIO

Outside of the Bellagio Center, we have successfully applied our convening approach in other locations around

the world. One example is our recent successful efforts to expand the Food is Medicine (FIM) initiative in the United States, which seeks to integrate food interventions into healthcare as a way to treat chronic disease.

Convenings have been critical to helping FIM programs gain momentum and bipartisan support across the US – and bring healthy, nutritious food to millions of Americans. During the first two years, we were able to launch 23 FIM projects, develop and release a set of research measures to bring standardisation, support existing researchers and bring new ones into the field from diverse disciplines, and engage more than 255 stakeholders across sectors.

To sustain momentum, The Rockefeller Foundation hosted the FIM Signature Convening last month alongside our partners in the Veterans Health Administration within the Department of Veterans Affairs, and on Capitol Hill. These partners joined Veterans Affairs national and local clinical staff and researchers, along with veterans who had benefited from FIM programs, for workshops focused on five Rockefeller Foundation-funded pilots and discussions on how to expand these programs through the VA. Centring veterans' voices like Herman Johnson and Oswald Hutton – who shared how FIM transformed their health and lifestyles – built on lessons from past convenings about intentionally including specific stakeholders.

SHARING OUR STRATEGY

While the Bellagio Center has served as our primary laboratory to refine our convening design approach, we have seen time and time again convenings can happen anywhere with an intentional approach, especially with selecting the right participants to create partnerships.

Seeing our strategy succeed in other settings has driven The Rockefeller Foundation to invest in expanding spaces where people feel energized, creative, and hopeful about the future, including at our offices in New York, Nairobi, and Bangkok. Along with providing these spaces to our partners, we hope that philanthropies around the world will adopt and refine our model of convening to create the strong connections needed to turn ideas into action.

But wherever a meeting is being held – and by whomever – this model of intentionality can drive impact. We look forward to seeing how others who adopt this approach overcome barriers and drive breakthroughs on today's pressing challenges. ■



NATALYE PAQUIN – CHIEF OPERATING OFFICER OF THE ROCKEFELLER FOUNDATION

The Rockefeller Foundation is a global institution with a mission to promote the well-being of humanity around the world. Before joining the Foundation, Paquin served as the President and Chief Executive Officer of the Points of Light Foundation, a nonpartisan global nonprofit, founded by President George H.W. Bush that inspires and mobilises people to act through volunteerism and civic engagement. She is highly regarded for her engaging leadership style and is committed to social impact work.

A lawyer by training, Paquin began her career in litigation. She spent more than 15 years in legal and executive leadership roles in the education sector focused on civil rights, school reform and employment matters. Paquin's expertise sits at the intersection of the public, nonprofit, and corporate sectors, leveraging experience through professional and governance roles, and as an independent director on three corporate boards.

She earned an undergraduate degree from Florida A&M University and Juris Doctor degree from the DePaul University College of Law. Paquin maintains her connections to her community through volunteerism and civic engagement. She is an avid traveller and is married with two young adult sons.

SOCIAL IMPACT INVESTMENT AND PHILANTHROPY CAMPAIGN

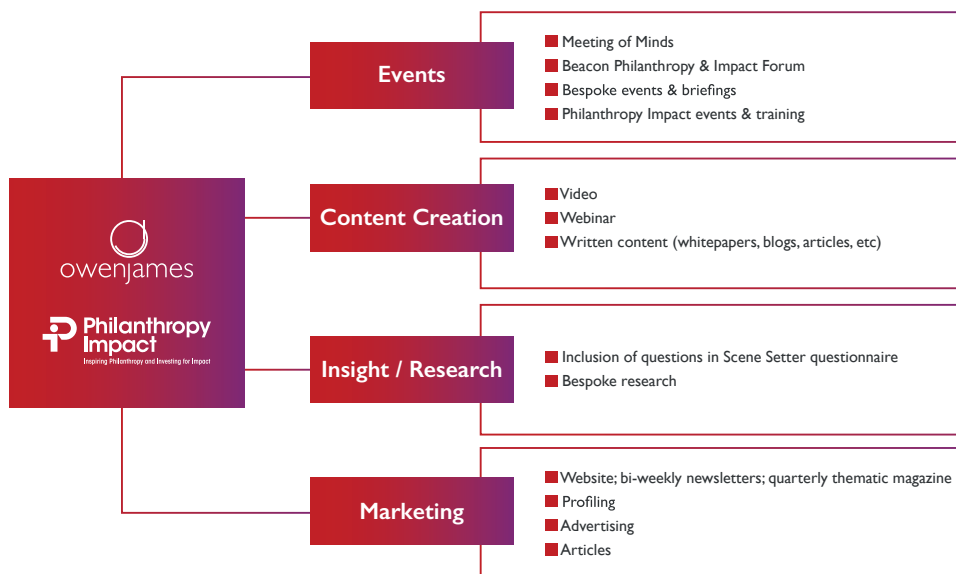
PLUGGING INTO THE SPECTRUM OF CAPITAL

Building an ESG, SRI,
Impact Investment and
Philanthropy campaign.

Given the rise in interest around ESG, SRI, Impact Investing and Philanthropy amongst distributors and investors alike, Owen James and Philanthropy Impact have decided to put together a package of services to help drive your presence, awareness and engagement in this area.

We have often held the belief that an event or a piece of content in isolation holds limited value... think of it like a heartbeat. If you are looking to generate sustained ROI then it is important to look at the wider picture and build a meaningful campaign. To this end, Owen James have teamed up with Philanthropy Impact to help you curate a perfect campaign to penetrate the Wealth Management & Private Banking market.

KEY ELEMENTS TO THE PERFECT CAMPAIGN



WHAT NEXT?

If you would be interested in getting more information or chatting through the options in more detail, please contact either:

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