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Philanthropy Impact MAGAZINE

Inspiring Philanthropy and Investing for Impact

SUSTAINABLE IMPACT/ESG INVESTMENT AND PHILANTHROPIC GIVING – MEASURING IMPACT: A CACOPHONY OF RESPONSES AND VIEWPOINTS

THIS ISSUE: SOCIETAL AND ENVIRONMENTAL APPLICATIONS

THE FINAL ISSUE OF A THREE-PART SERIES

SUSTAINABLE PHILANTHROPIC GIVING THROUGH THE LENS OF THE SDGS

HOW TO HAVE RADICAL IMPACT

WE CAN'T ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) WITHOUT INVESTING IN ANIMAL HEALTH

HOW PHILANTHROPY CATALYSES THE IMPACT OF YOUR INVESTMENTS

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PHILANTHROPY IMPACT

Vision A world where individuals and families engage in philanthropy and social impact investment, supported by professional advisors.

Mission Growing philanthropy and social investment and encouraging impact investing by developing the skills and knowledge of professional advisors to (U)HNWI (Private Client, Wealth Management, IFAs, Tax, And Legal Advisors) about philanthropy and social impact investment.

We achieve our mission by delivering activities to support our members and key stakeholders.

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Chief Executive and Editor: John Pepin
Co-Editor and Director of Membership and Development: Zofia Sochanik
Co-Editor and Communications and Events Manager: Rachele Menditto

Philanthropy Impact, Two Temple Place, London WC2R 3BD, United Kingdom

T +44 (0)20 7407 7879

www.philanthropy-impact.org

@PhilanImpact

linkedin.com/company/philanthropy-impact

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

Please contact the Editor at editor@philanthropy-impact.org

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EDITORIAL

PIPPA GARLAND – WWW.RUSSELL-COOKE.CO.UK

A confession: I am a reality TV addict. *The Apprentice, Bake Off* and yes, even *Love Island* – I am a dedicated follower of them all. However, even I would draw the line at the recently proposed US TV show *The Activist.*

The idea for the show was that activists would compete with each other to win support for their chosen causes. Following the tried and tested format, there would, of course, be celebrity mentors, borderline humiliating challenges and, presumably, tears. The activist that got the most funding and awareness for their cause would be crowned the winner. Thankfully, after public outcry, the network saw sense, and the format is currently being rapidly revised.

However, there is a kernel of truth to the show's premise. In searching for a cause to support, people often want to know what will have the biggest impact. And at times it can feel like a competition between causes — all trying to convince you that supporting this cause will have the most impact.

But what cause should you support to have the biggest impact? Is it ocean conservation? Mental health? Animal welfare?

And what type of support will have the biggest impact? Local giving? CSR? Public/private partnerships?

The articles in this issue make convincing cases for supporting societal and environmental causes ranging from refugee education through to dragging anchors, and many more in between. The breadth of causes that need addressing can sometimes feel overwhelming.

However, across all of these different causes and their "activists", there are some unifying factors:

1. **Sustainability.** To be positive, impact must be sustainable. And the way in which we engage in philanthropy must be sustainable. It is noticeable that the Sustainable Development Goals (SDGs), despite their recognised limitations, are referenced throughout this issue.
2. **Change.** The upheavals of the past two years have brought about vast changes and have exacerbated many existing societal issues. However, they have also brought opportunities to think and behave differently — perhaps even radically.
3. **Passion.** Personal philanthropic journeys are fuelled by passion. Whether that is for changing the global food industry or creating new artist colonies, the underlying common denominator is passion.

Reading this issue, you will be fascinated by the expertise and insight displayed across such a broad range of issues. However, unlike a TV show, there is no need for just one winner. Done right, with sustainable impact, philanthropists, social investors and donors can help address causes as myriad and diverse as life itself.

And that's surely what makes philanthropy such a fascinating space. Because if there was only one cause, one passion, one solution, reality — and reality TV — would be much more dull.

PIPPA GARLAND – PARTNER, CHARITY AND SOCIAL BUSINESS TEAM, RUSSELL-COOKE

Pippa advises charities, social enterprises and other not-for-profit organisations on all aspects of charity law. She combines a strong general practice – advising on governance, fundraising and trading, and mergers and grantmaking (including overseas) – with a particular expertise in philanthropy, advising both individuals and businesses on their giving. Pippa has also helped establish a number of family and corporate foundations.

Philanthropy Impact
Inspiring Philanthropy and Investing for Impact

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Philanthropy Impact is a UK charity, focused on inspiring philanthropy and impact investing. Our mission is to grow modern philanthropy and social investment and encourage impact investing by developing the relevant skills and knowledge of professional advisors to ultra high net worth individuals.

This course is intended for wealth advisors as well as lawyers and other professional advisors with an interest in suitability issues and ESG investing

"THE WELL-DOCUMENTED FUNDRAISING CHALLENGES THAT CHARITIES HAVE FACED OVER THE PANDEMIC ARE TESTAMENT TO THE URGENT NEED FOR MORE INVESTMENT IN THE SECTOR."

SUSTAINABLE PHILANTHROPIC GIVING THROUGH THE LENS OF THE SDGS

ROSEMARY MACDONALD – UKCOMMUNITYFOUNDATIONS.ORG

If we can equip local charities with the tools they need to adapt, futureproof and build their capacity, then logic dictates that they will be better placed to meet the needs of the people and communities that they support

SUSTAINABLE FUNDING

Over the past several years, there have been growing calls for philanthropic giving to be more closely aligned to the needs of local charities. In practice, this means funding staff salaries, equipment, building costs or anything that is necessary to continue day-to-day operations. Alongside funding core costs, many in the charity sector cite the need for multi-year funding to build organisational capacity and to give them the financial stability needed to focus on delivering services. What underpins all these calls is sustainability.

If we can equip local charities with the tools they need to adapt, futureproof and build their capacity, then logic dictates that they will be better placed to meet the needs of the people and communities that they support. A win-win situation for everyone that wants to help secure a better and more sustainable future for all. And a necessity as we see record levels of fuel poverty, the increasing frequency in extreme weather events, more people than ever turning to foodbanks, and the effects of the pandemic still very much with us.

Although local charities and community foundations may represent a small part of the bigger philanthropic funding picture, they have a vital role to play in helping to meet the Sustainable Development Goals (SDGs). Through decades of place-based investment in them, we know that they are uniquely placed to drive sustainable change at a local level. The 17 SDGs are broad enough to encompass the massive variety of causes, services and people that our sector helps.

To meet the 2030 Agenda, a holistic approach is needed. The Goals weren't intended to be achieved overnight. If the philanthropic sector is serious about sustainability, then it must recognise the synergy between sustainable funding practices and the long-term attainment of the SDGs.

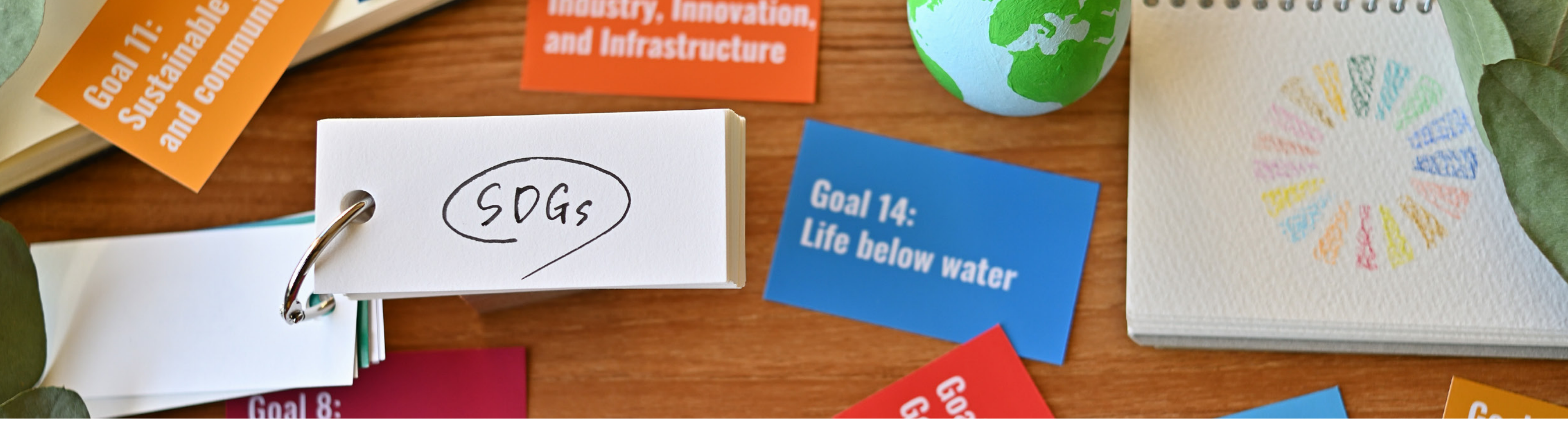
ROSEMARY MACDONALD

SHARED UNDERSTANDING

While the type of funding needed to help is clear, communicating the impact of the charity sector has been a longstanding challenge for the infrastructure organisations that represent it. With various methods of reporting, definitions of need and differing terminology, it is unsurprising that the tremendous difference that our sector makes isn't widely recognised outside the tent.

The well-documented fundraising challenges that charities have faced over the pandemic are testament to the urgent need for more investment in the sector. Using data from the Office for Budget Responsibility, Pro Bono Economics estimates that there may be a permanent £6.6bn gap in public giving because of the pandemic. Despite playing a pivotal role in supporting our most vulnerable people throughout the past two years — it's clear that new revenue streams are needed if charities are to continue this vital work.

A 2019 survey by World Business Council for Sustainable Development (WBCSD) found that among the world's 250 largest global companies surveyed, 82 per cent have reported on the SDGs. From our conversations with corporate partners, we know that more and more companies are aligning their Environmental, Social and



Governance (ESG) strategies with the SDGs. This presents a golden opportunity for the charity sector. By communicating need and impact in a language and a way that is universally understood, charities can build new partnerships with the private sector and other prominent institutions.

Framing our work within the SDGs will not only make charities more attractive partners, it will also provide the framework needed for us to convene and collaborate around the SDGs. A case in point was the COP26 #PhilanthropyForClimate roundtable, co-hosted by our member, Foundation Scotland. Over 200 representatives, from trusts and foundations around the world, came together to discuss "how philanthropy can galvanise local action for global impact".

THINKING GLOBALLY, ACTING LOCALLY

Being understood by other sectors and each other is not enough, however. To meet the 2030 Agenda, maximising our social impact through sustainable philanthropic giving is imperative. For the community foundation network, a place-based approach has always been our way of doing this.

What does this look like in practice? Locally, regionally and nationally, we work with a range of partners to implement grantmaking programmes that align with the needs of both our communities and donors. For companies and individuals that really want to enhance how they give back to the communities they operate in, community foundations offer a unique opportunity to form partnerships at the hyper-local level.

"The ability of community foundations to be hands-on within their local communities can provide local governments and donors with the insights needed to achieve the ambitious goals within the SDGs."
Vikki Spruill, Former President and CEO, Council on Foundations

The community benefit fund model typifies this approach. Cornwall Community Foundation manages 12 Renewable Energy Community Funds on behalf of multiple partners. The funding supports local Cornish organisations working to address specific community needs across the county. Cheshire Community Foundation is working with Assura PLC. Since the launch of the Assura Community Fund, over 140 projects working to promote Good Health and Wellbeing (Goal 3) have been supported. In the Southwest, Somerset Community Foundation manages the Hinkley Point C Community Fund. The fund is a £20m commitment to improve the social, economic and environmental wellbeing of communities that are affected by the construction of EDF's nuclear power station at Hinkley Point. These examples are just a snapshot of the sustainable funding partnerships across the community foundation network.

ADOPTING A WHOLE OF ORGANISATION APPROACH

Like many in the private sector, we are examining all business areas to ensure that they align with the principles of sustainable development. The European Community Foundation Initiative coined the term 'whole of organisation approach' for community foundations that are looking to embed the SDGs across their investments, strategies, communications and grantmaking. At UKCF we are working to do exactly this.

We know that it isn't good enough to work in isolation. With the support of the Charles Stewart Mott Foundation, we are supporting community foundations to help them adopt the SDGs. We will continue to share our learning with our peers in the charity sector and our funding partners. If we are to meet the Goals, sustainability, mutual understanding and collaboration must run through all that we do.

If you are interested in finding out more about community foundations and our work with the Sustainable Development Goals, please read our latest report. It looks at how funders, philanthropists and companies can enable local charities and community organisations to play a key role in helping to achieve the 2030 Agenda.

ROSEMARY MACDONALD – CEO, UK COMMUNITY FOUNDATIONS

Rosemary is a leading third-sector expert in transparency and accountability, governance and best practice, and has been a part of the community foundation network for 12 years.

With a Master's degree in Charity Finance and Accounting, and a diploma in Charity Management, from the Institute of Chartered Secretaries and Administrators (ICSA), Rosemary drives the growth and strategic direction at UK Community Foundations – a national network which connects people and organisations that want to improve their communities.

Committed to promoting the work of community foundations, Rosemary is focused on taking the charity sector forward, building strategic partnerships at local, regional and national government level, and with the business and public sectors.

Prior to becoming CEO, Rosemary served for six years on the board of UK Community Foundations, and during that period was Vice Chair for three years and Chair of the Membership Committee for three years, respectively. Rosemary also served as CEO at Wiltshire Community Foundation for 12 years.

HOW TO HAVE RADICAL IMPACT

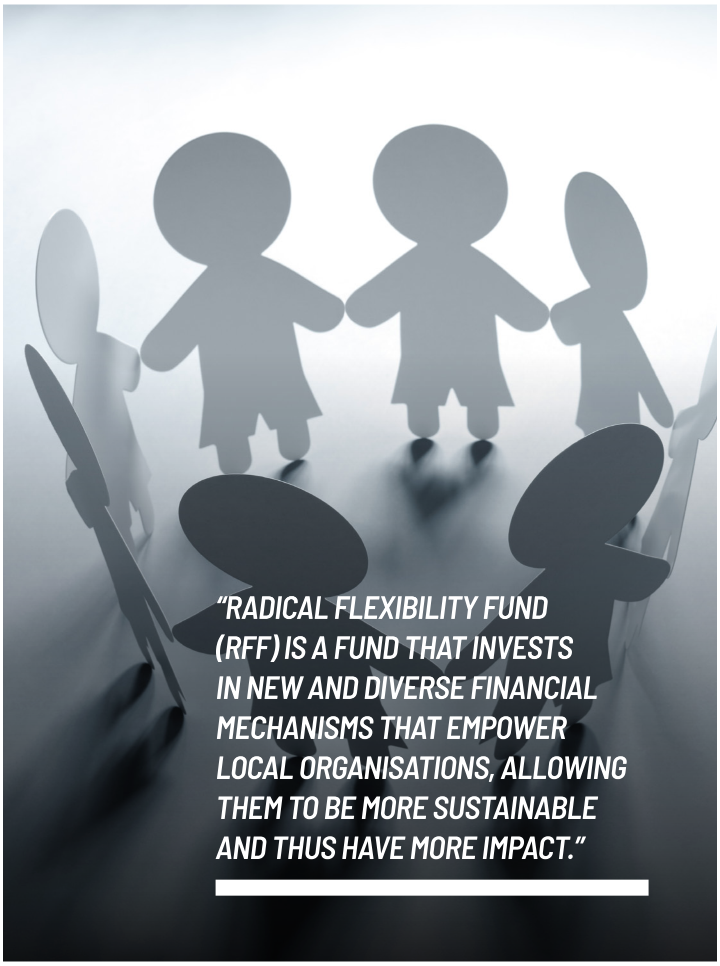
RIVA KANTOWITZ AND LAUREN BRADFORD – RADICALFLEXIBILITY.ORG

By putting communities and implementing organisations at the centre of priority setting, those communities can define their own outcomes, needs and what impact means, leading to more sustainable social change

Impact has become an obsession in the field of philanthropy — and has even extended to practices of adjacent fields, such as Environmental, Social and Governance (ESG) in the corporate sector. While an emphasis on impact is not negative in itself, as Riva Kantowitz has previously written, donor expectations and traditional funding practices have produced a culture which emphasises short-term funding models and inflexible outcomes with a bias towards those that can be easily measured. The critical analysis of this culture of funding is extensive.

The fact that concepts such as impact and success can shift depending on one's perspectives has exacerbated these challenges. Understandings of what impact or success might look like when it comes to social change are often imposed by donors external to the context, utilising blueprint impact indicators based on knowledge, norms and metrics created in and deployed by the Global North. Such approaches are less likely to reflect what communities need than their own locally generated understanding of what types of projects are impactful, and can therefore work against sustainable social change.

Radical Flexibility Fund (RFF) is a fund that invests in new and diverse financial mechanisms that empower local organisations, allowing them to be more sustainable and thus have more impact. We believe that the heart of radicalising anything is deep reflection on the status quo and analysis regarding levers to change it. In order to shift the current paradigm, donors must prioritise support for community-led funding and participatory programming approaches through local people and local leaders — they are in the best position to choose priorities and make decisions on funding mechanisms and their outcomes. We at RFF understand impact to involve four interrelated actions: starting from local priority setting; using innovative tools to finance those priorities; generating sustainable resources; and measuring what affected stakeholders understand to be impactful outcomes.



FACILITATE LOCAL PRIORITY SETTING

RIVA KANTOWITZ

LAUREN BRADFORD

Local leaders and organisations understand the needs and the context of their communities and are in the best position to set priorities. Yet, typically, priority setting is donor-driven, based on institutional funding interests.

Instead of this default top-down approach, funders should instead ask communities and organisations what would transform the lives of their residents and stakeholders, the challenges they face in achieving that vision, and how donors could offer resources, skills and capacities to create such change. Donors should then fund local organisations and experts who have these skills to implement local solutions, mobilise the community and train others — thus creating opportunities for long-term sustainable progress on societal challenges.

Community-led and inclusive approaches also lead to better outcomes. By bringing together people from a variety of groups in stratified and divided societies, participatory funding — where many people get to decide what to spend money on — strengthens relationships between individuals, within communities and with institutions.

INVEST IN TOOLS BEYOND GRANTS

Most donor support to local civil society organisations comes in the form of grants, but as currently structured, they are akin to analogue technology to support change in a digital world.

Grant funding — often short-term, inflexible, and project-specific — neither suits often-evolving situations on the ground nor enables local organisations to prioritise their own solutions and develop financial sustainability for the longer term. Because grants are the most common funding vehicle, many funders are not structured or willing to use other funding tools even if they can support greater flexibility, greater inclusivity, greater impact and greater sustainability. These include approaches that focus on communities generating their own assets through support to social entrepreneurship, direct cash transfers or seeding community foundations; innovative finance tools, like impact bonds and outcome-based funding; and increasing use of new technologies like Blockchain to help local communities shape, define and create transparency about the impact of their work. These tools allow communities and organisations to generate their own assets, enabling them to determine their own priorities. They also expand access to finance from a more diverse set of funders, including private equity, that are not always bound by the same constraints as traditional philanthropic and government donors.

Other promising approaches include developing community bonds or challenge grants, and supporting giving circles or community philanthropy in places where such approaches do not exist or are informal. Increasing attention is being drawn to regional philanthropy and foundations, and the role of the national private sector in funding social change; these trends offer opportunities to attract new funders who understand the cultural context and have a stake in the wellbeing of their own societies.

Proactive donor investment in processes that focus on creating more sustainable and "autonomous" resourcing pathways for local organisations also shifts the understanding of impact from the Global North to the communities' own definitions. When a community or group of stakeholders has the power to identify and fund their own goals, donors become charged with enforcing the standards and priorities of that community, rather than imposing their own definitions — thereby amplifying how communities themselves understand impact.

MEASURE WHAT MATTERS

Donors and intermediaries often define priorities and metrics. While identifying and being accountable to priorities helps donors justify grantmaking decisions and that money is spent as promised, this process is not designed to measure impact from the perspective of the community itself.

Instead, this top-down measurement process often puts a great burden on the implementing organisations' capacities, siphoning off scarce resources to respond to donor-imposed requirements. Donors also use significant resources to monitor grants and it is common that they can neither keep up with vast piles of traditional quarterly reports nor use their findings.

Local organisations need to be able to define their own metrics, share them with donors and their communities, and have the resources to track them. One idea of participatory goal setting is to change the evaluation methodology to community reporting, whereby the effectiveness of an intervention would be judged not by a donor-designed metric but by the community's view of it. By putting communities and implementing organisations at the centre of priority setting, those communities can define their own outcomes, needs and what impact means, which will also ensure the donor achieves their outcomes.

Ideas for how to radically re-envision capacity and financing approaches that create sustainability, and thus increase the impact of donor funding, are currently scattered across the development and donor fields. One of the goals of Radical Flexibility Fund is to gather, translate and compare them in one place so that we may better understand their advantages and disadvantages, and support local organisations to use them effectively.

Dedicated changemakers around the world are engaged in courageous and inspiring efforts to advance safe, healthy and just communities. The 'localisation' agenda has been on the radar of the international community for several decades now, without significant results for financing local actors. It is time to focus on more effective solutions — community-led philanthropy, radically flexible grantmaking and investing in innovative finance for social change — all of which require the risk capacity, imagination and flexibility of private donors.

RIVA KANTOWITZ PHD – FOUNDER, RADICAL FLEXIBILITY FUND

For more than 20 years, Dr. Kantowitz has worked with human rights, humanitarian and peace-building organisations around the world. She now focuses on effective support for grassroots social change via partnerships and innovative funding approaches. In addition to founding RFF, Dr. Kantowitz is a Senior Advisor at the Dag Hammarskjold Foundation. She also holds an appointment at New York University's Center for Global Affairs and serves on the board of several civil society organisations.

LAUREN BRADFORD, FOUNDING PARTNER, RADICAL FLEXIBILITY FUND

Lauren has worked at the intersection of financial flows and sustainable development for over a decade, with the goal of bridging these sectors to advance social change through more effective financing.

Lauren is the founding partner of Radical Flexibility Fund, and also provides global advisory and strategy services to clients such as UNDP and WINGS. She has previously worked with the OECD DAC, Foundation Center/Candid, The World Bank, and the UN Resident Coordinators Office in Timor-Leste. In addition, she serves on several boards including the Arab Foundations Forum and is an Expert Advisor on the World Economic Forum's Partnering with Civil Society in the Fourth Industrial Revolution Initiative. She holds a Master's degree in International Development and a Bachelor's Degree in Applied Science both from RMIT in Australia, and earned a certificate from ODI and the London School of Economics in Conflict and Humanitarian Response.

WE CAN'T ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) WITHOUT INVESTING IN ANIMAL HEALTH

HARRY BIGNELL AND CARINE BAMBARA – BROOKE: ACTION FOR WORKING HORSES AND DONKEYS

The post-pandemic era provides us with the opportunity to correct the current insufficient focus on animal health in discussions on global health

The world is a very different place from the one in which the Sustainable Development Goals (SDGs) were first conceptualised. In light of Covid-19, it is projected that two-thirds of the SDG targets will not be met by 2030.

We have faced a global pandemic on an unprecedented scale and have been forced to accept that the global pursuit of globalisation, economic growth and expansion has come at a heavy cost.

Discussions at high-level events have focused on what this new reality means for the SDGs. Some argue that the goals and their indicators need a radical reconfiguration, while others think we need to step up implementation to safeguard those at greatest risk. Last year's article Reset Sustainable Development Goals for a pandemic world by Robin Naidoo and Brendan Fisher, argued that the goals must be screened according to three points:

1) Is it a priority post-Covid-19?
2) Is it about development not growth?
3) Is it a pathway resilient to global disruptions?

The article argues that we must collaborate around a few clear priorities which can be achieved in a less-connected world with a slower economy, but opinions differ as to the best way to build back better.

One thing is consistent though: the post-pandemic era provides us with the opportunity to correct the current insufficient focus on animal health in discussions on global health. Despite the evidence — Covid-19 was passed to humans from animals — this vital piece of the puzzle is still neglected.

WHY FOCUS ON ANIMAL HEALTH SYSTEMS?

Humans are closer to pets, livestock and wildlife than ever before, as agricultural and industrial activity encroaches on natural habitats. In lower-income countries, many rural families live in close proximity with livestock that they rely on for their livelihoods. In high-income countries, companion animals and industrial farming for meat and dairy put humans in daily contact with animals. Wet markets, illegal wildlife trade and legal trade in animal products are just a few examples of where dangerous pathogens can spread, as in the case of Covid-19.

A homestead in Nepal ©Brooke/Freya Dowson

HARRY BIGNELL

CARINE BAMBARA

However, this proximity to animals takes place in a context where our animal health systems are not robust enough to protect people from the increased risk of disease. 61 per cent of all human infections and 75 per cent of all emerging diseases are zoonotic (transmitted from animals). The World Bank found that zoonotic diseases account for more than 1 billion cases and 1 million deaths per year.

Covid-19 is only one of many zoonotic infections. SARS, MERS, Ebola, swine flu, Creutzfeldt-Jakob disease all came from animal species and had a similarly devastating impact.

Yet animal health systems continue to be severely underfunded. Inadequate staffing, poor-quality or counterfeit medicines, poor organisation of veterinary services and shortages in medicines and vaccines put the wellbeing of millions of people and animals at risk.

This needs to change. Our proximity to the animal kingdom and the impact this has on zoonotic pandemics presents a strong case for increased investment in animal health systems.

Different species of animals, as well as people, often live in close contact. Picture from Senegal ©Brooke/Freya Dowson

WHAT DOES THIS HAVE TO DO WITH THE SDGS?

Healthy animals, supported and handled through positive welfare, play a crucial role in achieving the SDGs. Livestock are part of agricultural production and a significant source of animal protein, as well as supporting millions of livelihoods around the world (thereby supporting attainment of SDGs 1 and 2).

Working animals such as horses, donkeys and mules are used for transportation, including agricultural produce and water, and their work provides vital revenue. Animals help feed and clothe people, and their work generates income allowing families to afford education, food, clean water and healthcare.

Healthy animals contribute positively to the achievement of the SDGs. Animals in a state of poor health and welfare not only cannot contribute but are a significant risk to human health and development.

Our failure to invest in and address the weaknesses in our animal health systems has allowed zoonotic diseases to proliferate, risking attainment of SDG 3 'healthy lives and wellbeing for all', plus having a knock-on impact. In short, only once we have reduced the prevalence of communicable and non-communicable diseases, including zoonoses, will we be able to achieve the SDGs.

SO, WHAT NEXT?

Governments and development actors must acknowledge the crucial role of animals in the achievement of the SDGs, advocating for their inclusion in the targets. Specifically, we need to rethink SDG 3 'healthy lives and wellbeing for all' to include a One Health approach, which integrates human, animal and environmental health.

We need initiatives specifically highlighting the importance of increased investment and focus on animal health systems. Brooke recently held an event at the Civil Society 20 summit (C20) to address this with G20 leaders.

A busy early morning vegetable market, in Okla, Delhi, India ©Brooke/Freya Dowson

Brooke also attended the G7 meetings to ensure One Health — and specifically the animal health component — was not missing from discussions. We were proud to amplify the voices of livestock-owning communities and their working animals at the G7 summit. We contributed a unique perspective on the role of animal health and welfare in global policy agendas. Our hope is that a One Health approach to the prevention and early detection of future pandemics will be prioritised in discussions, along with a funding facility to operationalise One Health. As a result One Health was specifically mentioned in the G7's Carbis Bay Declaration.

©Brooke / Xaume Olleros

In these uncertain times, animal health must not be forgotten in discussions about the future of the SDGs. In designing pathways resilient to global disruptions, as suggested by Naidoo and Fisher, we must acknowledge that zoonotic disease is one such disruption, and investing in animal health is part of the solution. The evidence is clear: we cannot achieve the SDGs without investment in animal health: www.actionforanimalhealth.org

HARRY BIGNELL – WRITER AND ADVOCACY PROFESSIONAL

Formerly Global External Affairs Officer at Brooke, Harry is a freelance writer and advocacy professional. She is currently working on Covid-19 and vaccine equity for RESULTS UK. She is passionate about redressing the balance in global access to basic human rights, such as safe, affordable healthcare and strong food systems.

CARINE BAMBARA – GLOBAL EXTERNAL AFFAIRS MANAGER, BROOKE: ACTION FOR WORKING HORSES AND DONKEYS

Carine has over seven years' experience in the international development arena, having worked for the United Nations Development Programme, UNICEF and now Brooke, where she works to ensure human development, animal welfare and environmental health are recognised as interlinked within global policies and processes. Carine previously worked on the implementation of the UN's Millennium Development Goals (MDGs), and is now focusing on the Sustainable Development Goals (SDGs) through a "leave no one behind" lens.

HOW PHILANTHROPY CATALYSES THE IMPACT OF YOUR INVESTMENTS

EMILY JOHNSON – GFI.ORG

If you seek to secure a safer, more sustainable world for future generations, few places offer more room for impact than the global food system

While attention and investment has focused on renewable energy in recent decades, solutions to the emissions, pollution and deforestation caused by farming animals has been overlooked. Despite causing 21 per cent of global emissions, animal agriculture was notably missing from high-level discussions at COP26 — perhaps because governments are reluctant to tell people what to eat.

The Good Food Institute (GFI) is an international network of nonprofits working with scientists, businesses and policymakers to change meat production, not diets. Making meat from plants and growing it directly from cells gives people the meat they enjoy but produced in healthier, climate-friendly ways.

PHILANTHROPY OR IMPACT INVESTMENT?

Investment in the sustainable protein sector is the highest it has ever been. €2.6 billion was invested in plant-based and cultivated meat companies in 2020 alone. This is great news for the planet. Moving towards plant-based meat could reduce emissions by up to 90 per cent, and cultivating meat from cells could cut the climate impact of meat by 92 per cent, as well as using up to 95 per cent less land and 78 per cent less water. Without a transition from conventional meat production to sustainable proteins, meeting the Paris Agreement's target to stay below 1.5°C warming will be impossible.

We are often asked: "If I'm serious about using my resources to help the planet, should I invest in a sustainable protein startup or should I make a philanthropic gift? Which will make the most impact?"

Our answer? We celebrate and encourage investment in sustainable proteins and frequently work with investors to direct their funds into the most promising areas in the sector. But if you're interested in truly maximising your impact, philanthropy lifts the *entire* sector. A philanthropic gift to GFI, for example, supports hundreds of scientists and companies and acts as a force-multiplier, supercharging your mission impact.

EMILY JOHNSON

CREATING LEVERAGE BY UNLOCKING BILLIONS FOR OPEN-ACCESS RESEARCH

Much of the research focused on sustainable proteins to date has happened within companies. This research — thanks to funding from many social impact investors — has, in just a few short years, driven up the quality and driven down the costs of plant-based and cultivated meat. However, the results of the R&D work your investments fund is fiercely guarded as intellectual property — benefiting that company alone.

That's business, non-impact investors would say. But this secrecy results in duplicative efforts, which slow down progress in the sector as a whole. Meanwhile, emissions from industrial animal

agriculture keep increasing and, as 80 per cent of the world's antibiotics go to farmed animals every year, antibiotic resistance is on the rise too.

Open-access research is needed to advance the sector quickly, so that plant-based and cultivated meat deliver on their full potential to help tackle climate change, protect public health and feed a growing population with fewer resources. That's why GFI's philanthropically-funded Competitive Research Grant Program has awarded over $13 million to 70 open-access research projects advancing the field since 2019.

However, the funding GFI can provide directly to sustainable protein research pales in comparison to the huge sums going into clean energy research. Just like they have funded research into green energy and public health, governments must invest in open-access research into sustainable proteins to the tune of billions, in order for the sector to scale and compete with conventionally produced animal products on taste, price and convenience.

GFI works closely with governments and policymakers to help them meet their climate and public health goals by investing in plant-based and cultivated meat research. In 2021, after holding discussions with GFI Europe's experts and diving into our resources, the UK's National Food Strategy team recommended that the government dedicate £125m to sustainable protein research. GFI creates huge leverage with your donations and your impact can be measured by the amount of public funding unlocked.

THE RIGHT INCENTIVES FOR MAXIMAL IMPACT

As well as funding open-access science that lifts the entire sector, governments are incentivised to maximise public benefits without being constrained by short-term profit margins. In the same vein, GFI has a big picture, long-term perspective and wants to accelerate the whole industry, rather than rushing to be the first to market a particular product.

This lack of vested interest in any one company, or even one type of sustainable protein, also positions GFI as credible and trustworthy from the perspective of policymakers. Policy work is the difference between success and failure for sustainable proteins. If cultivated meat does not have a clear path to market, or if labelling laws for plant-based products are unfairly restrictive, even the companies producing the juiciest, tastiest plant-based burger or cultivated chicken don't have a bright future. Few startups have the personnel to fight restrictive labelling laws, but nimble nonprofits can focus on this work.

MAKING A REAL DIFFERENCE

Indeed, a key way that philanthropy and nonprofits can ensure impact is by focusing on the neglected areas. GFI rigorously analyses where it can add value and do what others cannot or will not. What won't happen unless we step in? Or what can we make happen better or faster?

To have the greatest mission-impact, when deciding how to allocate your resources between social impact investments and philanthropy, you can ask yourself a similar question. Will your investment in a company fill a white space area no one else will, or will it crowd out another investor? If your answer is the latter, that investment may be a very smart investment decision — but if you didn't invest, someone else would. You wouldn't be making a *difference* or changing any outcomes with that investment.

If, on the other hand, your investment will make a genuine difference to the success and social impact of that company or fund a hitherto neglected area of the sector, we'd warmly encourage the investment! *And*, we'd make the case for simultaneously giving a philanthropic gift to support the flourishing of the sector as a whole.

MEASURING THE RETURNS

The traditional view is that the returns on an impact investment are both financial and societal, while the returns on a philanthropic gift are purely societal. We question this assumption.

Ela Madej, co-founder of venture capital firm Fifty Years and donor to GFI, says: "Fifty Years was founded to back founders who want to change the world for the better. The Good Food Institute is building a sustainable protein ecosystem in which our impact investments can do even better. GFI inspired new talent to enter the sector, informs scientific breakthroughs in academia and business with their research, and their resources are crucial to the development of many companies in the sector. I give to GFI

"WITH SUCH HIGH STAKES, HOW TO DEPLOY YOUR RESOURCES TO ACHIEVE THE GREATEST IMPACT IS AN IMPORTANT QUESTION TO CONSIDER."

in addition to investing in sustainable proteins, because philanthropy can truly augment the success of social impact investments, increasing the impact of both."

When you additionally consider that a fast transition to sustainable proteins will mitigate the economic risks from climate change and pandemics (yes, industrial animal agriculture is *also* a leading risk factor for the next pandemic), there's a financial incentive for that speedy transition too.

A fast transition requires systemic and global change. Philanthropy has proven itself capable of catalysing such transformations, particularly in fields reliant on scientific research, such as health and agriculture.

THE STAKES ARE HIGH

David Giampaolo is an investor, entrepreneur and non-executive director of Agronomics Ltd, a venture capital firm with a focus on cellular agriculture. He says: "Sustainable proteins offer investors and philanthropists an enormous opportunity to make a difference — whether you are concerned by climate change, factory farming, overuse of antibiotics, biodiversity loss, pollution, pandemic risk or global food scarcity. Which other innovation offers to preserve both biodiversity and working antibiotics for our children? How else will we feed a global population of nearly 10 billion by 2050, while freeing up land for reforestation, regenerative farming methods and carbon capture methods?"

The potential of plant-based and cultivated meat is huge. With such high stakes, how to deploy your resources to achieve the greatest impact is an important question to consider.

Philanthropy and social impact investment play distinct and complementary roles and, when it comes to making the global food system more sustainable, secure and just, there is a place for both. Without early social impact investors, many sustainable protein companies would not exist. However, without fair regulation of plant-based and cultivated meat, and funding for open-access research, it will take time we don't have before sustainable options become the default choice across the world. For broader, faster impact, philanthropy is the solution.

EMILY JOHNSON – PHILANTHROPY MANAGER, GOOD FOOD INSTITUTE EUROPE

Emily leads GFI Europe's philanthropy work, aligning the passions and priorities of supporters with high-impact giving opportunities to make our global food system more sustainable, secure and just.

Prior to joining GFI, Emily worked in development at the University of Cambridge, where she raised philanthropic support, helped to launch three multi-million-pound campaigns and established innovative digital fundraising platforms. She holds an MA from the University of Oxford and is based in Cambridge, UK.

"THE GREAT SEAS ARE NOT ONLY CRITICAL TO ADDRESSING GLOBAL WARMING, BUT ALSO TO SUPPORTING HUNDREDS OF MILLIONS OF LIVELIHOODS IN THE DEVELOPING WORLD."

THE OCEAN FUNDING CRISIS: PHILANTHROPY CAN TURN THE TIDE

JASPER SMITH – 10PERCENTFORTHEOCEAN.ORG

The oceans support 65 per cent of all life on earth and are crucial to how we mitigate climate change. Yet ocean conservation receives less than 1 per cent of total global charitable giving. Urgent action is needed to plug this widening funding gap

The ocean is our largest ecosystem by far, covering some 70 per cent of the planet. It really is our planet's life support system. It is fundamental to our climate, absorbing around 30 per cent of all the man-made CO2 we produce and more than 90 per cent of the excess heat we create.

But that's not all. Around 40 per cent of the world's population lives within 60 miles of the coastline — two-thirds of the world's biggest cities are on the coast. This means that a billion people could be displaced by the sea-level rises before the end of the century. Half a billion people rely on the ocean for their daily food and that doesn't include the other billion that consume seafood. The blue economy is estimated to be worth around $3trn, with a connected workforce of around 200 million.
The ocean is gravely ill — its chemical balance and average temperature have changed, while pollution, overfishing, industrial runoffs and the melting of ice sheets further endanger the balance of this critical ecosystem.

DISCONNECTION

For many people, however, human connection with the ocean is lost. Oceans are abstract for most of us — we don't see the overfishing or the acidification. Yet whichever way you look, the ocean is such an enormous contributor to how we mitigate climate change and move forward as a species. The great seas are not only critical to addressing global warming, but also to supporting hundreds of millions of livelihoods in the developing world. Despite this, the ocean has so far been catastrophically underfunded as a collective ecosystem. And it is not as though it is underfunded by a small margin. It is underfunded by a country mile.

When you look at the top-down level, some of the Sustainable Development Goals (SDGs) — a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all" — are better funded than others. The Goal that aims to protect, restore and sustainably manage shared oceans and coastal ecosystems is SDG 14.

However, SDG 14 is the most underfunded of all the UN's 17 SDGs, despite the ocean being the largest, most connected and vital ecosystem on earth. Currently, ocean conservation receives less than 1 per cent of total global charitable giving. Some $175bn per year is needed to meet the UN's SDG 14s target, yet spending amounts to just $25.5bn — a funding gap of $150bn a year.

NO ONE'S JURISDICTION

One of the reasons for the underfunding is that the vast majority of the ocean sits beyond national jurisdictions. SDGs are primarily funded through governments but there is no central government overseeing our oceans. This has led to an enormous funding gap and a huge amount of money is required to get the oceans to the point where there's enough research and enough protection for us to preserve them.

There are lots of charitable organisations doing some great work, but each of those may be supported by a few regional or a few local sponsors

JASPER SMITH

> *"WE NEED TO MOVE THE NEEDLE FROM 0.1 PER CENT OF CHARITABLE AND PHILANTHROPIC FUNDING UPWARDS TOWARDS 10 PER CENT TO HAVE A FIGHTING CHANCE."*

and supporters. Indeed, the amount of philanthropic funding for marine conservation has doubled over the past decade to around $1.2bn. But that is still woefully short of where it should be. Philanthropic capital for ocean conservation and development is less than 0.58 per cent globally, minuscule in all countries — but particularly non-OECD. What fundraising is going on is often fragmented and is intermediated.

ACCELERATING RECOVERY

Philanthropic capital can be used in lots of different ways. You can use it for conservation work, or you can use it to seed-fund projects that have sustainable development at their core — such as mangrove reparation or the development of new types of fisheries or working through how the ocean might be mapped and understood (over 80 per cent of the seafloor is unexplored). New science, digital technologies, robotics — the seeds are there in the best labs around the world but need funding to accelerate and help ocean recovery.

Private capital must play its role too, but again, the funding gap is equally absurd in the private sector. Growing amounts of private capital via venture funding is going into sustainable projects but less than half a per cent goes into specific ocean-based projects. There are some new bespoke funds that are investing in the blue economy but the fact they are only just starting up demonstrates how late we are in terms of investing in the blue economy.

Philanthropy is our ultimate superpower: it funded the core science behind climate change, the welfare state, penicillin, the discovery of half the species on earth. It is the engine of innovation — and it can play a role in ocean conservation. I passionately believe that we can amplify philanthropic giving for the oceans by having a clearly defined set of mantras that make the ocean really easy to bank and a single point of access for people to come into, so that if you are concerned about the global ocean, and you do want to support it, there's a place to go where you donate.

UNDISCOVERED ECOSYSTEM

The ocean is our planet's primary ecosystem and has the capacity to provide most of our energy and food needs, and yet it is fundamentally largely undiscovered and not understood. It is a huge issue. At the same time, with overfishing, pollution, plastics and ice caps melting, there are such profound changes in progress that we run the risk of those changes happening before we've even understood what's changed. The lack of funding is a real cause for concern. This must change urgently. We need to move the needle from 0.1 per cent of charitable and philanthropic funding upwards towards 10 per cent to have a fighting chance.

Everywhere you look, whether it is philanthropic giving, national and government funding pools or venture capital, there is a catastrophic lack of funding for oceans. Whilst that funding gap exists, conservation projects or early sustainable development projects will have little chance of creating the scale that they need to help promote systemic change in the way that we preserve and use our oceans.

JASPER SMITH - FOUNDER, 10% FOR THE OCEAN

Jasper is a seasoned and successful entrepreneur, known as a pioneer in the games and technology industries. He has spent a lifetime adventuring at sea and on land, and has witnessed first-hand the manmade ocean crisis that exists today. Jasper founded 10% For The Ocean to provide a platform for uniting ocean support and dramatically shifting the needle in charitable funding for a blue recovery.

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- Develop your philanthropy and social impact investment *knowledge*
- Learn practical skills to *better support* your clients' expectations and needs

Current average rating for philanthropy advice:

5.9/10

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FUNDING MENTAL HEALTH: ADVICE FOR NEWCOMERS

NATASHA MUELLER AND DR MAXIMILIAN MARTIN
KOKOROCHANGE.COM | LOMBARDODIER.COM

An overview of key lessons from recent research, the role philanthropy can play and some practical recommendations for those wishing to integrate mental health into their existing portfolio of giving

The COVID-19 pandemic has shone a light on the global mental health crisis, bringing an ever-increasing understanding of the role that mental health plays in our own lives, as well as the importance of mental health for our families, our communities, our economies and our planet. Yet, mental health services remain chronically underfunded across the world. Fortunately, momentum is now building among corporate and individual philanthropists who want to help to address this serious strategic and systemic issue.

A GLOBAL CRISIS

The need for increased funding for mental health around the world is clear. Current data suggests that mental health or substance abuse problems affect one in every four people, and of the 1 billion people around the world currently experiencing mental ill-health, more than 80 per cent are without any form of quality, affordable care. Countries on average still spend less than 2 per cent of their health budgets on mental health, and international finance to global mental health care in 2020 came to a total of just $160 million, and only around 0.5 per cent of philanthropic health giving.

Data released in the latest WHO Mental Health Atlas shows that despite the increasing attention mental health is receiving around the world, the level of funding and political action is not sufficient to make the necessary reforms. While all countries signed up to shared goals in 2013 as part of the WHO Mental Health Comprehensive Action Plan to improve mental health services for all by 2020, all but one of those goals has been missed, with the deadline for many of the goals' achievement simply rolled over by a decade.

WHY SO LITTLE FUNDING?

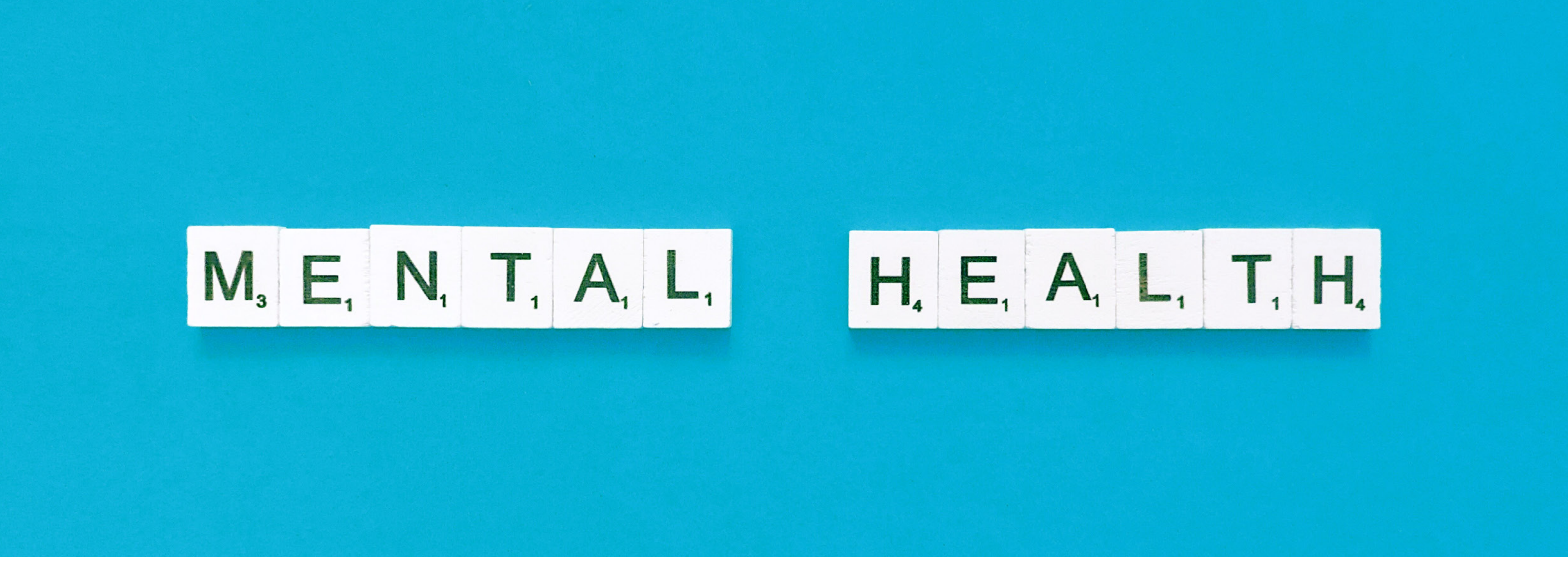
Given the scale of the global need, why have donors not prioritised mental health to date? Research undertaken by NM Impact, Arabella Advisors and United for Global Mental Health earlier this year highlights some of the main barriers faced by donors, which provides some insight into this issue. These include uncertainty around knowing what to give to in mental health; lack of actionable data informing impact; and some practical barriers to giving, especially globally. So, how can philanthropists interested in having an impact on this important global issue overcome the barriers and take action? Below we aim to give some helpful steers based on recent research and developments.

NATASHA MUELLER

DR MAXIMILIAN MARTIN

GETTING STARTED

1) Championing the cause When focusing on and communicating the case for support, it may be helpful to refer to the 'triple rationale' for supporting mental



health as outlined in Lombard Odier's 2020 Mental Health Donor briefing, which includes meeting global need; creating return for individuals, societies and economies; and adhering to a human rights imperative. A recent WHO-led study conducted across 36 countries found that every $1 invested in scaling up treatment for depression and anxiety could yield returns of $4 in better health and ability to work. These numbers make financial sense but, of course, have real meaning when backed up with the human stories of lives, families and communities better off because supporting poor mental health has been prioritised.

2) Finding support Mental health is complex and the levels of global need can feel overwhelming. Funders can seek support from fellow mental health philanthropists through the Future Mental Health Collective, a global peer-to-peer network founded by Natasha Muller and Nexus Global, to provide a community for practical advice and collaboration. Established in January 2021, the Collective has become a place where new mental health funders can learn from those with many years of experience, from all over the world, and can collaborate and champion mental health initiatives globally. Over time, the aim is to work together to continue to lower barriers for new funders wanting to support mental health, including in countries where giving is currently difficult.

3) Finding your focus Philanthropic donors can contribute in unique ways, often acting quickly and flexibly, able to take risks that other funders may not. By leaning into these unique roles [detailed on page 22 in this recent research, using the framework developed by Boston Consulting Group for United for Global Mental Health], philanthropists can help to catalyse momentum beyond their immediate giving.

4) Using the data The 2020 World Health Organisation Mental Health Atlas shows that while need is considerable across the board, there are some categories that are particularly worth considering within philanthropic funding strategies. For example, funding:

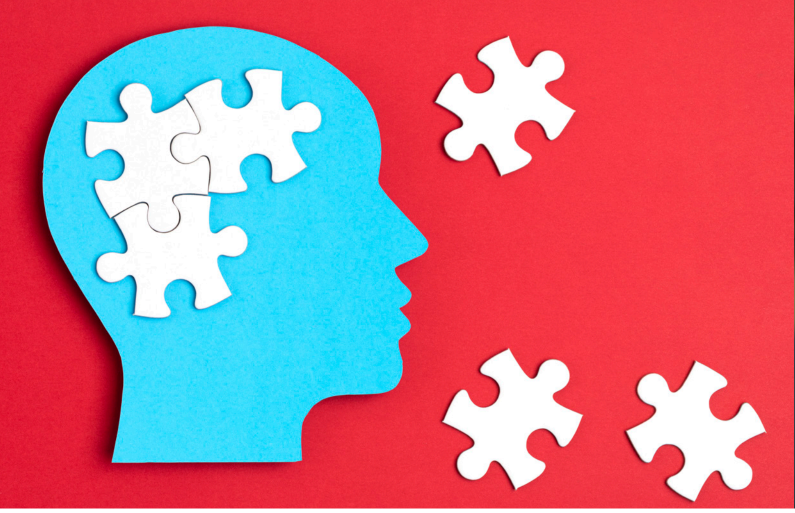
- the mental health workforce, especially for youth and adolescents;
- stronger systems for mental health and psychosocial preparedness for disasters and emergencies;
- the integration of mental health services into primary care;
- advocacy at all levels, to ensure national policies and plans are not just developed, but implemented, and that they are implemented in accordance with human rights;
- mental health support in low and middle-income countries, where there are acute needs across every mental health indicator; and
- community-based mental health support in upper-middle income countries where there is an urgent need to deinstitutionalise support.

For further data about mental health, it is worth exploring the new, interactive Countdown Global Mental Health 2030

"PHILANTHROPIC DONORS CAN CONTRIBUTE IN UNIQUE WAYS, OFTEN ACTING QUICKLY AND FLEXIBLY, ABLE TO TAKE RISKS THAT OTHER FUNDERS MAY NOT."

NATASHA MUELLER – FOUNDER, FUTURE MENTAL HEALTH COLLECTIVE & KOKORO

Natasha is a next gen impact investor, philanthropist and founder of the Future Mental Health Collective, a global peer-to-peer network for both experienced and new mental health philanthropists. In 2021, she set up Kokoro, a not-for-profit to provide practical support to members of the Future Mental Health Collective, with the aim of making mental health philanthropy as powerful as it can (and needs to) be. Natasha is also a trustee for United for Global Mental Health and Philanthropy Impact, occupies seats on various advisory committees and boards including, the Center for Sustainable Finance and Private Wealth (CSP) at the University of Zurich, the Empower initiative at Harvard Medical School, and is a founding member of The Conduit social impact membership club.



data tracker, developed by United for Global Mental Health in partnership with the WHO, UNICEF, Global Mental Health @Harvard, Global Mental Health Peer Network and The Lancet, and supported by the Bernard Van Leer Foundation and Vitol Foundation.

"GIVEN THE HISTORIC UNDERINVESTMENT IN MENTAL HEALTH, THE WORKERS, EXPERTS, CHARITIES AND ADVOCATES IN THIS SECTOR NEED TIME AND SUPPORT TO BUILD UP THEIR CAPACITY."

5) Integrating mental health into your giving portfolio Mental health is both cause and symptom of multiple other areas of development. The Lancet Commission on Global Mental Health and Sustainable Development (2018) outlined how investing in mental health is directly correlated to the achievement of 13 of the Sustainable Development Goals (SDGs) — from climate change to gender equality, child health, education, reducing inequalities, human rights and decent work and economic growth. In short, wherever problems are human-made and wherever solutions require people to adapt and change behaviour, mental health will have a role to play.

One donor who recently acknowledged the importance of integrating mental health support into their existing priority areas of funding is The Global Fund for HIV, TB and malaria. Research by United for Global Mental Health has shown that integrating mental health and psychosocial services into HIV & TB programmes could avoid one million HIV infections and 14 million TB cases between now and 2030.

Other donors who have integrated mental health into other impact areas include Kate Spade New York, with their vision to "put mental health at the heart of women's empowerment" through all their social impact work and giving, and the Bernard Van Leer Foundation focusing on integrating mental health into maternal health care. The opportunity for win-wins from combining mental health and environmental philanthropy are outlined here.

AND FINALLY...

Donors can take effective action on mental health not only through what they give to, but how. Given the historic underinvestment in mental health, the workers, experts, charities and advocates in this sector need time and support to build up their capacity. Multi-year, unrestricted core funding, like the grants recently announced by Zoom Cares, can play a major role in helping civil society to do the work that is so urgently needed, while building their capacity and avoiding administration that they don't yet have the capacity to handle.

The opinions expressed in this article are those of the authors and do not necessarily reflect the views of the organisations whom they serve in an executive or board of directors' capacity.

MAXIMILIAN MARTIN, PHD – GLOBAL HEAD OF PHILANTHROPY, LOMBARD ODIER

Maximilian co-authored Lombard Odier's donor brief "How Can Philanthropists Make a Difference to Mental Health?" . He serves as Global Head of Philanthropy at Lombard Odier, Secretary General of the Fondation Lombard Odier, a trustee of the Fondation Philanthropia, Right Livelihood Association and the Womanity Foundation. He is also the founder of Impact Economy and a visiting lecturer at the University of St. Gallen.

STAYING THE COURSE: THE VITAL IMPORTANCE OF EDUCATION FOR REFUGEE CHILDREN

FILIPPO GRANDI – UNHCR.ORG

COVID-19 has caused unprecedented disruption to education affecting all children. But for young refugees, already facing significant obstacles to a place in the classroom, it could dash all hopes of getting the schooling they need

FILIPPO GRANDI

From 2018 to 2020, almost a million children were born as refugees. Right from the start, those youngsters face spending their childhoods, even their entire lives, outside the country they should call home.

The impact of COVID-19 on their lives will be profound. UNESCO estimates that more than 1.5 billion learners have been affected by the closure of their school or university since the start of the pandemic. For sure, this unprecedented disruption to education affects all children. But for young refugees, already facing significant obstacles to a place in the classroom, it could dash all hopes of getting the schooling they need.

At all levels, refugee enrolment is lower than that of non-refugees. As refugee children get older, however, the picture rapidly worsens and those at secondary level are at greatest risk of being left behind.

PRESSURE TO DROP OUT

At primary level, UNHCR data suggests that 68 per cent of refugee children are enrolled in school. By contrast, the gross enrolment for refugees plummets at secondary level, averaging just 34 per cent. While there are wide regional differences, in some countries the secondary enrolment rate for refugees is in single digits.

For refugee adolescents, the pressures to drop out of school and support their families can be intense — pressures only made worse by the pandemic's economic devastation. The risk of boys and girls being subjected to child labour, including its more exploitative forms, is acute.

Yet without a secondary education, young people who should be embracing an important phase of growth, development and opportunity, instead face huge risks. Denying them a secondary education is like removing an entire section of a bridge that leads to their futures — the bridge to better financial prospects, greater independence and improved health outcomes.

BRIDGE TO BRIGHTER FUTURES

It is also the bridge to higher education. UNHCR and partners have set an ambitious target of 15 per cent for refugee enrolment at this level by 2030 — our 15by30 campaign. The good news is that the most recent enrolment level for higher education is at 5 per cent, up from 3 per cent year-on-year and 1 per cent only a few years ago.

That progress, and all other educational advances for refugees, is nevertheless under grave threat due to COVID-19. While it remains too early to know its full impact, the damage is likely to be terrible. Estimates from UNHCR offices in 37 countries indicate that refugee learners lost an average of 142 days of school up to March 2021 because of closures of schools, universities and other institutions — an enormous deficit to recover.

It's true that many students and teachers have adapted, and fast. Online resources are endless, and over the past few months we have seen technology and digital learning make rapid advances.

Yet inequality is present in the virtual world, too. Digital learning is more achievable if you have an internet connection, a suitable device, the money to afford such things and somewhere quiet to listen and learn.

DIGITAL INEQUALITY

For thousands of refugee learners who live in unconnected regions, who do not have access to digital devices (or must share them with others), and who live in crowded conditions, such resources are unrealistic.

> *"THE PANDEMIC HAS GIVEN MANY OF US A TASTE OF WHAT FOR REFUGEES IS DAILY REALITY: ISOLATION, RESTRICTIONS ON MOVEMENT, ECONOMIC UNCERTAINTY, THE SUDDEN DENIAL OF BASIC SERVICES..."*

Confronting this challenge requires a massive, coordinated effort, and it is a task we cannot afford to shirk.

For all children and youth, especially the most vulnerable, we need a worldwide "back-to-school" campaign. For refugees in particular, states must ensure that they are part of national educational systems and planning, including catch-up programmes.

Where resources are stretched — bearing in mind that 27 per cent of refugees are in the world's least developed countries — host states need international support to build capacity at secondary level: more schools, appropriate learning materials, teacher training for specialised subjects, separate facilities for teenage girls, and more.

And we need to close the digital divide, with better and more affordable connectivity as well as low-tech or no-tech educational platforms. These are all clear action points that will have demonstrable results.

The pandemic has given many of us a taste of what for refugees is daily reality: isolation, restrictions on movement, economic uncertainty, the sudden denial of basic services... hundreds of thousands of children are born into this life year after year.

We are losing ground in the effort to ensure full, quality education for all. But with coordinated action, we can make up for lost time and then reach our ultimate target: to give all children and youth, including refugees, the education they deserve.

Facts:

- UNHCR estimates that from 2018 to 2020, an average of between 290,000 and 340,000 children were born into a refugee life per year.
- Children account for 30 per cent of the world's population, but 42 per cent of all forcibly displaced people.
- Enrolling 300,000 additional children each year requires 6,000 classrooms and the recruitment of 10,000 additional teachers (based on a ratio of 50 pupils per classroom and 30 pupils per teacher).

FILIPPO GRANDI – UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES

Elected by the UN General Assembly, Filippo became the 11th UN High Commissioner for Refugees on 1 January 2016. He leads UNHCR, which operates in 135 countries, providing protection and assistance to more than 82 million refugees, returnees, internally displaced people, as well as stateless persons. An Italian national, he has been engaged in international cooperation for 35 years and holds degrees in modern history and philosophy, as well as an honorary doctorate from the University of Coventry.

Images on previous page, left to right:
Knuckling down: *An Afghan refugee girl gets to grips with her studies in the city of Pakdasht, south-east of the Iranian capital, Tehran. ©UNHCR / ZAHRA NAZARI*
Problem solving: *Komor Uddin, a Rohingya refugee assistant teacher at Kutupalong Learning Centre, gives guidance to a student and parent at home in December 2020 after COVID-19 restrictions closed all schools in Bangladesh. Volunteer teachers have played a crucial role in continuing to help Rohingya children learn during the pandemic, including by engaging parents and caregivers to support learning and providing workbooks and visual aids. ©UNHCR / HASIB ZUBERI*

A DRAGGING ANCHOR SHOULD INTEREST EVERYONE

SUZY CHISHOLM – SWISSOCEANTECH.COM

Ripping up fragile marine ecosystems and damaging underwater pipelines and cables allowing toxic contaminants to spew into our oceans, dragging anchors wreak havoc, and as the worldwide merchant fleet increases so will the impact on our oceans

SUZY CHISHOLM

Anchoring, like sailing, goes back millennia, some records say as early as 3000-1500 BCE. Subsequently, where there is an anchor, there will also be anchor dragging, and a dragging anchor can wreak havoc not only on underwater pipelines and cables but by ripping up fragile marine ecosystems in their path, damaging seabeds and destroying aquatic wildlife. As the merchant fleet worldwide increases, this detrimental effect on our oceans is only going to rise.

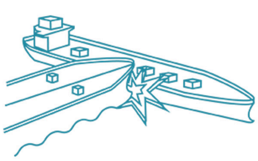
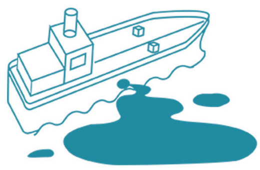
Let's take a brief look at the massive oil spill accident off the coast of Orange County, California, this autumn. Federal authorities have confirmed that an underwater pipeline carrying oil to the mainland was moved approx. 32m across the seafloor most likely by a ship's dragging anchor. Combined with other stress factors, the ensuing rupture in the pipeline allowed for an estimated 114,000 litres of crude oil to be spewed into the ocean. Many suffer the repercussions: the local people and economies, the coastal areas and wildlife, and the ocean where the pipeline resides and everything living in and around it.

California just happens to be the most recently documented example of the negative consequences of a dragging anchor. It is certainly not the first example and will sadly not be the last, but it gives the topic some visibility when often the problem goes almost unnoticed. Therein lies the crux of our article — dragging anchors threaten the safety of sailors, ships and the sea, but numbers supporting this claim are difficult to collect, which makes quantifying and measuring the impact of a possible solution even more challenging.

A DRAGGING ANCHOR CAN CARRY SEVERE CONSEQUENCES

To be clear, anchors do not always drag. When crew and nature work in harmony, there are rarely any problems. But nature can be unpredictable, and forces on the anchor can be higher than its hold. Combine that with wind shifts, waves, changing currents and different seabed conditions, and an anchor may indeed begin to drag, with severe consequences.

Chart 1: Dangers associated with anchor dragging

COLLISIONS	GROUNDINGS	DAMAGED PIPELINES	OIL SPILLS
			
Collisions damage boats, sometimes irreparably, and can lead to physical harm.	Groundings can lead to damage to and loss of: • the vessel • other vessels close by • property • the environment • life	Operators estimate anchor dragging to be the main reason for damage to sub-sea oil and gas pipelines.	Anchor dragging has been reported as the root cause of many oil spills, and marine ecosystems suffer the brunt of these accidents long-term.

Both collisions and groundings can make the headlines when the accident is dramatic enough. Either the size of the bulk ships involved makes it newsworthy, or the damage to the ships and surrounding area will warrant reporting, or even the notoriety of the yacht can draw attention. Sadly, the pictures will almost always focus on the damage seen above the water.

But there is a whole eco-system below the water's surface which bears the brunt of a dragging anchor: coral reefs, marine life habitats, seagrass beds, kelp and other marine environments — not to mention what can happen when a submarine oil or gas pipeline gets ripped from its hold due to a stray anchor and leaks its contents into the surrounding area.

PUTTING FIGURES TO OUR FOCUS

According to our estimations based on data from leading insurance companies[1] within the maritime industry, dragging anchors not only endanger lives but they can carry a heavy price tag:

- > 28,000 annual serious casualties
- 5% of total annual claim value
- 3-4% superyachts collide/run aground per year
- > 7,500 annual complete losses of ships
- > $500m annual global claim value
- $152m annual claim value for anchor loss, merchant ships

Where we fail to find figures is the overall effect of these rogue anchors on our environment. By our estimations, there are approx. 35 million vessels (ie. Merchant ships, luxury yachts, leisure boats and fishing vessels) on our seas, all at some point needing to anchor. A 40-ton dragging anchor will certainly cause havoc on our seabeds, but even a 5kg anchor can create chaos if it drags into a coral reef. What took years to grow is destroyed in a heartbeat.

FORGING A RESILIENT FUTURE

There is not always a correlation made between ocean health and anchor dragging — but there should be. Whether we sail our own boat, spend our holidays on a floating hotel or have our latest gadget shipped from another continent, we are indirectly influencing the state of the seas. As our desire for more goods and experiences increase, so do the number of ships sailing — and anchoring — on our oceans. More than ever, it has become important for all seafaring vessels to embrace their responsibility towards anchoring and to understand the effect of their activities on the environment.

Surprisingly, despite advanced naval navigation equipment such as GPS, depth sounders, radar etc, it is still not possible for the crew to know if, by how much and how fast, an anchor is or has been dragging. Most importantly, not in real time.

We at Swiss Ocean Tech Ltd, together with our patented technology, are

SUZY CHISHOLM – CO-FOUNDER AND HEAD OF COMPANY COMMUNICATIONS, SWISS OCEAN TECH

Suzy is a seasoned communications professional with over 20 years of experience across public and private sectors. She works across communications, issue & project management, employee engagement, brand awareness, media relations and corporate sustainability, and is passionate about working with and for people who strive for impact and effectiveness whilst achieving long-term value.

working towards safe anchoring and are interested in collaborating with those equally driven to further this cause. We see it as our obligation to future generations, but also as sustainable business leaders, to take on practical challenges where we see we can add value and, together with equally passionate partners, work towards solutions with real long-term impact.

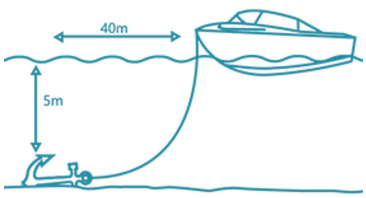
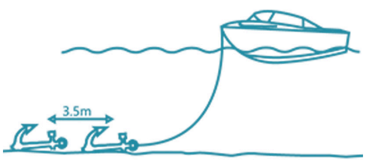
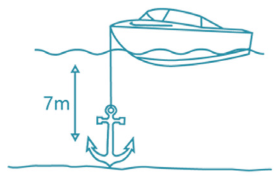
SDG14 stipulates, "healthy oceans and seas are essential to our existence": They cover 70 per cent of our planet; we rely on them for food, energy and water; they absorb just under a third of the CO_2 that humans create; and at least half of the Earth's oxygen comes from the ocean. There is a reason the health of our oceans has taken centre stage in helping secure a resilient future.

BRINGING A SOLUTION TO THE OCEANS

As a group of passionate sailors, we have always understood the challenges associated with this 'docked' aspect of sailing. We too have experienced our own dragging incidents. It was this motivation which led our team of experts to start a company based on a bold idea. We have developed the first worldwide system that monitors the position and absolute movements of a ship's anchor. AnchorGuardian® supports the crew whilst laying and lifting the anchor with relevant intelligence. It provides safety at anchor by:

1. minimizing the risk of dragging
2. ensuring immediate, fail-safe anchor dragging alarms with sub-metre accuracy
3. predicting anchor hold

Chart 2: Features provided by AnchorGuardian®

LAYING THE ANCHOR	AT ANCHOR	LIFTING THE ANCHOR
		
• anchor depth • anchor distance to seafloor • type of sediment • orientation of anchor • scope • when the anchor reaches the seafloor	• anchor displacement • anchor dragging velocity • prediction of anchor reliability • force on anchor • anchor chain angle • anchor position in electronic chart	• anchor location • anchor aweigh • anchor in sight • anchor stowed

Additionally, with the unique big data collected, we are able to provide data solutions for insurance brokers, port authorities, fleet management companies, environmental organisations, governmental bodies and projects such as Seabed 2030. We feel confident that the impact we strive for will help alleviate the hazards a dragging anchor present to the oceans.

There are many explanations for a dragging anchor, some of them mechanical, others physical, and then again there are those of a human nature. It is for this reason we refer to anchoring as a craft. Yes, every crew requires reliable equipment, but more importantly, good anchoring demands clear judgement and great expertise. This, coupled with technological intelligence providing information before it is even needed, means we are on our way towards "safe anchoring". That is where our solution comes in and that is why we will work tirelessly to make "safe anchoring" a thing. Interested in collaborating?

[1] Lloyds Marine, IHS/Fairplay, DNV GL, Gard, Swedish Club

PUBLIC-PRIVATE PARTNERSHIPS FOR SOCIAL GOOD: COLLABORATIONS THAT WORK

RUTH SHAPIRO AND MEHVESH MUMTAZ AHMED – WWW.CAPS.ORG

The world's problems are too big for any sector to solve alone — public, private or social. As the idea that we are running out of time has taken root, so has the sense of urgency to implement change at speed and scale

Partnerships — across organisations, sectors or countries — can help address the world's problems by leveraging pooled resources, complementary expertise or the ability to reach more people. Signalling their critical importance, the United Nations' Sustainable Development Goal 17 (SDG 17) focuses solely on partnerships. While in the West, the idea of pooled philanthropic funding to meet complex social and environmental challenges took hold a while ago and is maturing, Asia has not seen much in the way of pooled philanthropy. This doesn't mean that there are no collaborations in Asia; the newly launched India Climate Collaborative comes to mind. But, in Asia, collaborations look different. They tend to be local. They tend to focus on social service delivery, not advocacy. And they tend to primarily be between a private actor and government.

These collaborative "public-private partnerships for social good" are on the rise in Asia. 88 per cent of leading Asian business leaders believe they will proliferate even more over the next five years. These collaborations can be formal agreements between companies (or their foundations) and government. Or, in true Asian fashion, they can be informal pacts built on trust, good faith and, in most cases, long-standing relationships. In a continent whose economic growth miracle is often attributed to alliances between companies and governments (sometimes unflatteringly), these collaborations showcase the good that can come out of both institutions jointly working towards a shared goal.

Why are companies and governments collaborating across Asia? What makes these partnerships impactful? Our analysis of 20 successful public-private partnerships for social good (PPPs) across 11 Asian economies revealed some answers. As did interviews with 50 business, nonprofit and government leaders involved in these partnerships, and surveys of ultra-high-net-worth (UHNW) Asian business leaders. Let's zoom in on the biggest drivers of these PPPs and what makes them tick.

RUTH SHAPIRO

MEHVESH MUMTAZ AHMED

WHY COLLABORATE?

First, because governments are asking. There is a rising realisation by Asian governments that they alone cannot meet society's needs. Challenges are too persistent (maternal mortality is expected to rise again in 14 Asian countries), too vast (700 million Asians still lack access to potable water), and too complex (aging populations, climate change). [1]Add to this the continuing fallout from the Covid-19 pandemic, which is expected to push an additional 89 million Asians into extreme poverty. The public purse and state capacity are limited and governments are increasingly calling upon the private sector to buttress both.

And the private sector is stepping up, partly because of the uniquely Asian penchant for institutions to work in tandem with government. The Asian economic miracle demonstrated spectacularly how this collaboration could bear fruit, and set the stage for Asian governments

[1] Plan International. *Sanitation and Hygiene in Asia.* Retrieved on June 18, 2021.

"THERE IS INCREASED APPETITE AMONG THE PRIVATE SECTOR FOR DEPLOYING PROJECT MANAGEMENT EXPERTISE AND PROCLIVITY FOR INNOVATION..."

being at the table in a way that is not mirrored in the West. As a result, even today, companies pay close attention to government messaging. When government asks for support, whether through a direct ask or indirect signalling, they respond. This is a key factor behind the rise of public-private partnerships for social good in Asia.

Take Maharashtra's Chief Minister looking to top corporates in India to help transform 1,000 poor villages. Twenty of India's leading companies and philanthropic entities, including Tata Group and Mahindra Group, stepped up to create a public-private partnership for sustainable, integrated development. In Thailand, the government's *pracharath* initiative[2] called for the public sector, private sector and civil society to collaborate to meet the twin goals of equality and human capital development. In response, 24 businesses stepped up.[3] Two of these, True Corporation and ThaiBev, are leading successful and long-term PPPs — between the private sector, government and communities — to improve education in public schools and boost livelihoods through local social enterprises. The Philippine Disaster Resilience Foundation, the country's premier institution for disaster preparedness and response, and one of the most successful PPPs in Asia, was birthed out of a direct government executive order calling upon companies to aid recovery efforts after three devastating typhoons in 2009.

Even when the ask is indirect, Asian companies act. In China, the government's campaign for eradicating poverty, as part of its 13th five-year plan (2016-2020), hinted at the contributions the private sector could make. And contribute they did. Alibaba's Jack Ma famously made a case for public-private partnerships when he said, "The government is the right hand and the business community is the left hand. The problem can only be tackled if both hands work together." When President Xi declared victory in the war on poverty and presented awards to around 1,500 organisations for their contributions, he included Alibaba, Pinduoduo and Meituan — three of China's biggest tech companies — despite his administration's scrutiny of big tech.

Second, because companies want to help. CAPS surveyed ultra-high-net-worth business leaders from 10 Asian economies in December 2020, and as Sheetal Mehta of the Indian conglomerate Mahindra Group put it: "We want to do good and to give back to communities. The government wants to as well. So working with government in a public-private partnership is the best option if one wants to make an impact at scale."

There is increased appetite among the private sector for deploying project management expertise and proclivity for innovation — their comparative advantages — towards social service delivery. Most Asian business leaders (55 per cent) agree that business acumen and expertise is their greatest value-add to public-private partnerships for social good.

Asian companies that can bring domain knowledge or innovative technology to tackling a social or environmental challenge find this especially appealing. When the Indonesian government issued a call for restoring the country's dwindling peat forests through 60-year ecosystem restoration concessions, APRIL Group stepped up. As a leading producer of fibre, pulp and paper in Indonesia, APRIL Group's business relied on responsible land use. The government's call offered them the opportunity to apply their expertise in restoration and conservation to a complex, long-term project.

True Corporation leads a coalition of 44 companies in a public-private partnership in education. Each company plays to its strengths in elevating the quality of education in public schools. True Corporation, for instance, brings its domain expertise in telecommunications to digital education programmes and builds schools' digital infrastructures. Banking institutions in the coalition design courses on budgeting and saving and focus on financial education more broadly.

Social impact bonds — collaborations where the private sector lends capital to an innovative pilot and is reimbursed by government upon its success — are also gaining ground in Asia. In Japan, Sumitomo Mitsui Bank joined up with other companies and foundations to fund one of the country's earliest social impact bonds on diabetes prevention in Kobe City in 2017. Today, the learnings from this experiment are being included in the central government's guidelines on pay-for-success models.

[2] *Pracha* means people and *rath* means state. The *Pracharath* initiative was launched by the Thai Government in September 2015 and calls for collaboration between the public sector, private sector and civil society to develop and bring about quality, human capital for Thailand.
[3] Thai Beverage Group, Charoen Pokphand Foods/True Corporation, Mitr Phol Sugar, Central Group, The Mall Group, Thai Union Group, Bangkok Bank, SCG Group, Thai President Foods, Saha Group, Samart Group, Thai Vegetable Oil, WHA Corporation, Ch Karnchang, Advanced Info Service, Pruksa Real Estate, MK Restaurant, Se-Ed Education, Muang Thai Insurance, BTS Group Holdings, Bangkok Airways and PTT Group.

HOW TO COLLABORATE FOR SUCCESS

When executed well, a PPP can be win-win-win for governments, companies and communities. Governments benefit from bringing private capital and expertise into play towards fulfilling a social service delivery mandate. Companies get to be better corporate citizens and earn social capital with government and communities — an asset for doing business and maintaining a licence to operate. Communities benefit from improved outcomes in health, education, environmental conservation and more.

But what does "executed well" mean? There is a science to creating successful partnerships with sustained impact. Some of the steps in this scientific method are people-centric, others are process-oriented. But the three that, especially if deployed together, can set a PPP up for greater impact revolve around people.

The first of these is building trust. Building trust may sound simple and intuitive, but in Asia trust is both an art form and the currency of exchange for any business, big or small. It's the collateral that allows neighbours to have running tabs at the corner shop, and the catalyst that converts acquaintances into business partners. The Chinese concept of *guanxi* captures the multi-tiered nature of trust in Asia well. *Guanxi* means having personal trust and a multifaceted, long-term relationship with someone. While "trust from the head" is based on professional competence, "trust from the heart" flows from personal relationships — and both are often necessary for conducting business in Asia. It is unsurprising that studies find a positive correlation between *guanxi*, reduced transaction costs and business performance. Goodwill with a large network of clients, suppliers and government departments can only help a business — and a public-private partnership for social good.

Trust, and the relationships that build it, mattered at every stage and all levels of the 20 successful PPPs we looked at. Existing trust made it easier to skip the courting phase and get right down to business. In India, the Educate Girls Development Impact Bond, piloting a new approach for closing the education gender gap in public schools, got off the ground relatively quickly because the Rajasthani government was familiar with the Educate Girls team and viewed them as "a trusted partner", says Alison Bukhari, UK Director of Educate Girls. In Malaysia, the Yayasan Amir Trust Schools Programme, aimed at improving holistic education outcomes in government schools, worked hard to get the Ministry of Education on board. And it paid off: the programme had been successfully implemented in 90 schools by 2019, and a nationwide rollout is on the cards.

Trust is also key to winning community buy-in, without which no public-private partnership can lay claim to success. From India to Indonesia, from the Philippines to Thailand, stakeholders of public-private partnerships invested in winning over community leaders and organisations who could foster trust between the project and its beneficiaries.

The second strategy for successful partnerships is aligning incentives. Relationships and trust can bring partners to the table, but unless there are incentives to stay there the partnership may not be sustainable. Take the Philippine Disaster Resilience Foundation, which hinges on collaboration between 61 private companies, some of whom compete in the business arena. Yes, they have a joint vision of building resilience in one of the most natural disaster-prone countries in the world. But these companies also gain access to advance information on impending disasters thanks to a state-of-the-art emergency operations centre that is part of the PPP. That they helped build the centre just reinforces the point. They are invested in the public-private partnership because their incentives align towards a shared goal: advance warning that mitigates risk, greater community resilience, and quicker and more efficient rebuilding are all good for business.

"BUILDING TRUST MAY SOUND SIMPLE AND INTUITIVE, BUT IN ASIA TRUST IS BOTH AN ART FORM AND THE CURRENCY OF EXCHANGE FOR ANY BUSINESS, BIG OR SMALL."

RUTH A. SHAPIRO – CO-FOUNDER AND CHIEF EXECUTIVE, THE CENTRE FOR ASIAN PHILANTHROPY AND SOCIETY (CAPS)

Dr. Ruth A. Shapiro is the Co-Founder and Chief Executive of the Centre for Asian Philanthropy and Society (CAPS). CAPS is a research and advisory non-profit organisation based in Hong Kong and working throughout Asia. CAPS is committed to producing world-class, evidence-based research to help philanthropists, governments and social delivery organisations maximize the positive impact of private social investment.

Dr. Shapiro is the primary author of *Pragmatic Philanthropy: Asian Charity Explained*, published by Palgrave Macmillan in January 2018. She is the editor of *The Real Problem Solvers*, a book about social entrepreneurship in America. She also co-authored the book, *Building Energy Efficiency: Why Green Buildings are Key to Asia's Future*. She has published articles in the *Nikkei Economic Review*, the *South China Morning Post* and *Philanthropy Impact* and is a regular speaker on issues related to private social investment in Asia.

Dr. Shapiro founded the Asia Business Council and served as its Executive Director since its inception in 1997 until May 2007. She spent the early part of her professional career in the field of international development. Within this field, she held management positions and built new programme areas at the Academy for Educational Development, the Harvard Institute of International Development and Global Outlook. She holds a doctorate from Stanford University and Master's Degrees from Harvard University and George Washington University. She completed her undergraduate work at the University of Michigan.

The third strategy is having "champions". The vast majority (85 per cent) of public-private partnerships around Asia had individuals serving as champions at multiple levels and at multiple stages of the partnership's lifecycle. Champions can help kickstart a partnership, convince other partners to come on board, and step in to keep the wheels turning when there are bumps on the road.

Siam Commercial Bank's Vichit Suraphongchai championed converting the dilapidated bike lane circling Bangkok's Suvarnabhumi Airport into a hub for exercise and wellbeing. Born out of her lived experience of education forging her path out of poverty, founder Safeena Hussain's "passion and commitment were the driving force" behind the Educate Girls Development Impact Bond, according to Alison Bukhari.

Champions' advocacy has a cascading effect and creates more champions, "identifying those who are already inspired and those who need to be inspired," shared Jayamala Subramaniam, CEO of Arghyam, a public-private partnership working to enhance access to water in India.

We observed three other strategies successful PPPs in Asia deployed: a clear and simple vision that gives the partnership a laser sharp focus, nimbleness that allows the partnership to respond quickly to changing circumstances, and strong accountability and transparency mechanisms to ensure public interest objectives are met. But what is unique about the three shared in this article is that they recognise that, at the end of the day, building sustainable, impactful partnerships requires more than good processes.

RISKY BUSINESS?

Public-private partnerships for social good, like any collaboration where much is at stake, are not without risks. For one, policy priorities can shift with changes in government. Many of the partnerships we looked at weathered the storm or prepared for it by building a lattice of relationships within government — also known as not putting all one's eggs in the same basket.

Another risk is not planning for financial sustainability during the project's lifecycle, which will impact sustainability beyond its end. A PPP for social good is often a "cost centre" for companies. Paying into it indefinitely is not feasible. As one of our interviewees put it: "Before we entered, we were already thinking: how do we exit?" Successful PPPs mitigate this risk by having clear financial commitments and tenures in place. Others plan for the government to take over and scale their intervention. And yet others invest in building the capacity of the broader ecosystem to ensure impact outlives the project.

There is also a darker and more scandalous risk: corruption. Corruption can cut both ways. Government officials can demand kickbacks or use private entities to siphon money for personal use. Private actors can demand favours and funds from cronies in government. In the case of the 1Malaysia Development Berhad (1MDB), for instance, cross-sector partnerships fell prey to allegations of

"SUCCESSFUL PPPS MITIGATE THIS RISK BY HAVING CLEAR FINANCIAL COMMITMENTS AND TENURES IN PLACE. OTHERS PLAN FOR THE GOVERNMENT TO TAKE OVER AND SCALE THEIR INTERVENTION."

"IN 2020 ALONE, DEVELOPING COUNTRIES IN ASIA LOST THE EQUIVALENT OF 140 MILLION FULL-TIME JOBS."

fraud and embezzlement. Park Geun-hye, former President of Korea, was jailed for demanding payment for a friend's fraudulent foundation from top Korean companies. An example from Myanmar takes it to another level: a United Nations fact-finding mission alleges that a public-private partnership for delivering humanitarian aid to conflict zones did the opposite. Several "crony companies" in the partnership instead aided and abetted the government's agenda of persecuting and expelling the Rohingya people.

Corruption is not endemic to PPPs; it's a system-wide disease that riddles some countries far more than others. Successful PPPs for social good, however, tend to have strong transparency and accountability safeguards against it.

PPPS ARE HERE TO STAY

The pandemic has wreaked havoc on the world and Asia is no exception. 850 million students in Asia-Pacific have seen their education disrupted due to Covid — and almost a third of them were unreachable by digital and broadcast remote learning. In 2020 alone, developing countries in Asia lost the equivalent of 140 million full-time jobs. And the ramifications of climate change continue apace: 99 of the 100 cities most at risk are in Asia.

As countries turn the page in the fight against Covid, a few trends remain unchanged, including that of rising societal and government expectations from companies. In fact, the pandemic has accelerated this trend, as evidenced by Narendra Modi's PM Cares fund that solicited contributions from companies' corporate social responsibility budgets, or Thailand's premier publicly calling upon the richest Thai business owners to do more. Even as communities are expecting more from companies, so is potential talent. Millennials and Gen Z, who will make up most of the world's workforce by 2025, want to work for companies that contribute to society and make a difference.

Luckily, public-private partnerships for social good that play to the strengths of the public and private sectors and often aim big — which is what Asia needs — will continue to proliferate. The 20 PPPs for social good that underpin our research demonstrate the immense impact that can result. These PPPs are impacting hundreds of millions of students and improving livelihoods for thousands of villages. Natural land, equivalent to the size of multiple states, is being conserved and protected. Communities are reaching higher standards in maternal health, nutrition and labour rights. And entire countries are learning to be more resilient in the face of disease, disasters and disinformation. The next decade is crucial for Asia to recover, rebuild and reclaim this century as the Asian century. Public-private partnerships for social good will play an important role in this journey.

MEHVESH MUMTAZ AHMED – FORMER DIRECTOR OF RESEARCH, CENTRE FOR ASIAN PHILANTHROPY AND SOCIETY (CAPS)

Whilst having just taken on a new role as Director of Social Impact with Rosewood Hotel Group, Mehvesh was until very recently the Director of Research at CAPS. She has worked for the Poverty Reduction and Economic Management (PREM) Unit at the World Bank, for the United Nations Development Programme (UNDP), and for the New York City Mayor's Office of Management and Budget under Mayor Bloomberg. Prior to joining CAPS as Director of Research in 2016, Mehvesh was working in the strategy consulting and social enterprise space in Hong Kong.

Mehvesh was a PhD candidate in Political Economy at Princeton University, holds a Master's in Public Affairs in Economic Policy from Princeton University, and a BSc (Hons) degree in Philosophy and Economics from the London School of Economics.

"WE HAVE ALL HEARD OF THE BILLIONAIRE BUSINESS PHILANTHROPIST'S MAKING THE WORLDWIDE IMPACT, SUCH AS BILL AND MELINDA GATES, WARREN BUFFETT AND MACKENZIE SCOTT."

THE CELEBRITY PHILANTHROPIST – IMPACT INVESTING FOR SOCIAL AND ENVIRONMENTAL CHANGE

SIMON VOISIN – FORWARDJERSEY.COM

Traditionally the entrepreneurial philanthropist brings innovative ideas and fresh thinking. Unless they are a well-known celebrity, the giving as such tends to go unnoticed. These 'unnoticed' philanthropists have commonly supported numerous small initiatives in the local community for social benefit or the underprivileged. Such schemes could be termed 'venture philanthropy' but are far removed from John Rockefeller's view that it was "an adventurous approach to funding unpopular social causes". Today the move is far more towards 'impact investing'.

However, in the post-pandemic world there is a growing requirement of the high net worth and ultra-high net worth to support elements of global recovery and the increased focus on social investing and social profit schemes. Impact investing is one such area that supports this with the dual goal of making profit and creating positive social, environmental, employment and education improvements. In emerging economies typically, we see such investment supporting sustainable agriculture, healthcare, housing and the development of cleaner technology.

We have all heard of the billionaire business philanthropist's making the worldwide impact, such as Bill and Melinda Gates, Warren Buffett and Mackenzie Scott. But what of those charitable celebrities trying to make a difference albeit maybe on a slightly smaller scale? Here are just a few trying to make a difference:

1) **Bono** - The U2 frontman, decided to create the Rise Fund, an environmental and socially conscious investment company with currently 25 mindful investments under its belt and aiming to achieve the UN Sustainable Development Goals (SDGs).

Picture courtesy of Reuters.com

2) **Leonardo DiCaprio** - Leonardo could be viewed as the face of sustainable investors in Hollywood and a passionate environmentalist. His focus is a particular interest in supporting environmentally sustainable start-ups including a rainforest-focused tea company call Runa, a tech company called Rubicon, sustainable bank Aspiration and many others. He has also ventured into building a ground-breaking sustainable resort off the coast of Belize to focus on restoring the island's natural resources.

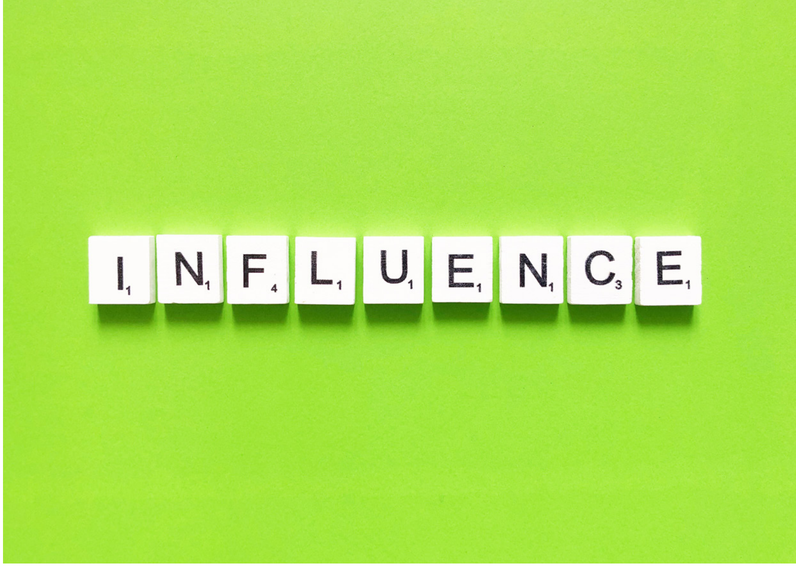
3) **Cate Blanchett** – This Oscar-winning actress invested in the Sydney Theatre Company to fund the innovative green energy project which installed 1900 solar panels that now provide 70 per cent of the theatre's power.

4) **Matt Damon** – Matt was a founder of Water.org. More than just a charity, it is providing safe water and sanitation to communities and their new ventures fund also provides funding to projects that are helping to solve the world's growing water crisis.

5) **Elton John** – A renowned campaigner and supporter of various worldwide Aids charities and in the past year alone he has donated £28.2 million

SIMON VOISIN

Picture courtesy of ukgbc.org



to charity, mostly his foundations in Britain and America.

All trying to make a difference of varying levels and the list could go on. Despite the extravagant lifestyles and constantly being in the public eye, so many celebrities are trying to use their influence for change on so many social and environmental issues.

Making a difference they are, but is it enough? Can they influence government policy and lobby for change at a time when there is so much focus on the human impact on the environment and social deprivation and intervention is so desperately needed? Are they truly being listened to by those that have the power to make great change?

Look back a few years and you see Bono and Geldof spending a great deal of time and effort, with the support of many others, backing the jubilee 2000 'drop the debt' campaign and forcing successful change to policy. Geldof himself spend a great deal of time privately lobbying Tony Blair and the Live 8 concerts in 2005 leading to the G8 agreeing a £50bn aid boost for Africa. It highlights that the celebrity can influence and make a fundamental difference.

SO, WHAT FOR THE NEXT GENERATION?

With the stars of today having so much presence and exposure across social media, sharing their thinking and views, and highlighting their endeavours, they have so much opportunity to continue to influence views and force social and political change. We also have the new generation of activists, such as Greta Thunberg and Malala Yousafzai, all unelected and trying to ensure public policy reflects collective interests.

The landscape around politics and philanthropy is a complex one, but what is clear is that the world of philanthropy and the unelected celebrities will not stop their impact investing and driving for positive social and environmental change. At the time of writing, the world waits with bated breath to see the commitments and reactions from the world leaders at the UN COP26 Summit. Philanthropists, celebrities and activists alike are all intelligent enough to appreciate change takes time but, as Sir David Attenborough said: "There is no going back — no matter what we do now, it's too late to avoid climate change, and the poorest, the most vulnerable, those with the least security, are now certain to suffer."

Without a doubt, impact investing and philanthropy are the way forward!

SIMON VOISIN – DIRECTOR, FORWARD GROUP

Forward Group Limited is a regulated Trust and Company services business located in Jersey. Jersey is a top-tier low-tax jurisdiction. Forward provides regulated corporate and trust services to a broad spectrum of clients, included listed companies and high net worth individuals (HNWIs).

Simon has over 30 years of experience in providing professional fiduciary wealth management services to private and corporate clients. He has worked for both independent and institutional trust companies and was previously head of a single-family office.

A MEASURED ACT FOR A BETTER TOMORROW?

AJIT DAYAL – HELPYOURNGO.COM

My conscious journey as a novice 'philanthropist' began in 1992 when I started donating money based on a simple formula: my company allowed me to travel in business but I travelled in economy, I worked out the fare difference and agreed with the company to donate the money saved from my lower travel bills to charity. Over the past three decades of being in the periphery of the charity world I have witnessed an evolution: the passionate innocence of a desire to give has turned into a lexicon of complex analysis — complete with diagrams and charts — to evaluate whether the soul of the recipient of an act of goodness by a donor had been altered in depth, breadth and resiliency.

Data and data analysis is important, I get that. My 'day job' as a fund manager investing in the stock markets is to analyse the annual reports of companies and — using base data and assumptions — evaluate which stocks are a good investment. In fact, 20 years ago, we took the template that we used for analysing publicly listed securities and built HelpYourNGO — a powerful database and search tool for evaluating, comparing and donating to India-based NGOs.

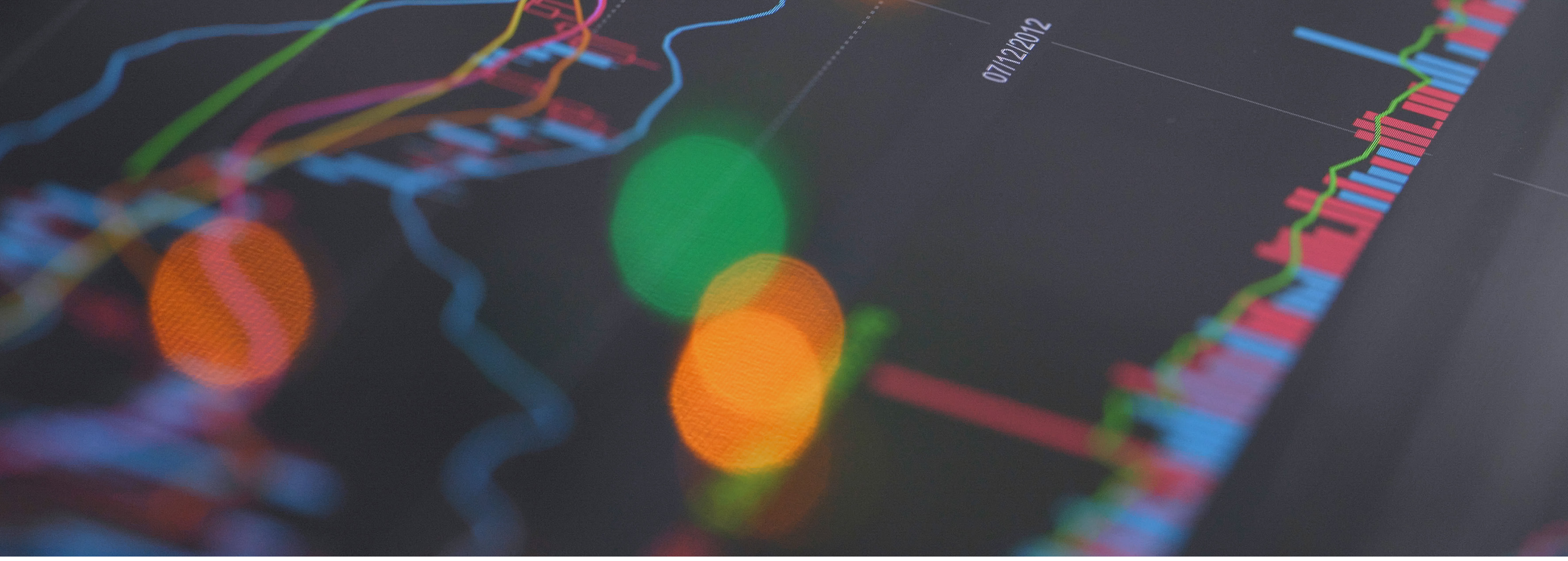
Data is good. The difficulty arises when data is used to try and make judgements on the effectiveness of monies granted to one charity versus another charity — and when this measurement is used to determine a result. For example, the HelpYourNGO database may list a charity which helps children in Mumbai and another one which helps children in Patna. How do you evaluate whether GBP 100 given to the Mumbai charity was more (or less) effective than the option of giving GBP 100 to a charity in Patna? It's like comparing the cost of operating a business in London v/s Lancashire. The salaries of staff are not comparable in the two geographies. The rental costs are not comparable. The cost of providing food, clothing or shelter to the children in the two cities is not comparable. A metric that looks at "lowest cost to feed a child" would skew money towards Patna, or Lancashire. And what metric would one use to measure the smile of a child in Mumbai who was given a hot meal (as against a daily option of looking for thrown away food in a garbage bin) v/s the smile of a child in Patna who was given a hot meal (as opposed to picking some wild fruits or berries from a tree)? Can you measure the "delta" in each smile and work out the impact of the GBP 100?

"THE ART OF GIVING USED TO HAVE A TOUCHY, FEELY, COTTAGE INDUSTRY AURA ABOUT IT, WHERE THERE WAS A GEOGRAPHICAL OR EMOTIONAL CONNECT BETWEEN THE GIVER AND THE RECIPIENT."

AJIT DAYAL

The art of giving used to have a touchy, feely, cottage industry aura about it, where there was a geographical or emotional connect between the giver and the recipient. Measuring the impact was not a point of discussion — knowing that there were a few more smiling faces in the community seemed like a good enough reason to help. Is the cottage industry of philanthropy now an industrial farm which has distanced the producer from the consumer? Like the transporters of farm produce and cold storage supply chains, a plethora of intermediaries, consultants and handlers — each with a good intention of seeking efficiency — may deliver a more impactful end result to a nameless beneficiary who can rarely taste the freshness and goodness of the donor's intent.

It is the avowed objective of many to model NGOs on the likes of large corporations and build Olympic Champions. The logic is: size is scale, scale is efficiency and efficiency will translate into a happy donor and grateful recipient. These enterprises are staffed with 'managers' who devour data and conjure reports based on the philosophy of William Kelvin that "What is not defined cannot be



measured. What is not measured, cannot be improved. What is not improved, is always degraded".

The yearn to industrialise the art of giving has resulted in an army of robotic, number-crunching soldiers who may not have the humane touch-point of the cottage industry's crucial last-mile connect with a beneficiary. For every statistic of a numbered beneficiary in a spreadsheet there used to be a hand that held out hope and comfort. Scale makes human touch more difficult — scale seeks a cold, robotic approach to measurement of quantity with a struggle to evaluate quality.

In HelpYourNGO we aimed to find a balance between data, measurement and the preference for a cottage-industry approach to helping. We standardised data across NGOs operating in various focus areas and geographies. We measure what we can measure and pass no comment or judgement on the generated number. For example, donors can see the percentage of their GBP 100 donation that made it to the eventual beneficiary and compare this with the similar ratios for other NGOs in the database. They may wish to junk that data or use it to make a decision. We keep the desire to connect the donor to the beneficiary not only by reporting on the progress of the NGO they may eventually fund but also by giving the donor the option to donate to an NGO in or near the postal code or city where they live or grew up: familiarity breeds empathy and connect.

In Glasgow, COP26 focused on the challenge that economic growth for the sake of growth is a dangerous path to follow as it can lead to an unstable planet. Similarly — as members of Philanthropic Impact — we need to find the balance of powerful data gathering and data analysis (which helps us trace what has happened to monies or grants given in the past) and learn how to use that to decide on whether to release the next grant or not — or donate somewhere else for "efficiency". That delicate balance between the need for data to evaluate where money flows without trying to measure all that is not measurable is the challenge before us.

"FOR EVERY STATISTIC OF A NUMBERED BENEFICIARY IN A SPREADSHEET THERE USED TO BE A HAND THAT HELD OUT HOPE AND COMFORT."

AJIT DAYAL - FOUNDER, QUANTUM ADVISORS & HELPYOURNGO.COM

Ajit is the founder of India-focused investment firm, Quantum Advisors, and of India's first analytical database of non-governmental organisations, HelpYourNGO. The powerful and easy-to-use engine on www.HelpYourNGO.com allows individuals and foundations to search, evaluate and then donate to NGOs working in and across many postal codes and focus areas. HYNGO has also pioneered a corpus-creation engine by linking the HYNGO database with the Quantum Mutual Fund platform, and recently launched its "did you hynGO today" campaign, which allows an individual to befriend an NGO.

"WE SHOW THAT IN THE BEGINNING THE CHALLENGE WAS TO TURN PURELY PHILANTHROPIC ACTIVITIES INTO STRATEGIC COMMUNITY INVESTMENTS, WHEREAS TODAY THE CHALLENGE IS TO DIVERSIFY THE WAYS THESE IMPACT SOCIETY."

CSR MEASUREMENT OF IMPACT

ANNA WOLF – WIDERSENSE.ORG

In sustainability reports the focus is mainly on identifying a company's CSR activities, but the question here is whether that company really makes a difference with all its activities

After many years in the Corporate Social Responsibility (CSR) and Corporate Philanthropy consulting business, I can say one thing for sure: at a certain point, almost all clients come up with the same question. And this question is: "You know, actually I would like to know what CSR activities our competitors are doing". This is the reason why CSR benchmarks have become a favourite product in our advisory business.

When I do benchmarks, I look at the specific industry, screen numerous sustainability reports, reach out to analysts and collect data. However, whenever I sent out the final benchmark report to the client, I feel a bit uneasy. Why? Because in sustainability reports and subsequently in benchmarks the focus is mainly on companies' CSR activities. This is interesting and great. Nevertheless, the most important dimension is missing — the impact. The question here is, whether a company really makes a difference with all its activities.

To help with this question, initiatives like B4SI offer expertise and advice on what and how to measure. However, we see in our conversations with clients that their foremost interest is not measuring and managing impact — this comes later. Before they start with strategic and impact-oriented CSR, they wish to get an overview on best-practices and standards of their specific industry especially in times of ESG discussions.

So, I decided to accept our clients' interest in CSR benchmarks and have started to use them as an entry point for discussions about impact. Interestingly it works well — for everybody it becomes quickly evident that impact should be the first interest when discussing CSR practices. In the end, impact is the reason why companies get socially and ecologically engaged. However, whenever we focus on impact the tough question occurs: how are we going to measure it?

ANNA WOLF

MEASURING IMPACT – THE REFLECTION PROCESS BEHIND COUNTS

The clear answer is that it always depends on what the CSR programme looks like. Many companies apply a broad set of measures such as grants, corporate volunteering, employee gift-matching programmes, pro-bono support or partnerships with non-profit organisations along the supply chain and — if applicable — various brands. All these different measures should follow an overarching strategy. The idea of such a strategy has a tradition in the field of strategic philanthropy and is much older than the social impact debate currently going on in the CSR sector. Thus, we are happy to build a learning bridge between CSR and the philanthropy world in our advisory work. We show that in the beginning the challenge was to turn purely philanthropic activities into strategic community investments, whereas today the challenge is to diversify the ways these impact society. And these different ways need to be based on a smart strategy.

The strategy should be the result of a vibrant process in which both leadership and employees name the social and ecological problems they want to fight and the positive change they want to create. The meaning of these discussions cannot be overestimated as they build the base for ownership and motivation. In this process, we

"DEFINING THE RIGHT METRICS IS KEY TO SUCCESSFUL IMPACT MEASUREMENT. AND "RIGHT" MEANS USEFUL, SENSITIVE AND MEANINGFUL."

highly recommend developing a solid Theory of Change and discuss what steps are necessary to achieve this change. All these "steps" will be turned into indicators (KPIs) later in the process and they will help to measure the impact. The more precise the KPIs, the more a company can understand to what extend it has reached its CSR goals. Companies should strive for a well-balanced mix of quantitative and qualitative indicators. Often the qualitative indicators are difficult to define as they emerge from the contextualisation of an intervention or the description of its expected impact. The main thing is that impact goals are defined before CSR measures are set up.

THE ART OF DEFINING METRICS

By now a whole science has evolved around how these indicators should look. However, for an advisor it is already sufficient to know whether a company has indicators or not. Unfortunately, many companies lack these metrics, and often the reason is not a lack of interest or ignorance, it is more complicated. To track the impact of CSR measures, companies need to closely collaborate with their non-profit partners and grantees. The latter operate on the ground and work with the target group where the social change is supposed to happen. This shows us that CSR managers and non-profit organisations need to agree on suitable indicators which then get incorporated into the measurement metrics. Admittedly, this scenario is the gold standard and only possible in trusting and long-term corporate-non-profit partnerships.

I have been lucky to witness how one of our clients entered into such a highly strategic collaboration. It was a multinational food corporation with the CSR goal to fight malnutrition on a global scale. The corporation developed five indicators together with its worldwide grantees and since then has measured the impact annually. The effect is impressive. By now, the company can thoroughly measure the impact of its CSR activities, steer its programmes strategically and even scale the impact.

What can we learn from this case? Defining the right metrics is key to successful impact measurement. And "right" means useful, sensitive and meaningful. In the best understanding of Jerry Muller's book *The Tyranny of Metrics*, companies should not overengineer their measuring but define appropriate metrics as a pragmatic tool to learn, improve and grow. This applies to the CSR strategy in general as well as to its different pillars.

OVERALL STRATEGY VS DIFFERENT PILLARS

Every CSR programme consists of different pillars and each of them needs its own impact metric. The metric should follow a clear method. The method mostly used in the market right now is the I-O-O-I model which stands for Input-Output-Outcome-Impact. The model helps understand the elements that impact is built upon and the relation between those elements. In a nutshell:

Input covers the resources a company provides per year, such as number of pro-bono hours, amount of grants or number of partnerships with non-profit organisations.

Output describes the concrete things that happen as a result of the input, eg. amount of training for NGO staff

ANNA WOLF - SENIOR CSR CONSULTANT, WIDER SENSE

Anna has 10 years of experience as a CSR consultant working internationally with corporate clients and foundations across industries. Her focus is on developing CSR strategies, implementing them in business operations and advising companies to measure their corporate philanthropy impact. Before she joined Wider Sense GmbH, she founded a start-up business in the CO_2 offsetting sector, based on her passion for using the power of business to solve the world's pressing ecological and social challenges. Anna started her career with the Friedrich-Ebert-Stiftung, where she advised political decision-makers and non-profit organisations. She holds a Master's degree in East European Studies from Oxford University and a Diploma in Politics from The Free University of Berlin.

within the pro-bono hours, number of beneficiaries reached based on the grant, or number and scope of corporate volunteering missions. The metrics at this level should be mainly quantitative.

Outcome involves indirect effects. In what way should the NGO staff benefit from the pro-bono trainings? How should the situation of the vulnerable target group improve? To what extend should the beneficiaries transfer their learnings to improve their lives? Here KPIs become increasingly qualitative.

Impact aggregates the outcome results of each pillar on an overall level and allows us to understand a CSR strategy's effect overall. At this level we can answer the question of whether a company really made a difference or not.

"ANOTHER DRIVING FORCE WILL BECOME THE EU TAXONOMY ON SUSTAINABLE FINANCE WHICH IS ABOUT TO BE EXTENDED WITH A SOCIAL DIMENSION."

TYPICAL PITFALLS

All this sounds easy in theory but is difficult in practice, which is why many mistakes are still made in day to day practice. Some companies get overwhelmed because they think they need to formulate the metrics on their own instead of consulting their grantees. In addition, indicators often do not need to be invented. Instead, they can be drawn from various sources like meta evaluations or reports, such as the UNESCO Culture for Development Indicators. Other typical pitfalls are time-consuming reporting requirements for non-profit partners which are not in proportion to the amount of money granted. Here it is better to strive for synergies with other reporting requirements to save resources.

Also, many companies focus on just one of the CSR pillars and on merely the output or outcome level. Others report on the actions only, the things they were doing — the input level. Most of these companies have been putting their activities on their websites as CSR reports — completely neglecting the impact dimension. But who is interested in downloading these reports, except me doing research for a benchmark?

CSR AND ESG PROFILES

We are shifting to a place now where companies start compiling these reports because CEOs think this is the right thing to do. They know that they need it for investors' money. And this is right in a way, when it comes to building a company's ESG profile. Here CSR programmes can line up to the 'E' and 'S'. Business leaders understand that a sound ESG profile is key to a company's financial health and identity — and a thriving CSR programme is a powerful tool for operationalising ESG objectives. In fact, an impactful CSR programme is already the foundation for ESG success. And ESG success is fast becoming the lens through which sustainable investors and wealth advisors make decisions about their investment portfolios.

Another driving force will become the EU Taxonomy on Sustainable Finance which is about to be extended with a social dimension. Recently the EU Platform on Sustainable Finance gathered stakeholder feedback on Social Taxonomy and submitted its final report with their advice to the Commission. This ongoing development is essential to bear in mind as different dimensions of CSR work might be regulated by it in the future.

The new mindset among business leaders, investors and other stakeholders — pushed by ESG requirements and EU taxonomy — provides a favourable opportunity for developing and establishing professional CSR measurement standards. The philanthropy advisors' job is now to support companies in this process and take care that impact-oriented CSR becomes the standard. Whether we have been successful in our job or not, we can then measure simply — the indicator being which question will become our clients' favourite one. And if the question is "You know, actually I would like to know what the impact of our competitors' CSR programmes is" then, we will happily say, mission accomplished.

ÀNI ART ACADEMIES: A CASE STUDY OF IMPACT

JAMES RAMPTON – ANIARTACADEMIES.ORG

JAMES RAMPTON

One of the local students at the **ÀNI** Art Academy that the American philanthropist Tim Reynolds has set up in the Dominican Republic recently sold a painting and two drawings. What happened next?

Reynolds takes up the story. "The student had grown up in a house without utilities. So, he used the money from the sale of his art to buy his mother a house with running water and electricity."

This is one of numerous examples of the ways in which Reynolds has helped transform the lives of local students at his six **ÀNI** Art Academies — there is one each in the Dominican Republic, Thailand, Anguilla and Sri Lanka, and two in the US; one in North-Eastern Pennsylvania, and the other in Red Bank, New Jersey, which caters specifically for veterans, as well as individuals with disabilities.

ÀNI Art Academies are fully funded by Reynolds and **ÀNI** Private Resorts — a remarkable collection of properties, created by Reynolds and designed, built and staffed specifically to host groups of friends and families travelling for milestone celebrations, multi-generational gatherings, and other group retreats. Each resort is offered exclusively to one group at a time. And attached to each resort is a local **ÀNI** Art Academy, an intensive skills-based drawing and painting programme which takes on average 3-4 years to complete.

Having been one of the three founding partners of Jane Street Capital, a hugely successful trading firm with global offices, Reynolds made a considerable amount of money on Wall Street, and he was determined to put his wealth to good use helping others. He used his business success and clear vision to establish The Tim Reynolds Foundation to address social issues and the non-profit **ÀNI** Art Academies. Founded in 2010, this impressive venture enriches each of their communities, introducing and developing social infrastructure thus driving positive social change.

ENCOURAGING EDUCATION

By encouraging education in local communities for young people interested in developing their art skills, **ÀNI** Art Academies has professionally trained numerous graduates who have sold original and reprinted artworks around the globe for more than $10k. The success of the academies not only empowers the current conglomerate of artists in local communities but also has long-term benefits by inspiring the younger generations and shifting the perception of the importance of education in these demographics to encourage them to pursue their studies.

The art students, who are not charged a penny during their years of study, sell their work to the guests, and keep 100 per cent of the proceeds. The record price for a work of art from the Academies so far is $25,000, but records are made to be broken, aren't they? The concept is a virtuous circle. With the artist's income being reinvested into the community, the local economy has been able to grow through the opening of art galleries and coffee shops thus providing local inhabitants with jobs and a steady supply of income.

An engaging and approachable man, Reynolds explains the background to this inspired project: “You will often find the situation, especially in exotic tourist destinations, where you have an extremely opulent resort and less than a mile away abject poverty. That’s not right.

“But there is not really a mechanism for the wealthy tourist to help people in the community. It’s not that they are mean-hearted, it’s just that there is nothing you can normally do outside of throwing money out of a car window, which isn’t going to help anything.”

Reynolds’s solution, then, was to open the **ÀNI** Art Academies so those tourists could be offered, “something they really want to buy, something they would highly value.”

A WIN-WIN RELATIONSHIP

The philanthropist expands on the relationship between the Resorts and the Academies. “When I was developing the idea for the Academies, I thought, ‘why not create a brand of resorts, and use those resorts as a way to showcase the art?’ People who come to stay in gorgeous, top-of the-line properties are the same people who have a lot of disposable income.

“Who doesn’t want to bring back a really nice piece of art from the vacation of a lifetime? People really crave that kind of experience and take pride in discovering emerging talent in far flung places. They’re proud to see the impact the proceeds have in these communities.”

The tourists also come home with unbeatable anecdotes from their vacation. “What is art if it’s not a story? ‘Wow, that’s a really beautiful painting, Barbara.’ ‘Let me tell you about our trip to Sri Lanka. The girl we met who painted it was just fabulous. She was born into a really hard situation, and now she’s worked her way out of it’.”

It’s a win-win proposition. Reynolds continues: “If we teach students to paint well, they can get $4,000 for a painting. If you acquired a painting of your daughter on vacation, that is something that would be cherished for three generations. These tourists spend a lot on their vacations — $4,000 may not be huge to them but $4,000 is transformative for a family in the Dominican Republic. The going rate for rubber tapping in that country is four dollars a day.”

SDG RIPPLE EFFECT

The Academies score very highly, too, in achieving their Sustainable Development Goals (SDGs). According to Reynolds: “The schools are there to help eradicate poverty, and their carbon footprint is minimal”.

During the start-up phase of **ÀNI** Art Academies, Reynolds considered how his investment would assist the communities with social and economic growth, how the values of the academies would line up with the SDGs, and what the potential risk of ‘green washing’ would be. Reynolds’ personal attitudes and values directly correlate with empowering local communities through art and education.

As a means to ensure students can commit full time to the programme, the schools provide free lunch to the students, allowing them, at no cost to their families, to stay on campus for a full day.

In line with this overall philosophy, the highly successful **ÀNI** Art Academies relate to numerous SDGs, especially SDG 4: Quality Education. By ensuring that the education provided at **ÀNI** Art Academies is not only of exceptionally high quality but also inclusive for all applicants regardless of gender, lifelong learning opportunities are possible and promoted. As a result of this fantastic commitment to SDG 4, there have been ripple effects on No Poverty (SDG 1), Good Health and Well-Being (SDG 3), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), and Reduced Inequalities (SDG 10). Reynolds believes that benefiting one aspect of the community can positively impact other sectors of society.

“The schools are sustainable — in the way I would use that word — because they are there forever. They are non-profit, and all the supplies and food are free to the students. The schools are fully funded for the next 30 years. There are no fundraising campaigns for them.”

OPPORTUNITY INEQUALITY

So what is Reynolds hoping to achieve with this admirable programme?

“My motivation is opportunity inequality. I’m less concerned with income inequality than most people, but I’m deeply concerned about opportunity

"IN A FEW YEARS, WHEN WE HAVE HUNDREDS OF HIGHLY SKILLED GRADUATES, WE'RE GOING TO HOST INTERNATIONAL ART FAIRS AND BRING PAINTINGS FROM AROUND THE WORLD TO NEW YORK."

inequality," he explains. "You just have to travel around the world, and you'll meet the most brilliant people who didn't have the opportunity to go through high school. If they'd gone to grad school, they could have done anything. They just weren't born in the right place."

The philanthropist is also hopeful his Academies will leave a positive legacy.

"The end goal for each Academy is to be taken over and run by a local resident who has graduated from that school. That's already happened in Anguilla."

He mentions a further benefit: "We need this kind of gorgeous setting for all of the estates in order for there to be a virtuous circle. Take Koh Yao Noi, for example. It's a beautiful island, but there's not much going on in town."

"Every four years, we graduate 50 more artists and most of them will stay local. You'll get remarkable galleries opening up, and a tourist destination acquires additional cachet as an island with a really strong arts community. Imagine the impact hundreds of exceptional artists can have on these small communities over the coming years."

The Academies really are an enticing prospect.

"The career that we are offering people is the life of a professional artist, and that is something really special. Not only are our graduates able to earn a great living for themselves and their families, but they are also elevating the whole community. After graduating from the respective academies, graduate artists tend to stay within their local communities resulting in these areas gaining a favourable reputation as an 'artist colony'.

"To turn a beach town into an artists' community is going to be transformative over the coming decades. The ripple effect of each one of these artists is going to be something I'm really going to enjoy watching as I move towards old age."

MEASURABLE IMPACT

A very keen art student himself, Reynolds underscores that the Academies already have a measurable impact: "Several prestigious US galleries have taken notice and are importing work to display.

"In a few years, when we have hundreds of highly skilled graduates, we're going to host international art fairs and bring paintings from around the world to New York. Excited collectors will marvel at the diversity of works from such culturally unique countries. When you think of Thai, Sri Lankan or Dominican art, it's very different."

When considering the benefits of investment into the sector, Reynolds believes that it is an enterprise that is largely results-driven. Through the use of successful investment and comprehensive educational programmes, numerous communities and individuals can benefit greatly from the scheme. However, if the investment is mismanaged, not only would this damage the current generation's perception of education, but it would also limit social and economic growth and prevent the local communities from developing.

To combat this potential issue, Reynolds is very involved and wholeheartedly invested in the running of **ÀNI** Art Academies, monitoring the allocation of funding and, if required, re-distributing donations to areas where it will be most beneficial. In turn, building on the initial PEST and SWOT analysis Reynolds undertook when establishing **ÀNI** Art Academies and continuously monitoring the impact, he is able to swiftly identify how the non-profit organisation positively impacts the students and local communities so that it continues doing its outstanding work. By ensuring **ÀNI** Art Academies' success for decades to come, Reynolds and the staff at the Academies will be able to help numerous individuals across the generations, thus benefiting communities on a long-term basis.

"The Academies have exceeded my expectations," Reynolds concludes. "If it gets better, that's fantastic, but it's already been a really fulfilling journey. I absolutely thrive on the success of the students. It's the most fun and interesting thing I could possibly imagine.

"People who don't embrace philanthropy don't understand that it's much more fun than almost anything else. If you're lucky enough to be involved in philanthropy, it's a huge joy."

JAMES RAMPTON – WRITER

A graduate from the University of Oxford, James has written twelve books about the arts. He was a staff writer at *The Independent* newspaper for a decade and now writes features for publications ranging from *The Daily Telegraph* to *The Daily Mail*.

He has interviewed everyone from *Daniel Barenboim* to *Helen Mirren* and written general features on subjects as diverse as the moon landings, the civil rights movement, archaeology, Hiroshima and beekeeping.

He has a regular slot reviewing the newspapers for the BBC News Channel.

SUSTAINABLE PHILANTHROPIC GIVING AND SOCIAL INVESTMENT

DENIS O'BRIEN – DIGICELGROUP.COM

When we first went to Papua New Guinea (PNG) in 2007, it was clear that the economy was heavily dependent on the extractive sector, which has caused big problems to the environment and even a civil war resulting in the death of over 20,000 people during the Bougainville crisis.

What was largely lacking was an environment to build and grow the local economy. This could even be viewed as modern day capitalist exploitation. Our aim was to reverse that.

Digicel PNG launched its telecommunications network at a time when some 100,000 people owned a mobile phone, about 1 per cent of the population. We wanted to be a foreign direct investor that would make a difference economically and socially.

The following year, 2008, we launched the Digicel PNG Foundation.

Digicel Foundation is the philanthropic arm of Digicel, an international mobile phone network and home entertainment provider, operating in over 32 markets across the Caribbean, Central America and the Pacific.

PNG is unique not only because of its cultural and biodiversity but because of its ancient and recent colonial history. With over 800 different language groups, the country was settled by the Melanesian people in different waves of migration dating as far back as 40,000 years and is one of the least colonised countries on earth, with the interior of the Highlands of PNG only being penetrated in the 1940s. Over the past 400 years, the country has been influenced and colonised by the Dutch, British, Germans and later the Australians, who annexed Papua and later took control of New Guinea under the League of Nations mandate.

In his book *The Embarrassed Colonialist* Sean Dorney has written:

"Australia never spent a great deal of money on Port Moresby when it was the headquarters of Australia's colonial administration. Indeed, the contrast between what the British had built in Suva during its colonial governance of Fiji and what Australia constructed in Port Moresby for its administration of Papua New Guinea is revealing. The stone and concrete Suva buildings are majestic examples of colonial architecture. In Konedobu, on the shores of the Port Moresby harbour, the Australian administration consisted of a collection of unimpressive wooden buildings, some quite ramshackle."

"SOME 47 YEARS FROM THE TIME OF INDEPENDENCE, PAPUA NEW GUINEA HAS A NOMINAL GDP OF US$23.59 BILLION."

DENIS O'BRIEN

Some 47 years from the time of Independence, Papua New Guinea has a nominal GDP of US$23.59 billion. It is the largest Pacific Island nation with a land area of 463,000 km2 as well as an Exclusive Economic Zone (EEZ) of 2.4 million km2 with an abundance of fisheries and marine resources and an estimated population of 7.6 million. PNG also has large deposits of minerals, oil and gas, and has large tracts of forests and arable land with potential for expanded agriculture and tourism. Despite this, the country is currently ranked 155 out of 187 countries on the Human Development Index, and the government continues to face major challenges in transforming the nation's wealth into sustainable development for the people of PNG.

In a world where 189 million people continue to live in extreme poverty despite billions of dollars being donated in aid and charity, we must question our current approaches and learn from what is being done well.

I believe philanthrocapitalism is the most effective way to be involved in philanthropy because it mirrors the way business is done in the for-profit world.

Our approach has been different because we strive to foster community capability and ownership. We believe Papua New Guineans know best how to solve their problems and our job is to support them to do just that.

Sometimes there is too much of a focus on big numbers to assess impact. I believe impact should be measured by the lives changed.

THE DIGICEL FOUNDATION PNG

The Foundation has implemented over 550 projects in Papua New Guinea. The focus has been on building infrastructure including:

- 340 classrooms and WASH facilities in all districts of the country — this includes in areas that are unreachable by road
- 33 Libraries
- 66 Community Learning Centres
- 12 Rural Health Aid Posts
- 43 ambulances donated to health centres

In addition, over 500 teachers have been trained to focus on early learning and child literacy at schools built by the Foundation. Every year over 20,000 students benefit from sitting in a high-quality classroom along with water and sanitation facilities built by our foundation, and all our initiatives combined have reached over 900,000 Papua New Guineans.

Over the past three years, we consolidated our work and developed a three-year strategic plan with a results framework and indicators based on our development outcomes and overall goal, which is a connected, educated, safe and healthy PNG. We have begun the process of collecting routine data from all our project beneficiaries so that we are able to measure our work at an impact and outcome level.

We try to differentiate our foundation from others that take on a very 'aid and development' approach, where large sums of money are invested into developing detailed designs, monitoring and evaluation plans and research before projects start. Our approach is programmatic and we are quick to iterate and adapt when needed.

Karen Adam - Project Coordinator with Digicel PNG.

"I remember when the Digicel staff came to visit Barakau. I was only in Grade 7 at that time and I recall seeing how much joy they had doing their jobs. When they visited, our teachers and parents told us that they were going to build new classrooms for us. Me and my friends were so happy to hear the news because up until that time, we had been using our old classrooms which were the same classrooms that my parents had gone to school in. Whenever it rained it spoilt the school grounds because it became too muddy for us to sit and most times the school would be closed because of it. We felt lucky that our school was chosen to be the first school ever to receive classroom infrastructure from Digicel PNG Foundation. We eagerly watched as the classrooms were built for both the primary and elementary schools. The classrooms were finally finished and we moved in to complete the rest of our academic year."

Following the announcement of the sale of Digicel Pacific to Telstra Australia in October 2021, Prime Minister for PNG, Hon James Marape said:

"Digicel has been responsible for significant direct and indirect economic and social development across the country. Digicel connected towns and villages, friends and family. It was Digicel which redefined what mobile telephones meant for our people, and opened up the different market segments that no one thought existed."

DENIS O'BRIEN - OWNER AND CHAIRMAN, DIGICEL

Digicel is the largest telecommunications business in the Caribbean, Central America and South Pacific, providing mobile, data, cable TV and enterprise business solutions, with over 12.5 million subscribers in 32 markets in the Caribbean, Central America and the Pacific Region.

Denis has a wide range of investments in several sectors, including media, property, leisure and business services and is a former recipient of the Ernst & Young Entrepreneur of the Year Award. He founded Esat Telecom Group plc in Ireland, and throughout the 1990s he built it to be one of the most successful new entrants in the telecommunications market until its sale to British Telecom plc for € 2.4 billion.

Outside of his extensive business interests, Denis chaired the 2003 Special Olympics World Summer Games in Ireland. It was the first time the Summer Games had been staged outside the US, with teams from 160 countries and over 30,000 volunteers.

Denis is a member of the UN Broadband Commission for Digital Development. He also chairs the Haiti Action Network and is a Director on the US Board of Concern Worldwide. In addition, he is the Chairman and Co-Founder of Front Line Defenders, the International Foundation for the Protection of Human Rights Defenders, which is based in Dublin. In 2000, he established The Iris O'Brien Foundation to identify and assist projects in Ireland and internationally which aim to alleviate suffering in disadvantaged communities.

Denis holds a BA degree from University College Dublin and an MBA from Boston College.

BROADENING THE AFRICAN APPROACH TO PHILANTHROPY BY INCORPORATING EMERGING TRENDS IN ESG

MARILYN OBAISA-OSULA & NIKE OLAKUNRI – HTTPS://HOME.KPMG/NG/EN

Africans are traditionally very charitable by nature, and for centuries philanthropy has been practised in African societies in some form or another. Beyond the altruistic, African families give for a myriad of reasons, sometimes religious, moral or political.

In previous generations, African High Net Worth (HNW) individuals practised philanthropy by undertaking and funding community initiatives. At a macro level, these initiatives take the form of building educational institutions, hospitals and other community development projects; while at a micro level, these activities involve funding the education of community members or settling hospital bills of extended family members and members of the wider community. The underlying motivation for such practices is often driven by legacy and succession considerations.

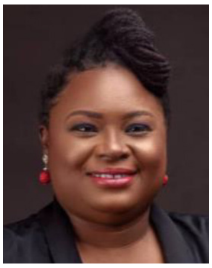
With the ascent of globalisation, there has been an increased call for accountability and transparency in the methods of philanthropic giving being carried out by African philanthropists and their families. This now requires a more structured approach to planning, execution, measuring of impact, governance and reporting. These reforms call for demonstrable impact and encourage the philanthropists to adopt measures that drive sustainability, ensuring that the impact of the philanthropic activity has a positive effect not only on the current generation but is enjoyed by generations to come.

In recent times, the onset of the Covid-19 pandemic has accelerated the desire for HNW Africans to drive economic growth and contribute to reshaping their economy through philanthropy. Given the scale and ambition of today's African philanthropists and the innovative philanthropic practices adopted to fulfill this ambition, the only way to demonstrate effective change is through measurable impact. This can be done through Environmental, Social and Governance (ESG) integration into their business operations, impact investing and their family philanthropy.

CROSS-BORDER COLLABORATION

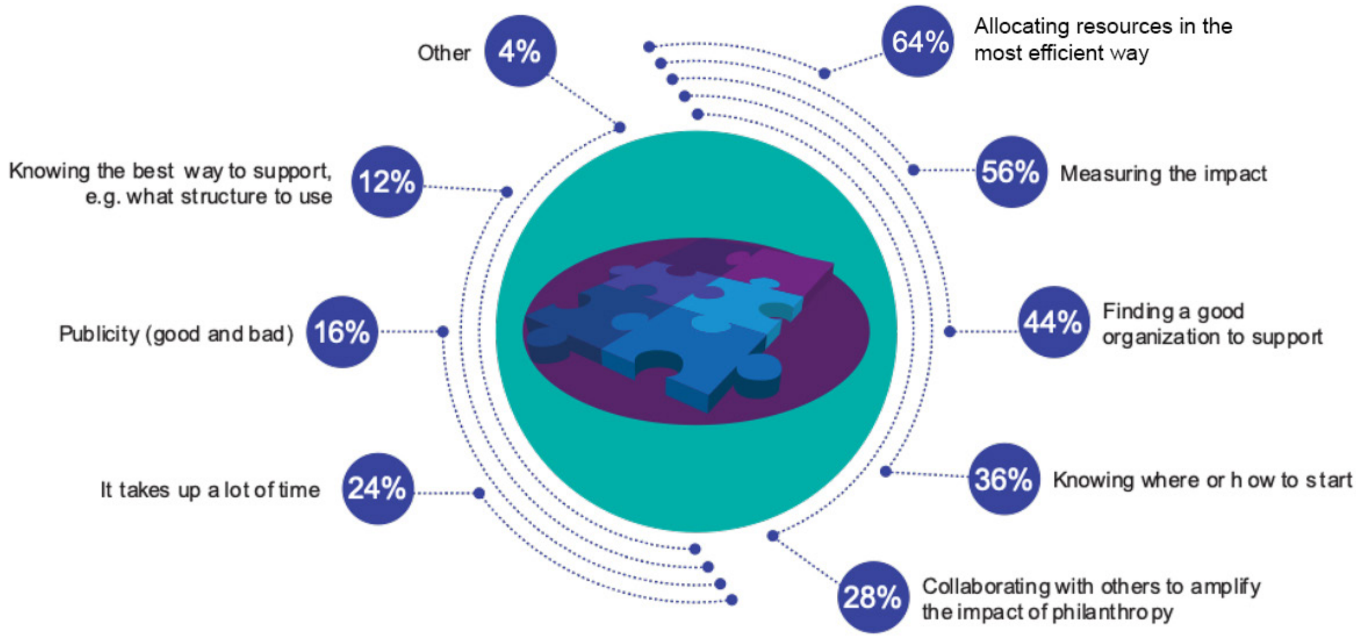
Some African HNW families are looking beyond their immediate communities and fostering cross-border collaboration with peer philanthropists. The partnership between the Bill & Melinda Gates Foundation and the Aliko Dangote Foundation of Nigeria to tackle Polio eradication in Nigeria is an example of collaboration between peer philanthropists. In another instance, Zimbabwean Ultra High Net Worth (UHNW) businessman Strive Masiyiwa's service on the board of trustees of the Rockefeller Foundation shows African philanthropists lending their expertise to a global philanthropy strategy.

For African philanthropists that choose to enter such alliances, the output of their philanthropy needs to be demonstratable and measurable. To achieve this, they require appropriate governance structures compliant with global best practice. The following depicts a summary of the response by African philanthropists in a survey conducted by KPMG on Global Philanthropy practice on the eight major challenges affecting their effectiveness.


MARILYN OBAISA-OSULA


NIKE OLAKUNRI

CHALLENGES OF BEING AN EFFECTIVE PHILANTHROPIST



Note: Respondents chose all answers that applied.
Source: 2021 KPMG Global Philanthropic Practices Survey

African philanthropists can address some of these challenges by adopting the right structures as part of their philanthropy strategy, such as by designing a philanthropy framework in line with measurable goals such as the UN's Sustainable Development Goals (SDGs).

Another reason why such partnerships require adequate structuring and governance is that although international partnerships increase aid to developing nations to support development and poverty alleviation, if the philanthropic capital is not strategically deployed, the additional inflow oftentimes undermines the objective rather than providing the financial relief it proposes. According to a 2007 report by renowned development economist Nancy Birdsall, foreign aid is harmful rather than helpful in impoverished societies if these societies are unable to generate sufficient new investments. These countries do not grow because returns to investment only become effective above a certain threshold. For example, investing in building a rural road has no additional return to the community unless there is sufficient investment in trucks. In addition, if recipient countries become reliant on foreign aid and the application of aid is not properly managed, additional inflows undermine private sector opportunities, inventiveness and business efficiency, and hinder the development of small and medium enterprises and a middle market that will eventually bring these communities out of poverty.

SHARED RESPONSIBILITY

Not all African philanthropists seek international partnerships, and for those looking to deliver sustainable and measurable impact in their communities, a starting point could be to identify goals and measures to incorporate into their philanthropy strategy from the UN's 17 SDGs — a globally recognised standard of measurement based on a participatory process where responsibility is shared amongst states, the private sector and civil society.

Upon identification of their chosen objective, a high-level framework can be developed with the support of a philanthropy advisor to execute their strategy. UHNW African families can adopt a mix of either of two strategies:

1) Family Philanthropy

For many African philanthropists, the notion that wealth and privilege comes with responsibility is a recurring mantra. The sense of responsibility and the desire to leave a lasting legacy require the use of 'Head, Heart and Hands'. This implies that successful philanthropic impact involves more than passion for a cause but requires a deliberate and well thought out strategy and execution. A sustainable philanthropy strategy should be measurable and well governed. However, there is also a need for flexibility if it is to survive for generations. A philanthropy strategy that is too rigid may struggle to be effective when there is a transition of leadership from one generation of a family to the next.

Family philanthropy involves taking the reins and building on the activity of previous generations, equipping the next generation with the habits and skills they will cherish, and perhaps creating a sense of identity for large and disparate family groups. External advisors are often a valuable resource when designing the activity of family foundations and setting guidelines.

For wealthy African business families, beyond philanthropy is the importance of sustenance of positive impact to businesses, which brings the need to consider the integration of ESG perspectives into the family business.

2) The imperative of integration of ESG strategies into family business or investment

Governance (G) has always been high on the agenda for family businesses in balancing the needs and actions of both the business and the family. Family businesses with the strongest governance practices generally performed better throughout the pandemic because they already had thorough procedures and mechanisms in place to identify and manage unexpected risks. Covid-19 has helped to accelerate the evolution of the ESG agenda beyond just the "G" to other areas of ESG for family businesses. The revolution in digital technologies combined with the pressing need to adopt more robust Environmental (E), Social (S) and Governance (G) practices should motivate more family businesses to begin to re-imagine the future. It is important to ensure proper governance of philanthropic activities to facilitate the right balance between the financial and social goals of the projects embarked upon by the organisation, the efficient utilisation of capital and the responsible allocation of resources, while managing and optimising the risks and ensuring only valid projects are embarked upon.

ESG also helps re-define the term 'legacy' — the much-desired impact of many family businesses. This incorporates the definition of sustainable development or sustainability, which the 1987 Brundtland Report World Commission on Environment and Development (WCED) described as "meeting the need of the present without compromising the needs of future generations to meet their own needs". Family business owners need to integrate ESG into their business operation as well as their investment strategies to transcend several generations amid a fast-changing world underpinned by climate change concerns. Successful philanthropists are not only interested in providing funds but getting involved in the identification of projects that really create sustainable impacts on the society.

In today's world, ESG concerns have become serious issues that cannot be ignored by businesses. There are consequences for failure to pay attention — for example, wildfire, an outcome of climate change can wipe out a business overnight if mitigation measures are not put in place. Thus, in order to continue to build trust and secure the future of unborn generations, family business leaders must incorporate ESG into all aspects of their business: strategy, transformation plan and reporting. There is definitely no one- size-fits-all approach to this. However, it must start with the understanding of the ESG risks and opportunities that are relevant and unique to each family business viz-a-viz their strategy and outlook for the future.

In conclusion, innovative philanthropy requires a more strategic approach and African philanthropists need to pay increased attention to environmental and social responsibility and to adopt sustainable practices if they are to make a lasting impact while meeting their personal legacy and succession objectives.

MARILYN OBAISA-OSULA – ASSOCIATE DIRECTOR, ESG/ SUSTAINABILITY SERVICES, KPMG NIGERIA

Marilyn has 14 years' experience across sustainable finance, sustainability and integrated reporting, sustainability assurance, impact assessment, sustainability strategy and stakeholder engagement, innovation management for sustainability (technology driven), United Nations (SDGs) integration and implementation, ESG integration, and organisational development for sustainability — for small enterprises and large corporates.

She has managed several ESG projects across various sectors: Agriculture, FMCGs, Public sector, Pharmaceuticals, DFI, Commercial Banks, Tech-startups and Energy. Marilyn has served as moderator and panelist for a number of webinars/seminars locally and internationally on ESG. She has also played a key role in several workshops and training courses at board and management levels, facilitating discussions on ESG, for several companies.

NIKE OLAKUNRI – ASSOCIATE DIRECTOR, FAMILY OFFICE AND PRIVATE CLIENT, KPMG NIGERIA, AND ACTING HEAD, FAMILY OFFICE AND PRIVATE CLIENT, KPMG AFRICA

Nike has over 17 years of experience advising High Net Worth individuals and families on local and cross-border wealth management and philanthropy advisory. Nike has advised clients on matters such as Single and Multi-Family Office creation, Private Client Philanthropy, Family Governance, Succession Planning and has worked with Private Client specialists in the areas of wealth management, tax, luxury asset insurance and fiduciary services.

Nike is also responsible for business development in the Private Enterprise line of business at KPMG, which provides business planning and strategy solutions to SMEs, and family-owned and owner-managed businesses, focusing on strengthening and transitioning of the business, mergers, acquisitions and international expansion strategies.

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