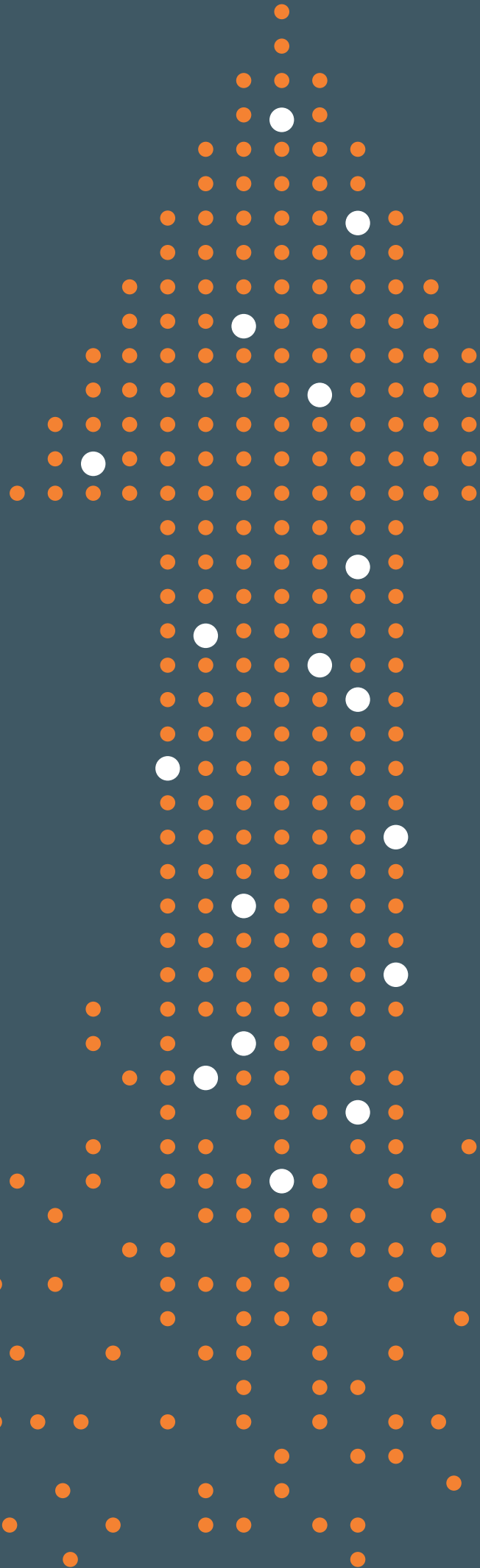


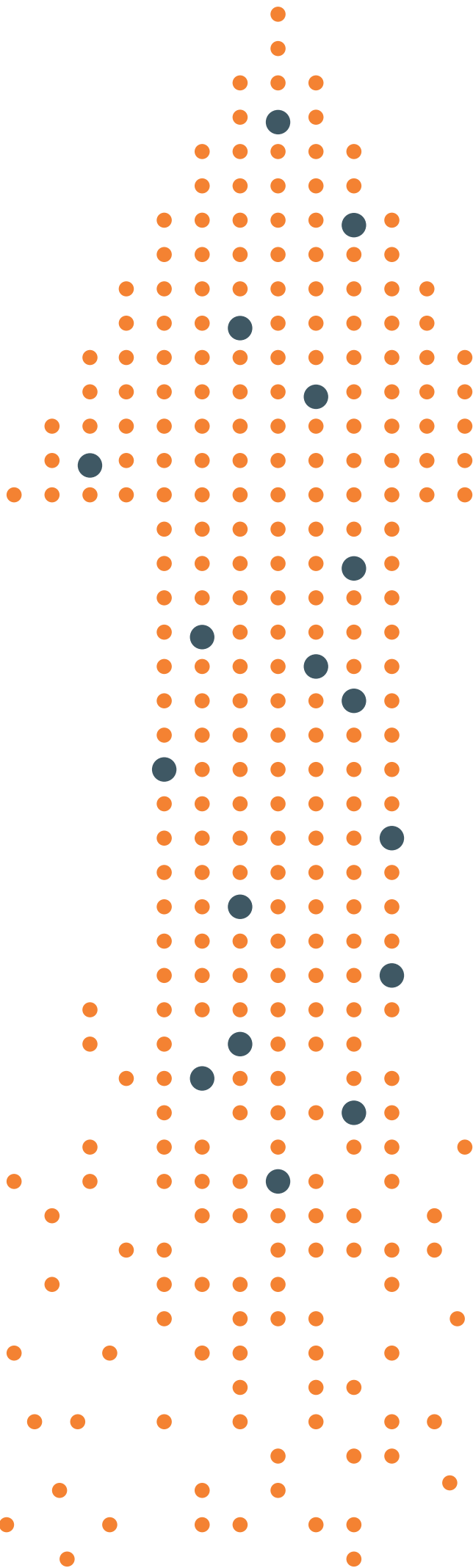
FUTURE OF PHILANTHROPY: THE KEY TRENDS

Meta-analysis
of forecasts



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The Vladimir Potanin Foundation

F 96 Future of Philanthropy: the Key Trends. Meta-analysis of Forecasts. — M.: DPK Press, 2020. — 42 pp — ISBN 978-5-9908577-9-7

The "Future of Philanthropy: the Key Trends. Meta-analysis of Forecasts" working paper has been prepared at the request of the Center for Philanthropy Development of the Vladimir Potanin Foundation and offers a review of the key trends in global philanthropy development. It features and analyzes opinions of leading international experts and organizations of the philanthropic sector about factors, contexts and principles influencing philanthropy of the future, as well as cause-and-effect links between them. Better understanding of sector-wide and worldwide transformation processes, presented in the working paper, would enable philanthropic organizations to use more informed approach to strategic target setting. The suggested vision of key development vectors in the sector may serve as a basis for further researches and professional discussions.

The target audiences of the working paper are NGO leaders and staff, experts, researchers, representatives of businesses, and capital owners; it may also be useful to university students and faculty, as well as to everybody interested in the trends of philanthropy development.

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The Vladimir Potanin
Foundation, 2020

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Future of Philanthropy: the Key Trends. Meta-analysis of
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DEAR COLLEAGUES,

The working paper "Future of Philanthropy: the Key Trends. Meta-analysis of Forecasts" opens a series of publications of the Center for Philanthropy Development of the Vladimir Potanin Foundation focused on analysis of the current situation, trends and possible development scenarios in the philanthropic sector.

This publication was completed shortly before the outbreak of COVID-19 and the world economic crisis. Some of the expert opinions we studied while preparing this paper predicted forthcoming recession, but no one could foresee a global and complex challenge that would affect every area of life. We think that it makes this meta-analysis of forecasts in the pre-crisis context even more relevant as it triggers important conversations of what assumptions will remain unchanged and what will be new factors influencing the philanthropy of tomorrow.

Without reference to the current crisis context we believe that study of the sector is critically important in order to understand the role of philanthropy in the society, its contribution in addressing social problems and revealing existing gaps and challenges. This is especially relevant given limited resources that have to be used with maximum efficiency. Making informed decisions requires a solid evidence base and data both on general NGO landscape and on specific activity areas. Obviously, the state of research and analytics differs from region to region. As a rule, advanced economies demonstrate deep knowledge of non-profit activities. At the same time "new philanthropy" countries often

experience information shortage: macro-data on the sector in general are insufficient, poor quality and incompleteness of data on certain social problems make many NGOs to act intuitively, analytics on present and future state of the sector is quite limited, and information on global developments is occasional and unsystematic.

For these reasons the Center for Philanthropy Development aims at providing adequate information and analytics to Russian non-profit sector, presenting different opinions on sector's development, and arranging space for open professional discussion. All of these would enhance efficiency of the philanthropic sector. It is equally important for "new philanthropy" countries, such as Russia, to make results of their researches internationally accessible and to become globally represented. This issue is also on the Center's agenda.

The working paper "Future of Philanthropy: the Key Trends. Meta-analysis of Forecasts" is, on the one hand, an attempt to describe modern trends and lines of development of global philanthropy. On the other hand, it is an in-depth description of latest phenomena and relevant terms that are not widely accepted in many regions of the world at the moment and are just emerging. And finally, analysis of principles, nature and meaningful contexts illustrates how diverse and complex the future picture is. How this picture would look like depends on the painters — philanthropy leaders who are currently working on it. Our sincere hope is that this working paper would become another useful tool in their kit and would prompt professional thinking and discussions.

Center for Philanthropy Development



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INTRODUCTION

The working paper “Future of Philanthropy: the key trends. Meta-analysis of forecasts” has been initiated and funded by the Center for Philanthropy Development at the Vladimir Potanin Foundation (Russia). **The focus of the paper** is a credible description of the future of philanthropy by documenting key trends in philanthropy today. Our study identifies and describes the most important topics related to forward leaning thinking and innovation in philanthropy globally.

In the near term, understanding key trends and development directions has practical implications for actors in philanthropy at all levels, from strong organizations with proven track-records in developed countries to novice philanthropists in emerging markets. In the long term, understanding trends and directions in philanthropy can inform further discussion and research. While a global picture may differ from local contexts, we are convinced that globalization requires an awareness of the most promising developments and an understanding of the role one can play in contributing to a sustainable future at both a local and a global level.

The study included a literature review that consisted of **several stages**:

- **Preliminary exploration.** We identified over thirty publications that included either a description of trends in philanthropy or a forecast of the future

of philanthropy. Surprisingly, the number of such publications available online in English turned out to be rather limited. Analysis of these publications showed that while views on the future of philanthropy were rather diverse, clusters of common themes emerged that provided a level of coherence amidst the diversity of opinions.

- **Selection of key sources.** We purposefully selected 26 recent publications (2015–2019) on the future of philanthropy that presented individual opinions of recognized experts in philanthropy, held in high regard on the basis of thorough research backed by reputable institutions.
- **In-depth exploration of the key sources and identification of common trends.** Our analysis of these carefully selected publications revealed several areas of agreement about future characteristics of philanthropy. We regarded this agreement as a consensus when mentioned in more than 30% of our pre-selected publications.
- **Description of the common trends.** Finally, we provided an overview of each of the common future characteristics of philanthropy identified at the previous stage. Though our pre-selected publications were the principal source, some additional sources were used when needed.

This study was highly adaptive: we considered the results at the end of each stage in order to decide how to proceed in the next stage.

PUBLICATIONS REVIEWED

Due to the nature of this study, it is important to describe the characteristics of the publications we used for our meta-analysis.

We worked only with publications in English that could be accessed online.

We used the following criteria for selecting the publications used in this study:

1. The publication had to describe trends in philanthropy or the future of philanthropy.
2. The years of publication were 2015 or later.
3. It had to be authored by a recognized philanthropy expert, based on thorough research, or published by a reputable institution.

Using these three criteria we identified 26 publications. The 26 varied greatly by size, ranging from a few paragraphs in blog postings to multipage reports or working papers.

The publications presented **trends in philanthropy** or forecasted the **future of philanthropy**

- **globally** (Canady, 2017; Paula D. Johnson, 2017; Jones, Dewing, & Alexander, 2018);
- **at the regional level** in such regions as Europe (Bikmen, Alberg-Seberich, & Buck, 2019; Milner, 2017), Africa (Moyo, 2016), Asia (Shapiro, Mirchandani, & Jang, 2018), Latin America (Johnson et al., 2015);
- **at the country level** in such countries as Australia (Davies, 2017), Canada (Pearson, 2018), China (United Nations Development Programme, 2015), India (Hartnell, 2017), United Kingdom (Murray, Hoare, & Wixley, 2016; Murray, Shea, & Hoare, 2017; Stead, 2018), and USA (Asare, 2017; Hart, 2019).

The experts whose opinions we considered were, in most cases, either top executives of major philanthropic institutions or researchers specializing in philanthropy studies.

The research reports we studied included such publications as:

- The results of a survey of 3,200 donors in the US who answered substantive questions regarding their outlook on and engagement with giving (Fidelity Charitable, 2016);
- A paper that brings together desk research and in-depth interviews to show how funders are supporting civil society (Funders' Initiative for Civil Society, 2017);
- A paper that describes insights from multiple expert discussions around the world on the future of philanthropy (Jones et al., 2018).

The institutions whose publications have been taken into account included among others:

- Council on Foundations (Spruill, 2016);
- Dorothy A. Johnson Center for Philanthropy (Behrens et al., 2017; Franklin et al., 2018; Moody et al., 2019);
- Forbes (Moreno, 2015)
- Hauser Institute for Civil Society, Harvard University (Johnson et al., 2015)
- Lilly Family School of Philanthropy (King, 2017)
- Worldwide Initiatives for Grantmaker Support (WINGS) (Milner, 2018)

While countries and regions were not equally represented in the publications under study we believe that the results presented in this working paper provide valuable food for thought for those interested in the development of philanthropy from any country or region.

KEY FINDINGS

In excess of 70 trends and characteristics of the future of philanthropy were mentioned in the sources we identify above. These trends and characteristics all fit in one of **three categories**:

- **Principles of philanthropy** — fundamental propositions that will serve as the foundation for the development of philanthropy in the future, such as accountability, diversity, equity, inclusion, and transparency.
- **Nature of philanthropy** — the basic future features or qualities of philanthropy such as collaboration or focus on impact.
- **Contexts of philanthropy** — factors in the environment that will shape the future of philanthropy, such as digital technology, politics, legislation or generational shifts.
- **Transparency** turned out to be the only principle that met our requirement.
- We identified seven basic features related to the future nature of philanthropy agreed upon by over 30% of the authors. We labeled them **Collaborative philanthropy, Impact philanthropy, Donor-centric philanthropy, Place-based philanthropy, Data-driven & Evidence-based philanthropy, Venture philanthropy, and Strategic philanthropy.**
- Finally, there were three contexts considered meaningful for the future of philanthropy in over 30% of the publications: **technological (IT), generational, and legal.**

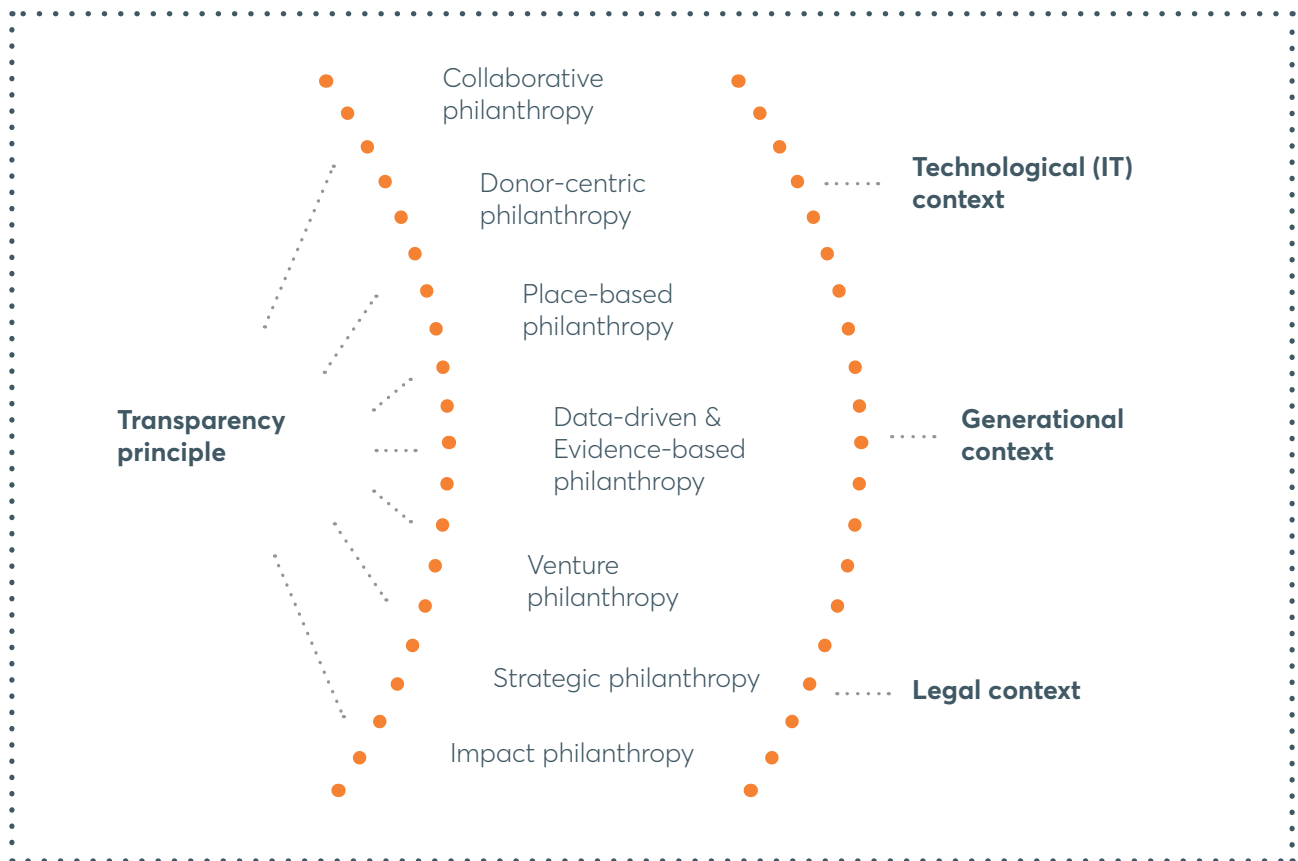


Diagram 1. Future of philanthropy: areas of consensus

The extent of agreement on the common themes we identified varied considerably. Four features of future philanthropy and one contextual factor were mentioned in more than 50% of publications under study (marked orange in the Diagram 2). Those were Collaborative philanthropy (mentioned in 81% of publications), Impact philanthropy (62%), Data-driven and Evidence-based philanthropy (54%) and Technological context (65%). Other common themes were mentioned in 31%–46% of publications.

Different authors were focused on the same subjects, hence, in most cases their core

messages were highly compatible, and some fragments were somewhat alike. As the language of all the publications was rather distilled, we decided to compile the authors' actual descriptions with little or no rephrasing. The only thing we have added are diagrams showing the enablers and consequences of all the features of the future of philanthropy, based on the opinions expressed in the publications. Legal context was the only component for which we were not able to draw a diagram as we did not find proper references in the publications.

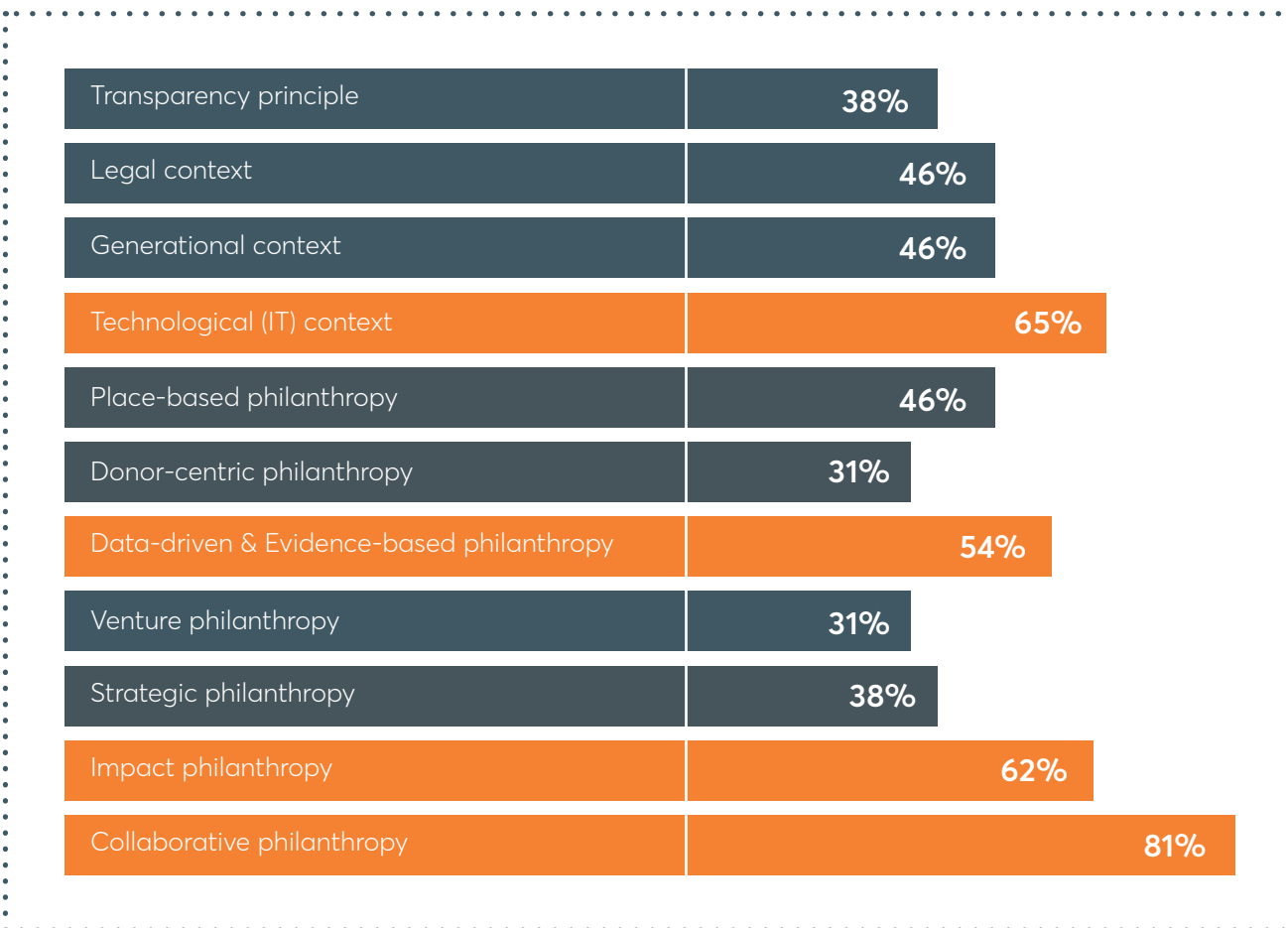
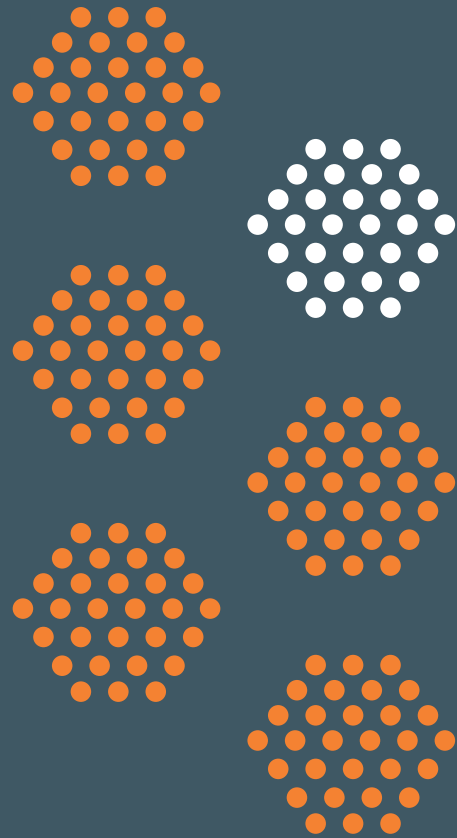


Diagram 2. Degree of agreement on the common themes



TRANSPARENCY PRINCIPLE

Growing Transparency was mentioned as an important trend in philanthropy development or as one of future philanthropy's features **in 38%** of publications we studied.

In a business or governance context, transparency is usually defined as honesty and openness about what is being done. A formal definition of this term provided by the Cambridge Business English Dictionary reads: "a situation in which business and financial activities are done in an open way without secrets, so that people can trust that they are fair and honest¹."

In particular, charities will become more transparent about what they do, and why and how they do it. It could mean increasing transparency by funders prepared to share their goals, theory of change and related strategies². Grant making organizations will increase transparency of data and activity in terms of where grants go.

Foundations will strive to become clear, consistent and timely in communications with the public, applicants, grantees and donors to achieve transparency in relationships with them³.

¹ (Cambridge Business English Dictionary, 2019)

² (Davies, 2017)

³ (Bikmen et al., 2019)

Several **factors** were mentioned as drivers for increasing transparency:

- **Technology** enables transparency directly by creating new opportunities to be open, and indirectly, through enabling data-driven and evidence-based approaches in philanthropy. The latter provide data and knowledge that philanthropic organizations could be transparent about.
- **Donors** demand transparency. This is especially true for the next generation that has grown to expect transparency, sophisticated storytelling and technical savvy from their charitable organizations⁴.
- **Social media** will force transparency for donors and for charities⁵.

Transparency, in turn, will become a driver for the following developments:

- **Increased transparency will drive more local initiatives⁶**. Hence, it will contribute to the development of Place-based philanthropy.
- **Greater transparency will enable more focus on areas that can make the most difference⁷**. There will be more transparency around impact of philanthropic initiatives. Thus, it will contribute to the development of Impact philanthropy.

⁴ (Jones et al., 2018)

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

- **In their quest for transparency foundations will possibly focus on their role as knowledge hubs⁸** and will purposefully generate, store, transfer, apply and transmit knowledge with the overall objective of fostering philanthropy sector development or encouraging development and problem solving in some particular areas such as culture, education, healthcare. Transformation of foundations into knowledge hubs will contribute to the development of Collaborative philanthropy.

philanthropic organizations and donors. This is how increased transparency contributes to the development of Donor-centric philanthropy. The latter implies orientation towards donors' needs and particularly their request for greater transparency.

Diagram 3 shows factors that enable transparency as well as consequences of increased transparency. We considered only those factors and developments that resulted from our study as important for the future of philanthropy.

- **The greater transparency, the more trust can be built between**

⁸ (Spruill, 2016)

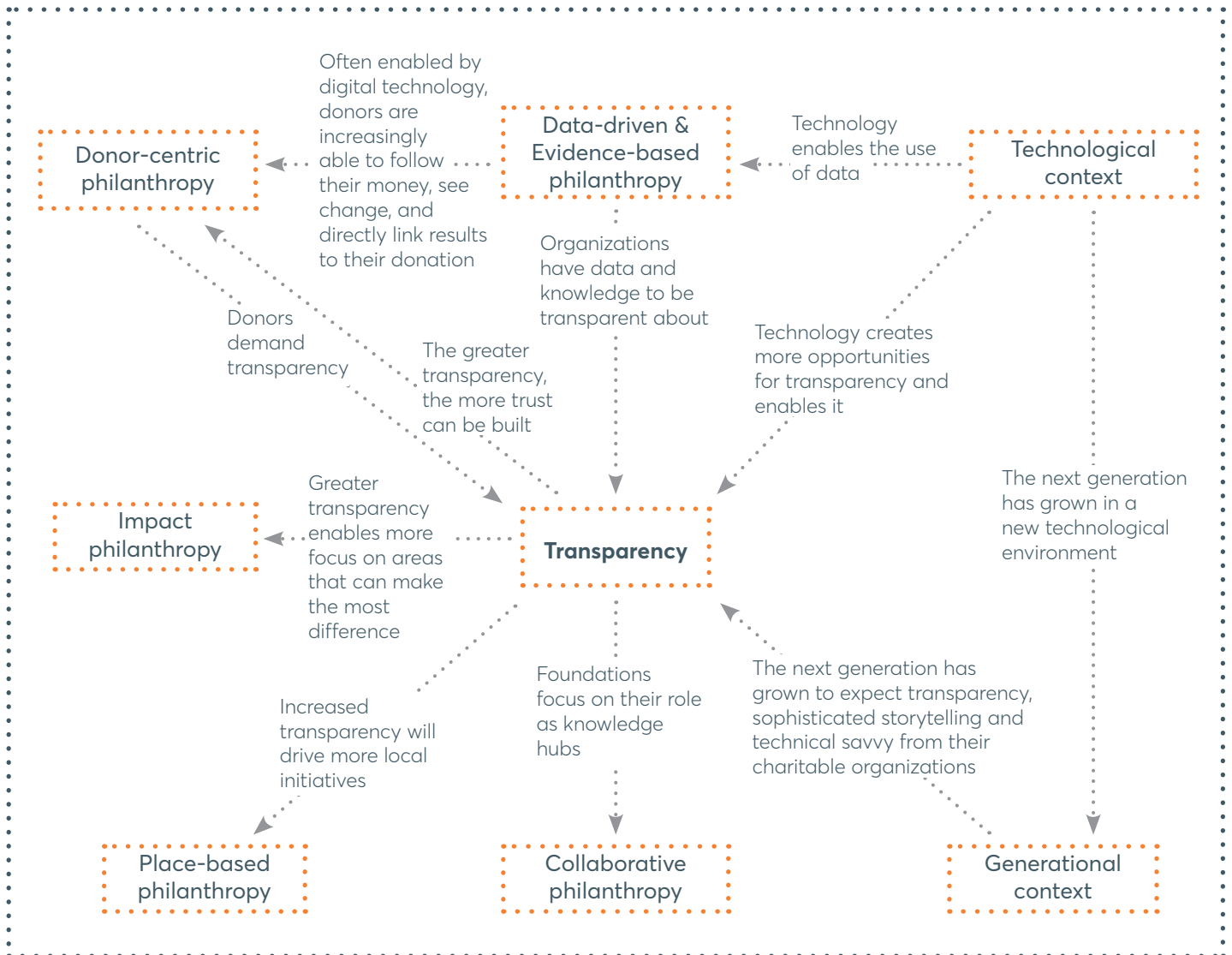


Diagram 3. Increasing transparency: key enablers and consequences

COLLABORATIVE PHILANTHROPY

Philanthropy is already becoming and will become even more collaborative in the future. This trend was mentioned in **81%** of publications we studied.

The call for collaboration in philanthropy is increasing. Complex, interconnected challenges of society require collective approaches and coordination for effectiveness, efficiency and greater impact⁹.

The philanthropic sector increasingly is seen as just one piece of the puzzle in ending homelessness, protecting the environment or curing disease. Donors believe multiple groups have the potential to successfully develop solutions to society's challenges in the future, and they also favour a wide range of agents to help fund that change. The idea of cross-sector collaboration, with an expanding view of stakeholders, is capturing donors' interest¹⁰.

Collaboration, both within the sector and between philanthropy and other sectors, is increasingly accepted in principle as a way for philanthropy to maximise its impact¹¹.

There are many forms of collaboration in philanthropy among various parties:

- There is a rise in collaborative giving, where donors aggregate or pool their capital to focus on specific goals¹². Major new collaborative efforts highlight how foundations and wealthy individual donors are acknowledging the need to collaborate to effect change even when they have significant resources to give individually¹³. Other forms of giving together are collaboration through co-investment funds, giving circles, and crowdfunding.

⁹ (Bikmen et al., 2019)

¹⁰ (Fidelity Charitable, 2016)

¹¹ (Milner, 2018)

¹² (Canady, 2017)

¹³ (Franklin et al., 2018)

Donors can share best practices, eliminate duplication, and use the initiative to motivate other donors to join in¹⁴.

The possibilities of collaboration among funders are ranging from least to most integrated. The points of collaboration in the Diagram 4 are meant to illustrate a spectrum of involvement, and more than one kind of interaction can take place within a certain group of funders.

- There are very promising forms of philanthropy — government collaborations where philanthropy proves a case and government picks it up, or where philanthropy serves to de-risk innovation and scaling¹⁵.
- Public-private initiatives between philanthropy and government or new pooled funds, are emerging as ways to grow funding and ensuring it can be more directed to the local level¹⁶.
- The notion of collaboration is explicitly contained in the Sustainable Development Goals¹⁷. Galvanised by the Sustainable Development Goals and the realisation that meeting them requires harnessing private capital and creating durable private sector solutions, increased collaboration with business is seen as a key imperative both for government and philanthropic donors going forward¹⁸.
- Collaboration among Philanthropy and Social Investment Infrastructure (PSII) organizations is developing as well. PSII organizations will need to boost competencies in communication and collaboration¹⁹.

Most publications stress the importance of technology in enabling collaboration in philanthropy:

¹⁴ (Canady, 2017)

¹⁵ (Davies, 2017)

¹⁶ (Funders' Initiative for Civil Society, 2017)

¹⁷ (Milner, 2018)

¹⁸ (Jones et al., 2018)

¹⁹ (Bikmen et al., 2019)

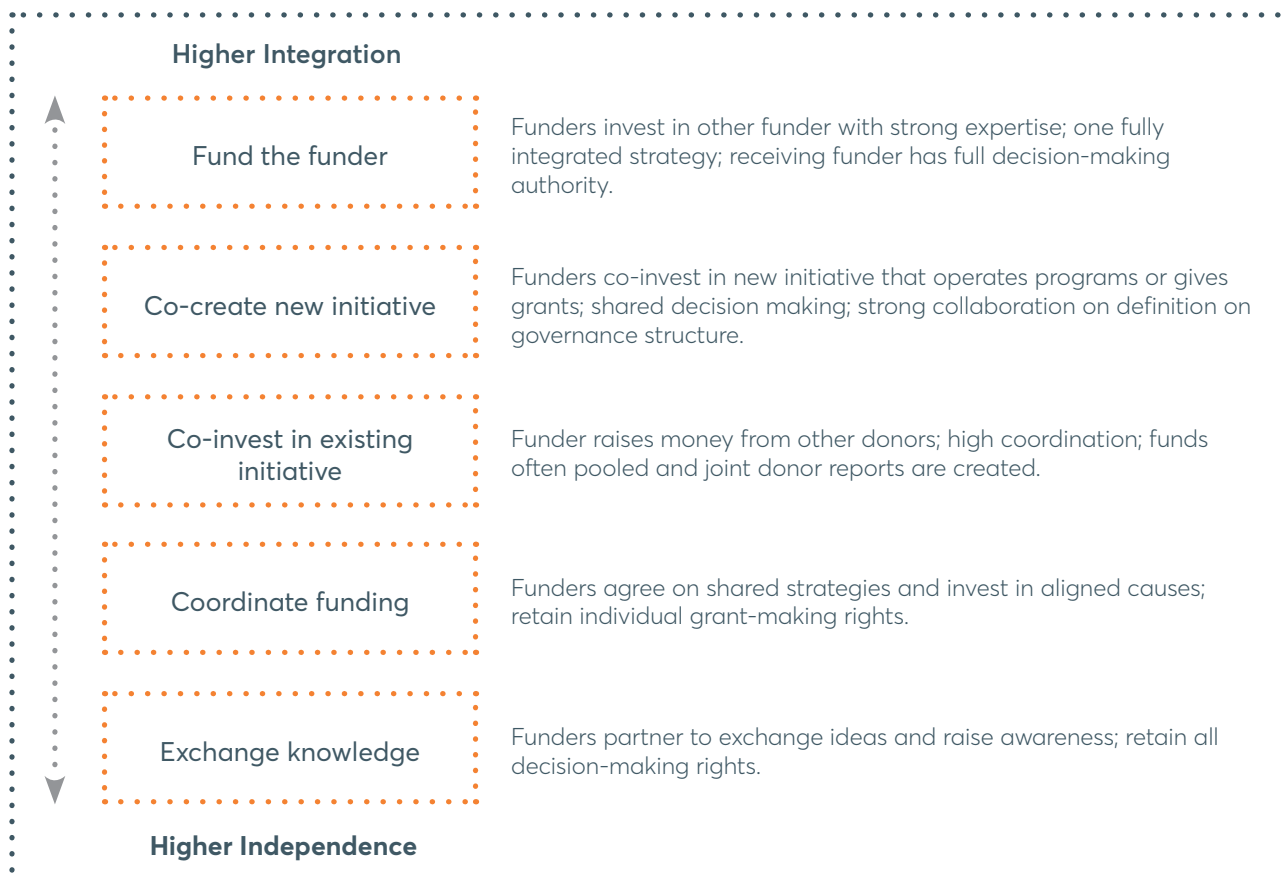


Diagram 4. Range of collaboration²⁰

²⁰ (Rockefeller Philanthropy Advisors, 2016)

- Technology-enabled, open-sourced platforms for collaboration and sharing²¹.
- Networks Collaboration platforms for institutions and individuals who wish to exchange information and/or actively work on projects together²².
- Platforms for sharing data, best practices, needs and skills.

Diagram 5 shows that Collaborative philanthropy contributes to the development of the Place-based philanthropy, Impact philanthropy, Data-driven & Evidence-based philanthropy and Venture philanthropy.

²¹ (Davies, 2017)

²² (Bikmen et al., 2019)

IMPACT PHILANTHROPY

This feature of future philanthropy was mentioned in **62%** of publications we studied.

Philanthropy is no longer about benevolence. It's about having impact on the complex problems that face the next generation²³. A focus on achieving the greatest impact is becoming essential. This means that organizations not only have to make the most of the resources available to them, but also think more creatively about innovating and transforming the way they deliver impact²⁴.

²³ (Milner, 2018)

²⁴ (Murray et al., 2017)

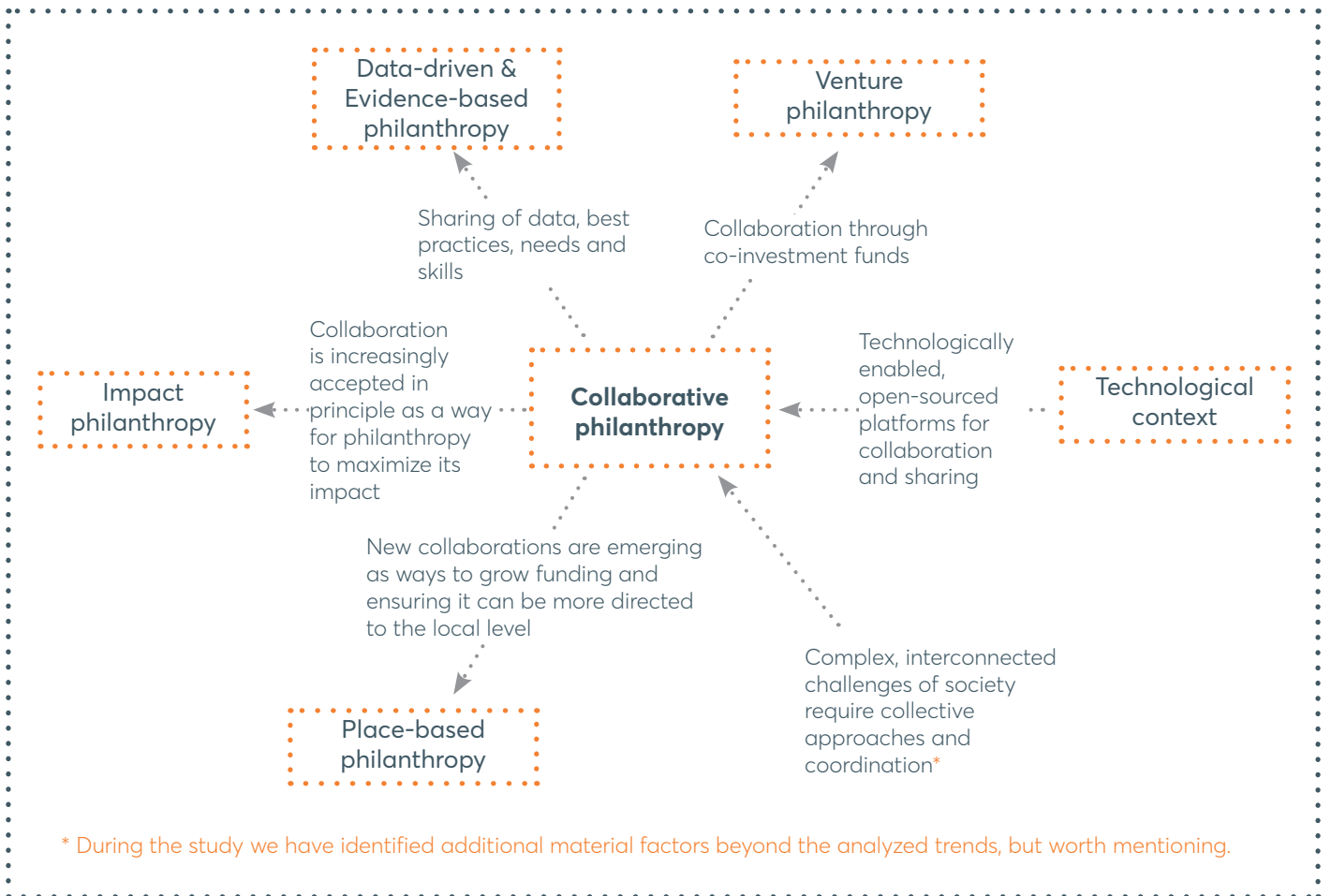


Diagram 5. Collaborative philanthropy: key enablers and consequences

High impact philanthropy is characterized by the following²⁵:

- A focus first on achieving social impact — i.e., a meaningful improvement in the lives of others (vs. other concerns such as maximizing the funder’s tax benefit or honoring a funder’s loved one).
- Leveraging the best available evidence in identifying problems and developing solutions.
- Linking considerations of cost and impact to understand where the “biggest bang for the buck” lies.
- Continuous learning to refine and improve so that you make a greater and greater difference.

Greater knowledge and understanding, together with working feedback loops, are

²⁵ (Center for High Impact Philanthropy, 2019)

viewed as essential pre-cursors to more impactful philanthropy²⁶. In order to prioritise areas where an organization can have the greatest impact it is first necessary to understand what activities have an impact²⁷. Impact is the driving desire and data are the vehicle²⁸. Organizations are trying to become much more focused, rigorous and evidence-based. Thus, evidence-based and data-driven approaches could be considered an enabler for Impact philanthropy (see Diagram 6).

We are seeing an increased focus on longer term, collaborative and impact-led giving²⁹, a move away from funding programs and instead backing organizations to achieve social impact³⁰. Such approach requires

²⁶ (Alexander, 2018)

²⁷ (Murray et al., 2017)

²⁸ (Franklin et al., 2018)

²⁹ (Stead, 2018)

³⁰ (Davies, 2017)

establishing an impact-focused strategy that has a clear focus on an organization's key mission and offers a way to prioritise activities or decisions. Putting mission first enables organizations to take a more networked approach, working with others to deliver greater collective impact³¹. There is a rising call across the sector for greater attention to and investment in non-profit capacity with an aim towards achieving greater impact³². Philanthropy and Social Investment Infrastructure (PSII) organizations also have to develop intentional strategies for strengthening the PSII ecosystem and its collective impact³³. Strategic approach (Strategic philanthropy) enables Impact philanthropy (see Diagram 6).

Impact philanthropy puts a greater emphasis on impact reporting that contributes to better transparency, which is shown in Diagram 6.

Collaboration, both within the sector and between philanthropy and other sectors, is increasingly accepted in principle as a way for philanthropy to maximize its impact, making the best use of limited resources and bringing together the respective skills of the different sectors in an effective way³⁴. Hence, collaboration could be considered an enabler for Impact philanthropy (see Diagram 6).

Impact investing is seen as the most promising trend by most philanthropists, 52%, worldwide, according to the BNP Paribas Individual Philanthropy Index 2015. While not strictly philanthropy, impact investing, which prioritizes social and environmental returns before financial returns, is exciting to many people who care

³¹ (Murray et al., 2017)

³² (Franklin et al., 2018)

³³ (Bikmen et al., 2019)

³⁴ (Milner, 2018)

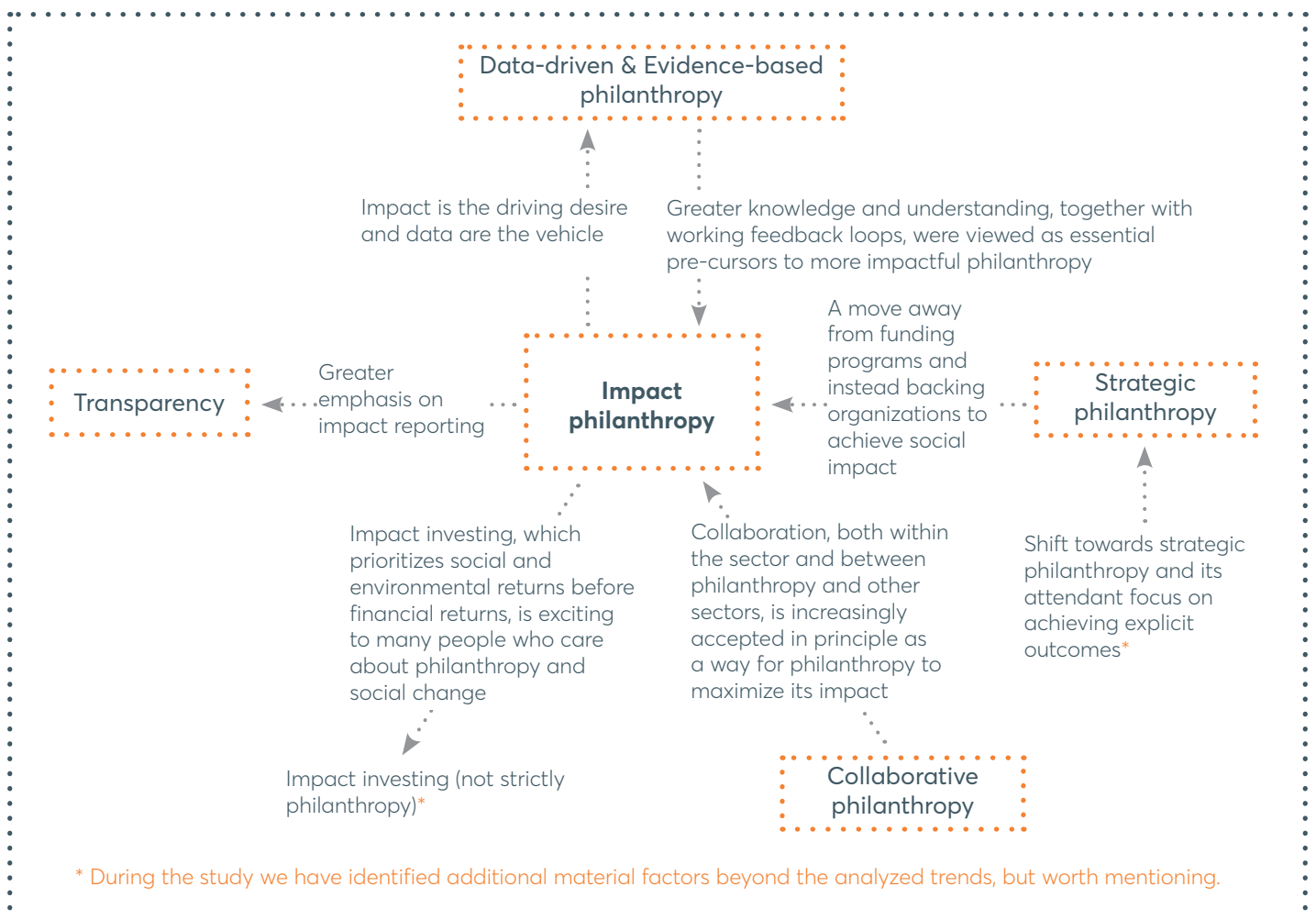


Diagram 6. Impact philanthropy: key enablers and consequences

about philanthropy and social change. It offers the potential of unleashing a huge base of capital to fund sustainable market solutions. By investing in companies that actively contribute to society, impact investing is contrasted with socially responsible investing, which aims to avoid certain companies, sectors or regions.

STRATEGIC PHILANTHROPY

This feature of future philanthropy was mentioned **in 38%** of publications we studied.

Strategic philanthropy involves setting objectives and then working in a structured and focused way to achieve them in partnership with others. Increasingly, funders are seeking to be more strategic in their giving by focusing on a specific area, thereby increasing the probability of making a change and being able to measure it³⁵.

³⁵ (Franklin et al., 2018)

Without a model of Strategic philanthropy, many corporations simply wait to be contacted and then provide small amounts of philanthropic support across many organizations. The move toward Strategic philanthropy emphasizes the importance of the gifts to make a difference without betraying stockholders³⁶.

While there will always be a need to alleviate the suffering of those in immediate need, many global philanthropists are also focusing on tackling root causes of problems versus treating the symptoms³⁷. Being strategic involves making difficult decisions about where and how to best use finite resources to make an impact. Greater collaboration could help charities be strategic about doing more with less³⁸.

"Strategic" refers to philanthropy where donors seek to achieve clearly defined goals; where they and their grantees pursue evidence-based strategies for achieving those goals; and where both parties monitor

³⁶ (Murdoch, 2007)

³⁷ (Canady, 2017)

³⁸ (Murray et al., 2017)

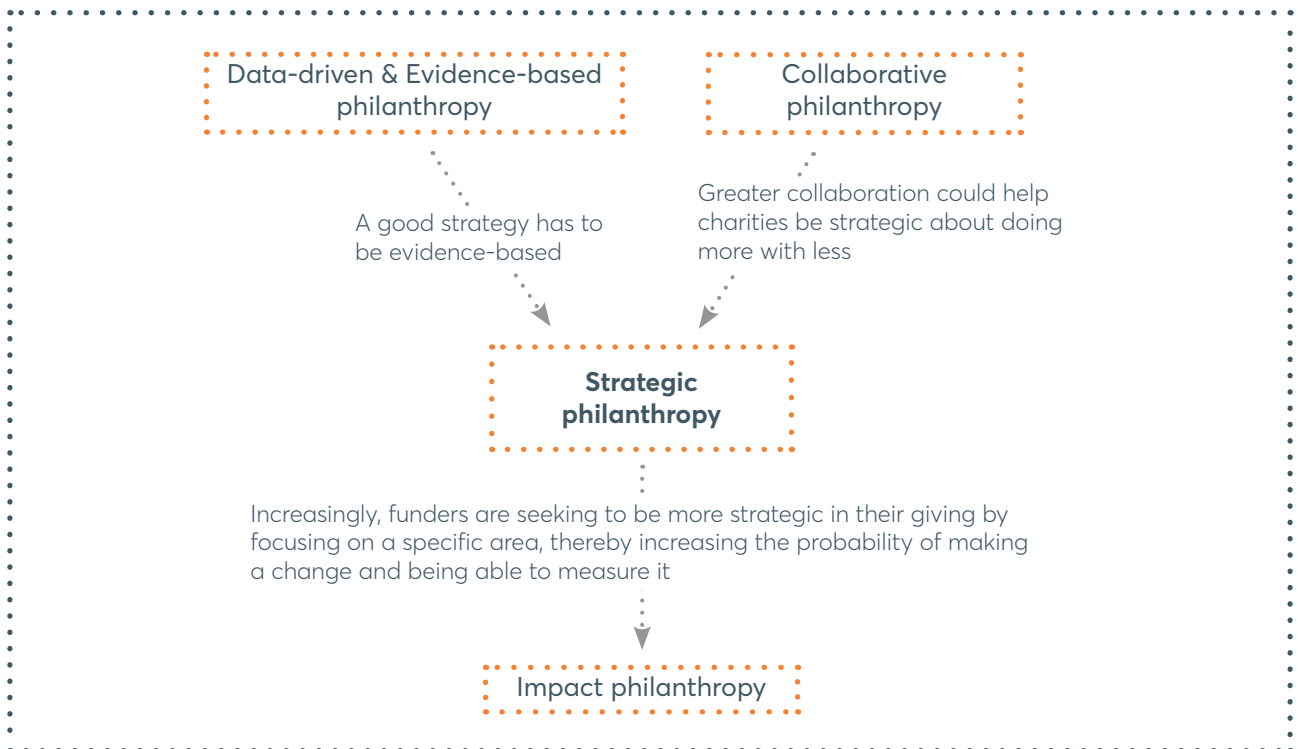


Diagram 7. Strategic philanthropy: key enablers and consequences

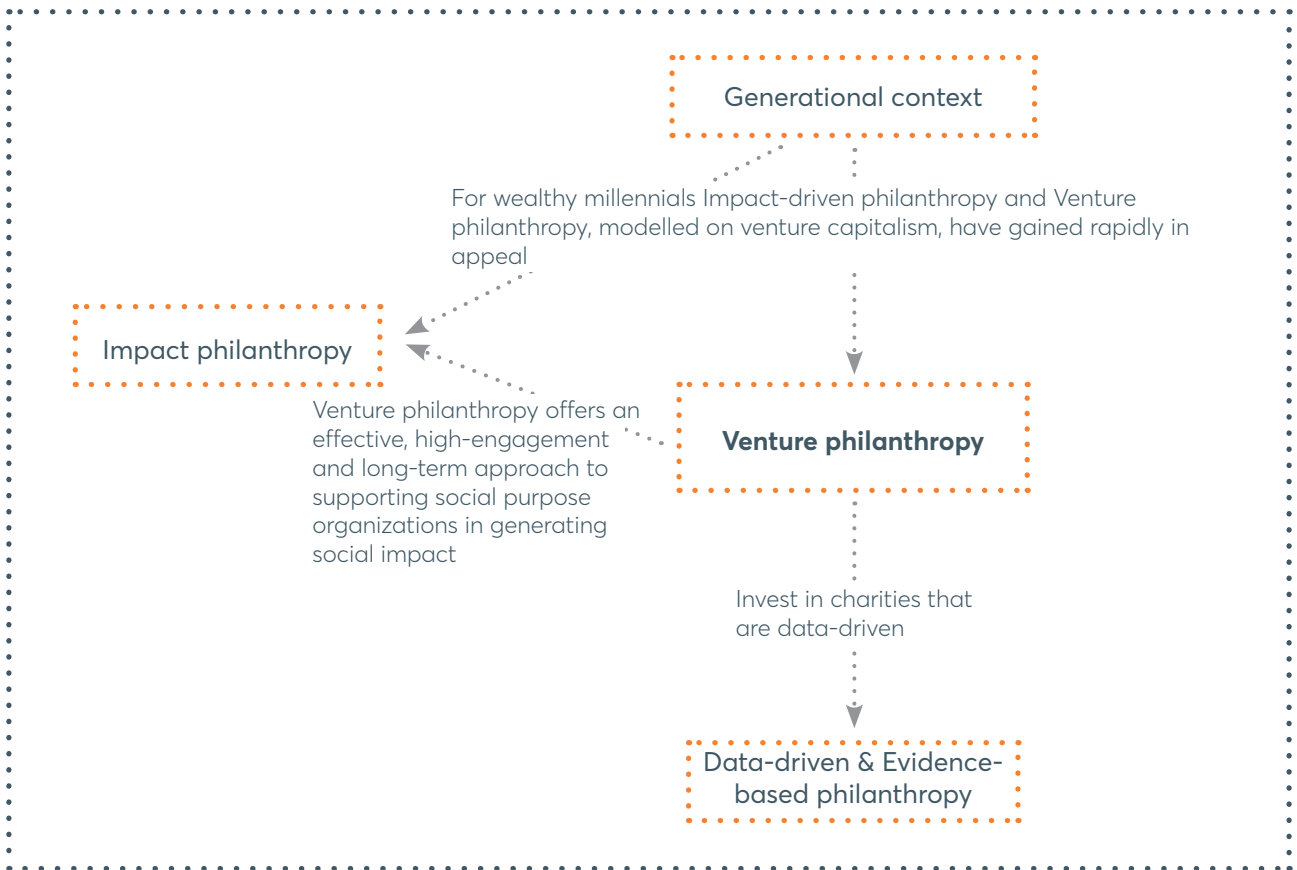


Diagram 8. Venture philanthropy: enablers and consequences

progress toward outcomes and assess their success in achieving them in order to make appropriate course corrections³⁹.

VENTURE PHILANTHROPY

This feature of future philanthropy was mentioned **in 31%** of publications we studied.

Venture philanthropy is a type of impact investment that takes concepts and techniques from venture capital finance and business management and applies them to achieving philanthropic goals. The term was first used in 1969 by John D. Rockefeller III to describe an imaginative and risk-taking

³⁹ (Murdoch, 2007)

approach to philanthropy that may be undertaken by charitable organizations⁴⁰.

Venture philanthropy considers philanthropic activities as social investments in charitable organizations and, therefore, draws on methods used in business administration to establish venture capital. Charitable organizations are provided with financial grants through long-term, specialist and first-hand support. The aim is to strengthen the foundation as it seeks to reach its goals and to supplement the classical model of donating funds with a long-term time funding horizon⁴¹.

While societies need new and innovative models to tackle societal issues, social enterprises and social purpose organizations (SPOs) lack stable funding, capacity and partnerships to take up their own, ever-increasing challenges. This is where Venture philanthropy and Social investment come in. Venture philanthropy (VP) and Social investment (SI) address the growing

⁴⁰ (Wikipedia, 2019c)

⁴¹ (Oehri, Dreher, & Jochum, 2014)

need for support and flexible funding. VP/SI offers an effective, high-engagement and long-term approach to supporting SPOs in generating social impact⁴².

For wealthy millennials, particularly those with business backgrounds who aim for the same efficiency in their giving as in their work, Impact philanthropy and Venture philanthropy, modelled on venture capitalism, have gained rapidly in appeal. Both offer ways to invest in charities that are data-driven and demand more accountability as to the effectiveness of the donation. Both are testing new approaches to solving old problems⁴³.

DATA-DRIVEN & EVIDENCE-BASED PHILANTHROPY

This feature of future philanthropy was mentioned in **54%** of publications we studied.

Data-driven means that progress in an activity is compelled by data, rather than by intuition or by personal experience⁴⁴. **Evidence-based** refers to any concept or strategy that is derived from or informed by objective evidence—most commonly, research or metrics⁴⁵.

Greater knowledge and understanding, together with working feedback loops are essential pre-cursors to more impactful philanthropy. However, while an increase in more data-driven philanthropy is widely expected to deliver improvement across the board, basic human nature will ensure that emotional giving continues to mitigate the ultra-rationalist promise of effective altruism. Greater knowledge is also expected to lead to an increase in the development of collaborative solutions (see Diagram 9) and an appreciation of the

⁴² (European Venture Philanthropy Association, 2018)

⁴³ (Jones et al., 2018)

⁴⁴ (Wikipedia, 2019a)

⁴⁵ (GLOSSARY OF EDUCATION REFORM, 2019)

need to invest in philanthropic capacity. It is also expected that on-going efforts to share knowledge for the benefit of all as well as harness new media to spread it more effectively, will further grow philanthropic impact⁴⁶.

Improved access to data can shift donating from being reactive and responsive to becoming more pro-active and impact driven, and ultimately helping all involved to develop a more strategic and effective approach. In fact, the future of philanthropy depends more and more on not just the quantity and quality of data — but the strategic interpretation of the data. Hence, Data-driven & Evidence-based philanthropy contributes to the development of Impact philanthropy and Strategic philanthropy (see Diagram 9).

Certainly, access to more detailed information has transformed our understanding of the impact of philanthropy and shed greater light on how money flows, including where funds come from and how they are managed and disseminated. An increasing number of donors are able to accurately track their giving, and they can directly link results to the donation they have made⁴⁷.

Our society has more data available to use than ever before. Today's philanthropists are wisely embracing the opportunities offered by technology. They are expecting greater transparency, as well as a plan for monitoring progress and measuring successes. Being able to follow the money, see change, and directly link results to the donation is now an achievable expectation that more and more donors are adopting⁴⁸. Donor-centric approaches that consider donors' expectations a priority enables the development of data-driven and evidence-based approaches as it meets donors' needs (see Diagram 9). Since the next generation of donors is used to data-driven approaches, the generational context also contributes to the development of Data-driven & Evidence-based philanthropy. Data is becoming a critical factor in informing funders as well as next-generation donors.

⁴⁶ (Alexander, 2018)

⁴⁷ (Jones et al., 2018)

⁴⁸ (Hart, 2019)

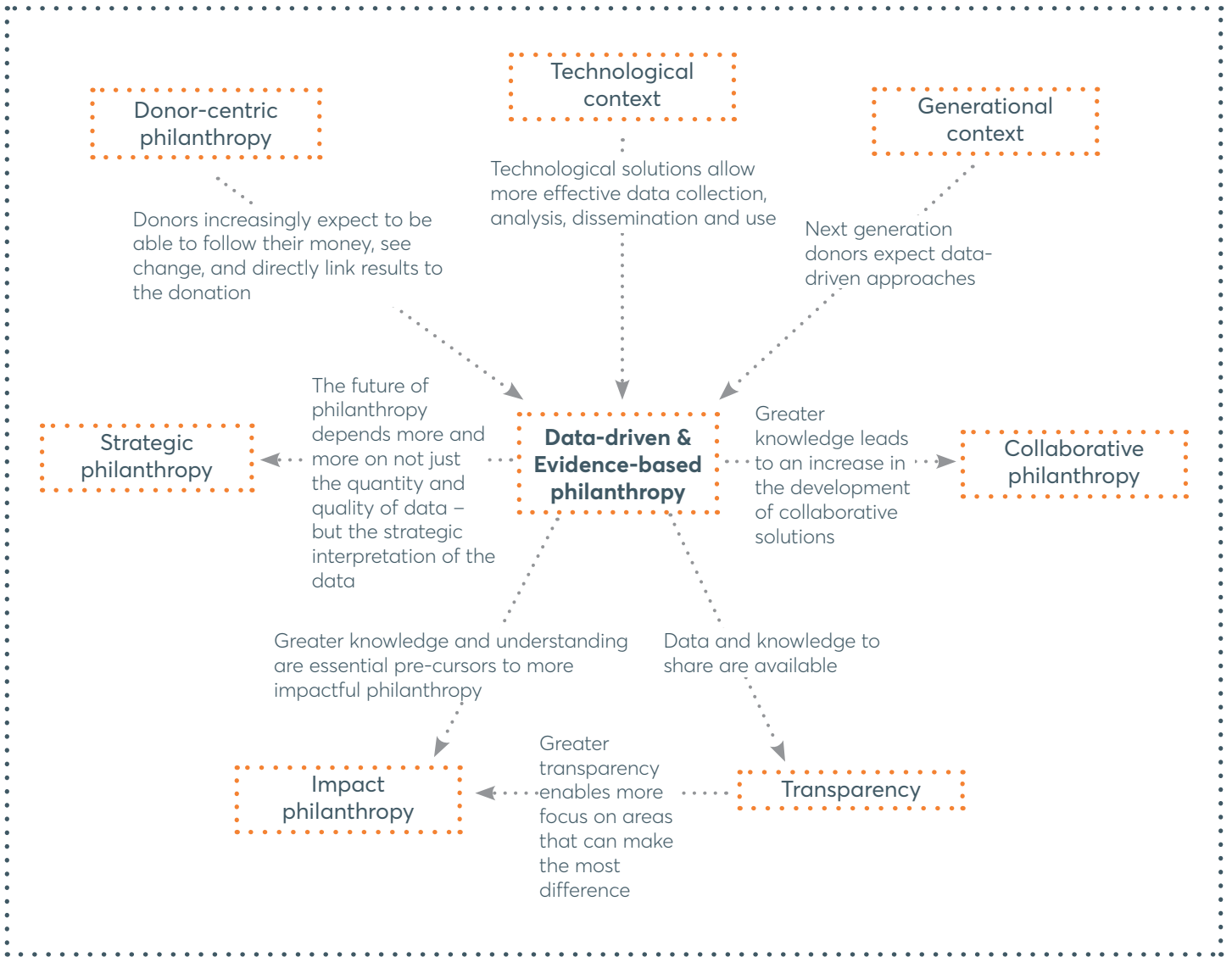


Diagram 9. Data-driven & Evidence-based philanthropy: key enablers and consequences

DONOR-CENTRIC PHILANTHROPY

This feature of future philanthropy was mentioned **in 31%** of publications we studied.

Donors know what they care about and know what they want to achieve. Today's philanthropists are giving to causes that on the one hand resonate with them emotionally, and on the other are where they think they can achieve the most impact. The charity is no

longer at the center of philanthropy, it is the donor who takes the stage. With philanthropists being driven by the opportunity to put their money where it counts the most, large organizations with impressive track records are no longer the sole or even the preferred solution. Smaller, more nimble local charities whose work puts them on the front line and who can link every dollar to a specific result are far more attractive and are increasingly inspiring donors to give. Along with technology, Donor-centric philanthropy has contributed to the rise in popularity of crowdfunding platforms that enable donors to have full control over who they support and how they spend their money. This same sentiment is responsible for the boom of donor-advised funds (DAFs)⁴⁹.

⁴⁹ (Hart, 2019)

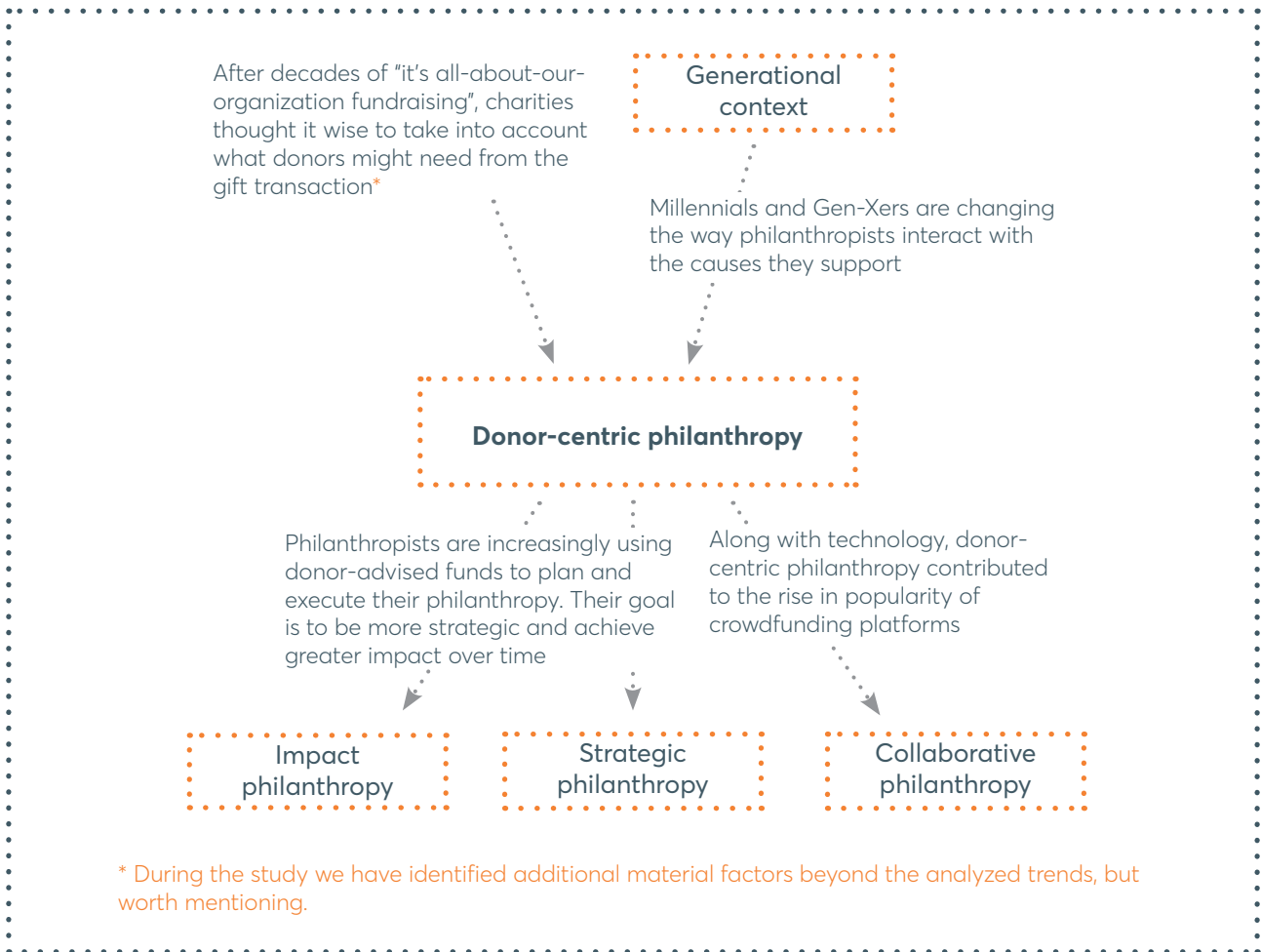


Diagram 10. Donor-centric philanthropy: key enablers and consequences

A donor-advised fund (DAF) is a vehicle for charitable giving administered by a public charity created to manage charitable donations on behalf of organizations, families, or individuals. To participate in a donor-advised fund, a donating individual or organization opens an account in the fund and deposits cash, securities, or other financial instruments. They surrender ownership of anything they put in the fund but retain advisory privileges over how their account is invested, and how it distributes money to charities⁵⁰.

Below is a summary of some of the reasons why donors may choose to create DAF⁵¹.

- **Convenience.** Donors can use their DAF to manage many philanthropic interests, often through an online dashboard. They

can make one contribution to their DAF using cash, marketable securities, or certain complex assets and then recommend grants to any number of different organizations now or in the future. One transfer, one receipt, multiple grants.

- **Tax management.** Donors can make their contribution in a year when it provides the most tax benefit, and then make their grants in the same or a later year. This can be particularly helpful for donors who are selling assets or otherwise incurring additional tax, but have not had a chance to identify their philanthropic interests.
- **Family philanthropy.** Senior generation members can set up a DAF during their lifetime or in their estate plan. They can then encourage children and even grandchildren to participate in grant decisions and making contributions.

⁵⁰ (Wikipedia, 2019b)

⁵¹ (Cheney & Godfrey, 2017)

While serving in a role similar to a private foundation, DAF fees and the time required to manage them are less than those for a private foundation.

- **Anonymity.** The sponsoring charity can make the grant without disclosing the name of the individuals who created the DAF. For some donors anonymity can be an important feature.
- **Philanthropic advice.** For donors who have not yet identified charitable organizations, some sponsoring organizations, including community foundations, offer assistance in finding charities that will match the donor's philanthropic interests.

The raise of Donor-centric philanthropy has been determined by generational factors as well. Donors want to engage differently today. Millennials and Gen-Xers are changing the way philanthropists interact with the causes they support. Driven by values and not valuables, the next generation of donors want to be sure their contribution makes a real difference. Additionally, they want to experience that difference. They want to volunteer. They want to use their skills to benefit the cause, not only their bank account. They want to be part of the solution by attending meetings, working directly with staff and members, and helping make decisions⁵².

PLACE-BASED PHILANTHROPY

This feature of the future philanthropy was mentioned **in 46%** of publications we studied.

Recent years have seen a resurgence of interest in philanthropy's role in place-based change — that is, working to improve conditions for people in a specific geography⁵³. Community

⁵² (Asare, 2017)

⁵³ (Behrens et al., 2017)

philanthropies are among the fastest growing institutional forms of giving around the globe⁵⁴.

Coincident to the large-scale focus on causes rather than communities, there is a growing belief in grass-roots philanthropy initiatives⁵⁵. Funders of particular projects are tending to focus more on organizations and goals that are specific to a geographic area. The complexity of creating measurable change on an issue at a national level can be daunting. Increasingly, funders are seeking to be more strategic in their giving by focusing on a specific area, thereby increasing the probability of making a change and being able to measure it⁵⁶.

Place-based philanthropy is seen as a tool for civic engagement and transparency, collective investment in local social services, and mobilization of voluntary resources to complement and supplement shifting (and often falling) government investment (see Diagram 11).

Community foundations, women's funds, environmental funds and other local grant-makers have been shaped both by context and culture, and by individuals who are often distrustful of the relentless rise of globalisation. Many of them are frustrated by the failures of traditional development aid, anxious about the sense of alienation and disenchantment in their communities that this has generated. They believe that without local resources, local leadership and local buy-in, development projects will be unable to deliver long-term benefits. Although sometimes initially funded by an external grant, they all seek to build a culture of local philanthropy and they deliberately use community grants as a way to strengthen and invest in the people around them. The argument for this type of giving is that everyone has a stake in their local economy and therefore should "chip in" whatever they can whether that be money, skill sharing, expert mentoring, child-care or some other kind of support⁵⁷.

Community philanthropy organizations are starting to be not just money-raisers but also bridge-builders and trust-builders (see

⁵⁴ Ibid.

⁵⁵ (Jones et al., 2018)

⁵⁶ (Franklin et al., 2018)

⁵⁷ (Jones et al., 2018)

Diagram 11). Trust is a vital ingredient here—local initiatives work because the people involved know and support each other. Each in some way have a clear responsibility for the wider community. This has growing appeal and in a world where trust is at a premium, the expectation is that these small-scale movements will proliferate. More broadly, the significance of trust in philanthropy goes a long way to explain why there is such growth in community philanthropy initiatives and local giving circles. Unlike their global equivalents, local organizations are able, bit by bit, to build trust within, between and among the people they serve, not only through the transparent stewardship and flow of resources, but also by deliberately fostering multiple relationships at the local level including between those who have resources and can be convinced to give, those who have ideas and aspirations and for whom a small grant can make all the difference and those who, for the first time, are made to realise that they too possess useful assets.

Community philanthropy can take various forms. Community foundations are found almost everywhere, though they have adapted to local requirements and circumstances. They are playing a wide variety of roles, from creating community to offering donor services. There is also a great deal of community-based philanthropy happening informally⁵⁸.

The role of the state to provide both leadership and deliver effective regulation will be critical for the development of Place-based philanthropy⁵⁹. In particular a key challenge will be how to best unleash local, community-based philanthropy and sustain and grow smaller and medium sized delivery organizations⁶⁰.

⁵⁸ (Milner, 2018)

⁵⁹ (Alexander, 2018)

⁶⁰ (Jones et al., 2018)

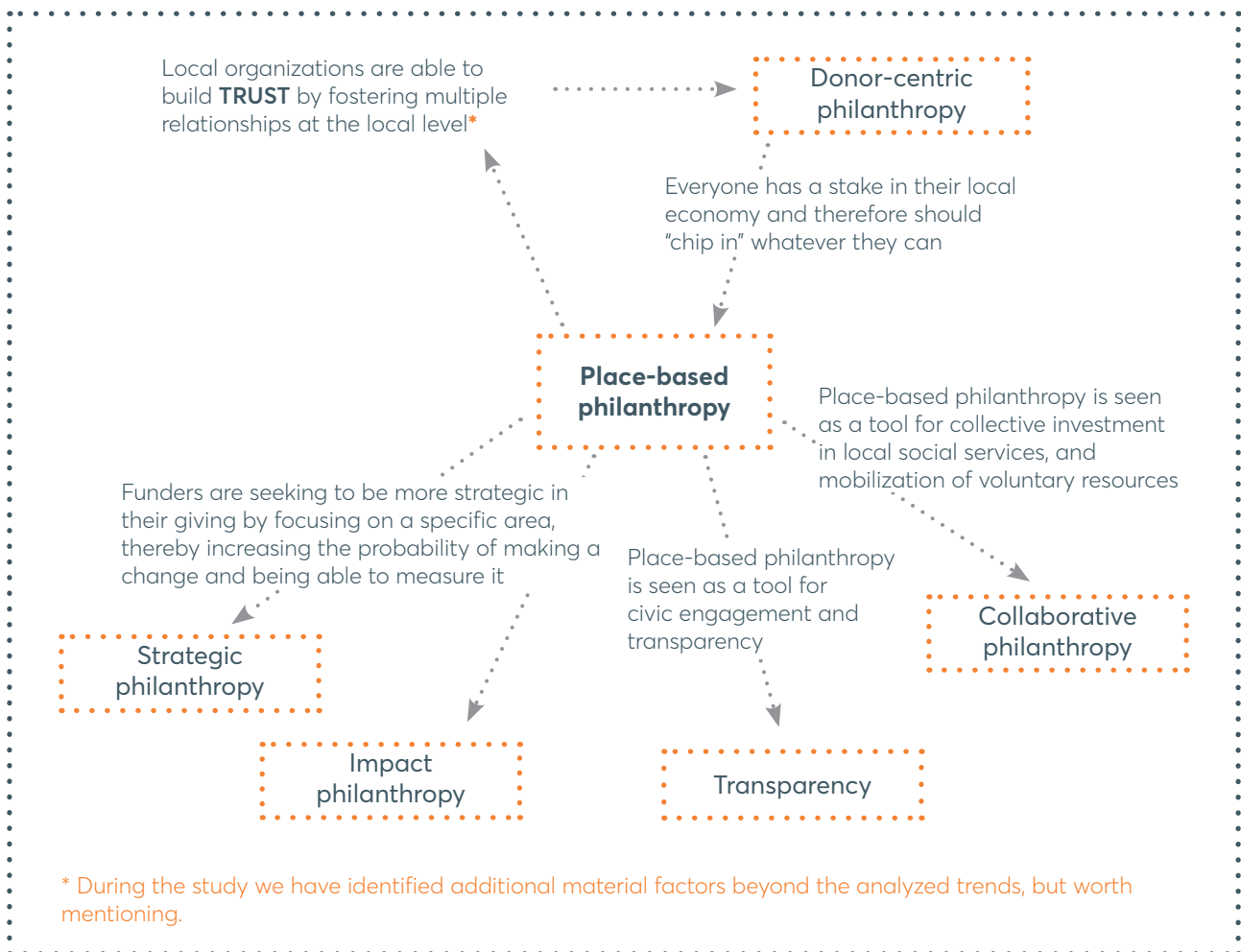


Diagram 11. Place-based philanthropy: key enablers and consequences

TECHNOLOGICAL (IT) CONTEXT

This context was mentioned as important for the future of philanthropy in 65% of publications we studied.

As societal attitudes, behaviors and commercial common sense adjust to a connected and data-driven digital world, so too will philanthropy⁶¹. Greater application of digital technologies and data presents an opportunity to increase the impact of philanthropy⁶². Digital technology enables deeper learning, engagement and transparency.

Technological advances make it easy to collect small donations from many people, support charities from a mobile device, or learn about charitable organizations and causes⁶³. The momentum for growth and diversification of crowdfunding platforms and giving circles as approaches to philanthropy will only continue to expand and be an increasingly important facet of the philanthropic landscape in the years to come⁶⁴.

Technology is changing how philanthropic organizations communicate and interact with donors⁶⁵:

Today's donors:

- Conduct their research online
- Give online
- Communicate through social media
- Vet charities using online tools, demand transparency and accountability

The future of fundraising is already here and it is as straightforward as recognizing that donors matter more than ever. Philanthropy embraces the donor being in control, the donor who now has the tools, such as donor-advised funds, data gathering, and social media, to truly make thoughtful decisions about who to support. Despite, or perhaps because of, the presence of technology in our lives, donors need to feel inspired, they need to feel connected, and they need to see that they are able to affect change⁶⁶.

The internet and 24-hour news have brought the plights of people across the world to our very doorstep and rendered the challenges of distant populations to become our own. It has allowed for donors to not just be aware of a natural disaster on another continent, but to take action in a way that was never possible before. As such, charities that are able to react, be the most effective and the most inspiring, will have direct access to donors looking to make a difference. Historically, fundraising was concentrated around a certain time of the year. Thanks to technology, year-end campaigns are now somewhat passé. With social media, at any given time, someone, somewhere is raising money⁶⁷.

As prosperity in the emerging economies continues to develop, countries that in the past have been the recipients of giving are now creating their own philanthropists. The

Today's philanthropic organizations:

- Have compelling and mobile responsive websites
- Use crowdfunding platforms
- Are present and active on social media channels
- Keep their records and information up-to-date on specialized platforms

⁶¹ (Jones et al., 2018)

⁶² (Bikmen et al., 2019)

⁶³ (Fidelity Charitable, 2016)

⁶⁴ (Behrens et al., 2017)

⁶⁵ (Asare, 2017)

growing availability of new technology platforms, an increasingly global workforce and the ability

⁶⁶ (Hart, 2019)

⁶⁷ Ibid.

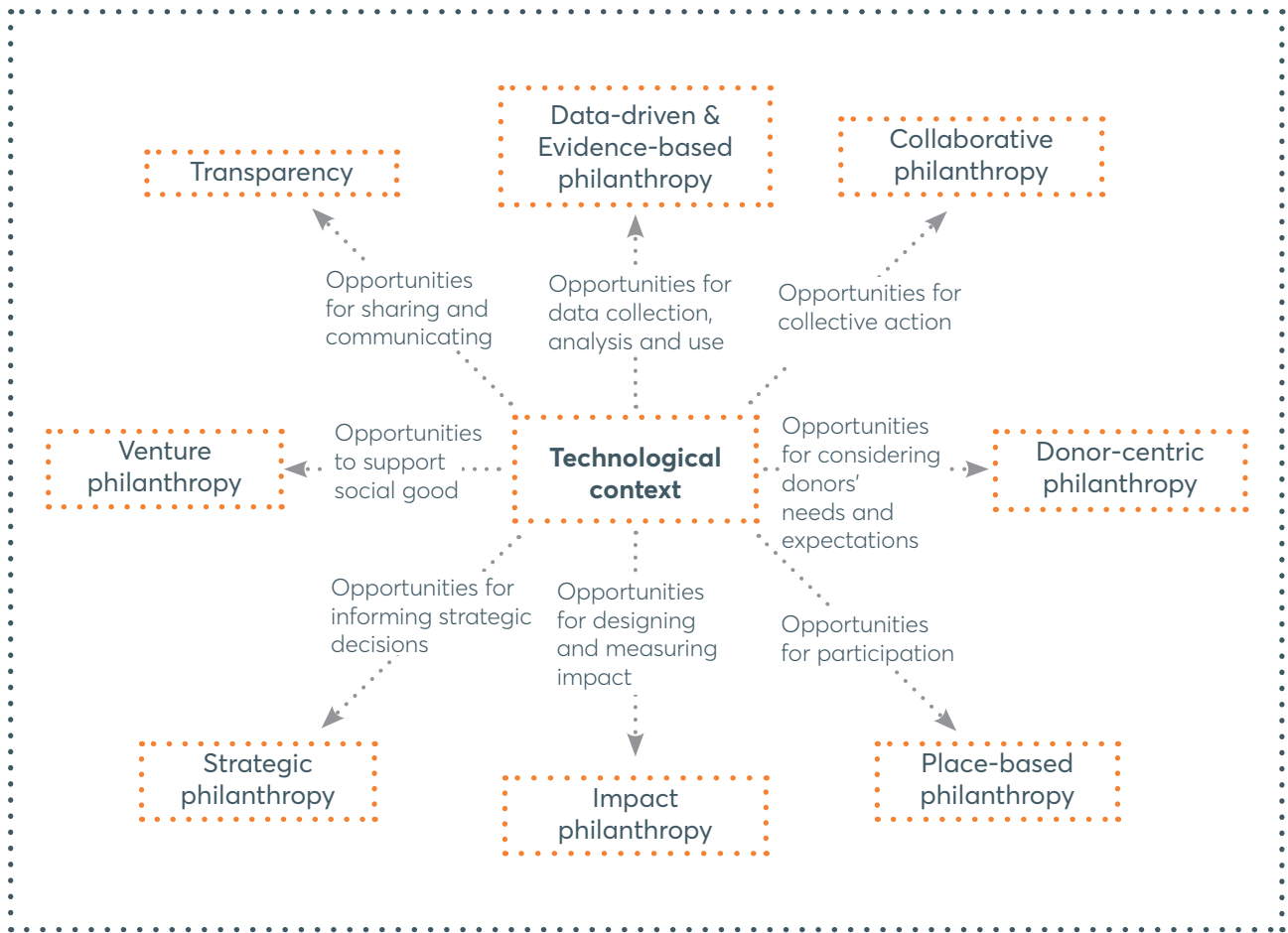


Diagram 12. Technological context and its influence on the future of philanthropy

to more easily target and engage with potential donors, will all continue this trend⁶⁸.

Technology is changing how philanthropic organizations operate internally⁶⁹:

- There are many tools available today that assist non-profits in managing and analysing their donor data.
- Everything is data-driven today. And the future of philanthropy depends more and more on not only the quantity and quality of data, but also the strategic interpretation of the data. Most organizations have more data than they know what to do with. Services based on new technologies help to make sense of data and enhance data.

⁶⁸ (Alexander, 2018)

⁶⁹ (Asare, 2017)

Foundations focus on their role as knowledge hubs. Many still think of foundations as a source of grants. In our Information Age, they are as much about ideas and knowledge as they are about money. A grant to a single organization allows for the success of the grantee, but promoting the thinking behind the grants, as well as its results, allows for broader learning and idea generation. Just as foundations are looking to maximize their financial assets (such as through impact investing), there will be a rise in efforts to maximize the knowledge economy of the sector⁷⁰.

The technological context affects, to some extent, all aspects of the future of philanthropy, as shown in the Diagram 12.

⁷⁰ (Spruill, 2016)

GENERATIONAL CONTEXT

This context was mentioned as meaningful for the future of philanthropy in 46% of publications we studied.

Beyond how it translates in different countries, literally and figuratively, it's possible that the overtones of the term philanthropy will change considerably even in the global north and that the change will be a generational one⁷¹. The future of philanthropy will include the next generation of philanthropists. Gen Xers⁷² and Millennials⁷³ are already changing the face of the workforce, volunteer networks, non-profit boards, and donor pool. The next generation is more engaged, aware and feels a sense of social responsibility that we haven't seen with other generations⁷⁴. Gen Xers and Millennials with the capacity for major giving — are not just any emerging generation. All signs point to these donors becoming the most significant philanthropists in history. They will be the leaders of what many philanthropic observers are calling a new "Golden Age of Giving."⁷⁵

Next Gen donors want to transform giving in ways that they hope will finally move the needle on long-standing social challenges. They want to be more focused, more metric-driven, more experimental—all in the hope of expanding the impact of big giving. They want to do good through impact investing and other new tools, not just through traditional grantmaking. These revolutionary transformations in major giving will have tremendous implications for everyone in the

⁷¹ (Milner, 2018)

⁷² Generation X or Gen X is the demographic cohort following the Baby boomers and preceding the Millennials. Demographers and researchers typically use birth years ranging from the early-to-mid 1960s to the early 1980s.

⁷³ Millennials are the demographic cohort following Generation X. Researchers and popular media typically use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years.

⁷⁴ (Asare, 2017)

⁷⁵ (Franklin et al., 2018)

field. The new Golden Age will really be golden if these donors are in fact able to increase the impact of philanthropy on problems we are all concerned about⁷⁶.

From a demographic point of view, Baby Boomers⁷⁷ currently are the greatest economic force in giving. **Generational shifts are driving the transformation of philanthropy**, demonstrated by the differences between two major forces in giving: Baby Boomers and Millennials⁷⁸.

- Millennials' worldview is distinct from that of Baby Boomers. They approach philanthropy with a more global, social and inclusive outlook and express more optimism about philanthropy's ability to impact the issues most important to them.
- Millennials are much more likely to have incorporated new philanthropic trends into their giving.
- Millennials are more likely than Baby Boomers to believe almost all sectors have a role to play in solving society's challenges, a view likely influenced by the interconnected world in which they've grown up.

Research by Deloitte⁷⁹ found that, across the globe, many Millennials feel accountable for societal issues. Those in developed nations, buffeted as they have been by economic and social stagnation, are less optimistic than their peers. That does not stop them trying to change the system however. Many believe that, although as individuals they are unable to exert any meaningful influence on the biggest global challenges, they can drive change through how and where they work and it is this that gives them a sense of empowerment. No other generation has entered the workforce with such high expectations of their employers. For them the barriers that used to separate life inside

⁷⁶ Ibid.

⁷⁷ Baby boomers are the demographic cohort preceding Generation X. Many experts agree that the Baby Boom generation spans 18 birth years from 1946 to 1964.

⁷⁸ (Franklin et al., 2018)

⁷⁹ (Deloitte, 2018)

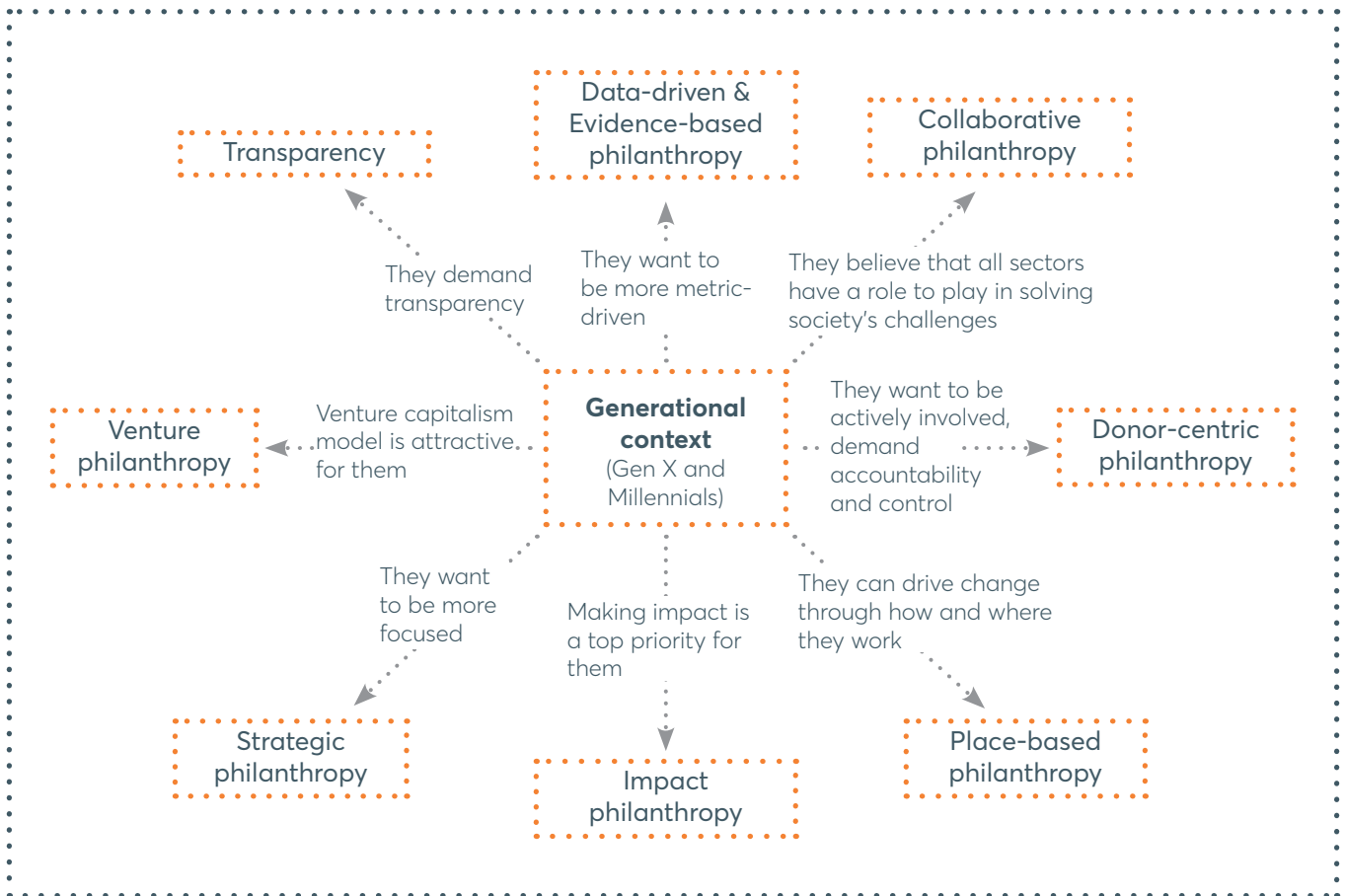


Diagram 13. Generational context and its influence on the future of philanthropy

and outside the office simply don't exist. Philanthropy is integrated into their lifestyles. Doing good is directing their choice of career and employer as well as life choices, where and what they eat, what they wear, what they watch and other wider behaviors. They want to see their skills, networks and for-profit investments used as part of how they make an impact⁸⁰.

Diagram 13 shows that the generational context affects, at least to some extent, all the key features of future philanthropy identified in this study.

LEGAL CONTEXT

Legal context was mentioned as meaningful for the future of philanthropy **in 46%** of publications we studied.

In most cases the authors argue that future philanthropy will be affected by tax policy decisions, particularly in the US. It was over 100 years ago when the U.S. government put in place the charitable tax deduction that allows taxpayers who contribute to charitable causes and take a tax deduction. This has been a huge incentive for citizens to donate over the years. The new tax policy changes may considerably reduce charitable giving⁸¹. Thus, **there are questions** that have the potential to influence philanthropy and the US non-profit sector at large⁸²:

⁸⁰ (Milner, 2018)

⁸¹ (Asare, 2017)

⁸² (Fissinger, 2018)

- How will individuals and families respond to losing the tax incentive to give? Will the doubling of the standard deduction and the estate tax exemption prompt donors to reduce their giving?
- If the new tax law does impact charitable giving, will the effects be felt evenly across the sector, or will certain organizations bear the brunt of the impact?
- Will social programs be cut to reduce the budget deficit created by the tax law, increasing the need for non-profit support and placing greater demand on certain organizations?

Better legislation at the national level is a focus for many philanthropy organizations that are trying both to increase the flexibility of regulation and to defend against regulation that makes things worse rather than better⁸³.

Although there is no single market for philanthropy in Europe, EU legislation is increasingly influencing national legislation (e.g. General Data Protection Regulation) and hence there is a need for an enabling environment for philanthropy at the EU level as well. Sector-specific policy concerns also include cross-border philanthropy taxation, VAT, single market, counter terrorism and money laundering legislation that can pose great limitations on philanthropy in Europe⁸⁴.

As the world becomes increasingly interconnected and globalized, many grant makers are looking to serve a broader community through their grant making and philanthropy. However, there are both current and proposed laws that restrict the flow of important charitable funds across borders. These regulations make it difficult for charities to support communities abroad in need of disaster assistance, humanitarian aid, or developmental support. The domestic laws in many countries can also create undue burdens for foreign grant makers doing work in the country⁸⁵.

⁸³ (Murray et al., 2016)

⁸⁴ (Bikmen et al., 2019)

⁸⁵ (Council on Foundations, 2016)

Donor country, or outflow, constraints include⁸⁶:

- significant limitations on foreign grantmaking by tax-exempt entities
- advance governmental approval for cross-border giving
- limited or no tax incentives for international philanthropy
- burdensome procedural requirements for foreign grants
- counter-terrorism measures
- restrictions on financial transactions with sanctioned countries

Recipient country, or inflow, constraints include⁸⁷:

- advance government approval to receive foreign funding
- restrictions on the types of activities that can be supported with foreign funding
- mandatory routing of foreign funding through government channels
- post-receipt procedural burdens, such as burdensome notification and reporting requirements
- the taxation of global philanthropy
- foreign exchange requirements

Legal barriers to the formation and operation of eligible non-profit beneficiaries include, among others⁸⁸:

- high minimum thresholds for members or assets
- burdensome registration procedures

⁸⁶ (Moore & Rutzen, 2011)

⁸⁷ Ibid

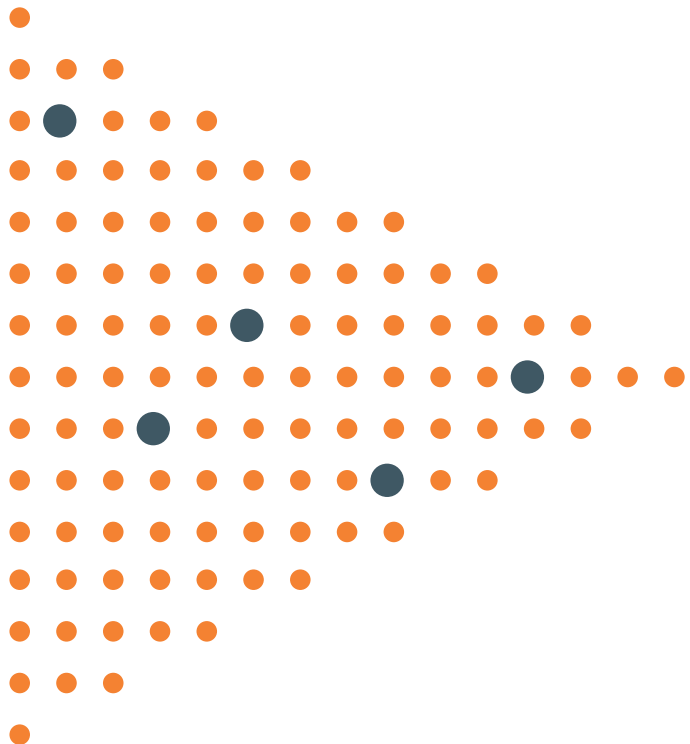
⁸⁸ Ibid.

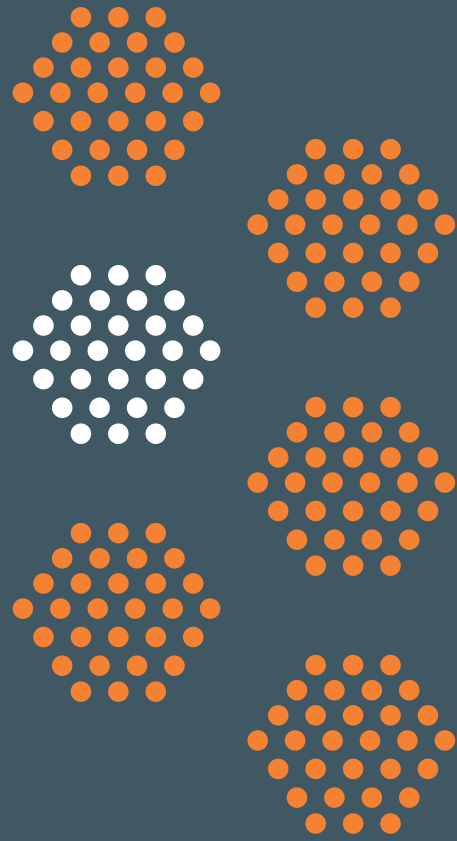
- excessive government discretion in registration and termination decisions
- prohibitions on areas of activity
- invasive supervisory oversight
- barriers to cross-border communication

The recently published European Philanthropy Manifesto⁸⁹ is a call to policy makers

⁸⁹ (Donors and Foundations Networks in Europe & European Foundation Centre, 2019)

in Europe to work towards a Single Market for Philanthropy that includes better recognition of philanthropy in EU legislation, as well as at national levels; supports cross-border philanthropy across the EU; and decreases today's barriers for philanthropy in order to leverage the impact of donors' and foundations' spending of private resources for public good.





CONCLUDING THOUGHTS

Philanthropy is at different stages of development around the world, but no one would question the very fact of its development worldwide. The emergent nature of philanthropy globally raises significant questions for professionals managing this process of adapting to and shaping change around the world.

- What will future philanthropy look like?
- What will be the core principles of philanthropic activities?
- What contexts will be the most meaningful for the development of

philanthropy and how will these contexts affect this development?

- What will be the nature and key characteristics of philanthropy in the future?

This working paper is an attempt to respond to these important questions by comparing the forecasts of leading experts and institutions in the field. The comparison has revealed that there are, in fact, significant arenas of consensus among the authors. The extent of this consensus among persons deeply immersed in present philanthropy suggests the importance and value of tracking the direction of change in the field of philanthropy.

We hope that this global view will inspire further thought and exploration by local leaders in philanthropic organizations and the regional experts who support them.



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Alexey Kuzmin, Ph.D. is an international consultant and trainer specialized in the areas of program evaluation and organization development. Since 1992 he is a co-founder and director of the Process Consulting Company — a Moscow-based private consulting firm. For over 25 years Alexey Kuzmin works primarily with philanthropic and non-governmental organizations as well as international development entities.

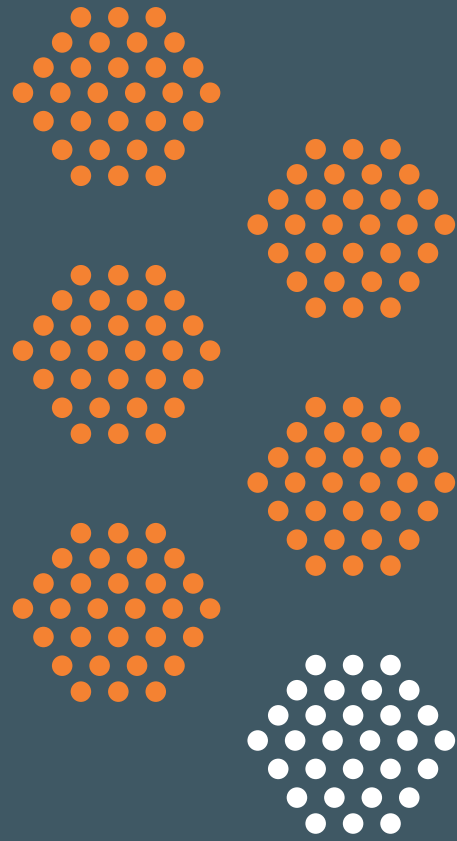


ABOUT THE CENTER FOR PHILANTHROPY DEVELOPMENT

The Center for Philanthropy Development at the Vladimir Potanin Foundation (Russia) is a think tank established in January 2019 aimed at integrating Russian philanthropy into a global context, disseminating cutting-edge knowledge, developing a culture of philanthropy and increasing trust in the non-profit sector.

The Center focuses on identifying and studying new approaches and trends in Russian and global philanthropy, developing a philanthropic infrastructure, stimulating professional dialogue on the future of philanthropy and supporting creative leaders. The Center for Philanthropy Development is active in four major areas: research and analysis, exchange programs, fellowships and publishing activities.

Opinions expressed in this document are author's opinions; they do not necessarily reflect the view of the Center for Philanthropy Development or the Vladimir Potanin Foundation.



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Meta-analysis of forecasts

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