

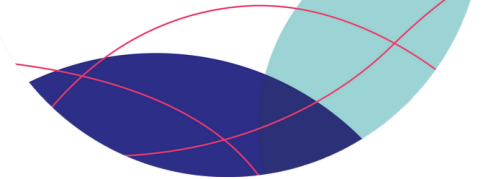
# PEX

## Philanthropy

## Resilience Building

June 2020

PEXcommunity.



# Introduction

Challenged by uncertainty about the future but caught up in the urgent business of the present, it was a luxury but important to engage in some 'scenario thinking'.

This story book collates visual harvesting from four online sessions involving an impressive number of participants from different organisations which considered the role of support organisations in resilience building in the philanthropy field.

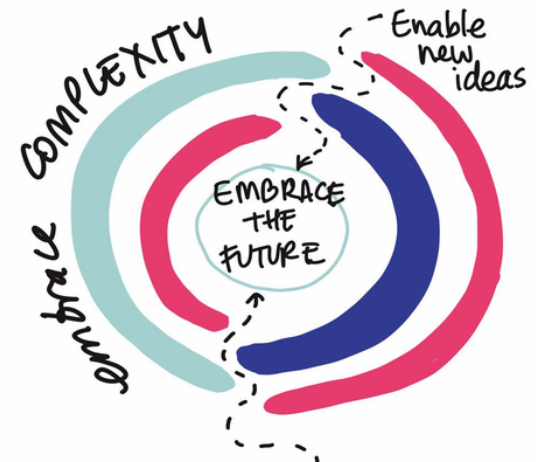
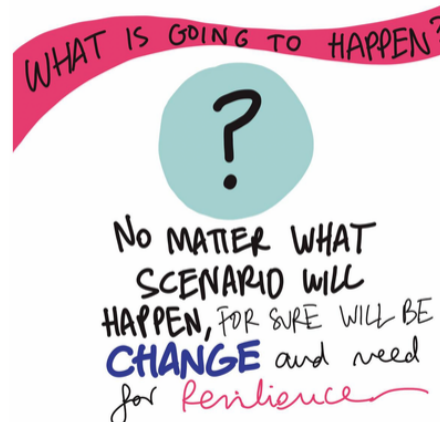
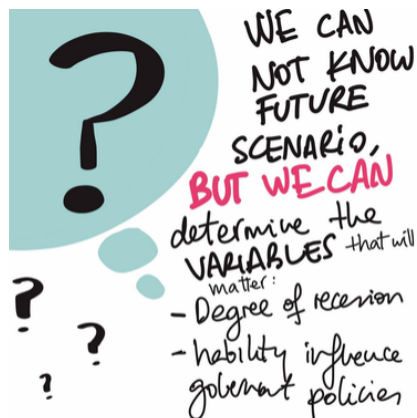
It is presented in a format that allows you, the reader, to interrogate and interpret the images in a way that is relevant to your own context, helping you to develop your own thinking about how you can shape or prepare for the future.

# Chapter 1: Scenario thinking



Scenario thinking stimulates the imagination and allows us to envision potential alternative futures.

This is not just about making predictions but looking at outcomes that are unlikely but possible.



In doing so, we increase our ability and our capacity to think of situations that might happen, to consider these uncertainties, and be better prepared to handle them in case they do.

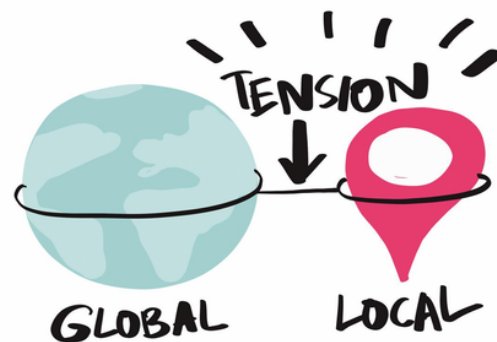


This is fundamental to building resilience, and enable ourselves and our organisations to prepare for and adapt to needs in the field.



## Chapter 2: Considering other perspectives

The role and value of philanthropy remains unknown however some positives have emerged from the pandemic.



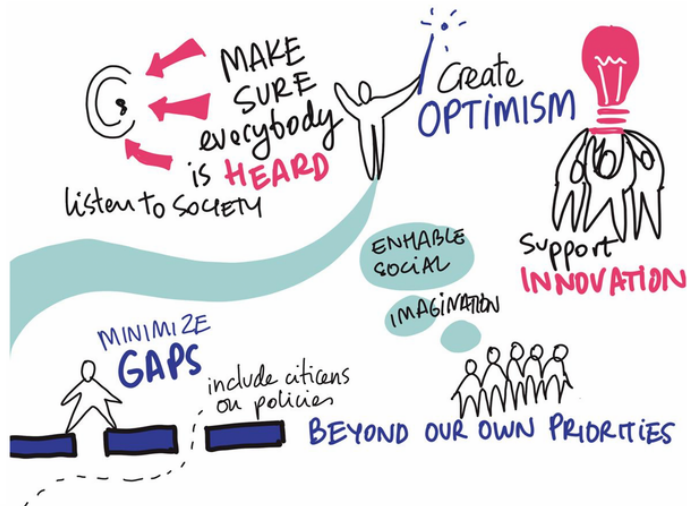
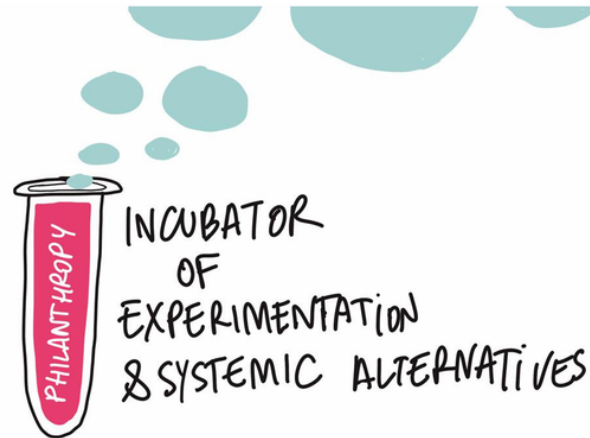
Resources were raised and distributed, new ways of working were quickly established, and partnerships were created that had not previously existed, recognising the need for immediate response but also longer term recovery.



PHILANTHROPY



This is a moment to release social imagination and help bring about systemic change.





# Chapter 3: What difference can support organisations make

Support organisations have the potential to lead and leverage change. Considering strengths, weaknesses, opportunities, and threats, a number of specific areas of work were identified:





### 3.1 Increasing resources

- Facilitate exchange between foundations
- Build trust (and encourage participatory grantmaking)
- Maintain momentum around flexible core funding
- Better enabling environment and tax incentives for donors
- Sharing specific sectoral expertise of foundations with other stakeholders (philanthropy as an essential partner)



① Be recognized as essential partner on designing public policies with corporations and unions



② An enabling legal environment is crucial for action



③ Encourage members to continue with flexible core funding

#### Actions being taken:

Philanthropy Advocacy

#### Actions to be realised:

Connecting with other stakeholders  
Working Group focusing on EU funding

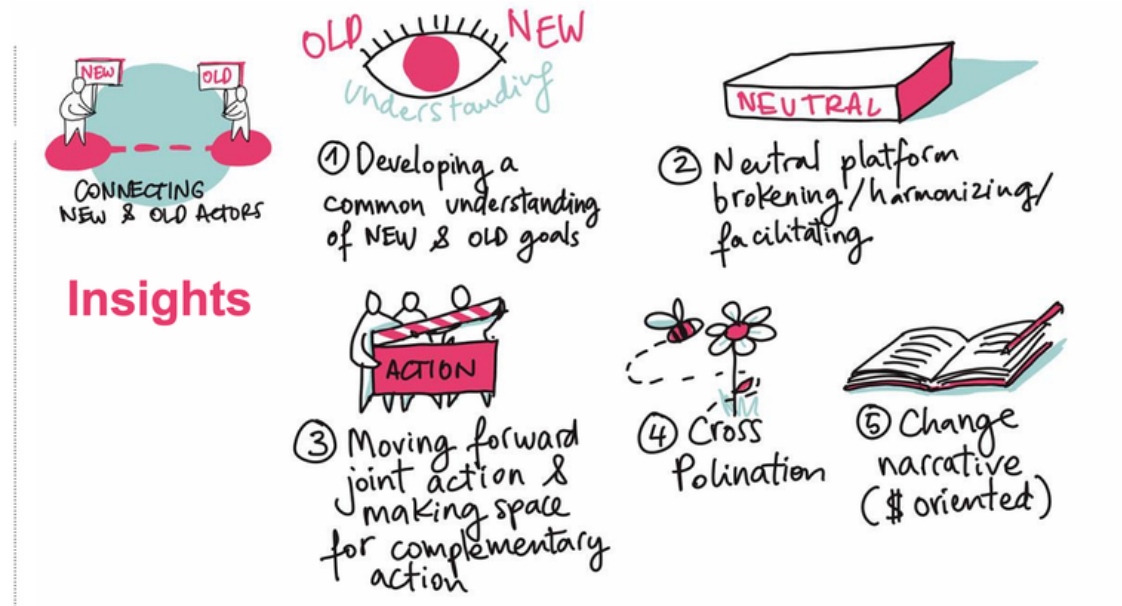
## 3.2 Connecting old and new actors

**Engage** other constituencies (bilateral / multilateral communication) and facilitate dialogue

**Build** commitment (emulating the COVID-19 common goal) & sustain

**Broaden** the understanding of what philanthropy is and address barriers to entry.

**Lead** by example regarding new ways of doing it



### **Actions being taken:**

unitus Europe Hub; PEXnews;

### **Actions to be realised:**

Connecting with other stakeholders; PEXcommunity platform

## 3.3 Collaboration

**Build** on current momentum for collaboration

**Use** the passion of members/funders to work on an action (funding/ideas) in order to get others on board

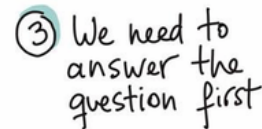
**Engage** members in future planning and how to collaborate more effectively & note lessons from the crisis



**Insights**



**WHY???**



### **Actions being taken:**

Unitus Europe Hub; PEXcomms working group; PEX CEOs peer group; PEX Climate Coalition

### **Actions to be realised:**

PEXcommunity platform

### 3.4 Leading members into future territory

**Existing leaders:** Provide space for confidence building to allow leaders to develop their leadership role and consider failure

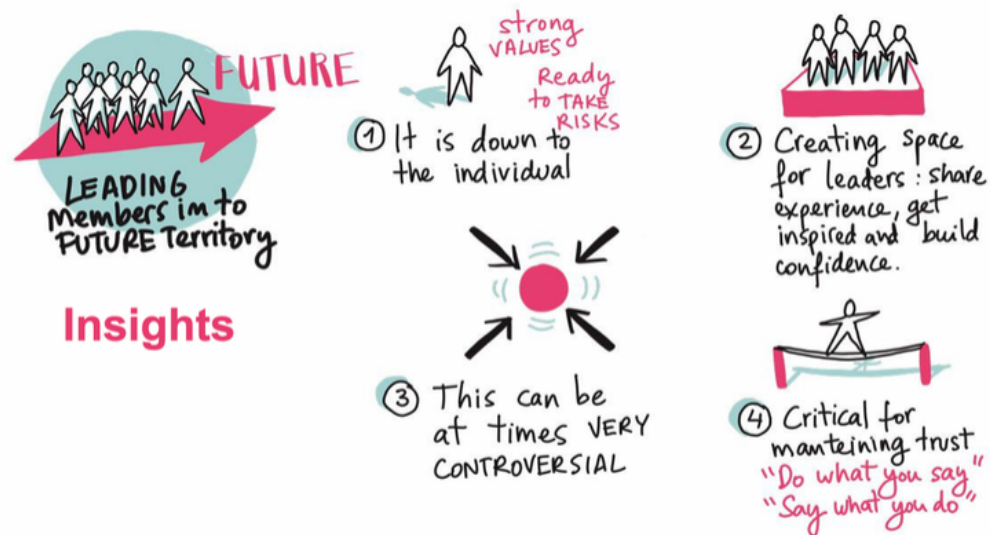
**Potential leaders:** Create opportunities for colleagues to explore their own leadership capabilities

**Support** building skills on methodologies (foresight; scenario planning; ...)

**Seek out** examples and invite people to share them

**Challenge** leaders by bringing in new people and new ideas

**Build** and maintain trust: "Do what you say" & "say what you do"



#### **Actions being taken:**

PEX CEOs peer group; PEXnews

#### **Actions to be realised:**

PEXcommunity platform

## 3.5 Collective impact

- Involve** stakeholders beyond funders: grassroots NGOs, governments, multilateral organisations (e.g. EU, OECD), creative people, philanthropy in all its forms, social entrepreneurs
- Identify** barriers and bridge silos between different stakeholders with creative methods
- Multi-stakeholders engagement** in order to develop a common language for meaningful dialogue and to involve wider membership/ constituency with progressive funders/ thought leaders.
- Build** around specific issues e.g. Climate Crisis and use convening power as well as financial resources



### SOLUTION

- ① Shift perspective of funders from grant provision to part of solution



- ② Budget conversations at EU level, join efforts for bigger impact



- ③ Start with problem, rather than solution. Change perspective

### Actions being taken:

PEX Climate Coalition; Unitus Europe Hub

### Actions to be realised:

Connecting with other stakeholders; Philanthropy Advocacy newsletter;  
PEXcommunity platform

## 3.6 Engaging more with Advocacy

**Recognise** the philanthropic sector as an actor at the same level as other sectors

**Get out** of 'firefighter' role: 'we can help prevent fires' Identify the spaces/targets that we could influence that others could not and be clear about the added value of philanthropy?

**Build** capacity for advocacy across philanthropy networks

**Leverage** networks to amplify voices: eg. tell their own stories, invite into spaces, rather than 'just' representing them



**Insights**



③ Focus on solutions/prevention. Keep independence in a collaborative mode.

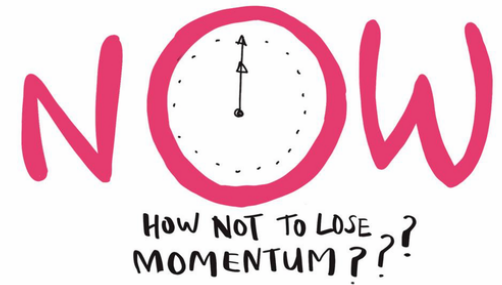
### **Actions being taken:**

Philanthropy Advocacy initiative (by DAFNE and EFC);

### **Actions to be realised:**

Philanthropy Advocacy newsletter; Connecting with other stakeholders; PEXcommunity platform; increasing private resources for advocacy

# Chapter 4: Working Together



Working together can enhance our respective organisation and collective effectiveness in relation to creating value, shaping the field, responding to needs, and amplifying the voice of philanthropic organisations.



**FOSTER  
CONVERSATIONS**





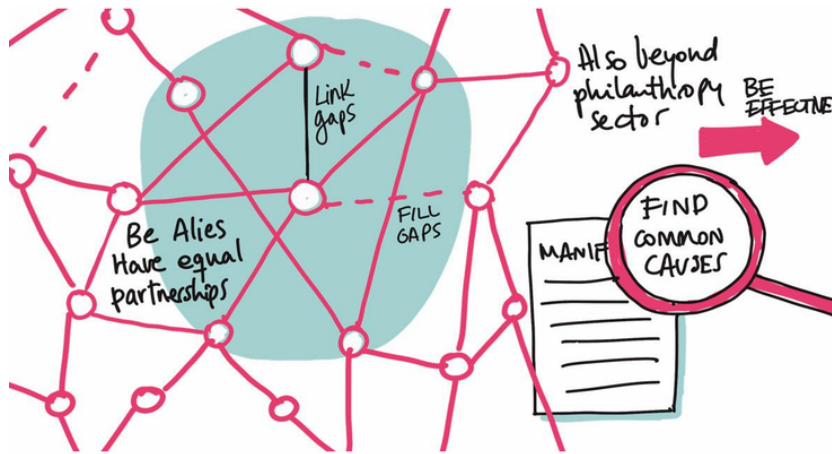
Collaboration however requires an investment of time and resources, to build trusted relationships and to identify where synergy can be achieved.



WHO IS RESPONSIBLE  
FOR COLLABORATION?



Support organisation have a critical role in fostering collaboration and in practising it themselves in order to pave the way to achieve enhanced collective impact



FIELDS FOR COLLABORATION



ALREADY GOOD PROGRESS

TOWARDS

COLLECTIVE IMPACT



## Acknowledgements



### Global:

Edge Funders

Rockefeller Philanthropy Advisors

WINGS

### European:

Ariadne

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European Community Foundation Initiative | ECFI

European Foundation Centre | EFC

European Venture Philanthropy Association | EVPA

Network of European Foundations | NEF

### National:

Germany: German Association of Foundations

Italy: Assifero

Poland: Polish Donors Forum

Portugal: Portuguese Foundation Centre

Romania: ARC

Spain: AEF

Switzerland: SwissFoundations

Turkey: Tusev

UK: ACF, CAF

Facilitated by SenseTribe,

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