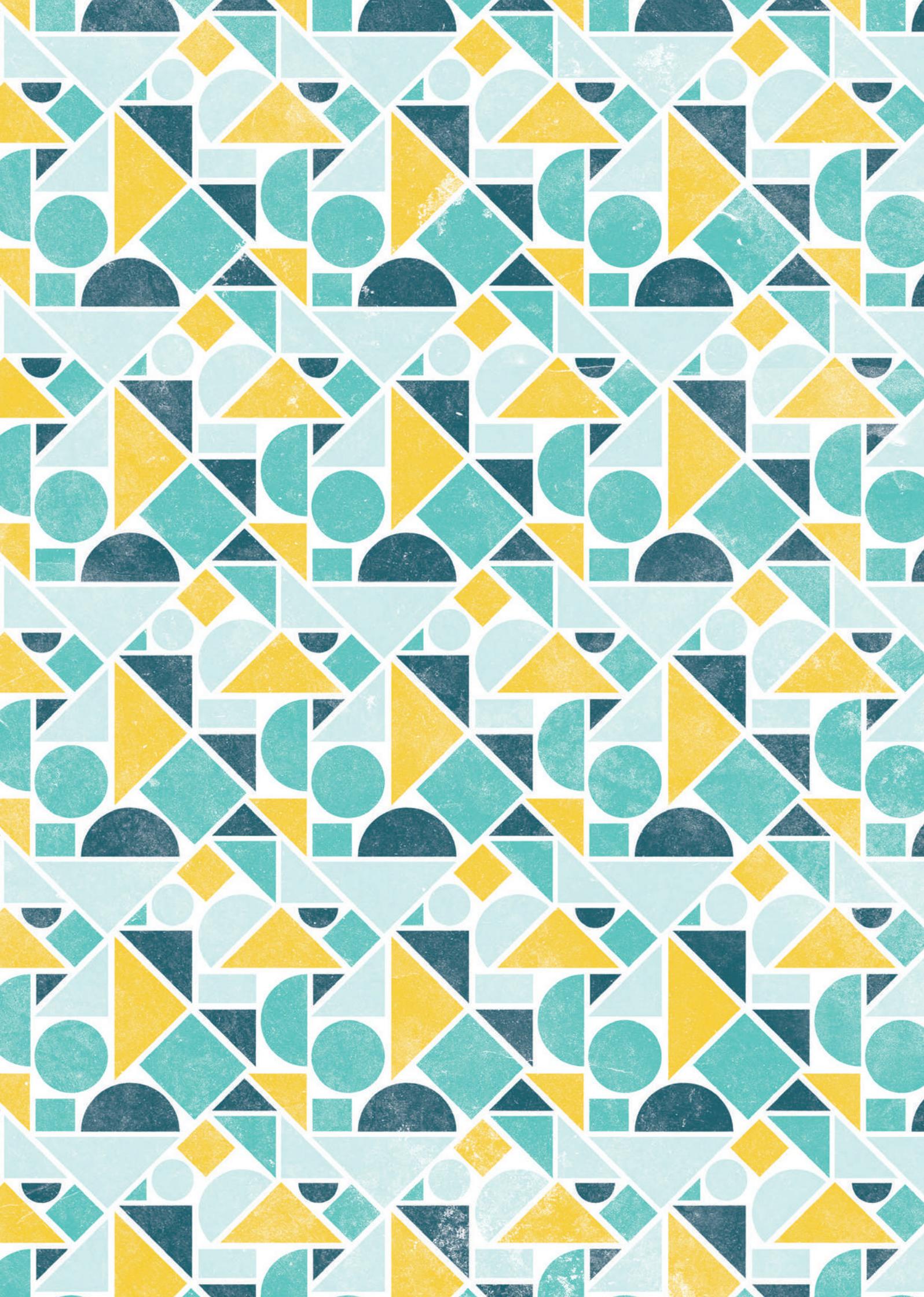




2019 Ariadne Forecast

For European Social Change
and Human Rights Funders





2019 Ariadne Forecast:

Table of contents

Introduction		5
Global forecast		6
France forecast		13
Germany forecast		18
Italy forecast		24
The Netherlands forecast		30
UK forecast		35
Acknowledgements to 2019 forecasters		41

“Not everyone can do it all, but all together we can do everything.”
Matthias Fiedler | Managing Director | [Bewegungsstiftung](#)

“This is making people think differently about how money is made, how that money is shared, and where the power lies.”
Ruth Davison | Executive Director – Impact & Investment | [Comic Relief](#)

“We need a radical paradigm shift and imagination.”
Vivian Paulissen | Knowledge Manager | [European Cultural Foundation](#)

2019 Ariadne Forecast:

■ About Ariadne

Ariadne is a European peer-to-peer network of more than 578 individuals from 164 grantmaking organisations in 23 countries which support social change and human rights. Ariadne helps those using private resources for public good achieve more together than they can alone by linking them to other funders and providing practical tools of support. Ariadne is a programme of Global Dialogue, a registered charity (1122052) and limited company (5775827) which promotes human rights and social change by supporting innovative and collaborative philanthropy.

▼ Methodology

The Ariadne Forecast is a community created resource that draws on the Ariadne network. Ariadne participants and other friends of the network were asked six questions about trends in their field for 2019. We collected surveys and interviews from members across Europe and held forecast meetings for funders in Paris, London, Milan, Leiden and Berlin to discuss and add to the findings. In the end we estimate that around 189 people have had the chance to contribute to the Forecast. While the meetings and discussions at them were private, the final forecast is publicly available for all, as a reflection on the current direction of the sector.

The 2019 Ariadne Forecast report was written by Julie Broome and edited by Anna Striethorst, Jenny Oppenheimer, Carola Carrazzone and Hannah Stevens.

Frode Sørensen designed and laid out the report: www.frodedesign.com

Ariadne thanks its members for their financial support.

Copies are available for download at www.ariadne-network.eu

For more information, please contact:
+44 203 752 5557
info@ariadne-network.eu

[@AriadneNetwork](https://twitter.com/AriadneNetwork)
[#2019AriadneForecast](https://twitter.com/2019AriadneForecast)



Introduction

This year marks the fifth anniversary of the Ariadne Forecast. We started this project in 2015 to try to help funders get a better sense of what their peers were focusing on and prioritising, and since then it has grown in scope as we have added more countries and included more donors in our research. This year, in recognition of this anniversary, we included a question about how social change has changed over the past five years since we started the Forecast. What emerged from this question was that, overall, philanthropy for social change and human rights has become more sophisticated, with a greater recognition of the interconnectedness of issues and a desire to get to the root causes of social problems rather than just addressing the symptoms. Discussions about “shifting the power” have also become more prevalent in recent years; donors are thinking seriously about how they can bring beneficiaries more directly into their work, whether through participatory grantmaking practices or other methods. Similarly, donors are placing more value on lived experience when recruiting for staff and board positions.

Nonetheless, while there is no doubt about how far social change philanthropy has come, there is still a sense that it has some distance to go to fully live up to the values it professes. Some donors we interviewed for this report challenged their colleagues to think about whether this is a moment for donors to radically rethink how they operate and to consider taking real risks.

The external environment remains a difficult one in terms of human rights; democracy itself is being challenged, and the far-right is making gains in elections across Europe and indeed around the globe. Sexual and reproductive rights and the rights of LGBTI people are being rolled back, and racial justice as a concept is being challenged. Civil society is finding it increasingly difficult to operate in many parts of the world, and the popular discourse in some countries seeks to undermine both civil society and philanthropy, placing more pressure on foundations to explain and justify their work.

Some may believe that at a time when the global human rights environment is under constant threat, this should be the focus of attention rather than an excessive concentration on philanthropy’s shortcomings, particularly those relating to internal biases, issues of power and privilege, and systemic inequalities. However, without our own houses in order, how can we hope to address the ills of broader society? How can we promote democratic principles without making our practices more democratic and inclusive?

2019 is undoubtedly going to be a year of change and upheaval – Brexit alone will change the face of Europe. But foundations have the potential to help create positive outcomes from all of this change. Let’s try to make 2019 a year in which philanthropy gets even closer to living up to its potential.

Best wishes,
Julie Broome
Ariadne Director

2019 Ariadne Forecast:

Global



2019 Ariadne Forecast for European Social Change and Human Rights Funders

2019 is set to be another challenging year for social change and human rights donors. With political polarisation growing in many countries and the far-right organising and making gains across Europe, this is a time for donors to come together and think about how to use their

resources and influence. One of the focal points for the year is the European Parliament election in May, but donors are trying to think longer-term about how they can help shift current trends and protect democracy and values of equality and non-discrimination.



◆ What do you expect to be the most pressing challenge facing your grantees in 2019?

Closing space for civil society

The closing space for civil society was identified by donors as the most pervasive threat to grantees in 2019. This is not a new phenomenon, but the prevalence with which it was mentioned suggests that it has only grown in importance for many donors. Funders are now seeing the intimidation of groups coming not only from the state but also from non-state actors such as religious groups. Digital security is a growing concern, as groups are having their emails and social media accounts hacked. Some donors are thinking about how they can change their own practices to communicate with grantees more securely.

“Civil society groups will be targeted and attacked whenever they critique either side of the political divide; they will also find public opinion on the issues that they are working on more entrenched and less persuadable.”

Director of European Office | Public Foundation | UK

In addition to the intimidation and threats that organisations face, the closing space is affecting many groups’ access to funding. In certain countries, organisations have to seek approval from the government in order to receive foreign funding, and the state can dictate how those funds should be spent. In addition, there is state-to-state pressure not to provide international aid for certain issues. For those working on sexual and reproductive rights, the gag rule is having a particular impact.

Some organisations are also being affected by the fact that many donors will not fund unregistered groups. Some organisations choose to remain unregistered, whether for practical or ideological reasons, while others are simply unable to register because of the nature of the issues they are working on. Donor restrictions on funding mean that these groups often struggle to get the support they need. Some are using volunteer models to keep costs down, but donors are seeing that this can lead to burn-out and a lack of sustainability.

Anti-gender movement

The pressure on organisations working on issues of gender, including women’s rights and LGBTI rights, continues to grow. Some donors note that right-wing forces opposed to gender rights are building networks across Europe and globally and are influencing gender conventions in the EU. Attacks on gender studies programmes at universities across Europe are also on the rise. Donors are thinking about how they can support their grantees that are coming under this kind of pressure.

Rise of fascism

Donors working internationally also raise concerns about a perceived rise in fascism globally. Foundations working in different regions are seeing signs of different movements that all point to a global resurgence of fascism and that suggest that there are higher levels of public acceptance of such ideology than there has been for decades.

“The rise of radical new forms of expression and politics is giving space to the rise of fascism...we haven’t seen this level of popular momentum and acceptability before. We’re almost sleepwalking into disaster.”
Investment Director | Public Charity | UK

Economic challenges

Some donors are expecting 2019 to bring financial turmoil including recession and resulting job insecurity. This could affect endowment levels and the stability of grantee organisations and have a negative impact on the protection of rights in broader society.

What opportunities do you see in 2019 that might help your grantees advance their work?

Sustainable Development Goals (SDGs)

Some donors see potential in the SDGs, which are providing a common language that can be used across sectors. This common understanding could be powerful because it helps social change actors reach beyond private philanthropy and charities and engage the financial sector and government. Some donors are optimistic that this will help galvanise more reflection and understanding among a wider range of actors.

#MeToo movement

Donors working on women’s rights have noted that the #MeToo movement has helped raise awareness of the issue of violence against women and that attitudes are changing, especially among young people. Some donors have been heartened to see more men involved with feminist organisations and in public demonstrations on issues pertaining to women. Other donors see a potential for Fourth Wave Feminism to spread more widely, citing examples from Turkey and other countries where women are taking to the streets and leading protests. Some funders worry that the additional funding for work on gender and on women and girls is a trend that may not be sustained, but they are hopeful that these issues are now more front and centre than they were in the past.

More collaboration across issues and geography

Donors are seeing more collaboration among organisations that are working in different parts of the world or on different issue areas. There is a growing sense of solidarity among social change and human rights organisations as they recognise that supporting one another’s goals will help them achieve their own.

“In the US, racial justice groups have organised around responses to Brett Kavanaugh because they’re seeing it as a broad theme that affects what they do and what they want.”
Executive Director | Private Foundation | UK

“In India, we are seeing more examples of cross-movement alliances building in the lead up to the general elections next year, to challenge right-wing populism.”
Public Foundation | NL

Movement building and intersectionality

Similarly, more funders are thinking about movement building and intersectionality, looking for opportunities to strengthen the work that they can support. If this starts to translate into new forms of grantmaking, that could be a real opportunity for organisations seeking social change.

“We are seeing more content published on the ABCs of movement building across Europe as well as practical workshops to consolidate this knowledge.”
Advisor | Private Foundation | DE

“There is momentum for different funding models, and progressive funders are looking to support civil society in alternative ways and to support alternative civil society to the usual players.”

European Director | Public Foundation | UK

Community organising

Funders are seeing more potential in community organising and in supporting more local, community-based work. Action at the community level is increasingly seen to have real potential for change; this is creating opportunities for activists and for the donors that support them.

“Given how difficult our new political context is making it to create change at the national level, civil society is also seeing the value of action at the local and community level across a range of issues - whether on inequality, poverty, or environmental or human rights issues. Funders are beginning to understand the value of community organising, of supporting local-level work and organisations, and looking beyond national organisations.”

Director of European Office | Public Foundation | UK

Politics and philanthropy

Funders are feeling more inclined to take a political approach in their work, or at least to acknowledge more directly the political dimensions of the work that they support. Donors report they have observed this more in the US but that there are signs that this approach is also starting to emerge among European donors, for example with the creation of the Civitates Fund. There is an acknowledgement that traditional tools and approaches are no longer working and that a stronger approach is needed.

Investment for good

There is increasing focus on how to invest in ways that not only do no harm but also have the potential to do good. Some donors are hopeful that the financial markets will respond to this interest positively by creating financial products with such aims in mind.



How do you expect your practice as a funder to change in the next twelve months?

Knowledge sharing and collaboration

In 2019, donors are aiming to be more intentional about knowledge sharing, with and between grantee organisations. Many donors are planning to support more collaboration between groups to help them learn from one another. Donors hope that these types of exchanges and information sharing will lead to cross-sectoral work that could help push back on issues like the closing space for civil society. Some donors are also planning to do more direct work with grantee organisations, working with them to develop strategies and devoting more resources to training and capacity-building for organisations.

Participatory grantmaking

Several foundations are planning to move towards more participatory models of grantmaking or to incorporate participatory approaches into their work. Some donors are taking a long-term approach and scoping out how they can make their existing practices more participatory, while others are taking more experimental approaches, testing out new ways of working to see what the outcomes are.

Going local

Many donors are interested in funding more local and community-based work and some of those that fund internationally anticipate moving more funding to the Global South. Donors are also more interested in groups that can demonstrate how beneficiaries have been involved in the design of programmes and projects and that give real agency to those with lived experience.

Gender strategies

Several donors indicated they will be developing new strategies around gender, partly with the aim of combating the backlash against gender issues. There is a sense that the landscape in this area is shifting and that donors and the organisations they support need to recalibrate to be able to address the current challenges. One foundation reported that it will be developing more of a focus on masculinity and working more with men and boys.

Security and protection

In light of the threats facing organisations and activists around the world, many donors intend to increase their support to security and protection issues in 2019. This includes both physical and digital security, and some foundations have recognised the need to increase their own digital security to help prevent the foundation putting its own grantees at risk. Some donors also expect to make more funds available for rapid response support to activists and organisations facing threats.

Play investment role

Several foundations plan to give more flexible support in 2019, recognising that organisations need support that allows them to be nimble and responsive in the current environment. At least one foundation anticipates playing a different type of investment role with organisations, not only providing grants but also helping them to take on other kinds of financial tools, such as risk and capital repayments, equity investments, and loans, for example.

● What political event or sequence of events do you predict will have a substantial impact on your work?

European Parliament elections

Almost all European donors have their eyes on the European Parliament elections scheduled for May 2019. Most are concerned about the potential fallout should these elections see far-right or Eurosceptic parties gain more seats. However, donors are also seeing this moment as a chance for organisations to raise issues around the closing space for civil society in Europe and concerns around rising populism. Some donors see the elections as a time for organisations to take stock of a new political reality and to reassess their plans going forward.

Brexit and European instability

While Brexit emerged as a concern primarily on the minds of UK donors, foundations from other parts of Europe are also carefully watching what happens as the UK plans to leave the European Union. Some are concerned about how it will affect their grantees and their ability to operate in the UK. Others are focused on the ripples it could have across Europe and the instability that Brexit could bring. Either way, Brexit looms large for donors in 2019.

◀ What issue or field of practice do you think will become more important in 2019?

Climate change is expected to become more of a focus in 2019.

Issues related to **gender**, including **gender-based violence** and **sexual and reproductive rights** will also become priorities, particularly in response to the anti-feminist backlash.

Strategic communication and **narrative building** are becoming more important to some donors.

Some donors also expect **peacebuilding** to become more important.

🌅 How do you think social change philanthropy has changed in the past five years? Are the issues you are addressing, or the way you are addressing them, different than they were five years ago?

Shifting the power

Over the past five years, there has been more acknowledgement of the inherent power differentials involved in philanthropy and growing discussion among social change philanthropists about 'shifting the power' and transforming recipients of funds into partners for social change. This had led to more interest in participatory grantmaking methods and the adoption of more 'bottom-up' strategies for change.

"There is much more acceptance of and interest in participatory grantmaking than five years ago. I experience a strong difference here."

Director | Pooled Fund | NL

Addressing systemic issues

Social change funders have also shifted their focus to addressing systemic issues and underlying root causes, and many are trying to move away from just addressing 'symptoms'. There is a deeper understanding of the complexity of social problems among funders.

Intersectionality

There is also a better understanding of the interconnectedness of the issues that donors are trying to address and more focus on addressing them in a holistic way. More donors are trying to take an intersectional approach, even if for some this is still nascent.

Movement building

Donors are also more interested in movement building than they were five years ago and are increasingly trying to find ways to support social movements in addition to the traditional NGO sector. There is much more interest in the power of social movements now and more recognition that they can be a locus for real change.

■ But how deep are these changes?

Despite acknowledgement of all these changes, some donors remain sceptical about how deeply social change philanthropy really has shifted its ways of working. The conversation has moved on, but have practices? Some donors have noted that in the current external environment many foundations are taking a more defensive posture rather than thinking seriously about experimentation and innovation. Will 2019 be the year that philanthropy moves beyond talking about shifting power and takes action?

“The closing space for civil society has been at the core of many funders’ conversations, meetings and reflections, but did the way that social change philanthropy fund really change? Are we collectively more flexible and responsive to what our grantees ask from us?”

Public Foundation | NL

“Much ink has been shed on articulating new ways of working - shifting power, greater inclusion and new narratives, among others. The problem is that practical action in this regard has been much less frequent. Foundation staff may get the need for change but there are internal obstacles to adopting them while foundation leadership has been resistant.”

Director of European Office | Public Foundation | UK

“If we are looking at social change philanthropy overall and how it has changed in the past five years, I would say that this change has been immensely slow. A lot of talk and little action. There have been major strategic revamps (super costly ones too) that are little more than cosmetic, and while now there is a lot of talk about systems change, there is still entrenched white, patriarchal, heteronormative, neoliberal pattern repetition within social change philanthropy. There is also major concentration on metrics and evaluation, while there should be more focus on trust-building, real, decentralised, grassroots support and much much more heed being paid to participatory grantmaking practices.”

Advisor | Private Foundation | DE

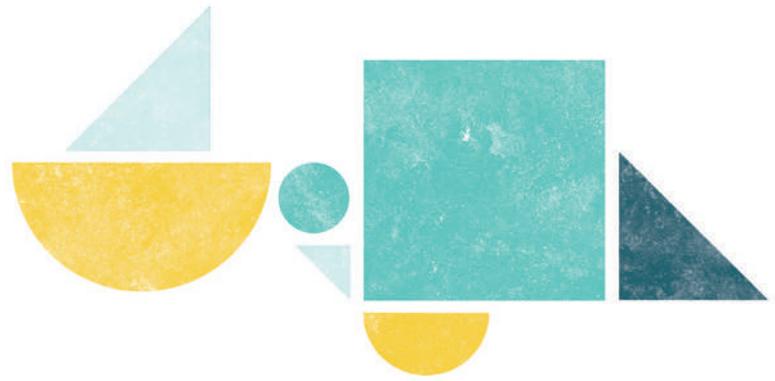
2019 Ariadne Forecast:

France



2019 is set to be a dynamic year in France, with the Gilets Jaunes movement making headlines internationally and putting increasing pressure on the government. French donors are grappling with questions of what their role should be in the face of such social movements. Changes to the

wealth tax have also raised broader questions about the role of philanthropy in society, and foundations are having to reflect on their own value and consider how they can make the public case for their work. The pressure is on for donors to innovate and adapt to a new environment.



What do you expect to be the most pressing challenge facing your grantees in 2019?

As has been noted in previous years, **public funding** for charities has been steadily decreasing in France. Organisations that might once have been focused on advocacy are having to devote all of their resources to service provision yet are still unable to meet the demands on them. Organisations that do take on a more political role are also most likely to be the first to have their funding cut. Smaller organisations are having to close due to lack of funding, at times leaving only large service providers in the charitable space.

Some funders also note that while there is talk of funding **innovation and impact**, foundations still have a short-term view and want to see immediate impact. This makes it difficult to achieve long-term change, and the few foundations that are taking a more experimental approach are going it alone.

Recent **tax reform** in France is also expected to influence the level of charitable giving by the public. Whereas previously taxpayers were taxed after the end of the financial year, they will now have money taken out of their salaries every month. As people adjust to this new system, they may be less inclined to give money to charitable causes, at least in the short-term.

The financial constraints that the public are feeling have contributed to the development of the **Gilets Jaunes movement**, which started as a protest against petrol prices but soon turned into a wider expression of discontent among citizens who feel that they have no voice in the French democratic system. The fact that the poor feel they are getting poorer is a systemic problem that needs to be addressed and should be a concern for social change organisations. On the other hand, it poses a particular challenge for climate change activists, as measures to reduce global warming will have costs, as will the increased migration that climate change is likely to bring.

“The Gilets Jaunes movement says the Republique is not working for the poorest.”
Programme Officer | Private Foundation | FR

“Global warming will increase migration and this will have a cost, too, that will be a burden for the poor. And people will feel that they are getting poorer. It’s a change we must make, but it will change infrastructure and the costs must be matched. This has been said for years but the protests in France are the first sign that there is a new situation.”

Programme Manager | Private Foundation | France

French philanthropy is also finding itself under attack in the public discourse. Philanthropists are accused of acting in their own interests rather than in the interest of society, giving money only to avoid the wealth tax or to pay for political outcomes. Therefore, there is a challenge to foundations to be transparent about their work and to demonstrate the value that they bring to society.

What opportunities do you see in 2019 that might help your grantees advance their work?

Some French donors see that there is now more awareness and recognition of the **state's treatment of civil society activists** and that this awareness provides opportunities for joint action. There are more networks and coalitions developing in response to the experiences civil society has had.

"Since the attacks in 2015; the state of emergency, the laws on immigration and the way the government deals with the Gilets Jaunes have all shown a violent reaction from the state. The president of Friends of the Earth France was put in pre-trial arrest because he was one of the organisers of the Climate March. Another person was arrested from Mouvement pour une Alternative Non-violente. These things make people more conscious of the need to act and to build coalitions. Vox Public, for example, is building a new network on closing space. This was not there last year."

Programme Officer | Private Foundation | FR

In general, there has been an increase in **collaboration** among organisations and a growing recognition that that they can't be successful on their own. There is more joint advocacy work on a number of topics.

Donors note that there is also more activity and **mobilisation at the local level**, within cities and villages. There is much that can be shared between activists and organisations working at that level, and that foundations can learn from. The challenge for funders now is how to connect that work to what's happening on a national or international level.

There has been a **resurgence of volunteerism** in recent years, supported by the state and engaging young people and senior citizens in particular. This also provides opportunities for organisations to take advantage of.

The French government has developed a **new anti-poverty strategy** that might provide opportunities for social change organisations. Environmental activists hope it might help address some of the challenges arising from the need to address climate change.

How do you expect your practice as a funder to change in the next twelve months?

French donors report that their grantmaking is becoming more structured, with more interest in **networking** and learning from other donors and in co-financing activities. Some donors are expecting to move towards **longer term, core support**, while others are thinking about the creation of new, more **participatory funds**.

There is some concern that there will be a decrease in donations as a result of the **cancellation of the wealth tax**, which disincentivises the wealthy to turn to philanthropy for tax purposes and could result in some foundations having lower grantmaking budgets.

▲ What political event or sequence of events do you predict will have a substantial effect on your work?

The current demonstrations by the **Gilets Jaunes movement** pose a real challenge not only for the French government but for society in general. Donors feel that the old framework for social protests is breaking up and that this is something new. Whereas trade unions and other organisations have typically been part of such demonstrations, civil society organisations are now mistrusted by many of the demonstrators. Among the demonstrators, there is a rejection of the current political order, including management of the economy and of the EU. These point to shifts that go much deeper than upset over petrol prices. This is a real challenge to French democracy. At the same time, there have been accusations of racism in the Gilets Jaunes movement. These all pose challenges for civil society organisations and donors as they consider how to respond to the protests and what their role in this movement may be. Some donors see an opportunity to use this moment to address the underlying structural issues that have fed the protests and to discuss new models of social organisation and citizenship. At the same time, there are questions around whether the protests will result in real institutional change; previous protests, such as La Nuit Debout, were not able to achieve that kind of transformation.

“We could use the frustrations to highlight the real problems, such as inequality, tax evasion, lack of a common view on the future of French society. You see that people are interested in that and want to be part of the solution. We could promote new models of French citizenship.”

Director General | Private Foundation | FR

“The central message of the Gilets Jaunes is: ‘You have spoken for years on our shoulders, now we want to speak.’ ”

Programme Officer | Private Foundation | FR

The **EU elections** are a concern for French donors, as well, especially for those working across Europe. The rise of radicalism and the far-right in Europe is a worry, and there are fears that the EU elections could help strengthen a right-wing agenda. Some French donors also anticipate that although participation in the EU elections will be low, those voting will use it as an opportunity to express their assessments of Macron and EU integration.

▶ What issue or field of practice do you think will become more important in 2019?

Poverty and inequality are predicted to gain more prominence in 2019 in light of the government’s new anti-poverty strategy. The government plan also addresses **homelessness**, and Macron has stated that there will be no more people living in the streets, but it remains to be seen if this will translate into real policy change in 2019.

Digital information and **media literacy** are issues of growing importance this year.

The **closing space for civil society**, which has been important globally for several years, is expected to continue to rise in importance in France in 2019.

Municipalism and the **role of local authorities** in addressing social issues will be a focus for some donors.

Climate change continues to be a high priority and with 2020 being the start of the implementation phase of the Paris agreement, it will become a top focus for many organisations and donors.

Some donors are also expecting more reflection on **impact assessments**, as there is still no common understanding of what makes grants 'effective' or how to measure that effectiveness.

● How do you think social change philanthropy has changed in the past five years? Are the issues you are addressing, or the way you are addressing them, different than they were five years ago?

Foundations are engaging more with **social movements** and thinking more about which model of society they are working towards.

Foundations are more directly engaged in the work that they support, not just as providers of funds but in a more hands-on way. There is also more **collaboration** among funders, though some funders see missed opportunities for collaboration at the European level on issues like strategic litigation and access to justice.

The issue of the **closing space for civil society** really came onto the agenda in the past five years and has become a significant focus for many donors. **Gender issues** have also risen in prominence in that time and are being addressed by a wider range of donors.

Communication strategies and the use of **social media** have become much more important for philanthropy, as funders have recognised that they need to communicate more with the general public about who they are and what their role is. At the same time, foundations have been struggling to adapt to the digitisation of communications and to use it effectively for public advocacy.

Despite some of these advances, some donors are still frustrated at the lack of space for innovation in philanthropy and the fact that donors remain risk-averse and unable to trust in the organisations that they support.

2019 Ariadne Forecast:

Germany



Polarisation is increasing in Germany, with the far right gaining ground at the same time that mobilisation in defence of democracy is starting to pick up. Civil society organisations and social movements, particularly those working on gender issues or with refugees, find themselves

under increasing pressure, but funders are actively seeking out ways to push back and build the resiliency of progressive organisations and movements. Will they be able to stay ahead of the curve?



What do you expect to be the most pressing challenge facing your grantees in 2019?

In Germany, the **electoral gains of the far right** are top in the minds of donors, with the right-wing party Alternatives for Germany (AfD) expected to do well in state elections in Saxony and Thüringen in 2019. The growing strength of the far right will have an impact on organisations working on anti-racism and migration (especially those comprised of refugees), as well as small cultural groups, as they are likely to lose out on public funding. Instead, those funds are expected to go to new right-wing organisations that already exist or are being established.

Some donors also fear that social change organisations could lose out as a result of **competition between foundations** to achieve impact, which damages cooperation and prevents foundations and organisations from working together effectively towards a common goal. There is a push towards efficiency and adopting business approaches, but one of the results of that is **losing solidarity** and a sense of shared values. In contrast, those supporting the far right have a common strategy and vision. Some donors fear that as the right becomes more organised, disinformation campaigns targeting social change organisations will increase, leading to further reduction of public support for their work.

The **closing space for civil society** is also a continuing and growing challenge for grantees. Both social movements and non-profit organisations are facing increasing restrictions and more digital surveillance.

“Many progressive movements are fighting the so-called “rollback” - taking to the streets for things that we, as a society, considered ourselves to have already achieved. This is defensive fighting instead of positive development, and foundations who only look at impact might not see its necessity. Foundations must have a clear analysis of which political discourses they want to influence and how they can create a more positive discourse.”

Executive Board | Private Foundation | DE

Donors report that grantees have been experiencing particular pushback on issues involving gender and LGBT rights and that they lack the capacity to respond effectively. Much like civil society organisations, equal opportunity officers in city governments have also come under pressure from anti-feminists, who then spend their time countering attacks rather than advancing gender equality and equal opportunities.

“Last year a grantee of ours was targeted by conservatives in the Hamburg Senate over their materials on anti-racism for teacher education, partly because these materials included gender- and LGBT-sensitive language.”

Chairperson | Private Foundation | DE

“Feminist civil society is currently not well equipped to counter anti-feminist mobilisation through strategic communications and grassroots mobilisation.”

Senior Advisor | Private Foundation | DE

Referring to recent examples such as Attac and the Deutsche Umwelthilfe, funders are increasingly concerned about attempts to revoke the non-profit status of organisations that are considered too political. They also see that public funders “collapse” in the face of public pressure, for instance when reports funded by the state are reviewed and edited.

What opportunities do you see in 2019 that might help your grantees advance their work?

There is a growing urgency among foundations to **unite against right-wing forces** and to act, which could benefit grantees in the coming year. Some donors note that there is a recognition of the need for donors to cooperate better, and to encourage **cooperation** among other organisations, and that these conversations are starting to take place. Other donors also see an opportunity for **broader mobilisation** as the understanding grows that democracy can be destroyed. The German Foundation Day in 2019 will be focused on democracy, and there is hope that this will be an opportunity to push forward joint action.

The **climate movement** in Germany represents an opportunity because it is strong, committed, and full of young people. There will be challenges in 2019 because the government’s climate change bill is expected to be watered down, but there is an opportunity to work with and build on existing networks.

Foundations should also consider how much influence they can have through their **investments**. Support to issues like energy transition and self-organisation of refugees can be strengthened through the investment of assets as well as through grants.

“Foundations must realise that effective action also – especially in times of lower yields – is done through the investment itself.”

Executive Board | Private Foundation | DE

One donor also noted an opportunity to apply **game design** to analysing the impact technology is having on democracy. As the impacts of automation and machine learning are better understood, it could open opportunities for protecting democracy from the most negative impacts of these pushes towards greater digitalisation.

The opening of the new Open Society Foundations offices in Berlin was also noted as a potential opportunity, as the staff will bring new ideas and energy into the German philanthropic sector.

How do you expect your practice as a funder to change in the next 12 months?

A theme among the responses from German donors was a focus **on countering the backlash against human rights**. Some foundations are developing new strategies focused specifically on combating this backlash, while others are planning to invest more

in the **defence of democracy**. There is an emphasis on defensive work and investing in the **resilience of organisations** and activists. Some foundations are also shifting their focus to try to identify the big opportunities for impact, investing where they think there is a possibility for large-scale change and trying to review their previous funding to analyse when such change has happened.

The financial pressure brought on by shrinking resources and low interest rates has some foundations thinking about reducing their philanthropic work. They expect to narrow the scope of what they support and to **work more strategically** on specific issues. One funder brought up the idea of setting up a fund to help organisations in East Germany cope with the loss of public funds.

At this time of backlash and dynamic change, one foundation is rethinking how it works with partners and embarking on a process of interviewing stakeholders and project leaders to find new ways forward.

Another foundation is thinking about **intergenerational cooperation**, supporting activists at different phases in their lives and looking for ways to show the achievements of families who are now second or third generation migrants.

“The right-wing movements are so intertwined by now that it is necessary to mobilise everyone else against it, with the help of new unconventional formats. In our own work, we are trying to reach out to new target groups all across society, for example to vocational students.”

Senior Programme Manager | Public Foundation | DE

▶ What political event or sequence of events do you predict will have a substantial effect on your work?

In addition to the concern over state elections in Germany, German donors are keeping their eyes on the **EU Parliament elections** scheduled in 2019. There is concern that the EU elections could strengthen the hand of the far-right and of Eurosceptics. This raises questions about whether there will be sufficient common values to maintain a close union. As more European countries shift to the right, will it be possible to maintain an alliance of democratic societies? Some donors are also concerned about the impact a more right-wing EU Parliament could have on the situation of refugees. They note that rescue organisations in the Mediterranean are already operating under significant restriction and that their work could become hamstrung.

On a more positive note, 2020 is the 25th anniversary of the Women’s Conference in Beijing and is also a year when Germany will hold a seat on the UN Security Council as well hold the presidency of the EU. With the opening of the new Centre for Feminist Foreign Policy in autumn 2018, there is an opportunity for Germany to develop a more feminist foreign policy and to influence others.

What issue or field of practice do you think will become more important in 2019?

Work to **counter the far right** and to promote and protect democratic values is expected to rise to the top in 2019. For some donors the focus will be on **networking and coalition building**, while others expect **resiliency funding** to become more important. Some donors are specifically concerned about the growing anti-feminist movement fuelled by the far right and expect it to become a focal point for their funding. However, they are also concerned that not enough donors are making this a priority.

“Unlike in other countries, the public discourse around #metoo did not lead to any significant change with regard to how the issue of sexual violence and harassment was treated beyond a few measures within the film/media industry.”

Senior Advisor | Private Foundation | DE

One donor raised the concern that the focus on the far right is driving foundations to invest more in think tanks and analysis to understand the rise of the right, whereas it remains important to be funding action on the ground to counter this trend.

In response to the concerns around the far right, some donors expect that work on social cohesion will come to prominence in 2019, and some donors are using the past to highlight the precursors of fascism and how they appear in society.

Donors expect that there will be a move towards investing less in Berlin and other cities and more in the structurally weaker spaces in **East Germany**.

Poverty is expected to rise in importance.

Digitization and **equality of access** to digital tools will be on some donors' agendas in 2019.

Some donors hope that 2019 will bring more **strategic cooperation** and analysis.

“The self-organisation of foundations will become an even more important topic: What is philanthropy, how does a foundation look beyond its usual horizons, how does the legal framework for philanthropy develop? There is a stronger understanding that we need positive narratives and that we should not think in problem situations only. We can, for instance, speak about what vital civic spaces look like rather than only observe the processes of closing civic spaces.”

Senior Vice President | Private Foundation | DE

◆ How do you think social change philanthropy has changed in the past five years? Are the issues you are addressing, or the way you are addressing them, different than they were five years ago?

Reflecting over the past five years, German donors believe philanthropy has become more explicit about its values and **commitment to democracy**. Social change philanthropy has also become more important and more visible in Germany over the past few years. On the one hand, donors recognise that the opportunities for advancing social justice causes, including through digital technology, have grown significantly. On the other hand, the threats to democracy have increased rapidly, and they are now facing a backlash against gender and LGBT issues that they did not feel so acutely five years ago. There is a new sense of urgency about their work, but some also feel that they are forced to spend more of their time defending themselves and their own actions now. Some donors are also worried that a short-term focus on impact among foundations is detrimental to recognising and tackling some of these bigger, long-term issues.

Foundations are making more of an effort to expand their target groups and reach out to a broader range of stakeholders in society. There is also more **coordination** and better **visibility of anti-discrimination initiatives** across Europe.

Some donors believe there is more awareness and discussion of the **importance of diversity** among foundations than there was previously.

Over the past five years, there has been a contradictory development: never have people had so many opportunities to advance their cause, especially through the digital revolution. At the same time, we have seen threats against democracy that we had believed were a thing of the past since Francis Fukuyama declared his famous theory back in the 1990s. This affects asylum laws but also social change; we see a backlash against gender and LGBT rights, leading to unprecedented levels of polarisation in society.

Vice President | Private Foundation | DE

2019 Ariadne Forecast:

Italy



After several years of political uncertainty in Italy, elections in 2018 delivered a clear message that the country is moving to the right. Attacks on refugees and migrants, and on the organisations that work with them, have continued, and discrimination against minorities of all kinds is on the rise. This is against a backdrop of financial instability and decreasing public funds. However,

private foundations in Italy have become more sophisticated and strategic over the past several years, and they are taking on these challenges, identifying opportunities to work together and have a longer term social impact. Civil society is under attack, but will they push back and start to tip the scales in 2019?



What do you expect to be the most pressing challenge facing your grantees in 2019?

The **closing space for civil society** is expected to be a major challenge facing Italian organisations in 2019. Although organisations working with **refugees and migrants**, especially those involved in rescuing migrants in the Mediterranean, were initially the target of attacks, they have now spread to all kinds of civil society organisations. In an increasingly **populist and polarised environment**, civil society groups have been subject to smear campaigns; during the 2018 elections, the far right accused non-profit groups of not paying taxes and of 'fake' community service and volunteerism. This makes it difficult for civil society groups to do their jobs effectively, as the values they promote are being undermined and politically manipulated. However, there are questions among donors as to whether many civil society organisations are up to facing these challenges and adopting the more political, advocacy-oriented approach that might be needed.

"In such an environment, the protection of human and civil rights and the promotion of democratic participation sustained by Italian civil society is at risk of being manipulated in the public debate."

Head of Social Policy | Private Foundation | IT

Discrimination and racism are also on the rise, fuelled by the increase in migration. Italian donors report an increase in incidents of hatred on the basis of religion, culture, and gender and against non-traditional families. This antipathy is reflected in the attacks on organisations working to promote human rights.

"It seems that the values of cohesion, cooperation, and solidarity are being called into question. As a consequence, public opinion on third sector organisations is changing little by little, specifically on NGOs involved in immigration issues."

General Manager | Philanthropic Network | IT

Civil society organisations are also expected to face additional **economic challenges** in the coming year, not only due to the general lack of resources but also to **amendments to the fiscal regulations** that will increase the tax burden on non-profit organisations. Donors are concerned about the sustainability of organisations and about the potential fragmentation of the sector as the result of these financial constraints and of the siloed approach of foundations, which encourages competition between organisations working on different issues.

"In a scenario of shrinking resources (from both public and private donors), the competition among CSOs will increase, resulting in a potential further fragmentation at the local level."

President | Private Foundation | IT

In light of shrinking resources, organisations will come under more pressure to demonstrate their impact and be able to show that they are working in partnership with others.

Poverty is expected to become a greater challenge in 2019, as a result of the declining economic situation. There are new mechanisms for addressing the poverty rates of families and children put in place by the government, but it will be a challenge for organisations to adapt their strategies and methodologies to integrate the use of these mechanisms. They will need to learn to act in a more sophisticated and multi-dimensional way.

“These new structural public mechanisms to fight poverty can represent an opportunity for all public institutions and civil society organisations working on these issues; but, only if basic income is conceived as a real tool to support the progressive autonomy of the people, and if it is complemented by strong and effective measures of active social and labour inclusion, beyond assistance-based and mono-dimensional approaches. Thus, the challenge that public and civil society organisations working on poverty issues will face in 2019 is how to act with a more multidimensional, integrated, systematic and complementary approach to achieve the common goal of reducing poverty.”

Head of Social Policy | Private Foundation | IT

Data literacy will also be a challenge in the coming year, particularly for small organisations who struggle to attract and retain the staff and competencies necessary to use data more effectively. There is a lack of ‘data culture’ in the non-profit sector, and it will be a challenge to shift new ways of working.

What opportunities do you see in 2019 that might help your grantees advance their work?

Some donors see that there is opportunity within the attacks on civil society for organisations to come together, cooperate better, and **speak out about the role and value of civil society**, including putting more pressure on their donors to resource them more effectively. Many Italian organisations are currently so weak that they will not be able to meet the challenges of the current political situation, and this is an opportunity for them to make the case to their donors about what they really need to be effective. There are also **leadership transitions** happening within Italian civil society that provide an opportunity to make the sector more diverse and representative of broader society.

There are opportunities for increased **collaboration** across the civil society sector and building common platforms to make the voice of civil society stronger and to promote new narratives about their work. Some donors are creating opportunities for joint learning and planning among their grantees and organising training to introduce them to new research tools and methods that could help them with their work. In particular, learning more about Big Data and artificial intelligence could help organisations transform their work and find new ways of achieving impact. Donors are also encouraging organisations to think more about how they relate to the public, and in particular the so-called ‘moveable middle’; there may be opportunities for organisations to have more impact in their work by building those channels of communication.

The **European Parliament** elections may also provide an opportunity for Italian organisations to raise awareness around European values such as human and civil rights, democratic participation, and equality and anti-discrimination. There is an opportunity for them to engage at the European level and build networks there based on common values.

Implementation of a **new legal framework for the third sector**, passed in 2017, also provides an opportunity for Italian civil society organisations to enhance the skills and competencies of their staff and to develop institutionally.

● How do you expect your practice as a funder to change in the next twelve months?

Some Italian donors are shifting their work to concentrate more on providing **core support** to organisations and focusing on their overall missions and goals rather than providing only narrow, project-specific support. This is a new approach among Italian foundations and one that is still not widely adopted, but some within the Italian philanthropic community think this is an important trend to continue if the civil society sector is to become truly effective and vibrant.

“We need Italian foundations to have the humility to recognise non-profit organisations as true strategic partners, not mere recipients of funding, and we need for them to have the courage to overturn the donor-beneficiary power dynamics typical of the current system. There is a need to foster empowerment and the active, free and significant participation of civil society partners in social change processes.”

Secretary General | Philanthropic Network | IT

Some donors are moving towards a **community-organising approach**, hoping to build democratic participation while identifying solutions to local problems.

Donors are also anticipating that they will provide more **capacity-building** opportunities for grantees in the coming year, helping them think about strategy, planning, staffing, and how to be more effective and impactful in their work. One foundation has initiated a programme to help build the capacity of organisations through financially sustainable projects.

“This programme has been specifically conceived to support the capacity building of non-profits and enhance their capacity to carry out innovative and financially sustainable projects in the social, cultural and environmental fields. Furthermore, projects under this programme may be backed by patient capital from social finance/ impact investing. Differently from grants, the latter is a “revolving tool” that allows for a reiterated use of the Foundation’s financial resources.”

Director of Social Programmes | Private Foundation | IT

There is also more interest in **collaboration** among Italian funders, not only in terms of co-funding but also the exchange of information and best practice.

▼ What political event or sequence of events do you predict will have a substantial effect on your work?

Recent **tax legislation** increasing the tax burden on non-profit organisations is expected to have a significant impact on the sector. There is expected to be some reform of the law in early 2019, but donors are still braced for negative consequences, and it is seen as just one tool that the government might use to disable civil society. Measures such as this are expected to further erode public perception of civil society and ultimately weaken social values.

Anti-migrant legislation signed in December 2018 that repealed the right of asylum seekers to residency permits and access to integration services is also likely to have an impact on the work of organisations and funders working with refugees.

“Migrant reception mechanisms will be substantially modified due to the new legislation, with the risk of hampering the inclusion of thousands of previously supported people. The number of vulnerable people living in deprived conditions without accommodation, health assistance and rights will thus increase dramatically.”
 Head of Social Policy | Private Foundation | IT

Campaigns related to the **European Parliamentary elections** could also contribute to further polarisation in Italy, as it is likely that issues like migration, inequality, human rights, and the role of civil society will be manipulated during the campaign. Similar dynamics are expected in campaigns for **regional elections** in six Italian regions.

What issue or field of practice do you think will become more important in 2019?

Migration, which has been a top priority in Italy for a number of years, will remain a key issue. It is expected to be politically important but also to be a field facing many changes in the coming year as a result of the new legislation.

The **closing space for civil society** and **rising extremism** in Europe, both on the agenda for some time, will be priority issues this year.

The work of **community foundations**, especially those that try to mobilise long-term community support for social justice issues, drawing on a diversity of community assets, will become more important in 2019. Work at the local level and **community welfare** in general will also be important for foundations.

Poverty, in particular child poverty, is expected to rise in importance in the coming year. The government launched a three-year programme to combat child poverty in 2016 and has renewed it for 2019. There is an opportunity to learn and build on the work supported over the past three years.

Environmental sustainability and the interconnectedness of environmental issues with poverty, inequality, social change, migration, economic growth, and health and wellbeing will also become more significant.

In terms of philanthropic practice, **social impact investing** is also on the minds of more Italian donors going into 2019.

■ How do you think social change philanthropy has changed in the past five years? Are the issues you are addressing, or the way you are addressing them, different than they were five years ago?

In the past five years, Italian philanthropy has become more focused on becoming a **catalyser of social change**, acting in a more responsive and strategic way. Although there is still much more to be done, foundations have started making the shift from doing work that is simply charitable to embracing a role as social change agents. They are more willing to support advocacy on issues like human rights and democracy, and they recognise that advocacy can help contribute to real social change.

“The increased interest in the advocacy field is linked to the awareness that a foundation’s work is effective if it contributes to informing and defining structural policies on social issues and if it mobilises citizens in fighting for social goals.”

Head of Social Policy | Private Foundation | IT

“One of our Foundation goals has been, since its establishment, the ability to anticipate solutions to social problems, rather than respond to and manage emergencies.”

Director of Social Programmes | Private Foundation | IT

Italian foundations have shifted from evaluating their work in terms of the amount of money given to thinking about the impact of what they have supported. This has resulted in a corresponding development in the sophistication of the grantmaking process, as it has become more strategy-driven.

Furthermore, they have started to make use of **tools beyond grantmaking**, such as social impact investing, to support the development of the organisations with which they work.

“Foundations also piloted new tools, such as impact investing mechanisms to support social change organisations to evolve and become more sustainable. More solid data analysis and management tools have been put in place to ensure better design, monitoring, and implementation of social activities. Foundations also increased their interest in evaluation, ensuring stronger learning processes and providing evidence of effects of social change measures put in place.”

Head of Social Policy | Private Foundation | IT

There is also more **collaboration** among foundation than there was five years ago. There are now a number of joint funding programmes in areas such as migration, international cooperation, and early childhood that didn’t exist before.

Strategic communication has come onto the agenda of Italian donors in recent years and is now gaining more attention as a potential tool for change.

However, despite these advancements, donors also note that Italian corporations have been gradually reducing their charitable giving during this time and focusing more on encouraging their employees’ volunteer efforts. This has reduced the overall philanthropic funding in Italy. Many foundations also continue to operate without professional staff, which limits their impact on social issues. Some donors also see that the whole third sector in Italy is still isolated and working in silos and that more needs to be done to encourage effective collaboration and exchanges.

2019 Ariadne Forecast:

The Netherlands



Although Dutch society is continuing to grapple with challenges around social integration and inclusion, Dutch donors also continue to become more adept at dealing with complex social problems. Dutch foundations will face a

number of challenges in 2019, as civil society comes under greater pressure and local and EU elections bring nationalist discourse to the fore, but they are coming together and collaborating more to prepare for the road ahead.



What do you expect to be the most pressing challenge facing your grantees in 2019?

The **closing space for civil society** is a pressing concern for Dutch funders, and increasingly this concern is becoming focused on The Netherlands itself, not just on other parts of the world. Funders that have been working on issues that are not generally seen as political are starting to become more concerned about challenges to the rule of law and fundamental rights. Organisations working on issues around **anti-discrimination and anti-racism**, which are already under pressure, are likely to face more threats in 2019.

“A grantee was recently pictured in the media with their donors and received a lot of hate. The claim was that he wants to destroy Dutch cultural traditions. We expect less overt tactics but the same happening to others in 2019 who speak out on anti-discrimination.”
 Programme Manager | Private Foundation | NL

Polarisation is a big challenge in 2019, and the divide between the haves and have-nots seems to be growing. People feel let down by politicians, but at the same time there is less and less room for genuine political discourse. **Social cohesion** will therefore be a priority challenge for many organisations in the coming year, and they will need to tackle **social exclusion**. Alongside that they will need to address rising **poverty**.

Migration remains a challenge. Although the flow of refugees has dropped considerably since its peak a few years ago, issues of **integration** remain. The focus of many organisations has been on providing charity to meet the basic needs of refugees, but there has been less work done to help them with employment and to further their integration into Dutch society. Some donors believe this oversight is helping feed current social unrest.

“The difficulty is reaching the group of people that are not seeing the advantages of diversity, that feel anxiety about uncertainty, about their position in The Netherlands. How can we address this? There’s also a group in between that recognise, “It’s going well for me; it’s not going well for us”. How can we work together with the quiet group in between?”
 Director | Private Foundation | NL

“Anti-racism is seen as very political by many people. We also need to listen to critical voices of people that think anti-racism discourse is too leftist.”
 Programme Manager | Private Foundation | NL

Some donors remain concerned that there is little evidence about what types of interventions are successful and which are not, and they identify having an impact as a major challenge for 2019. There is also a concern that if donors become too focused on strategy and impact, and invest heavily in impact assessments, this could divert resources from grantmaking.

What opportunities do you see in 2019 that might help your grantees advance their work?

Dutch donors see that there is more attention, including more **media coverage**, to social problems now and more awareness of the issues. This creates new opportunities for **collaboration**, both within The Netherlands and internationally. Some donors also see opportunities to work with municipal authorities, as they are having similar discussions about what the social problems are and how they can address them. There may also be more opportunities for cooperation with the corporate sector.

The **resources** that donors have also provide an opportunity for grantees in 2019. One donor makes the point that when it comes to issues like advocacy for policy change, you can achieve a lot with relatively limited resources. Other donors are optimistic about the role that private **funding for innovation** can play in a scenario of declining public funds. **Volunteerism** is also on the rise, and this is something organisations can benefit from.

Donors working on anti-racism issues see an opportunity in the fact that there is more international civil society cooperation on issues of anti-racism and hatred against Muslims. There is also more attention to the **importance of diversity** and more representation of Muslims and people of colour in the media.

The **right to demonstration** is also receiving more attention recently, including in the context of the Zwarte Piet protests in the run-up to the holidays (Zwarte Piet is a controversial character in the celebration of St Nicholas Eve, who has often been portrayed in racist ways). This could be an opportunity with respect to addressing issues around the closing space for civil society.

How do you expect your practice as a funder to change in the next twelve months?

As the closing space for civil society starts to manifest more at home, donors are starting to question whether they should become more **political** in their approach. While there is acknowledgement that funders cannot afford to be neutral and that their resources are influential, taking a more political stance risks them becoming the centre of focus and coming under criticism. Nonetheless, some donors believe that at a time when fundamental rights are under threat in The Netherlands, funders need to be more courageous and take more risks.

Similarly, there is increased pressure on foundations in this context to be **transparent** about what they fund. Donors recognise their responsibility to be accountable for their funding, but they are also concerned about the risks, and there is disagreement about the level of transparency that is owed to the public.

“We do feel a need to self-censor. Will we be as stigmatised as Soros?”
Programme Director | Private Foundation | NL

We need to be accountable; with the money we have and give, comes influence.
Grant Manager, Private Foundation, NL

Systemic change is on the minds of some Dutch donors as they enter 2019, and they are thinking about how to shift to such an approach. One donor has been developing a model for systemic change grantmaking that it will be implementing in different countries, while another is likely to move towards supporting fewer organisations but ensuring that the work it supports is coherent and contributing to systemic change.

Some donors are committed to shifting away from project-based support and moving towards **core support** and **multi-year donations**. There may also be more focus on **capacity-building** for grantees in the coming year. Some donors are interested in strengthening the non-financial aspects of their work and identifying other support they can give to organisations, such as more **knowledge-sharing**.

There will be a greater focus on collaboration, especially **collaboration** aimed at combatting the challenges of the closing space for civil society.

One donor has invested in its evaluation management processes and expects to put more effort into gathering grantee feedback in 2019. Another donor is also considering moving more into the field of advocacy and will be identifying new potential partners this year.

◀ What political event or sequence of events do you predict will have a substantial impact on your work?

In 2019 there will be both **provincial and Senate elections** in The Netherlands, and based on elections in recent years, there is concern that they could further normalise nationalist discourse. The messaging by all parties has been seen to move farther to the right with each election cycle. If more representatives of right-wing parties are elected, that could also affect future legislative proposals on rule of law issues. Donors are similarly concerned about the **EU elections** and the potential outcomes if EU Parliament ends up with a more right-wing composition. Brexit is also on the minds of some Dutch donors, both because of the potential economic impact it could have on The Netherlands and because of the way it will likely influence the debate on EU integration.

The Dutch Ministry of Foreign Affairs is developing a new strategy for its development funding, to be published in summer 2019. The Ministry is a major source of funding for many Dutch organisations working internationally, and the strategy is expected to focus on fewer priority countries, which could have a significant impact for both Dutch organisations and private donors. In response, foundations may need to increase communication among themselves to ensure that gaps are being filled.

🌞 What issue or field of practice do you think will become more important in 2019?

Climate change is expected to be a top priority in 2019, along with other environmental issues such as **pollution** and the **conservation of nature**.

The **prevention of loneliness and social isolation**, among all social groups but especially among the most vulnerable, is predicted to become more important. **Building more inclusive societies** that give everyone a chance to participate is also likely to become

higher priority, with some donors focusing on bottom-up citizen-led movements and new forms of local governance.

In terms of funder practice, **systemic change** is becoming more important to donors, as is increasing **impact**.

The digital sphere is set to become more important, both in terms of the potential for misuse (fake news and misinformation) and the potential for good use (building better narratives and reaching more people).

● How do you think social change philanthropy has changed in the past five years? Are the issues you are addressing, or the way you are addressing them, different than they were five years ago?

There is much more **collaboration** across Europe, and there has been a deep **professionalisation** of the funding community in The Netherlands, with much more focus on **strategy** and **theories of change**, as well as better **diversity** in the sector. Donors have also embraced **technology** and started to look for tech-based solutions to social problems.

“If you look back 10 years ago here, the boards consisted only of old white men and there were no strategies at all. This has changed dramatically.”

Director | Private Foundation | NL

Discussions on **impact investment**, which was very in fashion five years ago, have evolved to focus more on social returns than on the financial side, which is positive. The corporate world has also become more concerned during that time with doing business with a social purpose.

The **Funding Plus approach** of providing other kinds of support to organisations on top of giving money has also become much more commonplace in the past five years. Many donors have started to recognise the assets that they have to offer beyond writing cheques. More donors have invested in **capacity-building** of their grantees, as well.

Nonetheless, some donors feel that not enough has changed and that there is so much more left to be done. Although there is recognition of the need for core support, there are still relatively few foundations providing this type of funding and still a lack of funding for advocacy, especially to minority-led organisations. Some donors also feel that there is still not enough focus on the root causes of social problems.

“Too little has changed: risk management is still so important, but not enough is done, and we still don’t communicate enough about what doesn’t work.”

Director | Private Foundation | NL

2019 Ariadne Forecast:

UK



Two and a half years after the EU Referendum, the UK remains mired in discussion about Brexit: what form will it take and what impact will it have? Not surprisingly, these questions remain at the forefront for UK donors as they seek to ensure that Brexit does not result in an erosion of rights and protections. However, UK donors

are also thinking beyond Brexit, looking more to the root causes of social ills and thinking about how their own support and practices may need to change in order to more effectively address the bigger issues. Will British philanthropy rise to the challenge during what is certain to be a year of great change?



What do you expect to be the most pressing challenge facing your grantees in 2019?

Brexit has been on funders' list of concerns for the past two years, but with Britain's exit from the EU to take place in 2019, it has moved to the top of the list of challenges facing grantees in the coming year. On one level, the concern is that, as Brexit remains an ongoing focus for Government and Parliament, other domestic matters will at best languish in the proverbial 'in-trays' or at worst be ignored and as a result, the coming year will be another one of slow progress.

Anxiety was expressed about the potential for the diminishing of regulatory standards in the UK, particularly if the UK gravitates more towards the US as it leaves Europe. This could affect issues like labour rights, food standards, and data protection, for example.

Immigration rules will be a pressing policy challenge for grantees but could also affect them on a more practical level: the status of EU workers remains unclear, and some charities are losing workers who are choosing to return to the EU.

Some donors have suggested that as a consequence of post-Brexit immigration policies, we could see an increase in people trafficking into the UK. They noted that sophisticated criminal organisations are already operating in the UK and that these organisations are seeing the opportunities posed by staff shortages.

While not necessarily directly connected to Brexit, some funders are concerned that the hostile environment policy of the Government with regards to immigration will continue to negatively affect migrants and refugees and place additional burdens on organisations working on immigration.

With the recent conviction of the group referred to as the Stansted 15, there is increasing activism around the closing space for civil society alongside harassment and constraints on rights to speak out and of freedom of expression. When viewed through a Brexit lens, there is a feeling of a perfect storm in the making which could have broader implications for the democratic process in the UK. This is leading some UK funders to consider how they could act to bolster UK democracy.

In a trend that has continued unabated for several years, funders are seeing an increasing demand on charities to provide social services. As some organisations have disappeared as a result of funding shortages, the demand on those that remain has grown ever greater. However, the funding cuts continue, and public funding in particular is both in short supply and restrictive. As the UK moves closer to Brexit, these funding shortages are likely to become more acute as EU funding for UK organisations and communities is cut off.

What opportunities do you see in 2019 that might help your grantees advance their work?

Donors see opportunity in an increased interest among both organisations and funders to work collaboratively; this has moved beyond simply funding and now includes talk and activities around collective influence and impact initiatives. Some donors see partnerships as essential for survival and impact. The existential threats they are facing require them to think about what, specifically, they can offer and what they might need to work with others to achieve. This is true not only within sectors but also across issue areas, as organisations from different areas recognise the commonalities of their challenges and come together to try to achieve greater impact in their campaigns.

Some funders also noted a positive trend towards funders putting more trust in their grantees and engaging beneficiaries in co-production and design of services.

It was noted that funders are beginning to shift the way they view and use their money for social good – moving from a position of responsible investment to a more intentional place of ‘do no harm’.

“There is money looking for a way to do positive things in the world.”

Investment Director | Public Charity | UK

This is creating financial opportunities for investible products with an appeal that goes beyond the philanthropic sector.

“The millennial generation is far more interested in purpose and that’s affecting the financial markets.”

Investment Director | Public Charity | UK

Some donors saw some possible opportunities for change as a result of Brexit. One donor mentioned that Europe may be able to pursue greater policy ambitions without the UK at the table and that if the UK does choose to stay close to Europe, the UK may voluntarily follow those policies. That would mean advocacy organisations could focus attention on Brussels to get things done at home.

Also, the expected consultation on the policy for a Shared Prosperity Fund to replace EU structural funds could provide an opportunity for civil society to help shape the direction of this replacement funding.

Some larger donors are seeking to harness the power of technology for social change, creating new pathways for donors to support organisations in non-traditional ways and for the organisations themselves to engage with beneficiaries in new ways.

How do you expect your practice as a funder to change in the next 12 months?

UK donors expect to **align their funding** more with other funders and hope to leverage the funding of other donors to achieve greater impact in 2019. Many donors are also seeking to make better use of the **non-financial resources** they have at their disposal

(such as their networks and connections) in the service of their grantees, and some are considering becoming more operational to complement their grantmaking.

There is also a growing interest among donors to **shift their relationships with their grantees**. They speak of treating grantees more as partners than as recipients and of developing more proactive, engaging relationships with them. Some donors anticipate that they will be able to reduce the burden of reporting on grantees as the result of more regular, active engagement with their work.

Similarly, some donors express an intention to move towards **bigger, longer term grants and more core funding**. There is a growing commitment to **placing more trust in grantees**, reducing the administrative burdens on them, and giving them the core, flexible funding they need to address the complex challenges facing them.

Funders in the UK are also continuing the trend towards **more grassroots and place-based work**. Donors feel they need to develop a greater understanding of local contexts and that that should inform their grantmaking.

Some funders are also considering **more international work**.

▲ What political event or sequence of events do you predict will have a substantial effect on your work?

Unsurprisingly, the near unanimous answer to this question in the UK was: **Brexit!** Some donors are focused on the financial impacts of Brexit, as they anticipate it will slow economic growth, which will both harm the communities with which they are working and have a negative impact on foundation investments and endowments. Communities are also likely to lose out as a result of the reduction in EU funding. Overall, they fear the economic needs will increase while resources will decrease as the value of investments drop. Some donors that work internationally are considering registering outside of the UK. Other donors are focused on the **polarisation in society** that has developed around Brexit. Many expect that the turmoil Brexit has generated will continue regardless of what happens on 29 March 2019. There is much longer-term work that needs to be done to bring society together.

"We are a divided country and that will take time to heal."
Private foundation | UK

Looking beyond Brexit, some donors also anticipate a **general election** in the coming year and worry it will bring more uncertainty to the landscape.

▶ What issue or field of practice do you think will become more important in 2019?

Poverty and homelessness are among the top issues for UK donors going into 2019. They also anticipate that **populism** and the **rise of hate** will become even more important in the coming year, and that there will need to be more focus on building a sense of togetherness and shared values at the community level.

The **closing space for civil society** remains an important topic for 2019, and donors also expect more focus on **fake news** and the **freedom and legitimacy of the press**.

Several donors also expressed concern about the growing **impact of automation on society**, which raises questions around ethics and trust, both because it cedes decision-making to algorithms and places so much information and power in the hands of tech giants. There is also a need to ensure transparency and accountability in the **use of personal data**.

“The Government’s increased use of data processing and automated decision-making presents challenges for the transparency and accountability of Government activities.”
Private foundation | UK

In terms of donor practices, funders anticipate **more support for social movements** and express an interest in learning how to work with social movements more effectively. **Participatory approaches to grantmaking** are also expected to rise in influence and importance, and donors expect to place more value on **lived experience** and strive for **better diversity and inclusion** within their institutions and grantmaking practice.

“The shift or sharing of power - whether through participatory grantmaking, support for or participation in cooperatives, democratic experiments, citizen lobbying, or other means - has got to move to the centre of philanthropy’s thinking.”
Philanthropic consultant | UK

On the other hand, while donors expect there to be more challenges to foundations to demonstrate better diversity, some question how deep this commitment goes. How will foundations make real space for those with lived experience to engage on equal terms?

“We elevate the authentic voice, but it doesn’t have authority. How do we find a voice that is authentic and has authority?”
Programme Director | Public Foundation | UK

◆ How do you think social change philanthropy has changed in the past five years? Are the issues you are addressing, or the way you are addressing them, different than they were five years ago?

Collaboration has been a buzz word for years now, but many UK donors feel that over the past years, donors have moved from talk to action, with more collaborations – and more effective collaborations – actually taking place. Others cautioned, though, that true, deep collaborations, which require time in which to build trust and negotiate differences, are still rare. There is also a recognition that long-term issues require long-term solutions. Donors acknowledged that some foundations have become **more flexible in funding** and that evaluations have become less prescriptive and demanding.

More foundations are also trying to take steps to **equalize the power dynamics** between funders and grantees. The importance of hearing beneficiary voices and of lived experience is now much more recognised. There is also more recognition and discussion of **unconscious bias** and how it shapes the decisions that grant-makers make.

Funders today have a better understanding of the **interconnectedness** of issues and of intersectionality. There is more widespread acknowledgement that working in silos is not productive. Similarly, there is more commitment to **systemic change** and to **addressing root causes**. Donors also felt that philanthropy has become **strategic and impact-focused**, though not everyone was sure that was a change for the better.

UK donors feel they are **better networked** now and have better access to knowledge and learning. They also have a better understanding of the tools they have at their disposal beyond funding.

Social impact investment has grown and become more sophisticated in the past five years, and responsible stewardship of investments has much greater prominence.

With respect to the types of issues being supported, donors noted that they used to support campaigning, but now the advocacy field has moved more towards **effective communication, narratives, framing, and storytelling**.

Donors also noted the growing number of **social movements** and their importance for social change. These are now more firmly on donors' radars than they were five years ago.

The **closing space for civil society** has come to prominence in the past five years and is now an issue that many donors are thinking about and trying to address.

The **use of technology to advance social change** has also developed in the past five years and is of interest to more donors.

Despite these changes, there is a call among donors to challenge themselves more. Some donors don't see significant changes in the way business is being done and are calling for donors to take more risks. Are donors really capable of funding movements and then stepping out of the way? Are they reaching out to unusual suspects? There is a sense that philanthropy could do more to live up to its full potential.

"We need to ask ourselves, without philanthropy, would the UK be in chaos? We know it does good, but does it do well enough? To what degree does it just put on sticking plasters or make things worse?"

Senior Head of UK Portfolio | Public Foundation | UK

Acknowledgements to 2019 Forecasters

Ariadne would like to thank those who contributed their insight, ideas and vision to the 2019 Ariadne Forecast. We are grateful to the people who have either answered the questionnaire, been interviewed or taken part in the Forecast roundtables, including the following people:

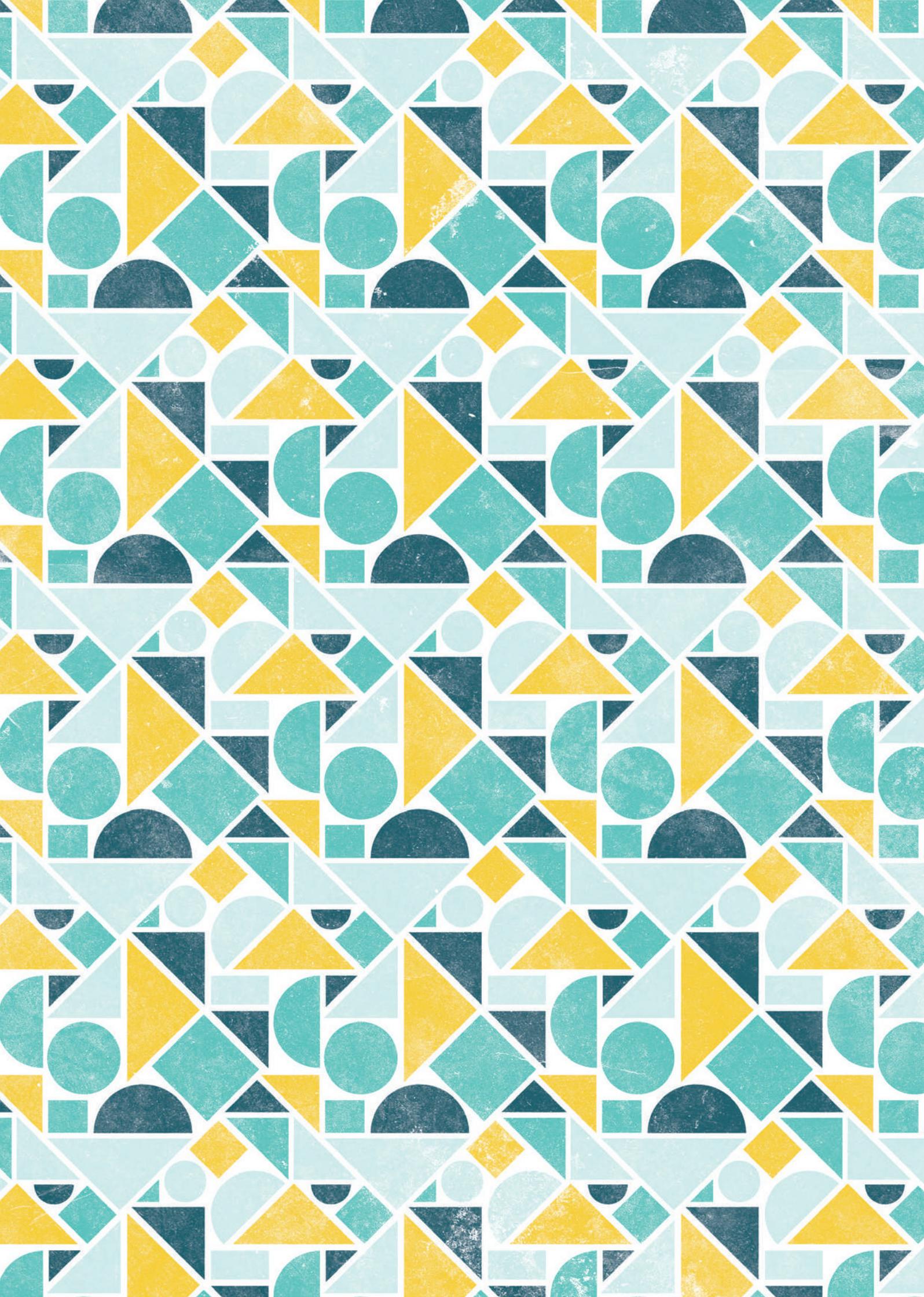
Abi Knipe Fundators' Initiative for Civil Society – Global Dialogue	Daniela Castagno Fondazione Con Il Sud	Jeanine Kok IKEA Foundation	Massimo Lapucci Fondazione CRT & EFC	Salome Chagelishvili Women's Fund in Georgia
Adrian Arena Oak Foundation	Daniele Giudici Fondazione Lambriana	Jennie Richmond Independent	Matthew Hart Global Philanthropy Project	Samantha Rennie Rosa
Aengus Ó Dochartaigh Human Dignity Foundation	Daria Braga Fondazione Laureus Italia Onlus	Joanna Oyediran Open Society Foundations	Matthias Fiedler Bewegungsstiftung	Sameer Padania Macroscope London
Alessandra Brignola Fondazione Prima Spes Onlus	Dario Manigrasso Fondazione Snam	Job Rijnveld Adessium Foundation	Mekonnen Mesghena Heinrich-Böll-Stiftung	Sandy McClure Global Greengrants Fund UK
Alessandro Mele Cometa Fondazione	Daive Invernizzi Fondazione Cariplo	Jodi Stempel Global Greengrants Fund UK	Miranda Kaiser Italia Hello	Sanne ten Bokkel Huinink Vereniging van Fondsen in Nederland (FIN)
Amy Stolze Cordaid	Debbie Pippard Barrow Cadbury Trust	Jon Cracknell Goldsmith Family Philanthropy	Miriam Edding Stiftung :do	Sarah Coupechoux Fondation Abbé Pierre
Andrea Kämpf Deutsches Institut für Menschenrechte	Deborah Doane Fundators' Initiative for Civil Society – Global Dialogue	Joseph Le Marchand Le Nam Marchand	Moirá Sinclair Paul Hamlyn Foundation	Sarah Cutler Migration Exchange – Global Dialogue
Andrea Silvestri Fondazione CRC	Dennis Kerkhoven Stichting 0.0	Judith Klein Open Society Foundations	Monica Ramaioli Fondazione Umberto Veronesi	Sarah Fuchs Freudenberg Stiftung
Andreas Hieronymus Open Society Initiative for Europe	Edlira Majko Open Society Foundations	Juliette Decoster Fondation Charles Léopold Mayer	Moritz Kilger Stiftung EVZ	Sarah Sommer Network of European Foundations
Angela Melodia Fondazione Snam	Eka Iakobishvili Open Society Foundations	Karen McCusker The Honey Foundation	Nadia van der Linde Red Umbrella Fund	Saskia Van den Dool Adessium Foundation
Angela Seay Polden Puckham Charitable Foundation	Emily Collins-Ellis I.G. Advisors	Karin Heisecke Amadeu Antonio Stiftung	Nadja Groot Stichting Democratie en Media	Shalni Arora Savannah Wisdom
Anne Maljers Oranje Fonds	Emma Lough Thomas Paine Initiative – Global Dialogue	Karin Kiehn Olin gGmbH	Natasha Hulst Schumacher Center for New Economics	Simona Torre Fondazione Italiana Accenture
Anneke Spikens DOEN Foundation	Eric Rijnders Janiva Foundation	Karine Gavand European Climate Foundation	Nick Acland Henry Smith Charity	Sonja Böhme Stiftung Erinnerung Verantwortung Zukunft
Annie Hillar Philanthropy Advancing Women's Human Rights (PAWHR)	Esther Hughes Global Dialogue	Kate Fanning Fund for Global Human Rights	Nicolas Krausz Fondation Charles Léopold Mayer	Sonja Schelper filia.die frauenstiftung
Anya Stern Comic Relief	Esther Lever Mama Cash	Katie Lau Migration Exchange – Global Dialogue	Novella Pellegrini Enel Cuore Onlus	Stefania Mancini Fondazione Italiana Charlemagne & Assifero
Ariane Waldvogel Fondation Pro Victimis	Eva Rehse Global Greengrants Fund UK	Katrin Wolf filia.die frauenstiftung	Olga Daitche Stiftung EVZ	Stephan Burger Network of European Foundations
Augusta Hagen-Dillon Prospera International Network of Women's Funds	Fatma Kaya Cordaid	Kim Vale Brooks Foundation	Patrick Lescure Fondation Un Monde par Tous	Susanna Pietra Chiesa valdese-ufficio Otto per Mille d'Aosta
Avi Rewat Fonds 1818	Federico Bastia Fondazione punto.sud	Kristina Johansson Salberga Foundation	Patrik Vesán Fondazione Comunitaria della Valle d'Aosta	Swatee Depak With and For Girls
Bailey Grey Disability Rights Fund	Fiona Montagud Catala Women's Fund	Laura Somoggi The Womanity Foundation	Peter Matjašič Open Society Initiative for Europe	Swee Leng Harris The Legal Education Foundation
Ben Stewart David & Elaine Potter Foundation	Francesca Mangano Fondazione punto.sud	Liz McKeon IKEA Foundation	Petra Hans IKEA Foundation	Sylvie Tsyboula Tiers Secteur Consulting
Betteke de Gaay-Fortman Karuna Foundation	Gabrielle Rochmann Fondation pour la Memoire de la Shoah	Lorenzo Rebuzzini Fondazione Francesca Rava N.P.H. Italia Onlus	Philippe Mayol Fondation Terre Solidaire	Tania Gianesin Moleskine Foundation
Callum Jackson GiveOut	Gianpaolo Pavesi Fondazione Alessandro Pavesi Onlus	Maaiké Schouten Both ENDS	Rachael Takens-Milne The Legal Education Foundation	Timo Hendriks Oranje Fonds
Carola Carazzone Assifero	Giorgio Righetti Associazione delle Fondazioni e delle Casse di Risparmio – ACR)	Maarje Eigeman Stichting Democratie en Media	Robert Basch Open Society Fund Prague	Tommaso D'Alterio Fondazione Enrico Isaia e Maria Pepillo
Carole Frampton PeaceNexus Foundation	Giovanna Forlanelli Fondazione Luigi Rovati	Marcela Scaron Fondation Macif	Robert Bell The Sainsbury Family Charitable Trusts	Valentina Di Felice The Womanity Foundation
Caroline Brac de la Perrière Mediterranean Women's Fund	Hanna Stähle Bundesverband Deutscher Stiftungen	Marcus Lux Robert Bosch Stiftung	Robin Piero Fund for Global Human Rights	Valerie Marouche BMW Foundation Herbert Quandt
Céline Bonnaire Kering Foundation	Ida le Duc Fondation Européenne pour le Climat	Maria Ali-Adib Pravda The Astari Foundation	Rolf Alter Hertie School of Governance	Victoria Adelmant Oak Foundation
Charles Keidan Alliance Magazine	Inga Wachsmann Independent	Maria Chiara Roti Fondazione Francesca Rava	Rowena Teall Baring Foundation	Vittoria Burton Fondazione di Comunità del Canavese
Chiara Alluisini Fondazione Marcegaglia Onlus	Irene Davids Fonds 1818	Marie-Laure Muchery Fondation de France	Roy Virah-Sawmy Civitates	Vivian Paulissen European Cultural Foundation
Christa Meyer Stiftung EVZ	Ise Bosch Dreilinden gGmbH	Marion Duquesne Mediterranean Women's Fund	Rupert Abbott GiveOut	Wendy Richardson Global Fund for Community Foundations
Christine Meissler Brof für die Welt	Ivan Blazevic SOLIDARNA Foundation	Marta Petenzi Fondazione della Comunità di Monza e Brianza Onlus	Dr Rupert Graf Strachwitz Maecenata Stiftung	Will Janssen Hivos
Christine Oliver Polden Puckham Charitable Foundation	Ivan March Guerrilla Foundation	Martin Modlinger Stiftung Erneuerbare Freiheit	Ruth Davison Comic Relief	Ximena Warnars Ford Foundation
Claas Helmke Wermuth Asset Management GmbH	James Logan Fund for Global Human Rights	Martina Fin EDGE Funders Alliance	Saartje Baes Mama Cash	Yervand Shirinyan Open Society Foundations
	Jana Proisinger Heinrich Böll Stiftung	Marzia Sica Compagnia di San Paolo	Sabine Verbiest Adessium Foundation	

We also wish to thank our hosts for the Forecast roundtables in Paris at Fondation Charles Léopold Mayer, in Milan at Fondazione Cariplo, in Leiden at IKEA Foundation, and in Berlin at Stiftung Erinnerung Verantwortung Zukunft. Special thanks as well to Carola Carazzone, Assifero for her support to the Italian chapter and event.

Notes



A series of horizontal light blue lines providing a template for taking notes. The lines are evenly spaced and extend across the width of the page.



ARIADNE 
European Funders for Social Change and Human Rights

ariadne-network.eu

info@ariadne-network.eu

+44 203 752 5557

[@AriadneNetwork](https://www.instagram.com/AriadneNetwork)