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Collaborative Philanthropy

Front cover: Surf life saving crew heading off to a rescue at Northcliffe Beach in May 2006, one of 10,000 such rescues per year in Australia. Staffed by an army of volunteers and funded by a range of government, corporate and philanthropic supporters, Surf Life Saving Australia presents an iconic image of Australians working together for the common good.

Front cover courtesy of Harvie Allison Photography.

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Collaborative Philanthropy

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"… at a deeper level, collaboration in its broadest sense can be seen as a measure of a sector's health and growth, and as an indication of a mature professional field."

From the President

Lady Southey AC, President

What is collaborative philanthropy, and why does it matter?

Collaboration can be understood to mean different things to different people. The most fundamental form of collaboration in the context of philanthropy is co-funding: the 'aggregation of dollars to make things happen on a scale beyond what any single funder could achieve'.

This is perhaps the most common form, but the potential for collaboration extends further to encompass a full range of inter-foundation and cross sectoral relationships, from informal sharing of information to much more complex structures. Partnerships are generally at this end of the spectrum, with a formal structure and considerable investment of resources: money, time, skills, knowledge and reputation.

On one level collaboration is an everyday activity – ringing a colleague for advice, attending a seminar, interacting with our sectoral peers. However, at a deeper level, collaboration in its broadest sense can be seen as a measure of a sector's health and growth, and as an indication of a mature professional field.

It could be said that in Australia many foundations and individual funders don't think of themselves as part of a sector, and cherish their independence and their privacy. Others who may be more open about their giving are still protective of their autonomy, citing their independence from government and shareholders as a unique and most valuable asset. Collaboration can look threatening in this context.

So why are so many foundations, corporations and individual funders choosing to work alongside others in collaborative models? Beside the obvious benefits of collaborating – larger pools of money and tapping into a wider pool of expertise – what else can they expect to gain? For a start: greater efficiencies through shared overhead and planning and reduced duplication of effort; consolidated information management systems, sharing knowledge across foundations and fields; institutional learning, from failures as well as successes; political power from the weight of numbers and reputations; and the capacity to streamline grantseeking processes with common application forms. The list goes on and is explored in more detail in the pages of this edition.

In the light of all these benefits, collaboration may seem an enticing mode of operation. However, there is little sense in engaging in collaboration for its own sake without an analysis of both costs and benefits. Lessons learned from the literature* make sobering reading:

- funders should engage in collaborations only after they've analysed the project's match with their mission and purposes, weighed the costs and benefits of collaborating, and assessed the likelihood of success;
- collaborations take time, above and beyond the project;
- collaboration may well require organisations to make exceptions to their normal business practices, to compromise in procedures and practices for the efficacy of the group;
- to delegate any aspect of its grantmaking responsibilities, a funder must have considerable confidence in its peers, especially to cede responsibility for due diligence;
- in group decision-making – the greater the number of participants, the greater the need for an internal structure and some deference to a steering committee or lead funder who has decision-making powers; and
- good communication and clear delegation of authority within collaborating organisations is vital.

The best models of collaboration enhance the work of individual organisations and givers, as well as the entire sector. We thank those who have contributed to this edition for sharing their experiences in this challenging and exciting form of giving.

* For further reading on collaborative philanthropy see the *Australian Philanthropy* website at www.philanthropy.org.au/services/journal.htm

"We're talking about the biggest players, who are demonstrating a real interest in attacking the most difficult issues. In most cases they are entrepreneurs who have built enormous wealth and influence globally."

From my Perspective

Gina Anderson, CEO

I am fascinated, intrigued, inspired, and sometimes even a little bit nervous, at the engagement of the global business elite into doing 'good works'. When they bring not only their huge financial clout but also their heads and their hearts, the potential to make a real difference to the big intractable societal and environmental issues is enormous.

I think we are beginning to see a profound change in the nature of philanthropic collaboration. This is much more than partnership. This group of people do philanthropy in the same way they do business – they look at the issue strategically, they research, they query accepted wisdoms, they get the very best people involved. They use all the resources at their disposal and they expect to resolve the issue, or at least to make a significant difference.

We're talking about the biggest players, who are demonstrating a real interest in attacking the most difficult issues. In most cases they are entrepreneurs who have built enormous wealth and influence globally. They are people who have the capacity to absorb and analyse a tremendous amount of information and have the ability to distil the really critical elements and make a decision. They are used to taking risks, dealing in big numbers and big issues, and as a consequence are used to managing multi-national organisations in multi-lingual, multi-cultural, multi-government environments, and managing and mobilising people across the world.

A recent *Fortune* magazine article (*'The Power of Philanthropy'*, 18 September 2006) describes Bill Clinton's work against HIV/AIDS. Clinton used influence and the application of business techniques to organise the drug market "from a high-margin, low-volume, uncertain payment process to a low-margin, high-volume, certain payment process." After being quoted $500 a year per person for anti-retroviral drugs by the big pharmaceutical companies, he and his team decided they could do better. The Clinton team turned to an Indian company, worked with them to re-engineer their processes, and then gave guarantees of minimum purchasing levels. As a result, he was able to supply anti-retroviral drugs to Africa at an average cost of less than $140 a year per person – a substantial drop from the quoted cost of $500.

Clinton's influence is in leveraging money from other big players. Sir Richard Branson recently pledged to commit all the profits from his transportation businesses into renewable energy technologies in order to combat climate change. This is a business decision as well as an environmentally beneficial one – Branson hopes to cut the fossil fuel bill generated by his airlines. But Branson's investment, estimated at US$3 billion over 10 years, is a bigger commitment than can be expected of most governments. The big players are now starting to take a different view of the world to that which we have expected of them. And they are doing it for the common good.

The examples above are not necessarily philanthropic in the way philanthropy has been traditionally described and interpreted. These people see a problem or an issue, demand change, and bring that change about through the use of their considerable business skills, applied in a different context, a context in which they also learn. Using their influence, knowledge and networks as well as their money, they are able to use economies of scale as leverage. By working to change business practices and delivery mechanisms they are doing things not even governments can do.

And with power and influence, they can bring everyone to the table – governments, other business people and non-profits – to bring about changes in policy, business practice, service delivery methods and even the way others see the world. They are able to effect change on a scale that most sovereign nations can only dream of. It is the concentration of this power and influence in so few hands that sometimes makes me a little nervous. Thank goodness they are using it for good works!

This approach may be a great challenge to those of us in the not-for-profit sector, but we must embrace it. We must work with our business colleagues to encourage them to use their leverage, their skills and their unique advantages in order to help us solve some of our specific issues for the advantage of all. In this, at least, we are building on philanthropy's great traditions. After all most of the foundations and trusts in Australia, both past and current, were created from the work of brilliant entrepreneurs who put their money into legal structures for the public good.

Social change philanthropy: building partnerships for change

By Marion Webster

The following is an extract from a speech by Marion Webster OAM, Chair of the Melbourne Community Foundation, to the VCOSS Congress in July 2006. The full text of this speech can be found on the Australian Philanthropy website www.philanthropy.org.au/services/journal.htm

Marion Webster.

To achieve real and effective change often requires structural reform of legislation, policy or institutions and fundamental shifts in community attitudes and understanding. In the words of Emmett Carson, President of the Minneapolis Foundation in the USA, "It is not enough to support the service delivery arm of hard working non-profit organisations. You've got to do more and you've got to recognise that educating public policy makers is crucial to your success."

This is what we call 'social change philanthropy.'

Social change philanthropy relates both to where money is directed – to address root causes, rather than symptoms of social and environmental problems – as well as to how money is given, by urging individual donors and philanthropic organisations to become more accountable, strategic, inclusive, collaborative, democratic and creative.

We need to recognise that a desire to 'give something back' is not necessarily the same as understanding the causes of social and economic injustice. Giving to medical research, the established arts, and charitable good works is likely to provide more recognisable short and medium term outcomes than supporting change agents, working to build community capacity, or funding independent policy research and advocacy.

Private foundations by their nature tend to be driven by the preferences and prejudices of their principals. They can choose to either support the short term approach or they can be a vehicle by which individuals, families, and corporations seek to influence social policy through private means and solutions, rather than through public discourse and public goods.

While both are equally valid, Melbourne Community Foundation (MCF) and Changemakers, along with many other philanthropic funders, encourage the approach that tackles disadvantage at its source and, through the investment of knowledge, time and resources, seeks long term solutions.

The second tenet firmly held by both MCF and Changemakers is the belief that grantmaking should be accountable to the communities it serves, and that it is crucial to give people from under-represented groups a role in the decision -making about how funding should be allocated. This is what we refer to as working collaboratively or 'in partnership'.

Partnership is becoming an increasingly common term in philanthropy. Very few of us want to practice within that more traditional charity model any longer: of providing handouts to the powerless poor. The relationship has changed from one of patronage and gratitude, to one in which both grantmaker and recipient are seen to have a constructive voice and role in both the process and the outcome.

In its broadest sense, a partnership recognises that both the grantmaker and recipient bring something to the relationship that will help to achieve the desired outcome, and particularly that the grantmaker can bring more than just funds to the equation.

They can play an advocacy or brokerage role with government and other grantmakers, and depending on their own background and skill set, can bring project development and management expertise.

MCF's Youth at Risk initiative is an example of a partnership approach. MCF brought together a range of research, government and community organisations working with disadvantaged young people. This has evolved into the Youth Collaboration, involving 11 different organisations from the public, not-for-profit and philanthropic sectors. The Youth Collaboration has jointly developed and funded a project; six of the partners, including MCF, have contributed funding, and three non-government organisations will be employing young people.

The grantmaker's ability to bring together major stakeholders in a particular social policy area often relates to their status as outsider, not caught up with tensions or pressures that may exist within the particular sector, and with the time to prepare the groundwork for bringing people together.

Developing partnership models also strengthens the organisational capacity and broadens the networks of the community groups.

While there are positives, there are also pitfalls. Grantmaker arrogance, for example is one criticism that can be and sometimes is levelled at this approach. Despite all the talk of collaboration and partnerships, the reality is that, in the end, the grantmaker controls the purse strings and has the power. They can be seen to distort the community's priorities if they are forced to take on a project that is not what they would do if they themselves were making the decisions.

Hopefully this is less of a problem if philanthropists see their role as one of facilitator, providing opportunities to identify issues and creative solutions, rather than imposing their own untested ideas on others.

For more information on Youth at Risk, visit http://www.communityfoundation.org.au/webpage/initiatives/list-in-flnit.chtml

BHP Billiton: collaborating for sustainable growth in the Pilbara

By Marie-Louise Sinclair of Sinclair Consulting, Western Australia

The BHP Billiton Western Australian Iron Ore community partnering program in the Pilbara region of Western Australia is a ground breaking example of collaborative partnering between government, corporate and community organisations.

The Pilbara Education Partnership between the company and the Western Australian Department of Education and Training is designed to ensure young people in the Pilbara have access to the same high quality educational opportunities as students in metropolitan areas.

With joint funding of $6 million over three years, it is one of the largest corporate-government partnerships ever undertaken in regional Western Australia. It is assisting the Department to deliver quality education and training to students in the region through tailored training programs, state-of-the-art facilities, and strategies to improve retention rates.

The Pilbara Health Partnership is similar in scope. Comprising the company, the Health Department of Western Australia and other public and private sector organisations, it includes more than 20 initiatives to build healthier communities.

These major partnerships are designed to improve the education, health and community capacity of the remote communities in the north west of Western Australia, where BHP Billiton Western Australia Iron Ore mining operations are located.

Richard O'Connell, Regional Manager for Community and Public Affairs at BHP Billiton Western Australian Iron Ore, explained that the structure of the program stemmed from the company's social impact assessment and community consultation.

"Since 1999, international demand for iron ore has grown rapidly. The company has responded by planning to significantly expand its mining and shipping operations," Mr O'Connell said. "As part of our planning, we have maintained dialogue with the communities we work with and within, to ensure we did whatever was possible to mitigate any impacts.

"We are especially aware of the importance of maintaining the social, economic and environmental sustainability

(Rear, from left) BHP Billiton Iron Ore's Regional Manager Community and Public Affairs, Richard O'Connell, and Manager Aboriginal Affairs, Chris Cottier, are photographed at the launch of the Pilbara Education Partnership with (front, from left) Hedland Senior High School Principal, Donna McDonald, and students Nur Halik and Michael Geisler.

in the region. We want to help ensure that the local community's capacity and infrastructure is enriched and sustained beyond the current dependency on mining."

Extensive research commissioned by the company several years ago highlighted a range of community concerns about regional sustainability, many of which were beyond the scope of a commercial mining enterprise.

"The obvious solution was to partner actively with government, NGO's and other community stakeholders, supporting them to improve service provision, infrastructure and amenity in accordance with community priorities and preferences," Mr O'Connell explained.

The research identified the community's key priorities as health and education. The company then sought to establish major partnerships in these areas. The partnerships were designed to build on existing efforts of a range of government and community stakeholders, in a unified and strategic way. BHP Billiton Western Australian Iron Ore matched funding dollar-for-dollar.

Formal Memoranda of Understanding with major government health and education agencies underpin the Pilbara Health and Education Partnerships. Both were the product of intense collaboration between the company, State Government, health and education sector representatives, and the community.

The Pilbara Education Partnership includes the largest regionally-based AFL mentoring program in Australia. Called Kicking Goals, it draws on the appeal of football to guide, teach and inspire students in the remote Pilbara region. West Coast Eagles footballer David Wirrpunda is photographed here with Kicking Goals students.

The scope and complexity of the partnerships dictated the need for formal management frameworks. These helped manage potentially difficult questions such as how to balance the views of different stakeholders, setting criteria for funding allocation, overseeing financial responsibilities, and effective project delivery.

According to Mr O'Connell, each of the partnerships is guided by documented agreements with clear objectives, management guidelines and evaluation processes. Both have formal performance indicators and are independently audited on a six-monthly or annual basis. "Initial research shows we are making good progress against the partnership objective," Mr O'Connell said. "We have not only delivered tangible services to our communities, but there is also increased satisfaction about living in and raising a family in Pilbara towns."

BHP Billiton Western Australian Iron Ore worked with a government relations consultant to develop the partnership concepts.

"The outcome has been highly effective collaboration, which helps the company to achieve its social performance objectives, and the Government to deliver improved regional services," said Mr O'Connell.

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Indigenous Capacity Building Program: Reichstein and partners add value

By Carole Fabian

The Indigenous Capacity Building Program has been about collaboration from the first spark of an idea, through to a planned reunion of graduates at the end of this year.

The Indigenous Capacity Building Program brought together community activists from many different Indigenous communities across Victoria and provided a forum for learning, sharing experiences and building networks.

While initiated by the Reichstein Foundation, it was a collaboration of many partners who contributed in various ways – funding, organisational skills, course content, accommodation and information. It also resulted in ongoing collaboration between the many groups and individuals who took part in the program.

Participants in the Indigenous Capacity Building Program. Christa Momot is seated on the right.

The idea for the program started with the Reichstein Foundation's Executive Officer, Christa Momot, when reviewing the Foundation's granting profile in 2004. She found a relatively low rate of applications from Indigenous community projects, and an even lower funding rate.

The projects that had applied were often worthwhile but applications lacked the supporting information, evidence and documentation. When Christa discussed this concern with people working in Indigenous community organisations, she heard comments such as:

"We don't necessarily understand the words used by funding organisations."
"We aren't given feedback on why are application wasn't successful."
"We don't know who to apply to."

Christa spent a lot of time visiting different Indigenous groups and communities to discuss how best they might access philanthropic support to achieve genuine structural change.

"Many groups were well aware of the problems they were trying to address, but needed to talk through what the structural causes of these problems were, and how to begin developing appropriate strategies for change," Christa said.

Rather than try to reach a lot of people through this one-to-one contact, she thought about the possibility of setting up a group which could share knowledge, ideas and collectively meet people from a range of foundations, pro bono services and other useful contacts.

From here, the first collaboration took shape. Together with Julian Silverman, program coordinator of Community Work at RMIT University, the Reichstein Foundation started to plan a course which might offer indigenous activists this opportunity, and through the process gain a Certificate IV in Workplace Training.

The main elements of the program were:

- governance and infrastructure: building a strong, well functioning organisation;
- project development: submission writing, providing evidence of needs and issues; and
- philanthropy: who funds what and what are their requirements.

The Helen Macpherson Smith Trust joined the partnership funding the employment of a part time program coordinator, Kaye Bratetich, to bring the ideas into a more concrete form.

The next partner to step in was the Lumbu Indigenous Foundation, who agreed to help develop some of the course material and ensure its relevance to a range of indigenous communities.

The risk of failure was always hanging around, and not everyone consulted about the program was enthusiastic. Some people said it was not the business of the philanthropic sector to initiate such a program. Some said it wouldn't work because of the onerous travel and time commitment for those activists who lived in rural and remote locations.

Despite these concerns, the project proceeded to invite a selection of indigenous groups – based on the Reichstein Foundation's mailing list of previous funding applicants – to enroll in the program. Initial fears about a lack of interest ("We really wanted 15 applications to make it worthwhile," said Christa) were quickly dispelled when 30 expressions of interest were received.

Word about the program had been passed around a much broader network of communities.

At this point, a new partner joined the collaboration. The R E Ross Trust agreed to join the Reichstein Foundation in funding scholarships to cover the costs of travel and accommodation for many of the participants who otherwise might not have been able to attend.

A community educator was engaged, to visit each organisation that had registered for the course and talk to staff and committee members about their achievements, strengths, challenges and concerns. These issues were recorded, given back to each organisation in the form of a report, and used by the program to shape the training materials and course content.

And so the program began, with 22 confirmed participants, who travelled from around Victoria to Melbourne for 17 intensive days over a total six month period. The first session was held at RMIT University, in a classroom that confirmed the misgivings of some of the participants. “This reminds me of my school,” said one, with obvious distaste.

Christa Momot responded by contacting Peter Seidel of law firm Arnold Bloch Leibler (who provide pro bono services to numerous Indigenous organisations and projects), asking if it would be possible to conduct one or two sessions of the program in the firm’s boardroom.

The response was immediate and positive. Another partner joined the project, and the rest of the course took place in the attractive surroundings of Arnold Bloch Leibler’s Collins Street boardroom, complete with fine catering. “Everyone loved it,” said Christa Momot. “It was attractive, the staff were friendly and respectful, and the food was great.”

During the course, participants met with a range of presenters, who introduced their organisations, and how they might be involved with Indigenous community projects. They included grantmakers such as the R E Ross Trust, The Myer Foundation, Helen Macpherson Smith Trust, the Foundation for Young Australians, ANZ, Telstra Foundation and Rio Tinto Aboriginal Foundation.

The value of these sessions was not just in giving participants information about potential sources of funding and support, but in providing the chance for people to meet each other face to face, making future contact a lot easier.

The Victorian Government’s Community Support Fund also made a presentation. This is one of the few grant making bodies that will fund building costs, which was of great interest to many groups, many of whom hadn’t known of the Fund’s existence. Other organisations that made presentations included Public Interest Legal Clearing House, Good Company, VCOSS, Department of Victorian Communities, Social Ventures Australia, and Our Community, to name but a few.

These sessions were interactive, with participants also sharing with presenters some of their ideas for community building and long term problem solving. Participants also discussed two Indigenous case studies – the Jabiluka Campaign, and the Yorta Yorta Friends of the Earth native title claim for Barmah Millawa – valuable examples of community action for long term structural change.

The final session of the course was a meeting between the activist participants and Philanthropy Australia’s Indigenous Affinity Group. The participants gave presentations on how they believed philanthropic foundations might most valuably assist their communities.

Feedback from participants was largely very positive, and they are coming together for a reunion at the end of 2006. As well as providing a chance to renew friendships and further develop informal networks, the meeting will discuss a formal proposal to the Indigenous Affinity Group for a long term collaborative project, which would see the extension of capacity building beyond the current program to a whole range of other Indigenous groups and communities over the next few years.

The success of this project depended on collaboration, and in this case, the willingness of all partners to be flexible and responsive. The Reichstein Foundation, the Helen Macpherson Trust and the R E Ross Trust are all members of the Indigenous Affinity Group, and shared a trust and willingness to work together for a positive outcome. According to the program’s coordinator, Kaye Bratetich, the enormous amount of effort was more than worth it. “We saw changes in group dynamics, confidence built, ideas formed, deeper understandings between indigenous and non-indigenous people, networks forged, resources used, and new funds tapped,” she said.

“Reichstein and other philanthropic organisations are now getting high quality applications from organisations that participated. Two participating organisations, on their first application to philanthropy, were successful. They will receive significant amounts towards their projects.”

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“A community educator was engaged, to visit each organisation that had registered for the course and talk to staff and committee members about their achievements, strengths, challenges and concerns. These issues were recorded, given back to each organisation in the form of a report, and used by the program to shape the training materials and course content.”

Planting small, reaping big: Bonsai – The Imagination Tree, a new model in social firms

By Jane Pound, Director, Social Ventures Australia (SVA)

Bonsai – The Imagination Tree is a wholesale nursery in Victoria's Dandenong Ranges which will create new employment opportunities for people with a mental illness.

The business is a joint venture between Social Ventures Australia (SVA), Social Firms Australia Limited (SoFA) and Eastern Access Community Health (EACH) and is a local example of a 'social firm'.

Social firms, which originated in the United Kingdom and Europe, are working business ventures. They also provide an environment to assist people with a disability, illness or other barriers to employment, to find meaningful work in a positive culture of health, support and understanding.

Australia is following the social firm example, but also leading the world through the development of an exciting new model of business acquisition.

The collaborative acquisition of Bonsai – The Imagination Tree has pioneered a new model for establishing social ventures – purchasing an existing business with a proven track record and relaunching it as a not-for-profit social firm, rather than starting one from scratch. It was made possible through a unique cross-sector funding mix of government, philanthropic, corporate and local community contributions.

Funds for the acquisition were made up of contributions from SVA private investors, a tailored commercial loan from Bendigo Bank, a grant from the Federal Department of Transport and Regional Service's 'Regional Partnerships Program' and Eastern Access Community Health.

An additional and important funding source was a 'soft loan' from the Sundell Foundation. This is an extension of finance on favourable rates and terms. The loan is repaid not to the lender, but to a new social firm, creating the beginnings of a rolling fund for the social firm sector as it develops.

Launch of Bonsai Social Firm. From left to right: Monbulk State MP James Merlino; Caroline Crosse, Executive Director, Social Firms Australia Limited; Deputy Premier of Victoria John Thwaites; Federal Parliamentary Secretary Health and Ageing, Christopher Pyne and Federal MP Tony Smith.

The original owners of Bonsai – The Imagination Tree, Paul and Trish Sweeney, will stay on to mentor the bonsai nursery, which employs 10 staff. As a social firm, the business will offer employment for people with a mental illness and train existing staff about mental illness awareness. Paul and Trish have said that a family experience with mental illness was a contributing factor to being involved in the venture.

What made this funding collaboration work? Firstly, the funders shared a long term view, and were prepared to invest in infrastructure to support a new model. Any one funder may not have had the appetite to carry the project alone.

Secondly, the funding partners worked cooperatively, and new funders participated alongside more experienced players. This enabled the trial of new funding approaches, such as the soft loan, in conjunction with traditional grants. Cooperation included the two loan providers agreeing on mutually acceptable security positions, and the State and Federal departments engaging in open dialogue around the model.

Government is an important contributor to projects like this. Funding from the Department for Victorian Communities will help showcase Bonsai – The Imagination Tree as a model for social firms. Collaboration between the partners and across sectors leads to a broader reach of the venture.

Thirdly, collaboration is about risk management. At the core of this venture was a sound commercial proposition. However, as with any new business, social firms face significant risks and obstacles to success. Collaborating means that risk is diversified amongst the funding partners. And success will hopefully encourage more people to have a go!

With so many partners, however, it all takes time. Government has different processes and timelines to the commercial and philanthropic worlds, and invariably multiple layers of decision making. Funding was coordinated by the SVA/SoFA partnership, and required close attention.

Funding was just one element of this model. It was critical that SVA had the commercial skills to pull the deal together, skills not always readily available in the not-for-profit sector. SVA was able to leverage a network of support, including pro bono legal support from PricewaterhouseCoopers and Mallesons Stephen Jacques. SoFA's depth of experience in the social sector was also vital to ensure that the enterprise successfully engaged people who were living with a disability.

The team will closely monitor Bonsai – The Imagination Tree over the next 12 months. They will document workplace modifications and track the business's sustainability. The SVA/SoFA team are also investigating new opportunities and funding partners to set up other social firms around Australia. With a blend of social and commercial input, they are pioneering a new model of social firm for Australia, and with the acquisition approach, a new model for the world.

www.socialventures.com.au
www.socialfirms.org.au

The Sax Institute's '45 and Up Study': a collaboration to better understand healthy aging

By Adam Blake, Partnership Director

The Sax Institute was established in 2002 with funding from the New South Wales government. Our mission is to strengthen public health and health services research. The Institute has 38 public health and health service research centres and their universities as its members.

Our aim is to provide a 'bridge' between researchers, policy makers, funders and service delivery agencies, helping to bring these different sectors together as partners to improve health.

Public benefit underpins all of The Sax Institute's endeavours. At present our primary focus is on improving Aboriginal health, increasing the quality and effectiveness of health services, and better understanding ageing.

The 45 and Up Study – a collaboration to better understand healthy ageing

Australia has an ageing population. Over the next 15 to 20 years, the number of people aged over 65 is expected to increase by around 50 per cent. The Sax Institute – in partnership with The Cancer Council New South Wales, the National Heart Foundation of Australia (New South Wales Division) and New South Wales Health – initiated the 45 and Up Study. beyondblue joined as a Study partner and the Macquarie Bank Foundation is our first study supporter.

The study will be the largest of its kind ever undertaken in Australia, and one of the most comprehensive follow-up studies in the world. Over the coming years, 250,000 people aged 45 and over in New South Wales will join this longitudinal study which will help us to better understand healthy ageing. We have around 120 researchers, and some 37,000 participants have already joined up.

"I am going to take part in the study because we vitally need this information for long term planning for a very important sector of our community," said Irene Moss AO, Formerly Independent Commissioner Against Corruption.

The 45 and Up Study was established as a partnership venture, bringing together funders and researchers committed to world class research. It simply would not be possible for any single organisation to establish such an ambitious project. More importantly, the creation of an evidence base for public benefit demanded wide cross-sectoral collaboration and community involvement from the start.

"It simply would not be possible for any single organisation to establish such an ambitious project. More importantly, the creation of an evidence base for public benefit demanded wide cross-sectoral collaboration and community involvement from the start."

Our approach includes four key collaborative strategies:

- A stable of foundation partners and supporters. These partners invest in the 45 and Up Study contributing significant expertise in working with the community, on health issues such as cancer or heart disease and on research priorities.
- High level involvement and advice from community members. The participants generously provided information and our commitment is to respect their privacy and to make best use of the information to improve health. We have a high level committee chaired by Dr Irene Moss to make sure that we honour our commitments, and a community and participants' committee to ensure that all voices are heard.
- A phased venture development approach to seeding and growing the Study. In the incubation phase we will work with partners and supporters seeking to invest in the creation of the Study platform – participants and data. This calls for independent, creative and philanthropic investment aimed at establishing an asset for public benefit. Such a valuable resource will also generate funding or income opportunities. In phase two, the study will look to generate income through fee-for-service or commercial hyphens activities such as licensed use of data or analytical services. All funds generated will be channelled back into the maintenance and growth of the study.
- The community of collaborators. Researchers from across New South Wales have played a vital role in developing the scientific rigour for the Study. Researchers involved with the Study will develop questions that will add to our knowledge base and bring additional resources through competitive grant funds.

The 45 and Up Study partners come together both as a committee and individually with the Sax Institute on a regular basis to review and improve the dimensions and elements of partnering.

Now in its second year of operation, the Study is seeking further partners, supporters and collaborators to invest in this internationally leading research asset. Our experience of a collaborative partnership venture is that whilst it is challenging, we are already realising a whole far greater than the sum of its parts. We are on the cusp of better understanding healthy ageing.

The Sax Institute is a DGR entity. Contact Adam Blake, Partnership Director, on (02) 9514 5960.

The MacroMelbourne Initiative

By Carol Fabian

Melbourne was once declared one of the world's most liveable cities. But not everyone living in Melbourne enjoys equal access to the good life.

Like in any big city, where you live in Melbourne can strongly affect your access to housing, employment, education and health services.

The Melbourne Community Foundation (MCF) has decided to focus part of its attention on the question of place and equity through a major collaborative project called The MacroMelbourne Initiative.

Greater Melbourne comprises 31 local government areas, and around 3.5 million people. As the city grows, planning and service coordination become vital. As housing in the inner city, and mid-range suburbs become more expensive, people are moving to new growth areas on the fringes of the metropolis. Local and state agencies struggle to keep up with the demand for infrastructure, including transport, schools, health services and recreational facilities. People need education, transport and places to work, in order to find jobs and pay their living costs. Without such services, people face the prospect of poverty, isolation, and entrenched disadvantage.

It is this pattern that the MCF wanted to examine in greater detail. Understanding the issues, and coming up with strategies to pre-empt problems, are the initial goals of MacroMelbourne.

"We wanted to build a knowledge base for our donors and the broader philanthropic community about current needs, emerging trends and the impact of government planning and policy on Melbourne's growth and development," said Karen Mahlab, Chair of the MacroMelbourne Steering Committee.

The MCF is keen to act as a broker by facilitating public debate and identifying where the philanthropic and corporate sector can contribute to building Melbourne's social capital and community engagement.

The project particularly aims to identify the groups within the Greater Melbourne community that are being left behind as the city grows and changes. Most importantly, it aims to support and encourage strategies and directions for positive action.

MCF's partners in the initiative include the Committee for Melbourne, Melbourne Cares, Pro Bono Australia, RMIT University's Centre for Applied Social Research and the Victorian Local Governance Association. The Department for Victorian Communities has also provided a substantial grant.

In the first stage of the initiative, a discussion paper was commissioned which mapped the demographic changes and current research on disadvantage. The paper was prepared by Deakin University's Corporate Citizenship Research Unit (CCRU) in collaboration with the Victorian Council of Social Service (VCOSS). The paper was sent to several social policy 'think tanks' for responses and ideas.

The second stage was a forum held in late July, which brought together people from the philanthropic, corporate and community sectors, as well as from state and local government. The goal of the forum was to develop potential partnerships around concrete issues and plans for future activity.

Feedback from the forum showed that it was considered hugely successful by participants, particularly in providing the rare opportunity for cross-sector dialogue.

"As far as we are aware, this is the first time in Australia that such a group – with the potential to bring together a pool of philanthropic, government and corporate sector money – has assembled to address issues of disadvantage." said one participant.

The steering committee will now identify one or two key projects to proceed with, as a way of building momentum for the larger project.

Discussions have already begun around the ideas of a wireless networking project to provide free internet access to disadvantaged communities and 'inclusionary zoning' – how to ensure affordable housing units are included as part of major private housing developments.

"The project is not only ambitious but also essential, because it is time to attempt a more evidence-based, coordinated and strategic approach to funding by those interested in community connection," said Karen Mahlab.

"The Macro Melbourne Initiative provides a clear guide to what needs to be done in the big picture. The challenge for all is how, practically, to do it at the micro level – and tackle it in collaboration with the people whom the report talks about, the disadvantaged members of the community of Greater Melbourne."

To read more about the MacroMelbourne Initiative and download the full discussion paper, go to www.communityfoundation.org.au

A collaborative effort to keep our beaches safe

By Andrew Thomas, Executive Director, Surf Life Saving Foundation

All over our country, the image of the surf life saver is recognised with pride and appreciation: we inherently value this most iconic Australian collaboration. For the past century we have relied on individual volunteers and local communities, with support from business, government and the philanthropic sector, to keep our beaches safe. When it comes to safety, we recognise the need to work together, within an established framework, for the benefit of all. This might mean swimming between the flags, spending Sundays on volunteer beach patrol, donating to the local surf life saving club, providing support for rescue helicopters and boats, or for lifesaving medical equipment.

Lachlan Murdoch, Chairman of the Major Gift Appeal, with volunteer surf life savers at Bronte Beach.

Over 37,000 volunteer surf lifesavers spend more than 1.4 million hours each year patrolling Australia's beaches and many more hours behind the scenes. Every summer, they rescue around 10,000 people, provide first aid to 25,000 people and give safety advice to more than 150,000 others.

The Federal Government recently declared that 2007 – the 100th anniversary of the first Surf Life Saving Association – will be the Year of the Surf Lifesaver.

Surf Life Saving Australia is planning many commemorative and celebratory events, however the real goal is to establish a legacy for beach safety in Australia. The organisation's three aims for the year include:

- improving water safety education – particularly focusing on primary school children and multicultural groups;
- growing the membership base of the organisation; and
- securing additional financial support to grow beach safety services.

On the eve of the 2007 celebrations, President of Surf Life Saving Australia, Ron Rankin AM noted that "surf lifesavers have been keeping the country's beaches safe for almost one hundred years, and many people assume that they will keep doing so for the next century."

"We are very grateful for the level of support we currently receive from government, the corporate sector and members of the public. However the costs of providing beach and water safety services continue to outstrip our ability to raise funds. Despite our 99 year history, Surf Life Saving still delivers a service based on what we can afford rather than what's best for the community. The Year of the Surf Lifesaver provides a unique opportunity to draw a line in the sand to focus on long term sustainable enhancements to beach safety, to keep our largest playground, the beach, safe for all to enjoy," he said.

After returning from New York last year and purchasing a new family home at Bronte Beach, Lachlan Murdoch has agreed to be Chairman of the Major Gift Appeal. "With very little fuss or fanfare, Surf Living Saving Australia provides a vital service to Australia. They are an essential part of Australian culture and we should all be extremely proud of the fantastic work they do." Lachlan said.

"Along with millions of Australians my family will be heading to the beach this summer. As a father of two young children, I recognise the importance of beach safety. However, if we want our beaches to remain guarded for generations to come, we must secure the organisation's future."

Lachlan will be supported by an Advisory Board which includes Jack Cowin, Brian White, The Hon. Warwick Smith, Liz Pidgeon, Jenny Hutson, Raphael Geminder, David Coe, Ken Jolly, Neil Balnaves and Ron Rankin AM.

This Advisory Board have been quick to swing into action, confirming Westpac's support to a major community fundraising appeal, and significant philanthropic support from The Macquarie Bank Foundation, The Balnaves Foundation and Harvey World Travel.

For more information on The Year of the Surf Lifesaver celebrations, please call 1800 642 925 or log onto www.slsa.asn.au

About Surf Live Saving Australia:

- In recognition of 100 years of service, 2007 has been officially declared to be the Year of the Surf Lifesaver.
- SLSA is Australia's major water safety and rescue authority, and is one of the largest volunteer organisations in the country.
- It comprises of 305 local surf lifesaving clubs, 17 regional branches in New South Wales and Queensland, and seven state and territory centres.
- In the 2005-2006 season, trained surf lifesavers were involved in 10,775 rescues, taking to more than 520,000 the total number of lives saved since the formation of the original surf lifesaving association in 1907.
- SLSA is a charity and relies on the support of the Australian Government, the corporate sector and donations from the public in order to provide beach and water safety services.

Feature interview: a conversation with Mr Baillieu Myer AC

Baillieu Myer has long been regarded as a pioneer of the philanthropic sector in his roles as co-Founder and President, The Myer Foundation (1959-2004) and Trustee of the Sidney Myer Fund (1958-2001). His varied career has spanned the fields of business, medical research (Howard Florey Institute and CSIRO), Australia-Asian relations (Asialink), the arts (National Gallery of Victoria and Chairman, The Art Foundation of Victoria), conservation (Australian Conservation Foundation), education and local and rural communities (FRRR). The son of Sidney Myer, in 1990 he was awarded an AC and made an Honorary Doctor of Law, University of Melbourne in 1993. He continues to dedicate an extraordinary amount of time and energy to his favourite causes.

How has the philanthropic sector changed over the past 30 years?

Enormously. There have been at least three major changes – firstly, increased wealth as a result of 15 years of unparalleled growth. Secondly, government legislation has been aimed at encouraging philanthropy, and we have a much more friendly climate, taxation wise, for public, private and individuals to be charitable. The third change is the recognition by Australians as a whole that giving is good. I think the fact that 42 per cent of Australians give up their time in a voluntary capacity makes us a world leader. A fourth change that springs to mind is the level of press coverage and public discussion that now takes place around giving; philanthropy has a much higher profile than ever before.

Would you consider then that the sector has come to maturity?

The way I see it, there will be more Australians, more companies and more organisations with more wealth, and as the population ages, more time to give than ever before. Whether philanthropy is a business or not is arguable, but what is not arguable is that more trained people will be needed to give away that money intelligently, and to the best advantage to the Australian taxpayer. And we're going to need more and more trained people to run the organisations that receive the money or organise the volunteers.

Is this increased professionalisation of philanthropy a good thing?

Yes. I think it's a shame that there's only one university in Australia that is training 'philanthropoids', for want of a better word; that is, people working in the sector. I've recently written to the Prime Minister about it and also had meetings with the Minister responsible, Mal Brough. He is very much aware of the needs of extending management education for the philanthropic sector. It's not so much an educational issue as a management issue, and we need to be thinking of including in all commercial or business courses some training in philanthropy, or 'social investment' as it is more popularly called now. (One of the problems with ageing is that you have to learn a new language every 10 years!)

How important is collaboration between funders?

We have to take great care that, when all is said and done, more is not said than done!

I was enthusiastic about forming Philanthropy Australia; I'm less enthusiastic about forming networks of organisations to promote philanthropy. The more informal a collaboration is, the better. If the person running one foundation rings the person running the next to discuss a matter of mutual interest, more power to them. But if it involves going to expensive conferences that take time and effort and sometimes months to organise, then I think that time would be better spent giving rather than going.

What about co-funding partnerships?

Oh that's marvellous. In the old days I was on the CSIRO Board and years ago the slogan was 'publish or perish'. These days, in philanthropic circles it's probably 'partner or perish'.

How can we engage future generations in giving?

I don't worry about that too much. Future generations are much better than my generation, or your generation. They are better educated, have better parents, are better informed, they have better communication methods and are

in contact with one another much more than we were. I also think they're more aware of and concerned with social problems than we were. But again, they need to be careful that they actually do and not just talk. The voluntary organisations that I'm involved with, or that I know of, seem to all have young people's programs. So I'm not worried about the next generation.

What are some of the more rewarding projects that you've been involved with over the years?

The Sidney Myer Music Bowl stands on its own. The School of Asian Studies at Melbourne University which at the time was the first and only one in Australia; the setting up of The Myer Foundation; my involvement in setting up the Australian Conservation Foundation; the National Gallery of Victoria Foundation, and more recently the Foundation for Rural and Regional Renewal. The other one that sticks out is the aged care project '2020 Vision for Aged Care in Australia,' those are some of the major ones.

The small grants I've been involved with over the past 50 years have perhaps collectively played a more important part of my foundation life than the large ones. This is because small grants in small communities sometimes mean more than large grants in large communities. A $500 grant can make a huge difference to a small community; if we look collectively at the small grants program of FRRR or the Sidney Myer Fund, they've had a huge impact. By international standards, of course, every grant made in Australia by every organisation is small.

How do you select the areas in which you have a particular granting focus?

Over a time span of more than 50 years in philanthropy, your views change, your passions change, your interests change and your abilities change. So I've gone through that process as everyone of my age does. I've just had the 30th anniversary of my 50th birthday!

My particular interest at the moment is education for disadvantaged kids in rural and remote Australia, particularly because of the drought and cyclones, because of financial circumstances and the double disadvantage that they have in respect to access to secondary and tertiary education. So that's my particular passion at the moment. Five years ago it was aged care.

What do you think are the priority areas for Philanthropy Australia to focus on?

You have to promote giving; you must continue your very successful efforts to improve legislation where it is needed. I gather that most of the battles have been won, though there are a few loose ends to tie up. I think you have to promote the concept, and others may disagree with this, 'give while you live'. That seems to be the message that I'm getting from Lord Sainsbury in England, Warren Buffet, Bill Gates and many others.

I don't particularly encourage bequests, I've done a lot of fundraising and I've never asked for a bequest. I have asked people to give it now – give while you live. I think one of the good things about PPFs (Prescribed Private Funds), and there are many good things, is that you must give away your income a year after it's received. That's very good because so many people save up for a rainy day but never know when it's raining!

What advice would you give to someone who had made or inherited a lot of money?

I'd want to find out what his or her passions are and encourage him or her to pursue them vigorously while they can, because you can't take it with you.

Following the example of Warren Buffet and Bill Gates, is there a particular benefit in not leaving all of your wealth to your children?

I wouldn't presume to give advice like that. Every parent has different circumstances, every child has different needs. There will be a lot of very wealthy children in this country because of the transfer of wealth from one generation to the next. If Australia continues to grow and be prosperous, and if our tax regimes remain as favourable for the transfer of wealth as they are now, i.e. no death duties, then there are going to be a lot of wealthy children.

How do you feel about encouraging or dissuading people to talk about their giving?

Well, I don't think a great deal about it, it's not really on my think list! My own practice over the years has been to make gifts anonymously on some occasions, in my own name on some occasions, on behalf of my family on some occasions. I have no fixed policy about this. If the organisation you are giving to particularly wants you to be identified with it, for example as a patron, then you should let your name be used.

> "Over a 50 year span in philanthropy, for me it's more than 50 years, your views change, your passions change, your interests change and your abilities change... My particular interest at the moment is education for disadvantaged kids in rural and remote Australia, particularly because of the drought… and the double disadvantage that they have in respect to access to secondary and tertiary education."

Partners are better than a fairy godmother! Berry Street Victoria knows

By Sandie de Wolf, Chief Executive Officer, Berry Street Victoria

> "Education is critical for employment opportunities, but also for a sense of worth, self-esteem and belonging. Too many of our young people had not been engaged in education since primary school and just did not fit in the mainstream system."

Sir Gustav Nossal (then Chair of the Felton Bequest) who formally opened the Berry Street Victoria School in March 2004.

When Berry Street Victoria (BSV) was founded back in 1877 it was to solve a 'simple' problem – to find a home for babies who were 'abandoned' because of the stigma of illegitimacy or their mother's death.

Today our work is far more complex. Most of the children and families with whom we work are caught up in a web of family breakdown, poverty, mental illness, unemployment, unstable housing, substance use and family violence, sometimes extending over three generations.

If we are going to tackle today's 'wicked' problems, 'more of the same' is not enough. We need to harness the skills and resources of government, business and civil society in a new way.

Over the last four years, BSV has benefited from three very significant and successful partnerships – with the Felton Bequest, with ANZ and in a consortium to establish a new intensive therapeutic service.

Education is critical for employment opportunities, but also for a sense of worth, self-esteem and belonging. Too many of our young people had not been engaged in education since primary school and just did not fit in the mainstream system. With the venture capital generously provided by the Felton Bequest, we set up a school in a rented factory in Noble Park (suburban Melbourne) called the BEST Centre. The curriculum is tailored to the needs and skills of each client. Once the school was registered, we were eligible for student funding from the Commonwealth.

The focus of our second partnership with ANZ is financial literacy. ANZ and the Brotherhood of St. Laurence developed Australia's first matched savings program, Saver Plus. After a successful pilot, ANZ has significantly increased its investment to enable Saver Plus and MoneyMinded (an education program) to be delivered at 18 sites across Australia.

In terms of collaboration, the partnership developed by ANZ is quite sophisticated. It recognised from the outset that while the bank had certain expertise, it lacked the credibility and expertise with low income people 'to go it alone'.

The Brotherhood of St Laurence helped develop the program. BSV and the Benevolent Society in New South Wales were involved in piloting Saver Plus. RMIT evaluated the pilot and the Corporate Citizen Research Unit at Deakin University provided strategic advice. The Federal Government became involved through the Department of Family and Community Services and Indigenous Affairs (FaCSIA) and in Victoria, the Department for Victorian Communities (DVC) agreed to fund another three sites.

Our third significant partnership was developed in 2003 when the Victorian Government agreed to invest $5 million annually in a new service for children and young people in the Child Protection system, to help them recover from the trauma of serious child abuse and/or neglect.

BSV formed a partnership with Austin Child and Adolescent Mental Health Service (CAMHS), La Trobe University and Mindful (Centre for Training and Research in Developmental Health) to deliver Take Two. While we knew how to engage and care for these children and young people, the Austin CAMHS had particular clinical expertise, La Trobe University provided access to academic/knowledge and evaluation and Mindful had expertise in translating knowledge into training.

While each of these partnerships are quite different, they share a number of characteristics:

- The stakeholders in each of the partnerships share a common vision. While not always articulated or formally documented, the partners in each project use similar language about the project itself, why they are involved and their hopes and dreams.
- There was also a sense of excitement of new possibilities. Working with different stakeholders takes you out of your comfort zone. It means that you have to be open to others'

ideas and perspectives, understand different 'languages' and focus on how your contribution can 'add value'.

- Each of the partnerships is founded on goodwill and trust. With the Felton Bequest, there was a belief that BSV knew what it was doing, even though it was moving into a new area.

  Deciding to enter into a partnership with ANZ was more challenging. BSV needed to deal with scepticism about the bank's motives, the viability of such a large corporate joining with a community service organisation (CSO) and whether the program would deliver benefits to our client group. ANZ had also been on a journey to get to a point where they were confident that the CSOs could deliver.

  A critical factor in the ANZ partnership was the use of a skilled broker (a graduate of the Partnership Broker Accreditation Scheme course). The broker established and modelled ground rules of mutual respect and open dialogue.

- In each of the three partnerships, flexibility has been essential. Even with the best planning, by definition new collaborations will throw up challenges and opportunities.

  In Shepparton, Saver Plus provided the incentive for a number of Iraqi families to form new links with ANZ and BSV. This new connection enabled us to secure funding from DVC for an interpreter and for parenting groups.

- If we are to solve serious problems, it won't happen without a preparedness to take risks. For BSV, moving into education was a risk – but one balanced by an organisational belief that all young people are entitled to an education.

  The Felton Bequest had to consider whether BSV was the right partner, how much to invest and the possibility that it might not work. In addition, partners needed to consider whether the return is worth the effort invested.

- Finally, each of the three partnerships has delivered leverage beyond that envisaged when the partnerships were initiated.

  The ANZ partnership now includes workplace giving and volunteering. Through the involvement of La Trobe University, we have accessed additional funds for research and evaluation and Annette Jackson, our Research Manager, has developed international links as the only Australian Fellow of the ChildTrauma Academy in the USA.

Although it is still early days for BSV, we are very excited about the possibility of new collaborations with the philanthropic sector, business and government. We believe that these collaborations offer new hope.

For more information:
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What makes collaborative philanthropy work? Andrew Muirhead offers a view from Scotland

Andrew Muirhead, of Lloyds TSB Foundation for Scotland (LTSBFS), talked to Louise Arkles during his recent visit to Australia

Is 'collaborative philanthropy' different from 'co-funding'?

Yes, I think it is. We all co-fund, normally in a pretty unstructured and ill-defined way. Collaboration is more strategic and systematic; it's about developing solutions together. What each partner brings to the collaboration might not necessarily take the form of money, but could be human resources, or brain power.

While collaborative partners must have shared goals, often one partner has a greater expertise or track record in the issue. There's real value for a foundation in recognising its limitations and knowing when it's right to use others as a knowledge base to help make good, well-informed grants.

Is collaboration as important, or more important, for a small organisation?

Collaboration amongst small funders often happens naturally because of a lack of resources. They work together, or with larger funders, such as LTSBFS. We are very lucky in that we have a team of assessors and we are able to visit 85 per cent of our applicants. A lot of smaller grantmakers come and piggy-back on our grantmaking by using our assessment and evaluations. Collaboration can be a useful tool in that way.

Conversely, one of the advantages that small grant-makers have and can share with the bigger ones, is an individualistic visionary outlook: they're fleet of foot, and willing to take risks.

Is there a downside to collaboration?

It wouldn't be good for the health of the not-for-profit sector if we all

just clubbed together and acted in the same way. However, other than the potential loss of individual spirit and diversity, collaboration doesn't have too many downsides, so I'd rather ask where does collaboration add value?

What level of resources does a funder need to put into a collaboration?

You do need to put effort, time and resources in at the front end to scope out the collaboration, determine what you want to do, and the terms of reference, but once you have that in place you have to trust the leading partner to deliver. You can't have every decision made by committee. Ultimately someone has to lead.

Can you give us an example of an inspiring collaboration?

One of the areas collaboration can be most powerful is in funding unfashionable, hard-to-fund work, where there is a lot of public reluctance and a perceived risk. The example that springs to mind is a program for young offenders that we were supporting in Scotland.

It was a nine week residential course for young male offenders, as an alternative to serving custodial sentences. It was a pretty tough program, and it was struggling. When the government suddenly and arbitrarily stopped funding the service, I decided to see if we could resurrect it, by sourcing more foundation money and asking the government to come back on board. The process of fighting for the service by a range of philanthropic funders and not-for-profits created a great synergy.

There was such a spirit of resilience and determination to save something positive from the wreckage, such focus on the beneficiaries of this program and how they could continue to be supported.

From this collaboration, a new model of service was created, taking the best of the old and adding in new solutions, such as a stronger referral system and a follow-up service with post-program support and mentoring. It was a longer term program, catering for more people. Even though it was more expensive than the original program, the government agreed to fund the new one.

The role of the philanthropic funders was as facilitator – to keep the project alive when it was falling apart, and to create space for the not-for-profits to come together and discuss the way forward in a non-threatening place.

What are the key elements of successful collaborations?

The first element is confidence. We live in a sea of uncertainly, with few things on hand to base a decision on. You always need to balance good with bad, positive with negative aspects. But anyone who is to collaborate needs to be brave about elaborating their position and putting themselves up for scrutiny.

A second element is a notable absence of egos – there must be leadership, of course, but you must make sure that the focus remains on the end-user. This means that if any antagonism occurs it is then easy to bring everyone back to the reality of why they're there.

Where collaboration works most effectively is where you focus on the not-for-profit that is applying for funding. You can reduce red tape, reduce the burden of the application process, especially when they are applying to, and reporting to, multiple funding sources.

What do you think are the main differences between Australian and British philanthropy?

I think in Australia, there is more of a 'can do' attitude, a creative spirit, and there is certainly more collaboration than I see in the United Kingdom.

However, Australians seem to have a terrible hang-up about paying the running costs of charities. People need to understand that while its great to do something new and innovative and tangible, not-for-profit organisations can't do it without administrators and coordinators, they need people who do the IT and the HR. This mightn't be as glamorous as delivering the cutting edge programs, but they are integral to achieving the desired outcomes.

There's a very positive wave of new philanthropy in this country. A lot of it comes from people who've created great wealth, successful businesses and initiatives themselves. I just hope they bring the same thought processes that helped them create that wealth to their philanthropy.

For further information on Lbyds TSB Foundation for Scotland, go to their website at www.fundingthefuture.org.uk

> "While collaborative partners must have shared goals, often one partner has a greater expertise or track record in the issue. There's real value for a foundation in recognising its limitations and knowing when it's right to use others as a knowledge base to help make good, well-informed grants."

The Australian Environment Grantmakers Network: learning together

By Sandy Shaw, The Myer Foundation, and Amanda Martin, Poola Foundation

Back in 2003 a group of funders expressed their frustration at the difficulty of keeping abreast of what other funders were doing in the environment field.

From this grew the Australian Environment Grantmakers Network Steering Committee, with the initial membership comprising the Myer, Poola, Spinifex, Reichstein Foundations and Mullum Trust. The Purves Environment Fund and the Christensen Fund have since joined the Steering Committee.

Inaugural conference

In July this year the Australian Environment Grantmakers Network Steering Committee organised the Inaugural Conference of grantmakers who currently, and will potentially, make grants in the area of the environment. The aim of the day was to discuss the possibility of setting up an Australian Environment Grantmakers Network and to demonstrate what such a network might do.

Jo Baevski welcomed the 70 attendees to the conference. Bruce Lourie, Vice Chair of the Canadian Environment Grantmakers Network talked about the positive experience of the establishment and the operation of the Canadian Grantmakers Network. Professor Ian Lowe, AO presented environment issues in Australia today, possible solutions and the opportunities for philanthropy in addressing such problems.

Five foundations presented case studies of environment projects in Northern Australia that they had funded. These demonstrated a range of approaches to funding the environment and the lessons learnt. Promoting communication and information exchange between the groups was identified as a priority. A number of ways to do this were suggested, including establishing a clearing house function and an annual meeting, as well as the network.

Field trip to Northern Australia

Following the Inaugural Conference, a group of twelve grantmakers took part in a field trip to Cape York for a week in July.

The aim of the trip was to showcase the environmental and cultural uniqueness of Cape York and to visit projects that had received philanthropic support in order to protect important environment and cultural values.

Cape York alone is home to one third of Australia's mammal species, a quarter of the frog and reptile species and half of the country's known bird species. Cape York is 140,000 km square, or at least half the size of Victoria. The integrity of its natural systems and processes is high, due largely to the low levels of development. Cape York Peninsula is a globally significant environmental landscape.

The field trip was designed to build the participants' knowledge of the landscape as well as look at the range of conservation strategies which are currently being used to protect Cape York's natural values. Current strategies include private, public and leased land management, the management of weeds, fire and visitors as well as tenure resolution and traditional knowledge.

Key learnings

- Field trips are an excellent way of inspiring funders, building knowledge of key issues, collaborations and relationships between funders and community organisations. Such relationships take time to develop and need to be built upon trust.
- Cape York offers major opportunities for broad scale protection of high conservation value land through:
  - indigenous protected areas;
  - public conservation reserves;
  - private conservation reserves; and
  - good conservation management across all tenures.
- In such broad landscape, everyone has a role to play in protecting the environment including government, environment and indigenous groups, pastoralists and miners.
- Being on country with traditional owners and hearing their stories was a powerful reminder of the travails most indigenous people in this area have recently experienced.
- Recognition of how these personal stories from Indigenous people impact on their opportunities to develop sustainable communities and economies, leading to the need for financial assistance for sustainable development, skills development and capacity building.
- Cape York is one of the least populated places on earth and very few people are on country to manage the land.
- The majority of people who do remain on country in Cape York are indigenous people which presents a clear opportunity for them as land stewards.
- Land has to be managed for fire, invasive species, weeds and visitors and there is very little government investment in this.
- Indigenous links to land, in general, remain much stronger both culturally and legally in Cape York than in Southern Australia.
- Traditional owners with traditional knowledge of the land are getting old and passing away. Their stories and knowledge are very important to record now, both for the future Indigenous culture and for land management.
- Major conservation outcomes in Cape York have been achieved by strong advocacy, collaboration and trust between Indigenous organisations, environment groups and funders.

Following the field trip, the AEGN Steering Committee has agreed there will be a national network of environment grant makers that focuses on communication and information exchange – including an annual conference, a newsletter, a website and field trips.

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Photograph by Sandy Shaw.

Partnering for success: ANZ supporting East Timor

By Kerina Alter, Communications Manager, Philanthropy Partners, ANZ Trustees

It is no secret that two heads are better than one when it comes to solving problems. As givers of over 1,200 charitable grants a year, we at ANZ Trustees know that the synergy created from partnerships brings the ability to find creative breakthroughs to tackling complex social issues.

ANZ Trustees has found that partnering can often be the key to achieving successful outcomes, especially to problems requiring a multifaceted approach. Partnerships remove duplication and together the parties involved can offer more than any individual party could alone.

Social problems are likely to be caused by more than one factor. One organisation is unlikely to be able to impact all these factors.

"As enablers of social change we realise that partnerships offer the opportunity to tackle an issue from many angles and get at the heart of an issue to really bring about lasting social change."

"As enablers of social change we realise that partnerships offer the opportunity to tackle an issue from many angles and get at the heart of an issue to really bring about lasting social change. This is why we look to fund partnerships offering innovative and enduring solutions to social problems," said Teresa Zolnierkiewicz, Head of Philanthropy Partners, ANZ Trustees.

Rotary Club of Melbourne (Rotary) and Leadership Victoria (LV) formed a partnership four years ago to tackle the problem of capacity building for the nation of East Timor (also known as the Democratic Republic of Timor-Leste). When we saw these groups coming together to tackle one issue we got right behind the initiative.

"The partnership between Rotary and LV offered us the opportunity to invest in leaders and visionaries in community organisations. For example, it enabled us to join with the JT Reid Charitable Trust who have been beacons in the Australian philanthropic landscape," said Teresa.

The initial partnership between Rotary and LV has also been successful in attracting a range of individuals, corporations, government and philanthropists in Australia and Timor-Leste. The Tattersall's George Adams Foundation, JT Reid Trust and Thyne Reid Charitable Trust provided seed funding for the partnership. Through a trust of ours, WCF Thomas Charitable Trust (which has strong connections to Rotary Melbourne), we were able to further strengthen the partnership and assist the group to meet its aim of building a Timor-Leste embassy and cultural centre in Canberra.

The project also provided us with the opportunity to support people in another country, an activity Australian philanthropic organisations are typically limited in their ability to do. We also understood that the problem the partnership was trying to solve was not readily attractive to the general public, given the Asian tsunami and the political unrest in East Timor, and therefore needed funding from philanthropic foundations.

Rotary and LV came together to help the world's newest democracy and Asia's poorest nation in a project that will hopefully contribute to East Timor's long term sustainability. Rotary was well placed to help with the fundraising and LV brought energetic community-minded people with business skills to the project. For example, Jack Haber from LV has been engaged as the Project Director and is responsible for coordinating the scoping, design, procurement and delivery of the project and obtaining the tax deductibility status for the partnership.

To make the project happen, Haber has drawn on the wide networks of LV, mainly through its flagship SkillsBank program. SkillsBank provides Williamson Fellows with the opportunity to actively give back to the community whilst offering not for profit and community organisations the skills and expertise of the Fellows pro bono.

"For Leadership Victoria it is possibly the most ambitious SkillsBank undertaking yet and establishes a robust new joint venture relationship with Rotary," said

Jack Haber, himself a Williamson Fellow. “For myself it is a realisation of the true goal of my involvement with Williamson: through use of my skills for community service to extend my reach beyond the commercial environment to the benefit of the broader society.”

The project is testimony to what groups can do that individuals cannot. Haber collaborates, “East Timor is in real need of capacity and nation building initiatives. It currently lacks the skills and resources to make a project like this happen on its own.”

With ANZ’s long-standing commitment to East Timor’s economic recovery, we were happy to help the partnership in more ways than just through our trusts.

“ANZ is the only Australian bank represented in Timor-Leste, so we are right behind this project and ask all our people to support it,” said Mike Guerin, Managing Director, ANZ Pacific.

ANZ has provided pro bono for the partnership’s banking needs and is currently working with the partnership to help with its upcoming public fund raising campaigns.

According to Jack Haber, there have been many factors contributing to the partnership’s success, some of the key factors have been:

- Maintain the energy of those involved. The Fund has done this by achieving wins at strategic points in the development of the project, for example obtaining Deductible Gift Recipient (DGR) status.
- Have the flexibility to respond to changes in circumstances. It has been important to be able to reconfigure the project to fit with available resources. For example, due to the project not meeting its initial funding targets, it will now take place in two stages instead of being built all at once: Stage I will involve building the chancellery offices and Stage II will involve development of the cultural centre.
- Have the right people involved. Having people with the same aims, strong commitment and synergistic skills has enabled the focus of the project to remain unchanged despite coming up against many challenges. Foreseeing upfront, where possible, the potential strengths and weaknesses of any partnership can help you plan and bolster a partnership.
- Be able to argue your case in the face of challenges. Having a deep understanding of your cause can help you challenge misconceptions and ‘myth bust’ when required. For example, at the time, and still today, a lot of money has been given to East Timor’s humanitarian needs but not much has been provided to ensure the fledging nation’s sustainability.

Plans for the Timor-Leste Embassy and Cultural Centre.

As trustees of over 300 charitable trusts we fund a diverse range of initiatives across Australia. It is innovative partnerships like that between Rotary and LV that excite us and give us confidence to be the enablers of social change, achieve exceptional results and demonstrate what strategic and creative grantmaking is all about.

If you would like to learn more about the Timor-Leste embassy project please visit http://www.easttimorembassy.org.au/

Information, contacts and donation forms are available from this website.

Liz Gillies on creative philanthropy

By Liz Gillies, Grants Executive, Helen Macpherson Smith Trust

Nationally and internationally there is a vigorous and at times contentious debate about what 'creative philanthropy' is and how it is best achieved.

Helmut Anheier and Diana Leat, in their recently published book *Creative Philanthropy* argue that there is a growing awareness of the difference between what could be achieved and what is being achieved, and the sense that foundations are not operating at their full potential.

Anheier and Leat conclude that foundations can best address this by embracing the four roles of entrepreneurs, risk takers and risk absorbers, institution builders and mediators.

Undoubtedly, entrepreneurism and risk taking are important aspects of an innovative grant making program. However, for the purposes of this article I will focus on the role that trusts and foundations might play as institution builders and mediators.

In aspiring to be institution builders, Anheier and Leat suggest that foundations might activate "an existing or potential coalition of individuals and organisations to implement a program networked across sectors and regions." In its role as a mediator, foundations might place "the emphasis on the collection, analysis and sharing of information/knowledge across different project sites and sectors."

In this sense they suggest that trusts and foundations can, in addition to supplying financial resources, assume the role of the 'honest broker' by supplying information and offering knowledge. In essence:

"Creative foundations exist in complex and constantly changing social, political, economic, legal and organisational environments that impinge on, constrain, subvert, and support courses of action. Knowledge, authority, compliance, resources and so on are limited, and for that reason as well as others, linkages and networks are often crucial in getting things done."

At the heart of all networks is the notion of partnerships. Increasingly, the not-for-profit sector, governments, corporates and other stakeholders are looking

Melbourne Citymission hosted over 100 leaders from the government, business and not-for-profit sectors at the first Agora Conference in April 2004. This event was based on the vision: 'building inclusive communities is not somebody's job… it's everybody's.'

to partnerships to solve community problems. Recently, this issue was the subject of a three day conference convened by the Centre for Public Policy, University of Melbourne, titled Governments and Communities in Partnership. The Corporate Social Responsibility agenda is increasingly moving from the consideration of volunteerism and charitable giving to collaborative engagement models which centre on better understandings of partnership.

In seeking to engage proactively with the complex and constantly changing social, political, economic, legal and organisational environments, the Helen Macpherson Smith Trust has been working to further develop its understanding of partnerships by funding a significant number of projects which aspire to the development of partnerships and collaborations within and between sectors, government and the corporate community.

In the past there has been considerable debate about the relationship between trusts and foundations and government. Many trusts and foundations have actively decided not to engage with government. This is based on the very reasonable view that trusts and foundations are not an alternative to government, and should not be expected to support programs which are the responsibility of government. The Helen Macpherson Smith Trust has taken a different view on this. We have actively sought to develop relationships and build partnerships with all levels of government. We see this of great importance in terms of garnering intelligence about priorities, enhancing our understanding of sustainability, and facilitating the development of collaborations and projects which deliver sustainable and better outcomes for the community.

We base this philosophy on the notion of the Trust as a partner. The Trust acknowledges and has high regard for the expertise that exists amongst all stakeholders involved in the community. An important and emerging aspect of our grantmaking is to support leadership initiatives and strategic thinking, both within and between sectors, and amongst all those who play a part in working towards better outcomes for the community.

This is based on the belief that no single voice can provide the solution to the persistent and intractable problems that many in the community face, and that answers lie in a deeper and more fundamental understanding of collaboration between sectors. Subsequently, over the last few years the Trust has developed a number of partnerships which, in addition to a vast array of community organisations, include innovative partnership models with all levels of government and corporate entities. This has enhanced our insight and understanding of all of these sectors and allowed us to more proactively respond to, foster and even develop projects which encourage collaborations.

At all times the Trust is informed and fundamentally connected to the sectors that it supports. Important intelligence is gathered from across the not-for-profit sector in terms of priorities, emerging trends, and the areas of need identified and defined in the hundreds of applications received each year. The Trust remains committed to receiving a significant number of applications, and in fact actively works to encourage a greater number and diversity of grant

applications. The expertise, insight and innovative solutions developed in many of the grant applications received are an important part of our intelligence gathering and fundamentally underpin the Trust's increasing understanding of the often persistent and difficult issues which applicants encourage the Trust to engage with.

In essence, our aspiration is best explained on the basis of a manage-engage-collaborate model of grantmaking. Initially we managed the process of grantmaking, that is, we responded to the applications received. Over time we increasingly sought to engage with those seeking our support. This enhanced our understanding of the issues and allowed the Trust to have a more strategic grantmaking focus.

The third stage of our development is to foster a collaborative model of grant-making. This places a great requirement on developing the Trust's insight and understanding of the issues, the sectors which are involved in any potential collaboration, the evidence base that either does or should exist and, most importantly, the gap or opportunity that needs to be articulated, defined and scoped, ultimately contributing to systemic change and better outcomes across the community.

By way of example, one of the projects that the Trust has been actively involved with is The Agora. In 2004, Melbourne Citymission hosted a cross-sector conference as part of its 150th anniversary. Key themes that emerged over the two days included leadership, communication, language, partnership, inclusion, clarity and commitment. Following this conference, the Agora Think Tank was formally established with a grant from the Trust.

The Think Tank is a collaboration between the not-for-profit, business, government and philanthropic sectors, working together in partnership to address issues of disadvantage in new and different ways. The Trust's grant was made on the basis that its contribution was matched by Melbourne Citymission, the government and a corporate, as this ensured that the project was founded on the type of partnership model that it aimed to explore. This project is jointly funded by the Trust, Melbourne Citymission, Ernst and Young, and the Department for Victorian Communities and is an initiative of both Fairer Victoria I & II and facilitated by the Nous Group.

There are over 50 active Agora member organisations.The initial focus of the Agora's work is to increase the economic participation of socially disadvantaged young people and their families through workforce engagement.

Working Groups have been established to address specific areas of interest. These are: Asset Building, Communities and Individuals, Education, Crime Prevention and Community Infrastructure. A fifth working group called Common Themes has been established to bring together shared learnings.

> "The Helen Macpherson Smith Trust has… actively sought to develop relationships and build partnerships with all levels of government. We see this of great importance in terms of garnering intelligence about priorities, enhancing our understanding of sustainability, and facilitating the development of collaborations and projects which deliver sustainable and better outcomes for the community."

The Agora Charter identifies five outcomes. These are: to capture and share learnings about new ways of working that can further inform developments; to highlight emerging innovations; to provide answers to how successful approaches can be scaled up; to identify preconditions for constructive government, business and community working together; and to consider how a more preventative approach to social issues can be instituted. In answering these questions the analysis will be made of the aspirations, capabilities, expectations and challenges for cross-sector partnerships.

Each of the four working groups is undertaking case study-based research and have conducted public forums. This work will culminate in a second Agora conference to be held in 2007.

In addition to providing funding support, the Trust has been an active participant in this project and has representation on the Secretariat, Common Themes and Crime Prevention Working Groups.

In conclusion, this project has incorporated many of the aspects that Anheier and Leat suggest are important attributes of collaborative philanthropy. The Trust's financial contribution underpinned the establishment of a coalition of partners who are all working together to explore the relationships between sectors. In addition to financial resources, the Trust has also contributed knowledge, information and access to our networks across all sectors. We are an active partner in the project, both contributing and learning from the multi-level discussions and exchanges that take place across the breadth of this project.

The Agora's Second Conference will centre on the theme; 'Responding to disadvantage is not somebody's job, it's everybody's'. The Conference will celebrate existing and successful partnerships, understand from three perspectives how cross sector partnerships can generate real and practical lessons, learn the tools to generate new cross sector partnerships and make corporate social responsibility a reality.

All those involved in the Agora very much welcome the active participation of those interested in philanthropy. The insights gained in regard to the essential elements of successful partnerships and collaborations lie at the heart of all of our aspirations to meet the challenges of creative philanthropic practice.

www.agorathinktank.org
www.hmstrust.org.au

Creative Philanthropy is available for purchase from www.philanthropy.org.au

Improving employee volunteer programs – a view from both sides

By Jane Kenny, Manager, Membership Services, Philanthropy Australia

Early in 2006, Philanthropy Australia had the opportunity to conduct some research into the experience of corporate employee volunteering.

Researcher Hayley Hext with a participant in the corporate volunteering briefing.

Researcher Hayley Hext, a Masters in Community Management student at UTS, interviewed 10 coordinators of corporate employee volunteering programs, and 10 people working in the not-for-profit sector who handle employee volunteering programs.

There were varied responses to many questions. This reflects the diversity of employee volunteer programs and how different organisations are engaging in corporate-community partnerships for a variety of reasons. It seems that the major difficulty in corporate-community partnerships is the difference in culture and needs of each sector.

One of the key findings in this research is that it is important that both corporates and community organisations have a clear understanding of what they want, what they can offer and why they are forming relationships with each other. It is important to ensure that employee volunteer programs and partnerships are providing significant benefits to their organisations that outweigh any challenges. Both should also make a conscious effort to understand the organisation they are partnering with and their needs because success is most often achieved from a good match where each other's needs are met.

Another key finding is that the success of employee volunteer programs can often depend on the amount of experience the organisation has in managing such programs. Those with much experience seem to have a good understanding of the topic, have experienced less challenges and made significant progress in their programs and partnerships over recent years. Even so, some of those participants reported that they still have some difficulties and challenges to overcome.

This research has given participants the opportunity to discuss the challenges and benefits of employee volunteering programs in a frank and honest way. It has allowed both corporate and non-profit organisations to provide feedback in order to improve their understanding of each other and their volunteering programs.

> "… before engaging in partnerships or employee volunteering, both corporates and non-profits should have a clear understanding of what they want, what they can offer and why they are forming relationships."

The research would be further enhanced by interviewing a larger sample of corporate and non-profit organisations as the views of twenty participants cannot represent all organisations involved in employee volunteer programs. One participant suggested that it would be interesting to interview non-profit clients to investigate their thoughts on corporate volunteers and the assistance they give. Also, it would be useful to interview corporate volunteers themselves to gain quantitative feedback on their experiences.

We hope the findings will assist both corporate and non-profit organisations to improve their understanding of each other and to improve their volunteering programs. Readers of the full report should pay particular attention to the participants' comments on what can be done to improve the volunteering experience for all involved. One of the most important recommendations is that before engaging in partnerships or employee volunteering, both corporates and non-profits should have a clear understanding of what they want, what they can offer and why they are forming relationships. If these recommendations can be put in to action by non-profit and corporate organisations it would surely make a significant impact on the success of their programs.

A key assumption that can be made from the research is that the success of employee volunteer programs can depend on the amount of experience the organisation has in managing such programs. There appears to be a small minority of non-profits and corporates in Australia who have extensive experience in this area.

One participant suggested that a guide to corporate-community relationships should be produced that would list common practice and examples of employee volunteer programs that have worked well in non-profit and corporate organisations. In addition, Philanthropy Australia currently holds a regular forum for its corporate members to discuss their programs. Participants reported that this is most useful in gaining information on best practice. Another non-profit peak body could usefully facilitate the same type of forum for non-profit organisations.

For a full copy of this report go to: www.philanthropy.org.au/research/papers.htm

For further information, contact Hayley Hext on hayleyhext@hotmail.com

Changemakers: a network for Social Change Philanthropy

By Carole Fabian

Most philanthropy is motivated by the desire to solve problems and improve lives. So what makes Social Change Philanthropy different?

According to Trudy Wyse, Project Manager with Changemakers Australia, Social Change Philanthropy is about tackling the underlying causes of disadvantage, such as poverty, inequality, abuse of human rights, and environmental degradation, rather than ameliorating the symptoms.

It can be as much about supporting campaigns to raise public awareness and change public policy, as about service delivery. It is about active grantmaking – participating in project development and delivery, and sharing skills, time and knowledge, as well as funding.

Most of all, it is about partnerships: with other donors, with grant recipients, and importantly, with the people directly experiencing the affects of disadvantage.

Changemakers Australia is a newly incorporated organisation which aims to support and encourage the growth of Social Change Philanthropy in Australia. It emerged from the previous work of five organisations involved with Horizons: The Funders' Network for Social Change.

"We believe that the most effective way to spend the philanthropic dollar is to support those community organisations working for social and economic justice, environmental sustainability and equality of opportunity for all," said Trudy Wyse.

"The best way to assist disadvantaged people may not simply or only be through the provision of services to individuals, but through the reform of public policy, institutional practice and community attitudes which impact on whole groups of people."

"We were inspired in particular by two groups working in the United States – Changemakers (which is where we got our name) and Alliance for Justice, which works with non-profit organisations and charitable foundations, encouraging them to play a role in advocating for change in public policy." Trudy said.

Changemakers Australia is also committed to promoting grantmaking practice which is more inclusive, democratic and accountable.
"The Social Change Philanthropy model calls for a deeper involvement by grantmakers," said Trudy. "This means working in collaboration with funded organisations, and often driving the search for solutions."

"In some instances, the grantmaker may have a range of skills, expertise or contacts that it can contribute, as well as funds. They may have staff with writing skills that assist the community organisation to edit reports or write press releases, or they might have contacts within government or other organisations that allow them to bring people together."

Changemakers Australia hopes to work with Philanthropy Australia and other research bodies that have a similar commitment to effective and strategic philanthropic practice. It has recently become a partner of the Community Advocacy Unit within the School of Social Science and Planning at RMIT University.

Changemakers Australia held its first workshop in June this year, which explored social change through a specific policy area, that of inequality amongst Australian children. Feedback from the workshop indicated that people are keen to further explore what social change grantmaking might look like, and how to do it. The steering committee has agreed to develop a workshop series to do this.

Another current project is the development of an evaluation framework that would provide grantmakers and their partners with a way to measure the social impact of their projects.

The third focus for Changemakers Australia in 2007 will be encouraging philanthropic support for advocacy.

"Many grantmakers are reluctant to fund this type of activity, because it is seen to fall outside legitimate charitable activity," Trudy said. "Under Australian taxation legislation, advocacy can only be an ancillary part of the organisation's charitable purpose, but it is not clearly defined what this means. In fact, a much wider range of activity can be undertaken to achieve an organisation's charitable purposes than is commonly believed."

Changemakers Australia will be producing information brochures for the philanthropic and community sectors clarifying what can be funded in this area. A long term goal is to campaign to broaden the legislative definition of charity, so that even greater support can be given to organisations working to challenge and address the underlying causes of disadvantage.

Changemakers Australia has recently appointed Rob Wardell as inaugural Executive Officer.

Email: info@changemakers.org.au
Website: www.changemakers.org.au

Members of Philanthropy Australia

New Members

Philanthropy Australia would like to warmly welcome the following new members:

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Andyinc Foundation
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The Mackay Foundation
Minter Ellison Lawyers
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Parramatta City Council
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Philanthropy Australia would like to acknowledge the support of:

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Ms Dur-e Dara OAM (Victorian Women's Trust)

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