



The Evolving Role of Philanthropy in Global Problem Solving

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“Philanthropy is commendable, but it must not cause the philanthropist to overlook the circumstances of economic injustice which make philanthropy necessary.”¹

– Martin Luther King, Jr.

Idea in Brief

There is a fundamental change underway in how we govern ourselves on this shrinking planet. Emerging networks of civil society organizations, private companies, governments and individuals are coming together in powerful new ways, enabled by digital technology, to achieve new forms of social innovation—advocating for and delivering solutions for global problems.

At the forefront in tackling global issues is the challenge of obtaining funding for research and for solution delivery. Modern philanthropy is evolving to adapt to this need. Unlike the early years of industrialists funding local charities to address the human toll of the very industrial revolution they helped to create, today’s philanthropists are exploiting their new wealth and the digital technologies they invented to reach people in need worldwide.

An emerging model of collaboration in global problem solving is accompanying the transformation in the mission of philanthropy. Where governments and traditional institutions have been stymied in developing cross-border or cross-constituency agreements, networks of multi-stakeholder change agents are seeing success.

Four Characteristics of Global Solution Networks



1. Diverse Stakeholders
2. Addresses a Global Problem
3. Exploits the Digital Revolution
4. Self-Organized Governance

Enabled by the digital revolution, multi-stakeholder, self-governing networks are transforming how we solve global problems. Today, thousands of *global solution networks* (GSNs) address every major issue facing humanity from poverty, human rights, sustainability, financial inclusion and youth unemployment to the governance of the Internet itself.² These new networks can often deliver solutions more quickly than traditional institutions, scale them more effectively, and facilitate collaboration to gain efficiency.

As these networked organizations proceed with only partial or non-existent public funding, philanthropy is bridging the gap to provide the necessary resources to deliver solutions. But funding is only one role of today's philanthropies. Many major grant-making foundations have become key stakeholders in the complex work of solving difficult global problems. Included among the roles played by modern philanthropies are funder, subject matter expert, orchestrator, neutral convener and evaluator.

Philanthropies are beginning to employ the GSN model in their program design and in their relationships with other grant makers. They are increasing efforts at collaboration and employing technology to understand the needs of beneficiaries and to share data. As we studied the evolving role of philanthropic organizations, we had the invaluable opportunity to interview seven leaders of philanthropic organizations and discuss with them the mission and role of philanthropy in 21st century global problem solving.*

We include examples of successful GSNs and their relationships with major grant makers. Finally, aligning the activities of major foundations with the delivery of the UN's Strategic Development Goals helps to underscore the need for both collaboration and sharing to increase efficiency and impact. We hope our insights and recommendations will be useful to all leaders of philanthropic initiatives.

This analysis draws upon three years of extensive research on the phenomenon of emerging Global Solution Networks.

* Transcripts of the interviews are available at gsnetworks.org

Part I: Origins of Modern Philanthropy

Translated directly from the Greek, philanthropy means, “love of mankind.” Aeschylus is credited with coining the term in the myth of Prometheus, who saved mankind from the tyrant Zeus (who had lost his temper with the primitive behavior of men and vowed to destroy them). In the first so-called “philanthropic” gesture, Prometheus stole fire from the gods and gave it to mankind—along with optimism that they could improve their condition—and so was launched civilization. Although the concept of philanthropy has shifted over the millennia, the intention of contributing to the good of mankind has not changed.

The modern ambition of philanthropy conforms to a definition provided by John W. Gardner: “Private initiatives for the public good,” as distinguished from public initiatives for public good (provided by government), or private undertakings for private good (as is typical of business).³ The modern philanthropic ecosystem is global in reach with a variety of motivations, but all have in common a desire to improve the human condition.

In the 18th and 19th centuries, charitable organizations funded by wealthy citizens addressed the troubling conditions of the working classes by providing orphanages, workhouses and settlement houses. But the beginnings of modern philanthropy arrived with the vast wealth that accrued to the titans of the industrial revolution. Distinguishing philanthropic activities from charitable ones, the newly wealthy sought to address the causes of human suffering, rather than the effects.

At the beginning of the 20th century, major new philanthropic institutions emerged—Carnegie, Rockefeller, Ford and others. Andrew Carnegie set the parameters for 20th century philanthropic works with his “Gospel of Wealth,” in which he proposed that the wealthy are stewards, not owners, of the resources they possess.

*“This, then, is held to be the duty of the man of wealth: To set an example of modest, unostentatious living, shunning display or extravagance; to provide moderately for the legitimate wants of those dependent upon him; and, after doing so, to consider all surplus revenues which come to him simply as trust funds, which he is called upon to administer, and strictly bound as a matter of duty to administer in the manner which, in his judgment, is best calculated to produce the most beneficial results for the community — the man of wealth thus becoming the mere trustee and agent for his poorer brethren, bringing to their service his superior wisdom, experience, and ability to administer, doing for them better than they would or could do for themselves”.*⁴

The practice of institutional philanthropy flourished throughout the 20th century, inspired by Carnegie's model. The profits of iconic American businesses enabled their founders to endow both private and corporate foundations that built schools, distributed medicine, transformed agriculture and improved lives by providing tools and resources to millions of people.

At the time of Carnegie's missive, there were 12 private foundations created to distribute the fortunes of the newly wealthy industrialists. Present day private foundations, numbering in the hundreds of thousands or more, are only distantly related to the charity models of old. As the economy has shifted from locally situated manufacturing and support industries, the local community foundations that prevailed in the 20th century are giving way to global mega-foundations with donor-advised programming.

Timeline of Philanthropy		
Year	Event	Amount
1643	First documented fundraising drive in US organized by Harvard University	£500
1880s	Stanford University, University of Chicago, Spelman College	
1889	The Gospel of Wealth is published and begins to give away large sums for libraries and other projects	\$150 million
1907	First private family Foundation, Russell Sage, founded	\$10 million
1911	Carnegie Corporation established	\$125 million
1921	Congress permits estate tax deductions for charitable giving	\$1.7 billion
1910-1940	Rockefeller, Wallenberg, Duke, Kresge, Kellogg, Wellcome, Ford, Nemours, Lilly	\$85.13 billion (current value)
1953	50,000 groups hold charity status from the IRS	
1969	Tax Reform Act	
1990	40,000 application for tax-exempt status, total number reaches nearly half a million	
2006	Charitable donations reach 2.2 percent of GDP (75.6% from individuals, 12.4 from foundations, and the balance from bequests and corporations.	\$295 billion
2006	More than 1 million public charities and foundations reported by the IRS.	
2010	"Giving Pledge" introduced by Gates and Buffett	\$600 billion

Source: Charity Navigator⁵

Public, Private, Corporate or Cause—the Landscape

As the world's problems have multiplied, the sources of philanthropic funding are expanding to meet them. Individuals who contribute to philanthropic undertakings number in the millions globally and make up the vast majority of philanthropic giving.

Over the last 40 years individual donations have nearly tripled in inflation-adjusted dollars, with three quarters of the total coming from individual donors. Some of those individuals are in the mega-gift category benchmarked in the World Giving Report at \$80 million in 2013. A year later the mega-gift benchmark was raised to \$200 million and above.

Defining the Types of Philanthropic Foundations

Private Foundations have their own endowments, provided by wealthy individuals or families. Family foundations often continue to have family involvement.

Corporate or Company-sponsored Foundations receive funding from their parent company, but operate independently with their own governance.

Operating Foundations run their own program and services and may or may not provide grant support to outside organizations.

Public Foundations are public charities that have multiple funding sources including solicited contributions.

Community Foundations focus on a geographic location.

Cause-specific Organizations address a single defined need.

The Canadian based [Rick Hansen Foundation](#) is an example of a cause-specific public foundation. It grew out of injured athlete Rick Hansen's desire to break down the barriers to access and inclusion for people with disabilities. Established and initially funded in 1988 following Hansen's historic "Man in Motion" 2-year wheelchair tour around the world, the foundation has evolved to address global access and inclusion.

Philanthropic foundations provide roughly 15% of charitable giving in the United States and are expanding their contributions and influence globally. While there is no single definition of what constitutes a philanthropic foundation, and there are several different types, they all share the following general characteristics:⁶

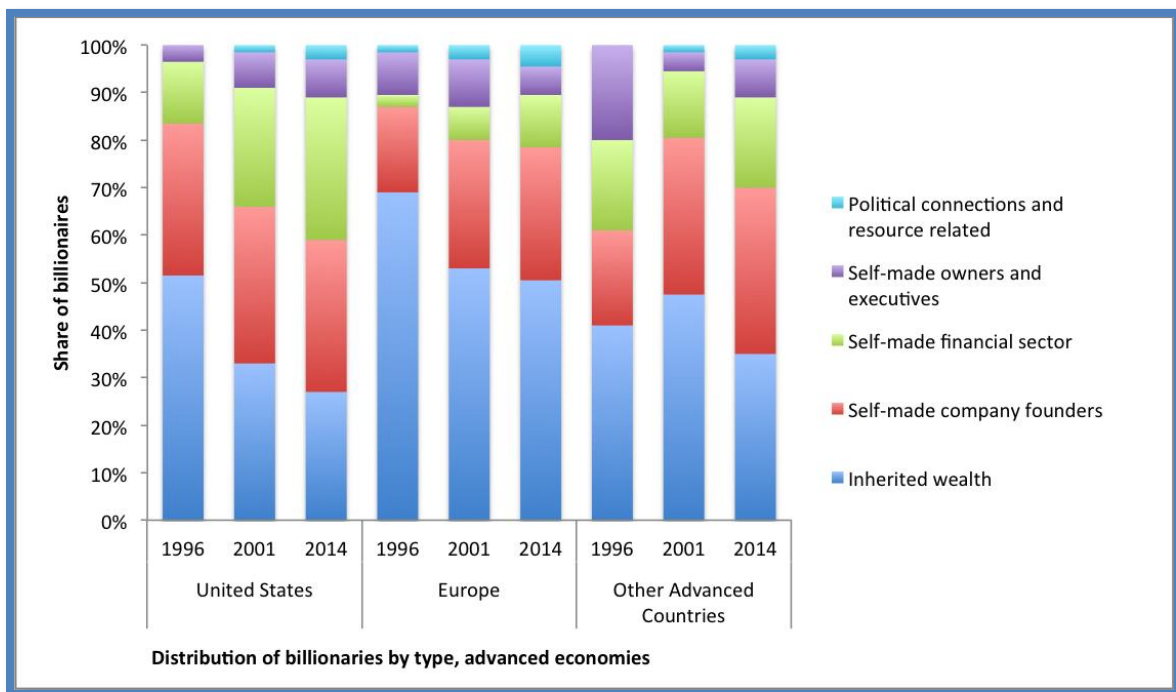
- Non-governmental
- Not for profit
- Has a principal fund or endowment
- Self-managed by an independent group of trustees and directors
- Promoting charitable activities serving the common good.
- Makes grants, primarily to other nonprofit organizations

The “Gospel of Wealth” 100 Years On

One hundred years after Carnegie, Frick and Rockefeller established their small circle of foundations, there are now more than 120,000, in addition to donor advised funds and other organizations under the aegis of advisors who aggregate giving on behalf of multiple donors.⁷ Assets held by these donor organizations increased by over 32 percent between 2003 and 2013 when they were reported at \$798.2 billion.⁸

In this century, funds and foundations are redistributing the wealth of young people who have made their fortunes early in their careers.⁹ This growth in self-made billionaire wealth in the US comes primarily from two industries: tech and finance. Philanthropy is changing, partly through how and when the donors have earned their money, and partly as a result of their diminished interest in legacy institutions and perpetuity.

The new donors are younger, data-driven, risk tolerant and impatient. They are willing to break old paradigms and can afford to fund undertakings without bowing to institutional limitations. At the same time, they are far more comfortable in the social network systems of the digital age, making them more likely to embrace opportunities for collaboration and networked problem solving.



Calculation of distribution of wealth from Caroline Freund and Sarah Oliver, “The Origins of the Superrich: The Billionaire Characteristics Database,” data from the Forbes 400 lists.¹⁰

Now or Forever? That is the Question.

Part of the debate over perpetual or limited-life foundations is related to tax law, in particular the Tax Reform Act of 1969 that changed the tax exposure for major endowments. The law granted complete autonomy to non-profits over how much they spent from their endowments, and private foundations were subject to minimum payout rules that allowed them to retain endowments in perpetuity. The changes provided for the astronomical growth of university and donor-directed funds.¹¹

Julius Rosenwald, the CEO of Sears Roebuck, was an early proponent of disbursing all of the funds in a foundation during the lifetime of the donor. He argued that it was critical that resources and wisdom be used to address the issues and problems of the time; that future challenges would be up to future donors to manage.¹² Changes in tax law reframed the discussion by providing rules that allowed foundations to “live” forever, leaving the decision of whether to spend now or make grants in perpetuity at the discretion of the foundations and their boards.

Growing wealth inequality plays into the discussion, as does the notion that some of the challenges the world faces in the 21st century need solving now if there is to be a future in which to disburse future funds. In changing the vision for the foundation from perpetual to a limited-life plan in 2009, S. D. Bechtel said,

“In the near term it is difficult, if not impossible, for the leadership of the S. D. Bechtel, Jr. Foundation to determine the highest priority charitable needs out in the long-term future. I believe it is more important for the Foundation to focus on the contributions that we see as the highest priority near-term charitable needs, and let future generations of charitable contributors determine, in the future, the greatest needs of their time.”¹³

Two critical questions remain:

1. Will current spending or preserving wealth better serve the future?
2. How will the grantee organizations be funded when the donors have completed their spend down or “sunset” the work of the foundation?

The work of developing stakeholder networks and building self-sustaining collaborative institutions with new funding sources will be crucial to answering these challenges.

While many private foundations are created on the old model of living forever, “giving while living” has become the watchword for a new group of major philanthropists,

among them Gates, Buffet, and Bechtel.¹⁴ After combining the resources of their foundations in 2006, Warren Buffett and Bill Gates hosted a confidential dinner meeting of billionaires in 2010. Rumors swirled about the agenda, but shortly after the dinner a campaign to encourage the wealthiest citizens of the world to join with them in dedicating their wealth to philanthropy was announced.

Saluting Carnegie's "Gospel of Wealth," the Giving Pledge is a moral commitment by individuals to make bequests of at least 50% of their wealth during their lifetimes or upon their death, rather than passing their wealth to heirs, or creating perpetual funds. At the proposed level, the potential of the project could be a \$600 billion challenge, based on the estimated wealth of the Forbes 400 in 2009.¹⁵ The first 40 pledges represented an aggregate of \$125 billion and by March 2016, 139 individuals had joined the campaign with pledges of \$365 billion.¹⁶

The Giving Pledge calls for a culture shift. The pattern of donation in this wealthiest group (as illuminated by tax figures) is a far cry from the 50% challenge. In 2007, taxpayers with gross income in excess of \$10 million reported charitable giving of just under 6% of their income. Even factoring in some exceptional gifts that fall into different tax considerations the percentage came in only a bit higher than tithing—about 11%.

But the power of the Giving Pledge is about more than donations. Many potential donors are new to huge wealth and haven't formed any personal strategies about giving. The collaborative nature of participation in the Pledge campaign is a resource for learning to use their wealth to address the world's most pressing issues.¹⁷

Making Big Bets on Big Problems

The so-called "big bet" philanthropists are taking on social causes and directing their giving for social change that was outside the consideration of large foundations and donors just 25 years ago. "Big bets" are defined as donations in excess of \$10 million in a recent analysis,¹⁸ and in the early 2000s only 20% of those grants were directed to social change issues. The balance was directed to institutions—universities, museums, hospitals. As the wealth accumulated in some of the major foundations grows and the need for social change expands, major foundations have become "social change" non-profits.

The size of the philanthropic "industry" has been growing steadily as private wealth, particularly from the tech sector, has skyrocketed. The new wealthy are almost exclusively entrepreneurs, and an entrepreneurial approach to programming and operations is dominant in their new mega-foundations. The big philanthropies, perhaps in

response to criticism of tax breaks and scandals over extravagances or just waste of resources, have also begun to work much like investment companies. They are setting ambitious goals to maximize the return on their programs and funding, seeking something very like “investment opportunities” in their social-change arenas, much as the for-profit world seeks returns on business investments.

Competing interests and election cycles hamstring governments while philanthropic agents can consider longer timelines, with fewer political hurdles.¹⁹ There is an argument that simply taxing the millionaires would provide government funding for global projects, but it seems that those projects often work better in reverse. For example, the US support of infectious disease research came on the heels of investments by the Gates Foundation. The government program funds would not otherwise have been invested. Risk-averse government agencies, far from competing with these new networks, are the beneficiaries of welfare reform or health care strategies driven by the free-market strategies of philanthropic programs.²⁰

In the work to find remedies for the humanitarian crises that haunt the world, there must be consideration of what recipients want and need, not simply what philanthropists want to give. In a recent opinion, Darren Walker, President of the Ford Foundation, said:

“...Our efforts will focus on inequality: not just wealth disparities, but injustices in politics, culture and society that compound inequality and limit opportunity. We will ask questions like, are we hearing — and heeding — those who understand the problems best? What can we do to leverage our privilege to disrupt the drivers of inequality?”²¹

Bringing government, business and citizens into a multi-stakeholder solution becomes critical to successful efforts. The collaboration Walker suggests for Ford is fundamental to the evolving need for all philanthropies to engage with multiple stakeholders in developing new solutions to global challenges.

In the following pages, we examine the emergence of the Global Solution Networks model and some of the challenges and opportunities it presents for the mission and role of philanthropy.

Part II Global Solution Networks and Philanthropy—A New Age of Global Problem Solving

A New Model Emerges

Much of the important work funded by foundations today is based upon their own analysis of current social needs, organizational and board priorities, and ambitious goals for developing programs that can be self-sustaining after their funding expires. But according to “Cracking the Network Code,” a report from Grantmakers for Effective Organizations,²² the impact of grant makers could be increased by making a shift from siloed and isolated work programs to solutions using four principles that run counter to those taken for granted by social sector professionals. They include:

1. Focusing on mission not organization
2. Trust over control
3. Humility over brand
4. Identifying as a node rather than a hub of the web of work

Fortunately, self-organizing, non-state networks are changing the way problems are addressed and solved on what is now a global stage, offering new roles for philanthropy. These new collaborative efforts are enabled by the digital revolution that has created global networking, access to big data, and collaborative capabilities that are available to anyone with a smartphone near a cell tower.

Introducing GSNs

Over the past four years, the GSN program conducted a deep dive analysis of these emerging problem-solving organizations calling them Global Solution Networks or GSNs. The GSN multi-stakeholder model presents the opportunity for philanthropies to focus on global issues in partnership with others. The collaborative approach serves to magnify the impact of grantee projects, it brings together many skill sets and capabilities, and it helps to eliminate redundancy and create efficiency in the execution of new grants.

GSN investigated organizations around the globe that are working to solve problems large and small—in areas of health and human security, climate and planet stewardship, cities and jobs. This produced a library of white papers and case studies of dozens of

active networks,[†] and identified and catalogued hundreds of networks that met the criteria of four fundamental characteristics:

- **Self-organizing and self-governing**—Unencumbered by the restrictions of regulation or legislative limits, GSNs organize themselves across borders and cultures. While they often partner with government agencies and traditional institutions, they work outside of the 20th century industrial-age hierarchical structures that hinder operational agility.
- **Exploiting the digital tools of the 21st century**—It has been just 20 years since the internet arrived as a newfangled idea that few could imagine a need for. Today, with a computer in every pocket, problems and solutions, including humanitarian crises, can be shared and solved on a net-neutral platform at the speed of light.
- **Tackling the toughest issues in the world**—The 2015 UN Strategic Development Goals present the world with a taxonomy of the challenges we face in the modern age. From the daily need for clean water, adequate nutrition and health care, to the horrors of conflict, poverty and the growing refugee crisis, GSNs are a new model for global problem solving that traditional institutions have struggled to resolve.
- **Bringing everybody**—The inclusive multi-stakeholder model assures that problem solutions consider all constituents, apply local, regional and global knowledge, and achieve buy-in and support. Our research shows that a true GSN needs the voice of most, and preferably all of the sectors of society affected by their work in order to achieve its goals.

A Taxonomy of Global Solution Network Types

Global solution networks have the potential to solve some of the most prevalent problems in the world today—from poverty to climate change to health crises to natural disasters. GSN research also demonstrated that they have the greatest potential impact when they focus their strengths and resources on a single organizational mission for addressing a problem. GSN developed a taxonomy of ten distinctive types of network and has classified hundreds of network according to these types.²³ Each type has unique elements that can be brought to bear on problem solution and conflict resolution (see Appendix I).

[†] gsnetworks.org/research.results/

Networks of one type (advocacy groups) focus on raising awareness, while platform teams work on the development of solutions that leverage technology for sharing information. Watchdog networks are focused on discouraging corruption or fraud while knowledge researchers share information, resources and best practices. Operational and delivery groups, those on the ground with action plans, concentrate on the needs and priorities of their clients. Multiple organizations, pursuing unique areas of expertise, create an efficiency of effort across a single problem area that would be overwhelming for any one network to take on alone.

Within the GSN taxonomy, major philanthropic organizations are categorized as Networked Institutions. They fit all the characteristics of GSNs: they are multi-stakeholder, they are self-organized, they are taking full advantage of digital technology in tackling the world's most troubling problems and they are not state based. But the major grant-making foundations are complex. While they are broadly categorized as “networked institutions,” they often contain sub-groups that fall into various type definitions. They generate value that ranges from knowledge generation to advocacy to policy development and they provide critical funding for operational and delivery solutions.

Challenges of Collaboration

The intractable problems that philanthropic organizations set out to solve are frustratingly complex, and increasingly interconnected. In the discussion that follows, we analyze some of the challenges and opportunities for philanthropies in applying the GSN model—multi-stakeholder collaboration, exploiting technology and self-organization—to solve global problems.

Old organizational habits can hinder even well intentioned grant makers. And the burgeoning population of funding organizations makes the redundancy of efforts, time required for communication and overall impact on efficiency growing concerns. Attempts to address many of the problems faced around the world are inhibited by the silos that exist in traditional institutional organizations, particularly governments. The Minister of Health is concerned about nutrition, but the Minister of Transportation controls how food is delivered, while the Minister of Agriculture looks at crop size and farmer income. These concerns don't have a coordinated approach in traditional government hierarchies unless program work can be started at the very top of the organization.²⁴

Donor Mapping

With the burgeoning numbers of agents, organizations and recipients working in any given project area, overlap and redundancy of both funding efforts and work programs becomes a troubling problem. The community of actors in the climate arena, for example,

is broadening and becoming increasingly diverse as the issues become more and more evident. Much as the GSN taxonomy categorizes the type of work that an organization is focused on, major philanthropic institutions can profit from careful analysis of the stakeholders in a problem arena and aim at increasing collaboration, sharing intelligence, and pooling resources to fill gaps and develop solutions.

“What we are trying to do is actually be quite laser sharp in how we use our resources and where we do it. What we spend a lot of time trying to do is figure out where can we make the biggest impact. Part of that is understanding what others are already doing.”²⁵

In 2013 the Meridian Institute prepared a Donor Mapping Report²⁶ for the Rockefeller Foundation that itemized the major players working on topics related to climate change. Examining the funding recipients side-by-side, the report illuminated trends that could have critical import for major philanthropic organizations. By connecting smaller operations, the large foundation teams discovered activities that have already addressed open questions.

The discipline of examining both donation strategies and entry points to a problem area, along with the geographic areas in which work is being pursued, reveals synergies—sometimes intentional and sometimes unrecognized—between funded efforts. Meridian took note in their report of numerous entry points and locations, and discovered that the project outcomes were both distinct and interdependent.

The Real Cost of Overhead

As teams in the field compete for time and resources to solve global problems, the benefits of network collaboration and the efficiencies of sharing resources become obvious. But they bring with them the need for meetings, facilitation and logistics that can create significant budgetary line items. Collaboration, with all the benefits of resource pooling and efficiency of effort, generates a significant but necessary overhead cost and the high cost of operating charitable organizations can be a hot button issue both for their administrators and for donors and observers.

There have been recent instances of serious misuse of financial resources in some highly subscribed charities. The Wounded Warrior Project was described as adrift from its mission with aggressive fund-raising and marketing efforts that saw top executives dismissed for misuse of funds.²⁷ The Red Cross reconstruction project following the Haitian earthquake disaster was accused of squandering millions of donation dollars²⁸ creating an embarrassment for many agencies working in the area. Numerous watchdog groups are turning their attention to helping shape the agenda of altruistic efforts and providing a means to evaluate the work and effectiveness of charitable projects:

Examples of Charity Watchdogs

Animal Charity Evaluators	http://www.animalcharityevaluators.org/
BBB Wise Giving Alliance	http://www.give.org/
Charity Navigator	http://www.charitynavigator.org/
Charity Watch	https://www.charitywatch.org/home
Effective Altruism	http://www.effectivealtruism.org/
Give Well	http://www.givewell.org/
Guide Star	http://www.guidestar.org/Home.aspx
The Life You Can Save	http://www.thelifeyoucansave.org/

Donors like to think that their gifts are reaching the needy directly and use an overhead percentage as a measure of the efficiency of an organization's work toward serving human needs. For a small organization with a quickly achievable mission, "dollars in" will roughly equal "dollars expended." Passing the boot at intersections has no operational costs and all the quarters can be spent at the fire station. A car wash for a baseball team will have to buy soap and sponges, but the majority of the money collected will be available to spend on team uniforms.

But few donors appreciate that the complexity of the global problems that big charities and philanthropies are tackling requires research, administration and logistical coordination. As the complexity of the mission expands, so too does the need for organizational overhead expenditures. These operational costs will expand as the number of stakeholders grows, but the resulting power of harnessing collaboration will more than offset the expense.

Technology and Digitization

Technology has changed the nature of our daily lives in ways that could not have been imagined at the turn of the century. Technology in the 21st century with its instantaneous communication capability, constant online visibility and ubiquitous connectivity has even delivered new giving platforms and opportunities. Where paper and telephones were the basis of relationships to donors and recipients in the old model, new technology offers tools for soliciting donors, new tools for convening partners, and easy access to big data. It also creates transparency that can be a boon, a burden, or often both for organizations.

Technology and digital access have become so ubiquitous that it is easy to forget that their impact in the developing world is even more profound. The broad use of smart phones in even the most impoverished corners of the world, and the opportunities the associated technology enables, change the face of philanthropy—if at a surprising pace.

We asked our panel of foundation leaders for their views on the role of technology in the performance of their philanthropic missions. Their responses were consistent.

“There are a tremendous number of things that we can do that we are just beginning to unlock, and I think digitization of philanthropy is going to have a significant bearing on future strategy.”²⁹

The ability to use and access information, knowledge and data systems, is hugely transformative. According to Veira-Pestana, technology will totally change the way that philanthropic organizations work. The Gates Foundation has recently created a new position to develop their digital strategy including uses of data.

Closing the Digital Divide

We have reached a point where farmers are able to access everything they need on a mobile phone. In just a few years, they will migrate to the smart phones that we are all using now—devices that will bring them access to knowledge, awareness, best practices, data, measurement and evaluation, cashless transactions and *direct* funding. Grants will go straight to the target recipient.³⁰

The distribution of mobile and smartphone technology means that a cell tower and a power source can deliver financial access, big data, market information, health care and communication capability to most areas of the world. The biggest philanthropic players are turning their attention to ways that this technology can be brought to bear in developing markets delivering practical solutions and ways in which the knowledge and data gathered in the field can feed back into new solutions and scale.

An exploding area of opportunity is being created via individual empowerment through smart phones—for example, by eliminating the middleman when selling vegetables or fruit at the market, which can now be accomplished directly with the customer. “You can look at the rates, and the pounds and the cost are right there on your phone.”³¹

Sarah Borgman, of the Skoll Foundation, also believes that the companies behind the technologies can help make a difference by contributing in kind.

“...great examples are in the mobile space, where people are making money hand over fist. There are so many humanitarian applications, from healthcare to banking, where mobile, either companies who are making the actual technology

of cell phones, or the carriers, can make a real difference, with not a lot of effort on their part, because they're just taking their product and using it for a different purpose.”³²

Importantly, however, technology cannot deliver solutions in a vacuum. To create change, whether financial or social, solutions must come with behavior changes, which can only happen at a person-to-person level. Training and education must be delivered along with resources and material in order to maximize program outcomes. The delivery of information in accessible and comprehensible packages with consideration for language, custom, tradition and learning levels is also critical.

Although smart phones, satellites and new sensor technologies can track farming practices or look at landscape utilization and measure water usage, we are just beginning to understand what that represents. And the opinion of our experts is that the philanthropic sector itself may also have some catching up to do over the next five to ten years.

Big Data, Apples and Oranges

There is broad consensus that people in philanthropy have the need to share data. And yet beyond the willingness to share, there are challenges embedded in the data itself: whether or not it is useful, the context of your data and other people's data, language transfer, and the issue of incompatible data that are “apples, oranges and bananas.”³³

The dream of creating technological platforms—where grantees can share best practices, ideas, and data—is attractive but hasn't yet been realized. The place where data sharing has been most effective is in addressing uber issues, like climate change and water, and issues where a series of ideas or measurement data is coming in that is validating intuition or confirming fears. This information gives people ways to create standards and to answer to questions.

Climate and climate standards alone occupy the full time of thousands of people, to try to come up with common ideas about carbon measurement and credits, and water is at least that complicated. Globally, the data is fragmented. Many, if not most, users of water really don't know how much they use and typically water use is not regulated. Local districts are in control of that data if they know anything at all.

One important initiative that the Bechtel Foundation is launching in California is concerned with capturing water data, and will necessitate a very broad network of stakeholders engaged in figuring out the policies and preferences needed to help monitor and manage the state's water resources. New cutting edge technologies like GPS are

helping to address this. Users can have [superuser](#)-level access to that operating system and solutions can be created and configured much more easily.³⁴

Still, the big challenge is to create a set of data standards that are transparent but also interoperable; a data platform that people can put data into and with attributes that people have agreed on—one that will lead to a proper database so that we don't have apples and oranges in the dataset.

GSN and Philanthropy Success Stories

Funded grant projects that deploy the GSN network approach can have impact, resilience and longevity. A network is at the heart of the Global Impact Investing Network. It's essential in the case of the Joint Learning Network. It's vital in the case of the Mekong Basin Disease Surveillance Network. These are just a few examples of how a very deliberate network approach is a valuable tool in achieving the desired outcomes and creating an institution that can survive beyond the grant period.³⁵

Global Alliance on Vaccines

Breastfeeding offers a number of benefits to a baby, not least of them cognitive, but broad health benefits as well. It's the first and cheapest vaccine you will ever get since all the natural immunization of the mother transfers through breast milk to the baby. It's a natural form of immunization against disease. When breastfeeding fails, or when a child is past the initial protection of breastfeeding, other means of immunization come into play. A network approach can optimize health outcomes.

At the Global Alliance on Vaccines with the Gates Foundation as the orchestrator, government (both the donor government and the recipient government), the civil society and NGO communities all come together to focus on how children are immunized. This global project, which has saved millions of young lives, is an ongoing example of global network success. Fourteen months ago, the Alliance raised \$7.5 billion to immunize 300 million children by 2020.

Similar opportunities exist in areas like agriculture with a different set of stakeholders who are trying to encourage African leaders to look at the opportunities agriculture offers for economic empowerment of the poor, and as an economic driver of their local economies. This requires looking across the spectrum of different touch points and interventions, including infrastructure and customs. But there is still a need for more crossover links—as between child and maternal health and nutrition—for real economic impact.³⁶

100 Resilient Cities

Projects like 100 Resilient Cities of the Rockefeller Foundation can help to disrupt the silos of the society they serve and continue to provide value and change long after grant funding has been exhausted. 100 Resilient Cities, like many of the historical initiatives that the Rockefeller Foundation has set up, is network-oriented and focused on bringing all the right actors together so that there is a champion institution created to take things forward. 100 Resilient Cities has become a distinct entity that is driving this ambitious agenda.

The foundation strategy is for a network that will be self-sustaining in a six to ten year window. The three year old program has done the convening of 100 cities and promoted the development of a collaborative organizational structure to help cities think about all of their work and their responsibility to their citizens in the framework of resilience—the capacity to prepare, withstand, and recover from shocks that are often acute but also chronic.

100 Resilient Cities supports the creation of a role for a Chief Resilience Officer (CRO) whose job is to look across the various departments of city government and all the efforts and investments that take place. The CROs in these cities are also part of a wider network where they're learning from one another—a knowledge network in the GSN taxonomy.

An important part of the 100 Resilient Cities approach is the engagement of the private sector by bringing in private sector partners—“platform partners”—and making sure cities understand the various services and offerings of the private sector that could help them with their specific resilience challenges. Examples of platform partners might be Veolia and Microsoft for infrastructure and software in smart cities respectively. There is a value proposition for the business that can be generated by working with cities, but they offer a variety of services to help cities think through what those opportunities are.

Cities have unique issues. Ramallah has been a victim of chronic stress and it is still a functioning, strong city. The mayor of New Orleans shared his challenges with the mayor of Dakar during one 100 Resilient Cities initiative. Membership is a competitive process and once cities are announced as winners, the group supports them in thinking through their unique resilience challenges.³⁷

The Skoll World Forum on Social Entrepreneurship

The Skoll Foundation takes a social entrepreneurship approach and applies that model to its problem solutions work. It identifies leaders and works with them to create the innovations that will drive disruptive change in social, economic and political realms through the annual [Skoll World Forum on Social Entrepreneurship](#). The forum brings together thought leaders and other innovators as well as foundation grantees and provides

a space to forge connections and develop partnerships and impact. This is the leadership most likely to propel change and reduce inequality and injustice and solve social and environmental problems that inhibit peace and prosperity.

Social transformation is never the work of a single actor. It is almost always the result of powerful connection and collaboration between innovators, agitators, thought leaders and those who hold levers of power in business and government. With that in mind, Skoll uses what it terms “Skoll leverage”—the prestige and recognition of the forum—to bring together major corporate actors as well as social issue entrepreneurs for partnership and collaboration.

The Skoll World Forum attracts thought leaders, social entrepreneurs, corporations and governments from around the world. According to Sarah Borgman of the Skoll Foundation, it “creates a center of gravity around global issues” and participating groups and organizations often have pop-up meetings around it. For example, a network of development entrepreneurs has been meeting in London that same week, prior to the Forum, for six years; Holcim planned their big corporate gathering to coincide with the meeting in Oxford. The forum has made it possible for individuals and groups to come together to push boundaries in ways that have brought both predictable and unexpected positive consequences.³⁸

Delivering the SDGs

Adoption by the United Nations of the Strategic Development Goals in 2015 creates a plan of action for fresh approaches to global issues. The 17 goals and their 169 targets provide scale and definition for a truly global agenda. The SDGs tackle immediate human rights, gender inequality and empowerment issues, as well as sustainable development in the economic, social and environmental spheres.³⁹



The mission statements for the major grant-making foundations may have predated the release of the UN SDGs, yet their programs and issue areas cover many of the same concerns. A review of currently funded projects at three of the biggest international

organizations shows that they are working on delivering solutions to every one of the 17 goals.

Foundation Programs are Aligned with the Strategic Development Goals			
<i>Strategic Development Goals</i>	Rockefeller Programs	Gates Programs	Skoll Programs
1. End poverty in all its forms everywhere.	Inclusive Economies Innovative Finance		Livelihoods
2. End hunger, achieve food security and improve nutrition and promote sustainable agriculture.	Agriculture and Food Security Alliance for a Green Revolution in Africa	Agricultural Development Nutrition	Smallholder Productivity
3. Ensure healthy lives and promote well-being for all ages.	Advance Health Disease Surveillance Networks	Global Health Polio Vaccine Delivery	Health Delivery
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Arts and Culture	Global Libraries US Education	Early childhood, secondary, post-secondary education
5. Achieve gender equality and empower all women and girls.	Gender Equity	Family planning Maternal, newborn & Child Health	Women's and girls education
6. Ensure availability and management of water and sanitation for all.	Water and Fisheries	Water Sanitation and Hygiene Reinvent the Toilet	Clean Water Sanitation Water Management
7. Ensure access to affordable, reliable, sustainable and modern energy for all.	Energy		Clean energy
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Secure Livelihoods Digital Jobs Africa	Financial Services for the Poor	Youth Job Skills Financial Services
9. Build resilient infrastructure, promote inclusive and sustainable industrialization, foster innovation.	Innovation Resilience Bus Rapid Transit Innovation		Standards
10. Reduce inequality within and among countries.	Centennial	Development Policy and Finance	International Justice

11. Make cities and human settlements inclusive, safe, resilient and sustainable.	Transform Cities Transportation and Infrastructure 100 Resilient Cities	Emergency Response	Living Conditions
12. Ensure sustainable consumption and production patterns.	Impact Investing and Innovative Finance Climate Change		Responsible Supply chains
13. Take urgent action to combat climate change and its impact.	Asian Cities Climate Change Resilience Network		Arresting deforestation
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	Water and Fisheries		Ocean Ecosystems
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	Revalue Ecosystems		
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	Global Resilience Partnership		Human Rights Peace
17. Strengthen the means of implementation and revitalize the global partners for sustainable development.	National Disaster Resilience Competition	Integrated Delivery Emergency Response	

Using the information that emerges from SDG aligned program analysis may provide an important opportunity to eliminate redundancy and accelerate the achievement of goals. While each organization is following its own mission and agenda, many are pursuing similar problems and issues throughout the world. Overlap and redundancy of this good work is a concern that collaboration and networking can help to alleviate, and the SDGs provide a framework to illuminate areas where overlap and unnecessary effort may exist.

There are also hundreds of GSNs working on all of the SDG goals and Global Solution Networks has created resources for enabling global collaboration—connecting groups that are working to address similar problems. An exploration of GSN contributions to the UN Sustainable Development Goals was completed before the COP21 meeting in Paris

showing a sample of the organizations that are distributed across the challenges of the SDGs (see Appendix II).

Insights and Recommendations

Philanthropy wasn't always transparent. It wasn't always collaborative. It hasn't always shared data. But 100 years after the creation of the Rockefeller Foundation there are dozens of new foundations being set up every year by families or institutions that are thinking about new ways to approach giving.

The last ten years have seen a different relationship with the public, and a change in the nature of the role philanthropy plays.⁴⁰ We invited our panel of experts to comment on some of the changes they are seeing in philanthropy as stakeholders in global problem solving.

Become a Systems Player

There are still many organizations for which philanthropy is primarily a process of funding other non-profits. A few philanthropies have incorporated the mission of social change and aid for humanity across their organizations, and others are still thinking of their role as purely functional, or driven by board compliance. There is a growing trend among foundations to be more like Rockefeller and Gates, a trend toward being more of a team player than a bankroller.

Rockefeller has always had a systems approach.

“...both the problem and the opportunities are looked at through the lens of the system around the problem and all the different levers that are both contributing to the problem but then need to be pulled in order to address it -- so thinking about multiple sectors and multiple actors is inherent to the way we approach philanthropy.”⁴¹

A non-profit working alone in a school district may not get enough funding for the technology it proposes, but if it's working with health and sanitation workers, who are key to getting people to be able to go to school, with other corporate entities who can provide the technology that those schools need, it can succeed. Bechtel and others look to fund system players that can change things for the better, forever.⁴²

Culture of Giving

The culture of giving that the Gates team is cultivating has tremendous power to leverage giving from everywhere. They are looking at behavioral incentives and affinity groups, as people in a group who feel responsible as a group are more likely to act. Eighty-eight percent of companies offer an employee match but only about 10% of the money available is used, meaning there's a huge opportunity to increase participation. And the Giving Pledge has the additional potential of bringing in \$300 billion in donor funds.⁴³

The democratization of giving advanced by Gates, Buffet, Bechtel and others could be a game changer, at least in the US. Many would agree that it's part of the American tradition to give and work in the community. A burgeoning army of donors is becoming more globally aware and creating a tremendously crowded marketplace that makes coordination challenging. New resources and technologies will be required to shepherd giving responsibly. But this is good news!⁴⁴

The Spirit of the West

In the past, it has been typical that people plan to distribute accumulated wealth at the end of life. Then, when they pass away, heirs or others administer the funds. Substantial wealth can take years, even decades, to spend down.

In the last ten years we've seen a growing number of living donors who are very active in their own philanthropies, and who are distributing wealth much earlier in life. Silicon Valley is producing a multitude of multimillionaires and billionaires who are very interested, during their young lives, to see their money make a social return on their investment.⁴⁵

These donors don't have a history of giving money away. They're looking for advice, solutions and ways to differentiate themselves as they push the boundaries to find new ways of making a difference—whether it's with impact investing, with traditional philanthropy, or the annuities of investments, a currently popular approach.⁴⁶ The GSN model gives them a blue print for selecting the organizations most likely to have an enduring impact and with which to participate as active stakeholders.

Collaboration Takes Time

For those who want to make sustainable change happen, it's necessary to take a bit of time. Collaboration can reduce redundancies and reinvention and streamline the efficiency of both donor and grantee efforts. Lasting change requires the buy in of many stakeholders. As the saying goes, “Go fast, go alone.” Skoll, for example, has always had

a three-year grant cycle because they believe that social change takes time and bringing multi-stakeholder groups together can take years.⁴⁷

Philanthropy has long suffered from the reputation of being a top-down operation with poor grades for communication. The Global Philanthropy Forum creates circles of peers to gather and share ideas. Some use technology; others gather input face-to-face from members. The Edge Fund in the UK addresses the need for collaboration by operating as a membership body so that grantees can bring their expertise to future strategic decisions.⁴⁸

Measuring Impact

The major grant-making foundations have the ability to work on thorny social issues with some autonomy and only internal assessment. But it is challenging to measure social change. Andrew Carnegie could count the libraries he built, but many ambitious grant programs have less tangible results. As the lines between governments, civil society and other global organizations blur with globalization, it is important to monitor and assess both the direction taken and the social impact of major philanthropies. This challenge is being addressed with new tools and strategies, but there is much work still to be done.

In Closing

As the major source of funding and other resources for non-government programs, foundations and other philanthropic organizations play a mission-critical role in global problem solving. However, in the 21st century we face challenges that are outpacing the resources of even the most generous donors. The urge to simply feed the hungry is insufficient to the task of addressing global poverty, and the resources of even the largest foundations are woefully inadequate when pitched against the magnitude of an issue as big as climate change. Understanding and addressing the causes—the how and why of human suffering—in collaboration with all stakeholders will be critical to finding lasting global solutions.

Philanthropy in the 21st century operates in a broad global arena where technology, collaboration, mega-wealth, network capability and creativity are converging to bring meaningful change and lasting good to a troubled world.

We greatly admire the magnitude of the work these organizations undertake and are impressed and inspired by the individuals we spoke with who have chosen this field as their life's work. Our thanks to each of them for taking the time to share their important ideas and insights.

Contributors

While researching the role of philanthropy in the realm of global problem-solving, we were given the opportunity to interview key executives in several of the largest philanthropic organizations in the world, as well as a project director in a global charity with missions in some of the most troubled locations on the planet. Their knowledge and insight were invaluable in developing this paper.

The philanthropic leaders we interviewed hold a variety of senior roles and wide ranging portfolios of responsibility at the Bill and Melinda Gates Foundation, the Rockefeller Foundation, the S.D. Bechtel, Jr. Foundation, the Skoll Foundation, and the Rick Hansen Foundation. One of our experts is a humanitarian and major foundation grantee. Here is a glimpse of their roles and the goals of their organizations as global problem solvers and GSN stakeholders.

Miguel Veira-Pestana is Chief Communications and Engagement Officer at the Bill and Melinda Gates Foundation where he is responsible for building and protecting the reputation of the foundation. As part of this role, he helps to coordinate the use of Bill and Melinda's voices as well as that of CEO Dr. Sue Desmond-Hellmann. Miguel's team manages all channels of communication – from the way they interact digitally on Facebook, to how they engage with media and with partners. He also has a media grant-making role, supporting media programming and the generation of content. And then of course internal communications with the foundation's 1500 employees, located in nine different countries.

Veira-Pestana stresses that, in addition to funding, the Gates Foundation brings to the table knowledge and expertise. "We have high caliber people at the foundation who are experts in their fields. They are acknowledged experts and it's not just about some money and the capital you bring, it's about the capitalizing benefits of that knowledge." The foundation has paid special attention to filling gaps and avoiding redundancy of effort with others that are working alongside them in global project areas.

Victoria Vrana is a Senior Program Officer on the Philanthropic Partnership Team at the Bill and Melinda Gates Foundation. In that role she manages a number of investments and is leading a major new initiative with a huge mission: to inspire and enable informed and intentional giving by all. Her program's goal is 'philanthropy all the time for all people,' and is very focused on individual donors. She also manages investments in policy and systems work, trying to increase the supply of data in this sector. "Informed giving is impossible without information."

The Gates Foundation thinks in terms of being a “catalyzer,” inspiring others to engage in the aid systems both through involvement in policy and in promotion of fund raising to incentivize a culture of philanthropic giving.

Faizal Karmali is a co-author of this project. Faizal joined the Rockefeller Foundation three years ago from the world of high tech. His role, Associate Director of Network Engagement and Bellagio Programs, is new in the 100-year-old organization. The foundation has been very deliberate about creating his role and investing the time, resources, and intellectual capital in thinking about how to ensure that the foundation is thinking systematically about multi-stakeholder approaches and the role of grant dollars and convening power.

When John D Rockefeller set up the foundation he insisted that its mission was to look at the root causes of social problems. Because the root causes of global problems rarely lie in just one place, a systems approach to addressing them is highly effective and means that the foundation has, inherently, always acted in a network fashion. By engaging the right stakeholders and providing the early support to gather the right actors around a problem space the foundation is able to bring the right attention to issues where there aren't necessarily a lot of resources forthcoming from the government or the private sector, or even the social sector. Currently their efforts are articulated with dual goals of building resilience and advancing more inclusive economies.

Barbara Kibbe is the Director of Organizational Effectiveness at the S.D. Bechtel, Jr. Foundation. She has been working in the non-profit foundation sector since 1978 including three round trips from foundation executive to consultant and back again. She is a natural convener, aggregator, and network builder. Her role, which is an emerging one in the world of philanthropy, involves her in every initiative of the organization.

The foundation is nearing the end of a spend-down of resources toward a “sunset” in 2020. One of their goals is to ensure that all of their grantees are preparing to continue on their own after the foundation grant making expires. As an example, with the financing behind the creation of the Californian Water Foundation and also at the heart of the Water Funder's Initiative, they hope to create a common blueprint that will continue to advance water quality and water management in California.

Sarah Borgman is the Director and Curator of the Skoll World Forum of Social Entrepreneurship, an annual gathering of Skoll Foundation grantees and other innovators and thought leaders from around the world held each year in Oxford, England. The Forum provides the convening power to help build networks, collaboration and partnerships to scale the impact of social entrepreneurs. It is described earlier in the paper.

The Skoll Foundation is the private foundation of Jeffrey Skoll, former president of eBay and a young and active philanthropist. The Skoll Foundation cultivates an ecosystem approach to driving equilibrium change, supporting and creating the conditions for social entrepreneurs' innovations and models for change to flourish by "investing in those innovations and models when they are ripe to deliver outsized impact and drive large-scale change to create a completely new, more just and equitable equilibrium."

Doramy Ehling is the Chief Operating Officer for the Rick Hansen Foundation; proud to admit she has been in the not-for-profit sector literally since she the age of 12. She got into philanthropy as a teenaged volunteer in her community and credits her teachers and mentors who emphasized the importance of giving back and making a difference in your community. She worked for the Canadian Central Government in sport for about 15 years, which provided the experience of working in a broader bureaucracy while creating changes in social policy.

Jo-Anne Nykilchyk has been with the Rick Hansen Foundation for a little over a year. Prior to that, for 22 of her 30 years in the non-profit sector, she was a consultant with two different national consultancies for fund-raising. She has deep knowledge of the philanthropic and non-profit worlds in Canada. She began her philanthropic career with The Nature Conservancy of Canada and has worked in universities, colleges, hospitals, and also at folk festivals in eight of the ten Canadian provinces.

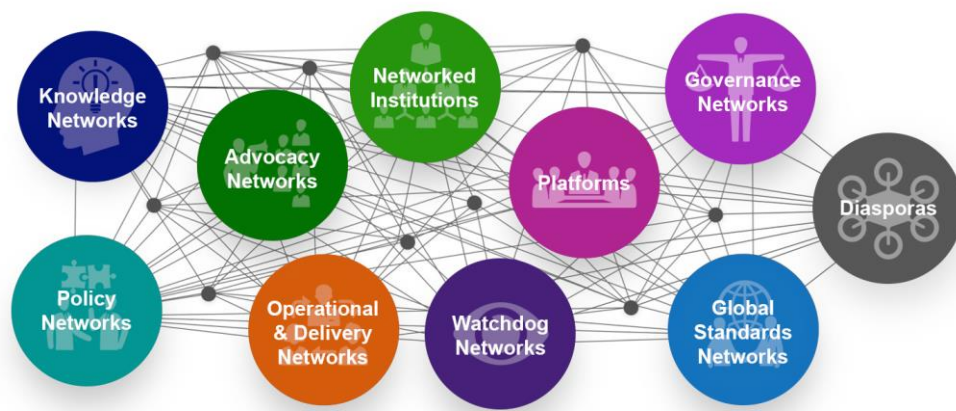
Although they are currently focused on Canada, the Rick Hansen Foundation's mission and vision is the removal of barriers for persons with disabilities globally. Their strategy in the next three to five years is to home in on the removal of barriers in the adult environment, working collaboratively with other national stakeholders, partners, donors, and others to achieve that goal.

Casey Harrity is an independent consultant working in Humanitarian Aid Policy and Programs. She has worked in the humanitarian sector for more than ten years, primarily in conflict zones including Yemen, Iraq, Palestine and Sudan. Most recently, Casey served as Director of Program Quality for Save the Children overseeing programs in both Turkey and Syria. In this role she was responsible for overall program strategy and fundraising.

In a humanitarian crisis, like the one continuing to develop in Syria, the implementation of grants can change hourly and part of her role in a crisis is to keep communication channels with donors open as the situation changes on the ground. At the time we spoke, Casey was having discussions with key humanitarian actors regarding the dynamic situation in Aleppo and the ongoing attacks on health facilities.

Appendix I: The GSN Taxonomy of Global Solution Networks

Global solution networks have the potential to solve some of the most prevalent problems in the world today—from poverty to climate change to health crises to natural disasters. GSN research demonstrated that they have the greatest impact by focusing on their strengths and organizational mission, which may fall in only one or perhaps several of ten possible types of network.⁴⁹ Each type has unique elements that can be brought to bear on problem solution and conflict resolution.



- **Knowledge Networks** develop new thinking to solve global problems, but keep their emphasis on idea generation not on advocacy.
- **Operational and Delivery Networks** deliver change and supplement or bypass traditional models.
- **Policy Networks** include non-government actors in developing government policy.
- **Advocacy Networks** change the agenda or policy of government, corporations or others.
- **Watchdog Networks** scrutinize institutions to ensure good behavior.
- **Platforms** provide foundations on which other networks can organize.
- **Standards Networks** are developing standards and technical specifications outside state systems.

- **Governance Networks** are non-government with the right and responsibility for non-institutional global governance.
- **Networked Institutions** provide knowledge generation, advocacy and policy, and delivery of solutions.
- **Diasporas** pursue problem solving through kinship and ethnicity connections.

Appendix II: GSNs Contributing to the UN's Sustainable Development Goals



GSNs Contributing to the UN's Sustainable Development Goals

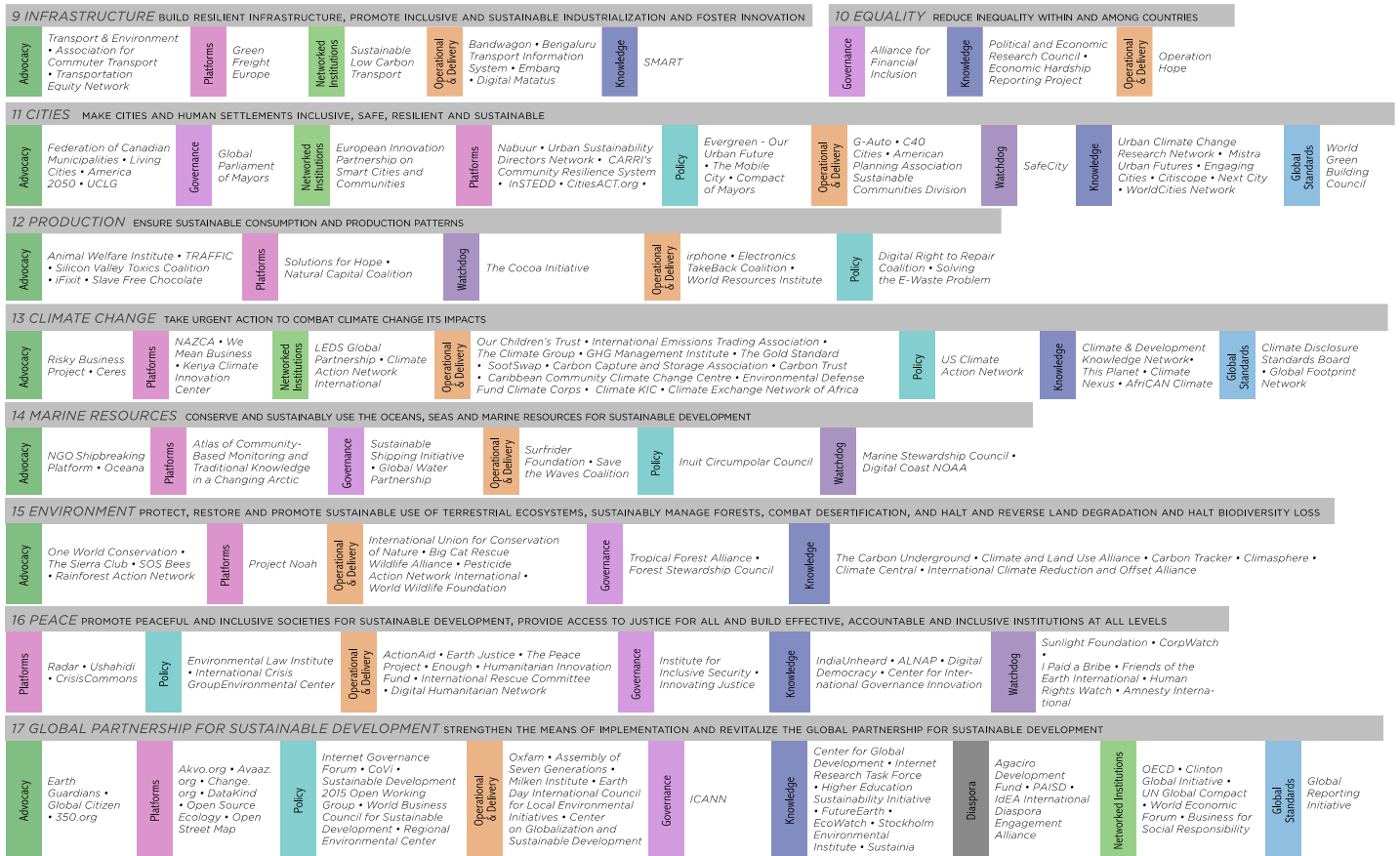
In September the international community will meet to endorse the Sustainable Development Goals as well as 2030 targets to eradicate poverty, tackle inequalities, and protect the planet. Realizing the ambition of the 2030 Agenda for Sustainable Development will require galvanizing action from stakeholders across all sectors, ideally working together through collaborative, distributed, and dynamic networks—also known as Global Solution Networks (GSNs). Many of these networks already exist and are poised to make significant contributions to implementing the SDGs.

Since 2013, the Global Solution Networks program has studied the emergence and impact of multi-stakeholder networks in solving global problems. The study has found that there are 10 distinct types of GSNs, each with extraordinary power to bring about positive change for people and the planet. The table below aligns specific examples of leading Global Solution Networks with the 17 Sustainable Development Goals. For a full overview of existing GSNs working to deliver on the SDGs, please visit gsnnetworks.org



1 POVERTY END POVERTY IN ALL ITS FORMS EVERYWHERE			2 FOOD SECURITY END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE		
Advocacy	CARE • Borgen Project	Knowledge	J-PAL Poverty Action Lab	Advocacy	The Hunger Project • Food Democracy Now
				Operational & Delivery	Verite • Center for Financial Inclusion • World Food Program • Thought for Food • Micronutrient Initiative
				Global Standards	Sustainable Agriculture Network • International Organization for Standardization • Global Food Safety Resource
3 HEALTH ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES					
Advocacy	Planned Parenthood Federation of America • Global Network for Neglected Tropical Diseases • Rick Hansen Foundation	Operational & Delivery	Digital Green • Petridish.org • Sproxi	Knowledge	Health Care Without Harm • Ebola Deeply • OPENPediatrics • Structural Genomics Consortium • FIND • Health Map
				Global Standards	Centre for Global Mental Health • WHO • Mobile Diagnosis • Global Polio Eradication Initiative • Global Outbreak Alert & Response Network
				Policy	Global Health Workforce Alliance • Alliance for Health Policy & System Research
				Governance	INHOPE-Hall
				Networked Institutions	GAVI Alliance
				Watchdog	ProMed
4 EDUCATION ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL			5 GENDER EQUALITY ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS		
Platforms	GivePulse	Operational & Delivery	Digital Study Hall	Knowledge	Women's World Banking • Girls Not Brides
				Operational & Delivery	Women for Women International
				Watchdog	HarassMap
				Advocacy	Let Girls Lead • Catapult Action for Equality • Women Deliver • Every Mother Counts • Every Woman Every Child • Vital Voices • ECPAT International
6 WATER & SANITATION ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL			6 WATER & SANITATION ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL		
Advocacy	Water.org • Water Wellness Project • Wash Advocates	Operational & Delivery	Water Wellness Project • Aqua for All • MajiVoice	Advocacy	Water.org • Water Wellness Project • Wash Advocates
				Operational & Delivery	Water Wellness Project • Aqua for All • MajiVoice
				Governance	Stockholm International Water Institute
7 ENERGY ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE, AND MODERN ENERGY FOR ALL			7 ENERGY ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE, AND MODERN ENERGY FOR ALL		
Advocacy	World Council for Renewable Energy • Go Fossil Free	Operational & Delivery	Sustainable Energy for All • Renewable Energy and Energy Efficient Partnership • Global Alliance For Clean Cookstoves		
8 GROWTH PROMOTE SUSTAINED INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL			8 GROWTH PROMOTE SUSTAINED INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL		
Advocacy	Clean Clothes Campaign • Conscious Capitalism • Young Invincibles • African Diaspora Marketplace	Platforms	Digital Jobs Africa • Business Call to Action • Youth Trade	Networked Institutions	Partnership for Economic Policy • Business for Social Responsibility
				Operational & Delivery	LeadersUp • 100,000 Opportunities Initiative • Eagle Eye • Action • MasterCard Center for Inclusive Growth • Digital Opportunity Trust
				Diaspora	Homestrings
				Knowledge	Solutions for Youth Employment • SEEP Network





About the Authors

Joan Bigham, Ed.D, is Executive Director of Global Solution Networks. Joan is responsible for the design, delivery and funding of the GSN Research Program. She brings 20 years of experience in syndicated research, partnerships and the transfer of strategic knowledge. GSN has created a dynamic network of networks, which currently includes over 500 organizations.

Faizal Karmali joined The Rockefeller Foundation in 2013. As associate director, network engagement & Bellagio programs, Faizal leads the Foundation's strategic work in network engagement. This work helps teams build, harness, and diversify the people, organizations, and solutions necessary to catalyze innovation, influence, and sustainability in the Foundation's work.

Jill Rundle is Executive Editor and frequent writing contributor for Global Solution Networks. A graduate of the University of Pennsylvania, she has had a broad career in advertising, marketing and communications and has worked extensively in the world of public and private education.

About Global Solution Networks

Global Solution Networks is a landmark study of the potential of global web-based and mobile networks for cooperation, problem solving and governance. This research project is a deliverable of the GSN program. All program deliverables including research publications, learning programs and a searchable network of over 500 active GSNs are available on-line for public use and feedback. Webinars on current research are held quarterly.

Program Management

Don Tapscott, Chairman

Dr. Joan Bigham, Executive Director

Jill Rundle, Executive Editor

For further information, please visit our website, gsnetworks.org, or contact us at info@gsnetworks.org.

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