



U K COMMUNITY
FOUNDATIONS

GIVING FOR LOCAL GOOD

PHILANTHROPY ADVICE COMPETENCY FRAMEWORK

INTRODUCTION

Community Foundations come in all shapes and sizes, but what they all have in common is a commitment to making a difference to people's lives and the places they serve. They do this by:

- Bringing communities together: Community Foundations are local champions, connecting people and organisations that want to improve their communities.
- Funding great ideas: Community Foundations invest in local people and organisations tackling the biggest issues facing communities today and supporting some of society's most disadvantaged people.
- Inspiring local philanthropy: Community Foundations provide help and advice to those who want to give at the heart of their communities, both now and in the long-term. They match donors and partners to important local causes.

This framework supports Community Foundations to develop their philanthropy advisory skills, looking at eight areas that sit under those three headings. Listed in the left-hand columns below, each area contains several competencies. These are things that a philanthropy advisor / Community Foundation should have, underpinned by several related indicators, i.e. things that a philanthropy advisor / Community Foundation can do to demonstrate competence.

The right-hand column is an evolving list of relevant sources of learning and professional development relevant to the area, further details of which are included at the end of the document along with broader resources. These lists included recommended readings, formal training opportunities, and suggestions of organisations and networks that could be useful.

The framework was originally conceived as an individual learning and development tool and as a means of shaping our overall philanthropy advisory skills. Individual Community Foundations have also used the framework to support staff recruitment, development and appraisals. You may find it helpful when producing job descriptions and person specifications, or as part of an interview process. Several foundations use it as part of individual training and development plans, helping identify potential gaps in knowledge and experience in their philanthropy teams.

Given the vast differentials in the size and shape of Community Foundations across the UK, and the various roles that make up the movement's workshop, we have concluded that it would be impossible to explicitly link each of the competencies with one or more specific job roles. Instead the framework can be seen as a set of overall organisational competencies that might not, and perhaps should not, be vested in just one individual. In our view, each Community Foundation should be at least close to being able to demonstrate that each of the competencies exists somewhere in the organisation. We see the framework as a way of assessing whether this is the case, identifying where gaps exist and how they might be filled.

This document represents an ongoing piece of work by a steering group of members from Cumbria Community Foundation, Foundation Scotland, Leeds Community Foundation, Northamptonshire Community Foundation, Quartet Community Foundation and Tyne & Wear and Northumberland Community Foundation. If you are interested in getting involved in this work or would like to recommend additions to the resources section please get in touch via any UKCF colleague.

INSPIRING LOCAL PHILANTHROPY

1.0 NEW PHILANTHROPY DEVELOPMENT	Resources (see p10-11 for links)
<p>1.1 Ability to prospect and engage in the identification and cultivation of prospective donors:</p> <ul style="list-style-type: none"> • Is confident working with high-profile / significant individuals and organisations • Has the confidence and presence to proactively network on the local corporate / high-net-worth / professional advisor scene, in order to increase profile and contacts • Is able to appropriately identify potential donors • Understands and can apply marketing and communications approaches, including via social media that will increase brand recognition and generate interest • Supports the CF board to do all of the above. 	<p>Great British Philanthropy (UKCF) chapters on: How to Identify and find philanthropists; How to use social media to reach philanthropists; How to get the board on board with philanthropy development; How to appeal to younger professionals; How to work with professional advisors</p>
<p>1.2 Ability to eloquently and convincingly ‘make the case’ for community philanthropy and the CF:</p> <ul style="list-style-type: none"> • Talks knowledgeably about history of the CF (including growth, impact and values) and movement • Can place the CF in its national and international context • Recognises other players in the philanthropy advice arena and can distinguish the CF offer • Is adaptive and able to wear different hats, tailoring the message to the intended audience (individual, family, business, charity, public sector partner etc) • Recognises and can articulate the challenges and pitfalls of philanthropy • Recognises and can advocate for the importance of giving of time and expertise as an alternative, or complement, to giving money. 	<p>Foundation Giving Trends (ACF)</p> <p>Wealth Prosperity Map (Barclays Wealth)</p> <p>MA in Philanthropic Studies (University of Kent) - Fundamentals of Philanthropy module. - The Art and Science of Fundraising module</p>
<p>1.3 Ability to explain the technicalities of the CF offer:</p> <ul style="list-style-type: none"> • Has up-to-date knowledge of CF’s funding model and explains contributions for charitable services effectively • Has a good understanding of the various models of philanthropic giving in order to help a prospective donor determine which is most appropriate. 	<p>Working in Partnership with Professional Advisors (Suffolk Community Foundation)</p> <p>Philanthropy Toolkit - Guidance on different ways you can give through a community foundation (UKCF)</p>
<p>1.4 Ability to turn exploration and discussion into giving and commitment:</p> <ul style="list-style-type: none"> • Is socially intelligent and sensitive • Understands the principles of negotiation. 	<p>Information Commissioner, Fundraising Regulator and Institute of Fundraising websites.</p>
<p>1.5 Understanding of, and adherence to, best practice and legislation regarding data protection and fundraising:</p> <ul style="list-style-type: none"> • Undertakes checks of all data held by the foundation in line with guidance in relation to General Data Protection Regulation (GDPR) and the Fundraising Regulator • Asks for, records and respects the communications preferences of existing and prospective donors and members • Is sensitive with regard to a donor or potential donor being a ‘vulnerable person’, and takes appropriate steps in line with the foundation’s safeguarding policies • Where unsure, takes legal advice as appropriate. 	<p>Prospecting lists</p> <p>Donor Satisfaction Surveys</p>

	Gift Acceptance, Data Protection and Safeguarding policies
2.0 THE TECHNICALITIES OF GIVING	Resources (see p10-11 for links)
2.1 Understanding of the technical details relating to financial investments and tax-effective giving: <ul style="list-style-type: none"> • Understands and can explain relevant investment management terms e.g. total return, RPI, asset mix, returns, expendable and permanent endowment • Understands the difference between sponsorship and donations (and relevant tax implications of both) • Empowers donors by exploring options confidently and knowledgeably. 	A Guide to Giving (Philanthropy UK) Gift-acceptance policies Philanthropy Toolkit - Guidance on different ways you can give through a community foundation. (UKCF) UKCF guide to Trust Transfers Institute of Fundraising guide to gifts of shares Charities and investment matters: a guide for trustees (UK Government) Volunteering resources (NCVO) The Grant-Making Tango (JRF)
2.2 Understanding of the concepts behind and technicalities different types of gifts to the CF: <ul style="list-style-type: none"> • Understands and can explain legacies • Understands and can explain gifts of shares • Understands and can explain trust transfers • Understands and can explain cash gifts. 	
2.3 Understanding concepts behind and technicalities of the different types of CF funds including (not exhaustive): <ul style="list-style-type: none"> • Understands and can explain donor-advised funds • Understands and can explain panel-advised • Understands and can explain discretionary / Field of Interest funds • Understands and can explain theme and affinity funds • Understands and can explain unrestricted funds. 	
2.4 Understanding of the technical limits of philanthropy advice, and working with a range of professional advisors: <ul style="list-style-type: none"> • Understands when to refer to a solicitor • Understands when to refer to an accountant • Understands when to refer to a wealth advisor. 	
2.5 Is able to research and evaluate evolving models of philanthropy and funding including: <ul style="list-style-type: none"> • Understands concepts behind, and broad technicalities of social impact bonds, loan finance, and other types of social investment and recycled finance • Understands concepts behind, and broad technicalities of skills-based volunteering • Is curious and keeps up to date with the changing landscape. 	

3.0 THE ADVICE RELATIONSHIP	Resources (see p10-11 for links)
3.1 Ability to develop and maintain relationships with a range of philanthropists and/or their professional advisors: <ul style="list-style-type: none"> • Is comfortable working with a wide range of wealthy individuals • Is able to build and maintain effective relationships with donors, understanding and responding to their different motivations and needs 	MA in Philanthropic Studies (University of Kent) - Advising Donors module The Art of Adaptation (CAF)

<ul style="list-style-type: none"> • Understands the part philanthropy plays in the wealth experience of donors. 	<p>Great British Philanthropy chapter on How to help philanthropists open up</p>
<p>3.2 Strong emotional intelligence with an ability to actively listen, reflect and challenge, in order to understand needs and aspirations, asking questions to raise awareness and to generate insights and new thinking:</p> <ul style="list-style-type: none"> • Communicates effectively i.e. is able to listen, question, explain, clarify, display empathy, mirror, etc • Is adaptive and able to adjust to different circumstances • Is able to respectfully challenge donors and give reality checks • Is able to recognise when they need to act diplomatically • Is able to proactively have difficult conversations and maintain constructive communication • Recognises when they are not connecting with someone, and can change behaviour, suggest another approach, or direct the person they are dealing with to someone else • Displays empathy, tact and professionalism when dealing with serious illness or death of donors. 	<p>Great British Philanthropy, How to work with philanthropists to explore and choose options</p> <p>Theory of Change resources (New Philanthropy Capital)</p> <p>Giving is Good for You (John Nickson)</p>
<p>3.3 Ability to support the philanthropic process with communications that are tailored to the needs of individual donors:</p> <ul style="list-style-type: none"> • Proactively maintains a relationship with donors by regular communications in the most appropriate (and agreed) way • Is able to undertake contact management and record keeping to aid organisational memory. 	<p>Why Rich People Give (Theresa Lloyd)</p> <p>UK Giving (CAF)</p>
<p>3.4 Ability to discern donor intent, values, motivations, interests and passions and navigate their needs:</p> <ul style="list-style-type: none"> • Has some understanding of psychology and motivations for giving • Appreciates the typical needs of donors at different stages of giving • Understands and can respond to giving motivations, enabling philanthropists to learn about their giving style, in order to develop it • Enables donors to understand their giving style, in order to develop it in the short, medium and long term. 	<p>The best of the Humanistic and Technocratic (Connolly)</p> <p>The Public and Private Persona of Philanthropy: The donor challenge (Karoff)</p>
<p>3.5 Understanding of, and adherence to, professional boundaries and has an appreciation of the limits of the advice relationship:</p> <ul style="list-style-type: none"> • Builds trust (by being transparent, discreet and honest, and by maintaining confidentiality at all times) • Is non-judgemental and open minded but prepared and willing to challenge misconceptions and prejudices. 	<p>Philanthropology (Foundation Scotland)</p> <p>Debrett's Forms of Address</p>
<p>3.6 Ability to work with a donor to craft a giving / grant-making strategy:</p> <ul style="list-style-type: none"> • Researches and evaluates different giving strategies and vehicles to shortlist a range of possibilities that appeal to the donor • Understands and can articulate the value of multi-year commitments and unrestricted grants (etc.) to applicants and the implications for the foundation / fund / donor / of such approaches. 	<p>The Grant-Making Tango (JRF)</p>
<p>3.7 Ability to provide pathways and signposting to types of philanthropy not offered via the CF:</p> <ul style="list-style-type: none"> • Has knowledge of 'who does what' locally in terms of skills-based volunteering brokerage, trustee matching etc • Has a critical mind and can identify which of these may offer a good service to the donor • Is comfortable making introductions and brokering initial discussions. 	

4.0 BRINGING PHILANTHROPY TO LIFE	Resources (see p10-11 for links)
<p>4.1 Ability to bring philanthropy to life:</p> <ul style="list-style-type: none"> • Is able to facilitate connections between philanthropists • Is able to create memorable events for prospective, new and existing donors alike • Can convince private sector partners of the need for, and benefits of, sponsorship of events • Is able to broker and facilitate discussions between the social sector and philanthropists to find ways of working together for social impact • Is able to organise and stage project visits to show different approaches to tackling an issue or supporting a community, to help the donor to understand their approach. 	<p>Great British Philanthropy chapters: How to create a memorable event; How to run informal events for philanthropists</p> <p>How donors choose charities (Beth Breeze)</p> <p>Local Vital Signs research and publications</p>

FUNDING GREAT IDEAS

5.0 GRANT-MAKING	Resources (see p10-11 for links)
<p>5.1 Understanding of the CF's grant-making priorities, criteria and restrictions:</p> <ul style="list-style-type: none"> • Understands charity law as it relates to grant-making, including the funding of non-charities • Understands and applies CF-wide and fund-specific criteria and exclusions • Is able to articulate these to donors, professional advisors and applicants • Understands, is comfortable with, and can articulate to applicants, that donor-advised grant-making can be more subjective than other types of funding. 	<p>Postgraduate Certificate (PGCert) in Grantmaking, Philanthropy and Social Investment (Cass Business School) - Principles and Practices of Grantmaking module</p> <p>Insights on Core Funding, Esmee Fairbairn</p>
<p>5.2 Ability to design a grant-making programme in line with a donor's giving plan:</p> <ul style="list-style-type: none"> • Is able to tailor grant-making to individual donors / funds with variable approaches (min / max grant size, use of multi-year grants etc) • Can work with a donor to identify fund-specific criteria and exclusions that align with overall CF priorities and grant-making policies. 	<p>Duty to Care? How to ensure grant-making helps and doesn't hinder (IVAR)</p> <p>Do Nothing About Me Without Me (IISC)</p>
<p>5.3 Ability to assess VCS organisations from a range of technical perspectives (finance, health and safety, risk etc.)</p> <ul style="list-style-type: none"> • Understands charity governance and legislation, including public benefit and charitable objects • Understands different legal structures for charitable / community organisations (e.g. CIO, CLG, CIC etc) • Understands common charity accounting practice • Is familiar with financial reporting and interpreting accounts • Can carry out risk assessment • Is familiar with principles and technicalities around safeguarding. 	<p>Three Sixty Giving</p> <p>A Guide to Assessing Good Governance</p> <p>Association of Charitable Foundations resources on grant-making and the law</p>
<p>5.4 Ability to summarise and assess grant applications:</p>	

<ul style="list-style-type: none"> Communicates in writing to a high degree of accuracy and conciseness Tailors information to needs / preferences of individual donors. 	<p>Individual Community Foundation scheme of delegation, grant-making policy and grants manual</p>
<p>5.5 Commitment to comprehensive record-keeping:</p> <ul style="list-style-type: none"> Understands the importance of record-keeping relating to grant-making from an audit trail / accountability / transparency point of view, as well as to aid institutional memory Able to undertake administration of grants competently Ensures communication with grantees matches internal understanding of how grant funding should be used Is familiar with and understands the workings CF's CRM / grant-making database and other IT systems Familiar with data protection rules and understanding of confidentiality. 	<p>Individual Community Foundation philanthropy services agreements</p>
<p>5.6 Commitment to robustly dealing with grant-making problems:</p> <ul style="list-style-type: none"> Follows CF's policy on investigating 'problem grants', up to the point of requesting repayment and barring future applications from an organisation Has donors' and grantees' confidence by being 'firm but fair' Is alert to the danger of fraud, and the evolving techniques used by fraudsters. 	

6.0 MONITORING AND IMPACT	Resources (see p10-11 for links)
<p>6.1 Ability to monitor and evaluate the success (or otherwise) of CF grants:</p> <ul style="list-style-type: none"> Understands the principles behind, and use of SMART objectives Understands principles of social impact, eg social return on investment calculations Is able to produce high-quality written reports that draw out pertinent, engaging, elements of grantee feedback and articulate the overall impact of grants made. 	<p>Charities Evaluation Services resources (NCVO)</p> <p>A Guide to Giving (Philanthropy UK)</p>
<p>6.2 Ability to aggregate and evaluate the success of a portfolio of CF grants at a fund or foundation-wide level:</p> <ul style="list-style-type: none"> Understands and can utilise Theory of Change methodology Can produce assessment and feedback reports with both analysis and interpretation of impact in a way that meets donor needs Understands difference that funding has made through monitoring, measurement and evaluation, and can clearly articulate this to the donor. 	<p>Theory of Change resources from New Philanthropy Capital</p> <p>The best of the Humanistic and Technocratic (Connolly)</p>

BRINGING COMMUNITIES TOGETHER

7.0 COMMUNITY KNOWLEDGE AND UNDERSTANDING OF THE SOCIAL SECTOR	Resources (see p10-11 for links)
<p>7.1 Understanding of local issues and needs and is alert to opportunities where philanthropy could make a difference:</p> <ul style="list-style-type: none"> • Is informed about current affairs and local events/developments • Has knowledge of the local economic, social, environmental, and cultural landscapes • Is interested in local needs and initiatives and seeks out opportunities to extend knowledge and networks • Is able to use a range of social media platforms to share knowledge and seek information. 	<p>Local Vital Signs research and Local Insights data</p> <p>Knowledge of local IMD and county Observatory figures (or Gov stats) on key life, health, employment indicators</p>
<p>7.2 Ability to identify gaps in funding to a locality, social need or service area:</p> <ul style="list-style-type: none"> • Is able to undertake research competently and accurately • Is well-networked with professional contacts in various thematic and geographical areas • Is able to scan the external environment to anticipate future trends and issues • Works collaboratively with other funders to share information and best practice • Understands and keeps up to date with the evolving role of the state, both in principle (what should be funded by the public sector) and in practice (what the local public sector is willing and able to fund). 	<p>MA in Philanthropic Studies (University of Kent)</p> <ul style="list-style-type: none"> - Understanding Social Research module - Volunteering and Society module
<p>7.3 Understanding of the size, shape and scope of the local voluntary sector and of current issues affecting the sector:</p> <ul style="list-style-type: none"> • Is well-networked within the local / regional voluntary sector (including the infrastructure / support sub-sector) in order to increase own profile, knowledge, and contacts • Understands how to enhance the problem-solving capacity of communities • Recognises when professional expertise is fundamental to solving a particular problem or tackling an issue • Understands the landscape of non-VCS routes for charitable giving / funding including the social enterprise sector, schools, Further and Higher Education and the public sector. 	<p>Local, regional and national funders networks</p> <p>Our Common Good: If the State Provides Less Who Will Provide More? (John Nickson)</p> <p>Grantmaking, Philanthropy & Social Investment (Cass Business School) Learning and Understanding the Voluntary Sector module</p> <p>Local, regional and national voluntary sector infrastructure organisations and networks</p> <p>Charities and the Voluntary sector: statistics</p>

8.0 THE FOUNDATION AND THE MOVEMENT	Resources (see p10-11 for links)
<p>8.1 Contributes to the esteem that the CF is held in locally:</p> <ul style="list-style-type: none"> • Meets core organisational competency standards for the CF • Is committed to CF, values and protocols • Acts as a positive ambassador for the CF 	<p>Community Foundation Leadership Programme</p>

<ul style="list-style-type: none"> • Shares intelligence and contacts across the team to benefit the CF • Shares knowledge with peers and team members • Reflects and learns from what's gone well and not so well • Seeks feedback. 	<p>Individual Community Foundation training programmes</p> <p>Participation in Chatter and UKCF Webinars</p>
<p>8.2 Contributes to the esteem that the CF movement is held in nationally:</p> <ul style="list-style-type: none"> • Share knowledge with other CFs • Is committed to talent development in the CF and wider network. 	<p>MA in Philanthropic Studies (University of Kent) - Global Philanthropy: Comparative Perspectives module</p>
<p>8.3 Contributes to the documentation of, and learns from, trends in philanthropy theory and practice at a local, national and global level:</p> <ul style="list-style-type: none"> • Understands local best practice • Understands and can recognise trends (national and global) in philanthropy practice • Is able to benchmark CF work against regional, UK and global best practice and take action where necessary; • Is adaptive and willing to change working approach • Is curious and keen to find out more • Is professionally generous and willing to share knowledge • Understands the etiquette of working closely with neighbouring CFs and external partners around donor relationships. 	<p>World Giving Index (CAF)</p> <p>Public Good by Private Means</p> <p>Understanding Philanthropy (Newcastle University Centre for Research on Entrepreneurship, Wealth and Philanthropy)</p>



RESOURCES

Links to resources mentioned (and highlighted in bold> above, in alphabetical order by title, are as follows:

- A Guide to Assessing Good Governance – <https://www.ukcommunityfoundations.org/wp-content/uploads/2019/08/A-guide-for-assessing-good-governance.docx>
- A Guide to Giving (Philanthropy UK) - <http://www.somersetcf.org.uk/uploads/images/AGuidetoGiving3rded.pdf>
- Charities and investment matters: a guide for trustees (Charity Commission) – <https://www.gov.uk/government/publications/charities-and-investment-matters-a-guide-for-trustees-cc14/charities-and-investment-matters-a-guide-for-trustees>
- Charities and the Voluntary sector: statistics (UK Parliament) - <http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN05428>
- Charities Evaluation Services resources (NCVO) - <https://www.ncvo.org.uk/practical-support/consultancy/ncvo-charities-evaluation-services>
- Debrett’s Forms of Address - <https://www.debretts.com/expertise/forms-of-address/>
- Do Nothing About Me Without Me: An Action Guide for Engaging Stakeholders (Interaction Institute for Social Change) – <https://www.issuelab.org/resource/do-nothing-about-me-without-me-an-action-guide-for-engaging-stakeholders.html>
- Duty to Care? (IVAR) - <https://www.ivar.org.uk/research-report/duty-to-care/>
- Foundation Giving Trends (ACF) - <https://www.acf.org.uk/policy-practice/research-publications/foundation-giving-trends-2018/>
- Fundraising Regulator website - <https://www.fundraisingregulator.org.uk/>
- Giving is Good for You (John Nickson) - <https://www.bitebackpublishing.com/books/giving-is-good-for-you>
- Great British Philanthropy (UKCF) – https://research.kent.ac.uk/philanthropy/wp-content/uploads/sites/667/2019/06/Great_British_Philanthropy_Report_Dec_2014.pdf
- How donors choose charities (Beth Breeze) - <http://tinyurl.com/j4kjeha>
- Information Commissioner’s website - <https://ico.org.uk/for-organisations/>
- Insights on Core Funding - <https://esmeefairbairn.org.uk/insights-on-core-funding>
- Institute of Fundraising guide to gifts of shares – <https://www.institute-of-fundraising.org.uk/guidance/managing-fundraising/tax-effective-giving-and-vat/donating-land-property-or-shares/>
- Institute of Fundraising website - <http://www.institute-of-fundraising.org.uk/regulation-and-compliance/>
- Our Common Good: If the State Provides Less Who Will Provide More? (John Nickson) - <https://www.bitebackpublishing.com/books/our-common-good>
- Philanthropy Toolkit - Guidance on different ways you can give through a community foundation (UKCF) – <http://www.ukcommunityfoundations.org/members-zone/resources/development-and-philanthropy>
- Philanthropology (Foundation Scotland) – <https://www.ukcommunityfoundations.org/wp-content/uploads/2019/08/Philanthropology-report-Oct-15.pdf>
- Public Good by Private Means - <https://www.cafonline.org/my-personal-giving/long-term-giving/resource-centre/public-good-by-private-means>
- The Art of Adaptation (CAF) - <https://www.cafonline.org/my-personal-giving/long-term-giving/resource-centre/the-art-of-adaptation>

- The Best of the Humanistic and Technocratic: Why the most effective work in philanthropy requires a balance (Connolly) – <https://www.ukcommunityfoundations.org/members-zone/resource-library>
- The Grant Making Tango: Issues for Funders (JRF) <https://www.jrf.org.uk/report/grantmaking-tango-issues-funders>
- The Public and Private Persona of Philanthropy: The donor challenge (Karoff) - <https://www.ukcommunityfoundations.org/members-zone/resource-library>
- Theory of Change resources (New Philanthropy Capital) - <http://www.thinknpc.org/our-work/our-services/theory-of-change/>
- Three Sixty Giving - <http://www.threesixtygiving.org/>
- UKCF guide to Trust Transfers - <http://www.ukcommunityfoundations.org/philanthropy/charity-trust-transfers>
- UK Giving (CAF) - <https://www.cafonline.org/about-us/publications/2019-publications/uk-giving-2019>
- Understanding Philanthropy (Newcastle University Centre for Research on Entrepreneurship, Wealth and Philanthropy) <https://www.generosityfestival.co.uk/understanding-philanthropy-article>
- Volunteering resources (NCVO) - <https://www.ncvo.org.uk/ncvo-volunteering>
- Wealth Prosperity Map (Barclays Wealth) - http://www-pi.barclayswealth.com/private-bank/en_ae/home/thought-leadership/uk-wealth-prosperity-map.html
- Why Rich People Give (Theresa Lloyd) - http://theresalloyd.co.uk/wp-content/uploads/2014/07/WhyRichPeopleGive_summary.pdf
- Working in Partnership with Professional Advisors (Suffolk Community Foundation) – <http://suffolkcf.s3.amazonaws.com/app/uploads/2016/06/Professional-Advisors-Pack.pdf>
- World Giving Index (CAF) - <https://www.cafonline.org/about-us/publications/2018-publications/caf-world-giving-index-2018>

Courses

- Community Foundation Leadership Programme, UKCF - <https://www.ukcommunityfoundations.org/members-zone/leadership-programme>
- MA in Philanthropic Studies, University of Kent - <https://www.kent.ac.uk/courses/postgraduate/769/philanthropic-studies>
- Postgraduate Certificate (PGCert / Dip / MSc) in Grant-making, Philanthropy and Social Investment, Cass Business School - <https://www.cass.city.ac.uk/study/masters/courses/grantmaking-philanthropy-and-social-investment>



Additional reading list

Other useful readings not already mentioned explicitly in this text include:

- *Decolonizing Wealth*. Edgar Villaneuva (2018). Berrett-Koehler Publishers
- *Do More than Give: The Six Practices of Donors Who Change the World*. Crutchfield, L. R., Kania, J.V. & Kramer, M. R. (2011). San Francisco: Jossey-Bass
- *Doing Good Better: A radical new way to make a difference*, MacAskill, W. (2015). London: Guardian Books
- *Fundraising Management: Analysis, Planning and Practice*, Sargeant A and Jay, E. (2014). Routledge, London
- *Give Smart: Philanthropy That Gets Results*. Tierney, T. J., & Fleishman J. L. (2011). New York: Public Affairs Books
- *Giving Done Right: Effective Philanthropy and Making Every Dollar Count*. Phil Buchanan (2019). New York: Public Affairs Books
- *It Ain't What You Give It's the Way that You Give It*, Fiennes, C. (2012). Chippenham & Eastbourne: Giving Evidence
- *Just Giving: Why Philanthropy Is Failing Democracy and How It Can Do Better*. Reich, R. (2018). Princeton, New Jersey: Princeton University Press
- *Radical Help: How we can remake the relationships between us and revolutionise the welfare state*. Hilary Cottam (2018). Virago
- *Reinventing Philanthropy: A Framework for More Effective Giving*, Friedman, E. (2013). Washington DC: Potomac Books
- *Richer Lives: Why Rich People Give* – Breeze, B and Lloyd, T., Directory of Social Change.
- *The Art of Giving: Where the Soul Meets a Business Plan*. Bronfman, C., & Solomon, J. (2010). San Francisco: Jossey-Bass
- *The Most Good You Can Do: How effective altruism is changing ideas about living ethically*, Singer, P. (2015). Yale, CT: Yale University Press
- *The Philanthropy Reader*, Moody, M. & Breeze, B. (Eds.) (2016). London: Routledge

Online resources and social media

The following resources are being regularly added to by thought leaders across the sector:

- Alliance Magazine - <http://www.alliancemagazine.org/>
- Centre for Charitable Giving and Philanthropy - <http://www.cgap.org.uk/>
- Giving Magazine – reviews of a range of philanthropists <http://www.givingmagazine.com/index.php?cat=7>
- Glossary of terms used in philanthropy - <https://www.cof.org/content/glossary-philanthropic-terms>
- Funder Network (ACF) - <https://fundernetwork.org.uk/>
- Philanthropy Impact Magazine website - <http://www.philanthropy-impact.org/resources>
- Ted Talks: interviews with a range of people talking about Philanthropy <https://www.ted.com/topics/philanthropy>
- The Philanthropy Initiative (USA organisation) www.tpi.org
- The Philanthropy Workshop – www.tpw.org
- Twitter lists on Philanthropy [Thought Leadership](https://twitter.com/UKCF_tweets/lists) and [Community Foundation CEOs](https://twitter.com/UKCF_tweets/lists) - https://twitter.com/UKCF_tweets/lists
- UKCF events, learning opportunities and resources – <https://www.ukcommunityfoundations.org/members-zone/meetings>

