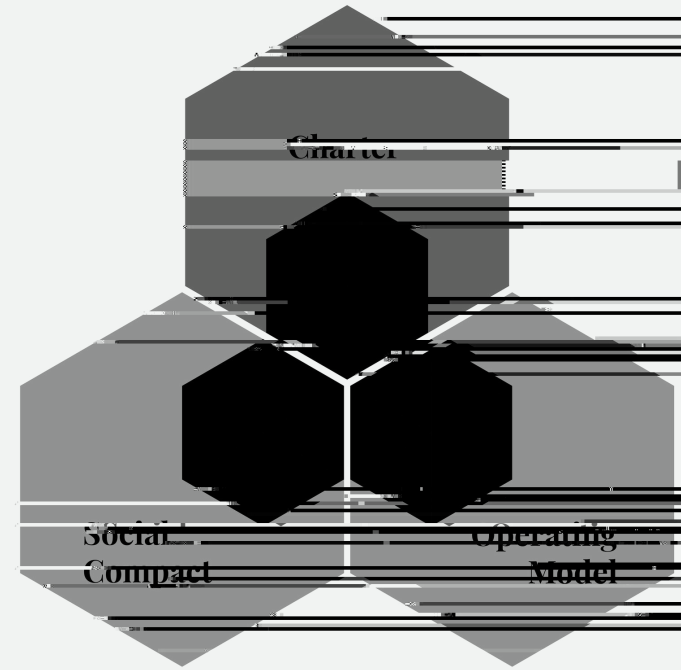


The Philanthropy Framework



ROCKEFELLER PHILANTHROPY ADVISORS

The



Charter

Genesis of the Philanthropy Framework

D\]Ubh.fcdm]g]b UfYa Uf_UV`Y YfU`cZYI dUbg]cb]b`a Ubmgybgyg.

5gUW`hi fy`cZ[]j]b[`gdFYUXg:` `cVU`nāa cfY`k YU`H\`c`XYfg UFY`
Yb[U[]b[]b`d\]Ubh.fcdmYUf]Yf]b`h.Y]f`]j YgzUbX`a cfY`XYd`m`
H\Y`V`bW`dhcZk \Uhd\]Ubh.fcdmYbHJ]g]g`YI dUbX]b[`rc`]bWl`XY`
]a dUW`h]bj Ygh]b[žUbX`h.YfY`]g`U`fYbYk`YX`]bh`fYgh]b`UXj`c`WUW`z`WUd]H`
U[[fY[U]cb`UbX`dUf`bYfg\]dg`"

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f`]j]b[`k` \]Y`]j]b[,`UbX`gd`YbX`!`X`ck`b`d\]Ubh.fcdmUfY`cb`h.Y`f]g`Y`ž`
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7`c`f`d`c`f`U`H`]b`h`Y`f`g`h]b`]g`c`V]U`Vi`g]b`Y`g`g` ,`a`c`X`Y`g`]g`V`X`Ub[]b[`h.Y`g`V`e`d`Y`
c`Z`V`e`f`d`c`f`U`H` []j]b[`UbX`7`c`f`d`c`f`U`H`G`c`V]U`F`Y`g`d`c`b`g]M]j]m`f`7`G`F`E`h`c`
ž`V`g`c`b`g`c`V]Y`H`]a`d`U`W`h`"

:`ci`b`X`U`h]c`b`g`UbX`c`h.Y`f` []j]b[]`j`Y` \]M`W`g`U`f`Y`YI`d`UbX]b[`h.Y`f]X`Y`U`g`
U`V`c`i`h`l`c`k` `rc`g`c`i`f`W`UbX`X`Y`j`Y`c`d`H`Y`b`h`ž`l`c`k` `rc`X`Y`j`Y`c`d`UbX`g`U`f`Y`
_`b`c`k`Y`X[Y`UbX`Y`U`f`b]b[g`ž`UbX`l`c`k` `rc`i`g`Y`h.Y`f]j`c]M`UbX`f`Y`d`i`H`U`h]c`b`U`
W`d]H`"

B`Y`k`Y`f`j`Y` \]M`W`g`ž`c`f`d\]Ubh.fcdmž]b`Wl`X]b[`X`c`b`c`f`!`U`X`j`]g`Y`X`ž`b`X`g`UbX`
@/`i`a`V`f`Y`U`g`]b`h.Y`I`"G`"U`c`k`ž`c`f`a`c`f`Y`X`c`b`c`f`YI`M]j]m`"

A`U`b`m`f`U`X]c`b`U` [f`U`b`h`a`U_]b[ž`ci`b`X`U`h]c`b`g`U`f`Y`H`U_]b[`U`V][[Y`f`c`Y`]b`
g`l`U`d]b[`UbX`c`d`Y`f`U`h]b[`d`f`c`[f`U`a`g`f`U`h`Y`f`h`U`b`↑`g`h`i`b`X`Y`f`k`f]h]b[`h`Y`a`"

9I`d`Y`W`U`h]c`b`g`c`Z`d\]Ubh.fcdm]UbX`X`c`b`c`f`g`h`Y`a`g`Y`j`Y`g`U`f`Y`YI`d`UbX]b[ž`
V`c`h`ž`c`a`d`i`V`]M`g`Y`W`c`f`c` V]U`g`k`l`c`g`c`a`Y`h]a`Y`g`g`Y`Y`_`h`c`g`l`f]b`_`
d\]Ubh.fcdm]g`d`Y`f`Y`c`Z`U`W`h]c`b`ž`U`g`k`Y`U`g`ž`c`a`W]h]M`g`c`Z`d`f]j`U`H`
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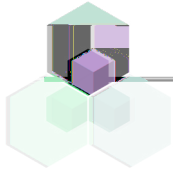
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5`X`j`]g`c`f`g`"U`i`b`W`X`U`a`i`h]m`Y`U`f`d`f`c`[f`U`a`c`Z`
W`e`"U`V`c`f`U`h]j`Y`f`Y`g`Y`U`f`W`X`W`W`Y`X`h`Y`H`Y`c`f`m`c`Z`h`Y`
:`ci`b`X`U`h]c`b`ž`W`e`!`X`Y`j`Y`c`d`Y`X`UbX`g`i`d`d`c`f`h`Y`X`V`m`i`a`c`f`Y`
h`U`b`"

An exciting idea
and an important
framework for
bringing more
rigor and a depth
of analysis to
understanding
philanthropy's
role.

cddcfhi`b]h]Y`g`UbX`f]g`_`g`c`Z`h`]g`YI`d`UbX]b[`gd`U`W`"

Charter

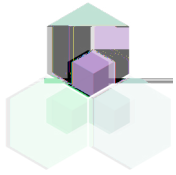
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gVt'dYžZcfa`cZ[cj YfbUbVW`UbX'dfcVWXi fU`[i]XY`]bYg`"H\Y V\UfHYf`
]bWl XYg Vch`k f]HYb`UbX`i bk f]HYb`Y`Ya YbHgžgi V\`Ug`\]gtrfnž
[cj YfbUbVWžXYW]g]cb!a U_]b[`dfcVWggYgžW`hi fY UbX`j Ui Yg`"F]g_`
hc`YfUbVW† h\Y`mdY UbX`Yj Y`cf]g_`Vtbg]XYfYX`UWVWdHUVY†]g`Ugc`



Founding Legacy as Origin Story

The S. D. Bechtel, Jr. Foundation (SDBJ), based in San Francisco, was established in 1957 by Stephen D. Bechtel, Jr. as a reflection of his personal commitment to ensuring a prosperous California. To this day, Mr. Bechtel remains involved with the foundation as Chair of the Board; his daughter, Laurie Dachs, serves as President. As of this writing, the foundation has a professional staff of 35 and maintains close ties to the founder and the family under Laurie's leadership.

Organized as a private foundation, SDBJ is a grantmaking organization. Its formal mission states: "The Foundation invests in preparing California's



Charter Parameters

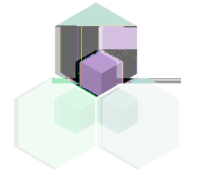
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<ck VwUf'nhY VxUfHYf'g'gYhici h'

<ck 'bUffck 'cfVfcUX h'Y VxUfHYf'g'

i bk f]HYb"

H'Y'ghfYb[h' cZh'Y VxUfHYf,g'h]Yg'hc '\]g'rcfni'



Unwritten norms or rules of the charter may play a critical role in both inspiring and challenging philanthropic organizations.

I bk f]HYb'bcfa g'cf'fi 'Yg'cZh'Y VxUfHYf'a Umid'Um Uv]h]W'fc'Y]b Vch']bgd]f]b['UbX VxU'Yb[]b[' d\]Ubh'fcd]W'cf[Ub]nUh]cbg": cf]bgfUbVwZh'Y' <Yk 'Yhi: ci bXUh]cb '\Ug'gi Vx U'cb[!ghUbX]b[' V'ca a]ha Ybh'c h'Y Ybj]f'cba Ybh'h Uh]hg "YUXYfg\]d' Wbbch]a U[]bY UVUbXcb]b['h'g']ggi Y' U'h'ci [\

VxUb[Y'"5bchYf'a U'cf'Zci bXUh]cb]bh'fj]Yk YX'Ug' dUfh'cZh'Y h'Yc'fmcZh'Y: ci bXUh]cb'dfc Yw'h'fYdcf'fg' h'Uh'Z'cf'a Ubmin'YUfgz]hg VcUfX'fYj]Yk YX]bX]]Xi U' [fUbh'gi a a Uf]Yg' Vi hbch'h'Y Zci bXUh]cb,g' ghfUHY[m'9j Ybh U'm'zU'byk "YUXYf'fYV'e[b]h'YX h'Uh' h'g'i bk f]HYb'fi 'Y'cZbch'fYj]Yk]b['ghfUHY[mbc' 'cb[Yf'gYfj YX h'Y VcUfX'zghU 'cf'dUf'fbYfg'cZh'Y' Zci bXUh]cb" h'g'Z'fYg\ 'dYfgdYw]j Y'cdYbYX h'Y' cf[Ub]nUh]cb'i d'hc'fY[i 'Uf'mYj Ui Uh]b[]hg'ghfUHY[]W X]fYw]cb"

\cf]ncb" h'Y VxUfHYf'cZUb]b[dYfdYh']h'c'f'U'cb[! \cf]ncb'cf[Ub]nUh]cb'k]'"cc_'a Uf_YX'mX' YfYbh' h'Ub'cbY cZU'gdYbX! Xck b'd\]Ubh'fcd]W] Ybh'fY" h'Y Vx'cgYb'h'a Y \cf]ncb'd'Ung U'g][b] Wbbh'c'Y]b[g\Ud]b['Ub'cf[Ub]nUh]cb,g'[c] YfbUbVwZXYW]g]cb! a U_]b[z]bh]bg]W]g'_hc' YfUbVwZw' h'fYzk f]HYb'UbX' i bk f]HYb'fi 'Yg'UbX'UfYUg'cZk cf_"5 VxUb[Y]b h'Y'

UX↑ gha Ybh'cZh'Y VxUfHYf'"

A cfY'cj YfZUg'ja dUw]h]bj Ygh]b[]g[U]b]b['h'Uw]cb'Ug' Ub YI h'Ybg]cb'cZd\]Ubh'fcd]W]UddfcUwYgza cfY'UbX' a cfY'cf[Ub]nUh]cbg'UfY'fYj Ui Uh]b['UbX' bY! h' b]b['

h'g]bYk]bg'h'f' a Ybh'

; úVEä !` ÁEQäE €ÁEÁ!äQäE I

Clear / Explicit

CLARITY OF CHARTER

Vague / Ambiguous

Narrow / Specific

SCOPE OF CHARTER

Broad / Open

Written

EXPRESSION OF RULES

Unwritten

Tied to History

TIES TO HISTORY

Interpreted for Today

Accountability

Gca Y'd\]Ubh fcd]Wcf[Ub]hUhc]bg' bX'dck Yf'UbX' ZFYXca]b'hY UVgYbW'cZa YVXUb]ga g\c'X]b['hYa' UWW'ci bHUV'Y'hc'hY VfcUXYf'gcV]Ym'iC'hYfg'gYY'hY' gUa Y'UVgYbW'± UbX'hY'UW'cZ]bdi hZ'ca'ci hg]XY' j c]W'g± Ug'dchYbh]U'mdfcV'Ya Uh]W

Cf[Ub]hUhc]bg'WUb VY'UWW'ci bHUV'Y'hc'hY'Y[UWW'cZ'hY'

cZj Ui Yg"A cghZci bXUhc]bg'UfY Zcfa U'mUWW'ci bHUV'Y'hc'hY]fVcUfXg'UbX'hc'fY[i'Uhc'fmiUi h'cf]h]Yg"A Ubm ZY'Y]bZcfa U'mUWW'ci bHUV'Y'hc'j Uf]ci g'gHU_Y\c'XYfgZ]bWi X]b[[fUbhYgZ'hY [YbYfU'di V]Wcf'Z hi fY' [YbYfUhc]bg"5bX\ck YUWX'cf[Ub]hUhc]b W'ccgYg'hc' \cbcf'h.UhUWW'ci bHUV]]]mj Uf]Ygk]XY'n'i

Social Compact

5b'cf[Ub]hUhc]b,g'gcV]U'W'ca dUW'h]g']hg'U[fYYa Ybhk]h' _YmgHU_Y\c'XYfg' UW'ci h'hY'gdYW] Wj Ui Y']hk]' WYU'hY]b'gcV]Ym'i5'gcV]U'W'ca dUW'h]g' Q "Ä k]j YYa eh]h\UhUWW'ci bHUV]] hcgbY A U* A

CH.Yf'cf[Ub]nUhc'bg'UFY']bHYbh'cbU'mUW'ci bHUV'Y'

Transparency

Independence/
Interdependence

Approach to Risk

Gca Y'd\]Ubh fcd]Wcf[Ub]nUhjcbg^VY^Yj Y'h UhUb`
cV][Uh]cb'hc'a U]bHJ]b'di V:]Wrfi ghWUb VtbgHfU]b`
h.Y]fUV]]mirc'hU_Y UWA]cb'cb'a UHfYfg'h.Uha][\hVY`
XYYa YX'f]g_mcfVt'bfhj Yfg]U'hc`_YmgH_U\c'XYfg`
C h.Yf'Z:i bXUh]cbg^VY^Yj Y'h UhUg]bXYdYbXYbhi
UWt'fg]b'gcV]Ymz'h.YmUfY'cV][UHfX'hc'hU_Y'f]g_gz`
Yb[YbXYfVt'bfhj Yfgm]UbX'YI dYf]a Ybhk]h`]XYUg`
h.Uhbc'cbY'Y'gY WUb† cf'k]": cf'a Ubnz'f]g_]g]bbUHf`

d\]Ubh fcd]ghg\ci`X'Ugc VY'Ub]bbcj Uhc'fzUbX'h.Uh
d\]Ubh fcdm]g'f]g_ Wd]H""5g'cbY]bHfj]Yk U

o "

Hf

bnYU] \

Y j]

Wellcome Trust describes itself as a “global charitable foundation, both politically and financially independent” that supports scientists and researchers, takes on big problems, fuel imaginations and sparks debate. Created in 1936 with assets from the estate of American-born Sir Henry Wellcome, the Trust’s direct mandate from its founder is to fund “the advancement of medical and scientific research to improve mankind’s wellbeing.”

As the UK’s largest charity, Wellcome has formal accountability to the Charity Commission, its ultimate regulator. In addition, Wellcome perceives the organizations it funds and the public at large to be important stakeholders. This is demonstrated clearly by Wellcome’s advocacy and policy work. Staff members understand that they have a strong mandate to drive reform.

As part of its commitment to these stakeholders, Wellcome’s practices have evolved over time to honor those relationships and lead by example. As one staff member stated, “We aim to be as transparent as we can. So if you look at the website, our annual reports are very detailed and [our] annual reviews are up there. We show who the money goes to and across [which] fields.”

The importance of transparency is reflected in the Trust’s stated belief: “If you are acting for the public good, you have to be part of that discourse with the public about what the public good is, and then think about how to involve different communities that you are purporting to support.” But the organization recognizes that there is a balance to strike between being a funder and a member of the public discourse. According to another staff member, this is an “ongoing challenge—how much does one invest in communications, how much does the communications help achieve impact as much as the activity itself?”

Wellcome works strategically with government actors in order to avoid supplanting public resources. There is a clear delineation in the type of funding provided by government versus that provided by Wellcome; for example, Wellcome does not provide the overhead support typically supplied by government grants. Instead, Wellcome focuses on direct scientific research activities, helping to make sure that the UK remains a key player in the international research communities. Given this focus,

Wellcome goes beyond simply funding research; it also advocates on behalf of the UK research community to generally strengthen the field. As one member of Wellcome’s senior staff says, “Every time there is a spending review we go into battle on behalf of the UK research community. We fight particularly for science research and the academic community, to ensure that their funding is at least level, if not increasing.”

In addition to working collaboratively with the government, Wellcome partners with other funders. As an example, the organization negotiated with the other research funders, as well as the government, to create the Charity Research Support Fund, from which universities can receive funds “when they are successful in getting peer review charitable funding.”

However, Wellcome has found that size can also be a barrier to the development of external collaborations, sometimes making it hard to form true partnerships with smaller funders. They have gotten around this difficulty by developing relationships with larger, non-UK organizations. Among these have been partnerships with the Gates Foundation, for example, as well as joint funding opportunities with larger foundations in Germany and SBT 11 0en-USexample, dSen-USBsUK organiz(v)6 (ernment,)

Operating Approaches

Z bWjcbg'k]h fYgdYWhc]hg'cdYfUjcbg"

YghUV`jg\ UbX`Wj]VfUH U'gdYWj WgYhcZcdYfUj]b[`Uhc UddfcUWjYg'Ufci bX fYgci fWb[zXYWj]cb! °

**Decision-making:
Centralized vs. Decentralized**

<ck 'U'd\]Ubh fcdma U_Yg'XYW]g]cbg WUb'XYYd'm
U YW]rg UddfcUWX 'tc 'gcV]U'WXUb[Y''K \Yb'UbX'
k \YfY'UFY'XYW]g]cbg'a UXY3'8c j Uf]ci g'dfc[fUa g'
cdYfUHY]bXYdYbXYbhñcf'UFY'_Ymddfc[fUa 'ghfUHY[m

dfc[fUa 'fU_]b['cb'Ub']a d'Ya YbhU]cb'fc'Y3<ck '
a i WX 'U]h' XY'Xc]bX]]Xi U'dfc[fUa 'c W'fg\Uj'Y3'
<ck 'a i WX'Y 'cfh[cYg]b'tc]b'h[fU]cb'UW'cgg'

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dfc[fUa a U]h'W]h'Ua gžUbX'UFY]b'WYUg]b['m'cc_]b['
U]h' U]g'tc]b'h'b]cbU'm'WYUHY'W'cgg! Z'c' bXU]cb'
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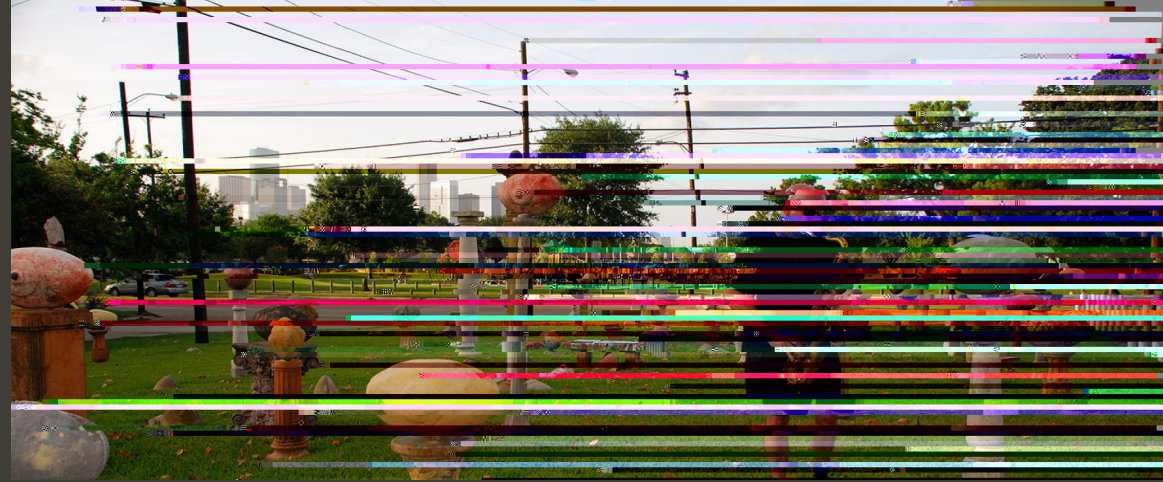
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j]g]cb'UbX'U'g\UFYX'U[YbXU''H\]g'UddfcUWX]g'
a cghW'c'bx' V]]Y'tc 'Uf[Y!gW]Yžgng]h'a g'WXUb[Y''
<ck Yj YfzWX'U'Yb[Yg'cZgi WX'Ub'UddfcUWX' a Um

Initiative: Proactive vs. Responsive

Gca Y:cf[Up]p]cbgHU_Y'U'fYgdcbgj] Y'UddfcUWk hc' A f [XmæbdU Q fT
V XX XU X
hY]fk cf_zgi ddcf]b['cUg'UbX]b]hUj] Yg'XY bYX'
YmiYUXYfg]b]hY]f' YV_Y
h] Uhg]V] e Ygdcbgj] YU ebVW[` b[X v b[X \YVg V]j YA V a Q YQ Y



networked in its operating style rather than independent. President & CEO Rip Rapson described it this



Relationships: Networked vs. Independent

[fUbhYg UbX'chYfgH_Y\c'XYfg'g'UWf' W]U' ei Ygh'cb''7c''UvcfUhc'bg'UfY'cZg][b] W]bh]bhYfYgh'c' a UbmZci bXUhc'bg']b'df]bV]d'Y^ck Yj YfZci bXUhc'b' YUXYfg'cZ'Yb\Uj Y VcbWVfbg'Uvci hH.Y'h]a YZ]bj Ygha YbhUbX'dc']h]W'XYI hYf]mbYYXYX'hc'XY'j] Yf' h.Ya "Gca Y'Zci bXUhc'bg'dfYZf'hc' H_Y'gc']Ufmc'f' i b]UHYFU'UW]cbzk \]W h.Yma UmXY' bY Ug YI \]M]h]b['YUXYfg\]dZf]g_! H_Y]b['UbX#f'ck bYfg\]d'cZUb]ggi Y'' C h.Yfg hYbX'hc' H_Y'U'byrk cf_YX UddfcUW'k]h' U'ZcW'g'cb Vc''UvcfUhc'b UbX'Yj Yb Vc! WYUhc'bZ gYY_]b['Vi m]bZ'Yj YfU[Y'UbX'U'Uf[Yf'gd\YfY'cZ]b' i YbW'UbX']a dUW'

BYrk cf_YX'cf[Ub]hUhc'bg[U]b]bj Ui UV'Y YI d'cgi fY' hc']XYUg'UbX'UddfcUW'Yg[YbYfUHYX Vm'ch.Yfg'UbX' VYbY hZ'ca h.Y'a i h]d']YfY YW'icZVc''UvcfUhc'b'' H\]g'UddfcUW' a U_Yg']hYUg]Yf'hc' UXXfYgg'\][\m' Vcbf'cj Yfg]U']ggi Ygza]h[UHY'f]g_g'UbX'WYUHY' a cj Ya Yb]g'UbX'Vc'U]h'cbg''<ck Yj YfZcf[Ub]hUhc'bg' UXcd]b['h\]g'UddfcUW' a i gha U_Y'Ub'Y' c'fh'bc'h'c' X]i h' h.Y]f'UW]j]hYgZfYgci fW'g'UbX'cf[Ub]hUhc'bU']XYbh]mV'm'c']b]b['hc'a UbmVc'U]h'cbg''

cZ'h.Y'gdYVWfi a 'UfY'a cfY '_Y'm'hc' YI dYf]a YbhUbX' f]g_Z]i fYzUg'h.Ym]W]b'a cfY YUg]m]U][b]bhYfbU'

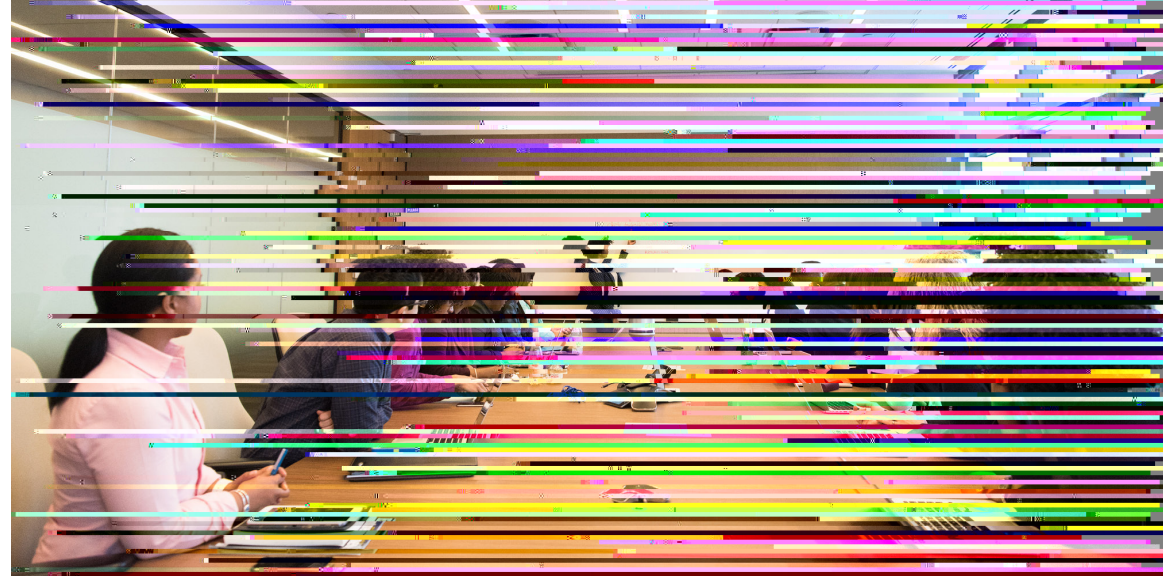
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SCALING SOLUTIONS TOWARD SHIFTING SYSTEMS: Approaches for Impact, Approaches for Learning



Realizing that the world's pressing challenges are becoming more complex, many philanthropic funders are re-ecting on how to create more transformational impact. To help answer that question, Rockefeller Philanthropy Advisors, in partnership with the Skoll Foundation and others, launched the Scaling Solutions toward Shifting Systems initiative in 2016 as an inquiry: Can we encourage funders to work more collaboratively to place longer-term, adaptive resources to fund and accelerate scalable solutions targeting systemic changes around pressing global issues?

The initiative's second report, titled "Scaling Solutions toward Shifting Systems: Approaches for Impact, Approaches for Learning" was published by Rockefeller Philanthropy Advisors in September 2018. It examines existing funder collaborative models aimed at shifting systems and creating more sustainable solutions. Our research focused on two questions that surfaced from our initial analysis. The first question sought to identify how and why funders successfully moved from endorsing approaches identified in the first report (streamlining, collaborating, accelerating impact, learning and empowering grantees) to actually improving their policies and practices around those approaches. The second area of inquiry delved into what lessons we can learn from existing funder collaborative models dedicated to systems change. Based on findings from 25 diverse funder collaboratives, the report highlights effective practices and illustrates the kind of funder collaboratives that are gaining momentum and fostering the ecosystem for solutions to scale.



The Foundation looks to nonprofit organizations working in its areas of interest for their leadership in proposing new ideas and initiatives, and is comfortable with supporting pilot programs and new strategies that other funders might not support. It uses its perspective and experience to raise the level of knowledge across the field, offering constructive feedback to help grantees increase their effectiveness.

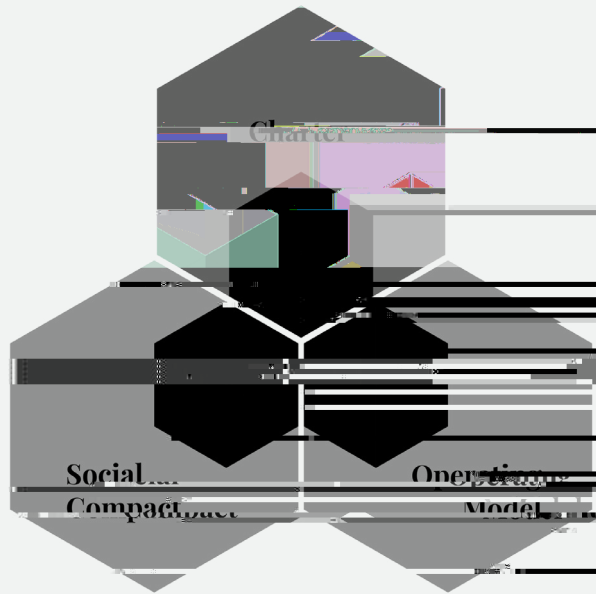
The Foundation strongly values using networks and relationships to advance its work and operate more efficiently. It relies on proactively conducting research in the field to assess different approaches to key issues; it also prioritizes talking with peer funders and identifying innovative organizations that can help inform its grantmaking strategies. It has invested in connect

Conclusion

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John Templeton Foundation
 e Kresge Foundation
 Lloyds TSB Foundation for Scotland
 Lumina Foundation300030053004B004C004F




Social Compact


Implicit or explicit agreement with society on the value the foundation will create

 Accountability

 Legitimacy

 Transparency

 Direction of
 ,Q@XHQFH RQ 6RFLHW\

 Independence /
Interdependence

 Approach to Risk



Charter

The foundation's scope, form of governance and decision-making protocol

 Governance

 Values

 Decision Making

 Commitments

 Mission & Purpose

 Scope

Dominant approaches that guide how a foundation carries out its work

Resourcing

Endnotes

- 1' 8fi W_YfzDYHYf: "fHY H\YcfmcZHY'6i g]bYgg", <Ufj UFX'6i g]bYgg' FYj]Yk z%+ 'CWI"&\$%* z\Vf'cf [#%- (#%- #\Y!H\YcfmcZHY!Vi g]bYgg"
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- 10' F Udgc]bZf]dZHYcfmcZHY: ci bXUhc]cb'7UgY'Gh XmcZHY?fyg[Y' : ci bXUhc]cbz&\$%+z\Htdg.## k k k'fcW_dU'cf [#dfc `Y!_fyg[Y!Zci bXUhc]cb"
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- 13' FD5,g'GW]b['Gc'i h]cbg]b]h]Uhj] Y'YI d'cfYg'h]g'h]cd]W]b'XYdH. :]GW]b['Gc'i h]cbg]h]k UFX'G\Z]b['Gm]h]Y a .5ddfcUWX'Yg'Zcf'a dUWz 5ddfcUWX'Yg'Zcf'@YUfb]b[z'&\$% z\Htd.## k k k'fcW_dU'cf [#d!Vcb]b]b# i d'cUXg#&\$% #f\$#f\$!&\$!FcW_D5!GW]b[!Gc'i h]cbg! \$&!K 96!%dXZ
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- 15' fHY H\YcfmcZHY: ci bXUhc]cb'9i fcdYUb`b]h]Uhj] Yz'&\$%* z\Htdg.## k k k'fcW_dU'cf [#d!Vcb]b]b# d'cUXg#&\$%+ #f\$#f\$- :!9i fcdYUb! b]h]Uhj] Y!fydcfhdXZ
- 16' 7'UFUA]YfzH\Y<Yfcb: ci bXUhc]cbz'fHYcfmcZHY: ci bXUhc]cb' 6Y`U[]c'6f]Y b['6cc_z'&\$%+ "
- 17']GW]b['Gc'i h]cbg]h]k UFX'G\Z]b['Gm]h]Y a .5ddfcUWX'Yg'Zcf'a dUWz 5ddfcUWX'Yg'Zcf'@YUfb]b[z'&\$% z\Htd.## k k k'fcW_dU'cf [#d!Vcb]b]b# i d'cUXg#&\$% #f\$#f\$!&\$!FcW_D5!GW]b[!Gc'i h]cbg! \$&!K 96!%dXZ

The Philanthropy Framework

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