

# ***2020 Vision***

***New Philanthropic Instruments, New  
Philanthropic Algorithms***

**A Discussion Paper for the Salzburg Global Seminar**

***Optimizing Institutional Philanthropy for the  
21st Century***

**December 11-15, 2008**

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 NETWORK OF EUROPEAN FOUNDATIONS

**THE MERCATOR FUND**

## Introduction

In 2020, just over a decade away, new challenges will be on the horizon. As we meet on the eve of a seemingly global recession, European powers are facing evolving national socioeconomic problems, and will have to decide on what role the region will play on the global stage. Philanthropy can and must respond to not only current challenges but these fast moving developments as well.

Philanthropists must use their unique position to lead the debate on critical issues of our day - generating innovative ideas to respond to global challenges and prevent future crises. Modern philanthropy must be ready and willing to step up to the challenge of addressing difficult, political, controversial, or unpopular issues and must learn how to do this in an efficient and timely manner.

For the philanthropic community to play this role, we need *new philanthropic instruments and algorithms* to address potentially explosive or chronic problems on our radar screen now, and those which emerge in the next decade. New challenges require new tools and new methods for addressing them. Foundations must guarantee their investments cause maximum effect in order to ensure that our aspirations for philanthropic impact in society are met.

European philanthropic organisations are lower profile, and consequently less well-known, than their North American counterparts, but their heritage is rich and capacity to engender change runs deep. While some foundations have existed for hundreds of years, the expanding markets in Eastern Europe have seen a flurry of new philanthropic activity over the past two decades. The sector has evolved, with improved mechanisms of cooperation and expansions in venture and corporate philanthropy across the continent.

This paper explores the strategies available for philanthropy to address upcoming socioeconomic and political challenges, and investigates problems internal to the philanthropic sector. It argues that philanthropy must be proactive in addressing modern threats and issues.

There is a need for a quiet revolution in philanthropy to meet the challenges of our modern world. We must learn how to lead the parade in the search for solutions rather than following from behind.

## Europe: 2020 vision

In the coming decade, there are a number of issues destined to play a decisive role both within Europe and globally. Europe is expected to face the impacts of climate change and an energy squeeze, as well as the first signs of dramatic demographic change. These will affect geopolitical dynamics and the ability of states to cooperate on crucial issues of international security and development. Whether or not the forthcoming challenges create chronic problems or fresh opportunities depends a great deal on how they are addressed. Philanthropic actors can direct investments in a manner that prepares and informs policymakers and society for these challenges.

### Demographic transformation

Population levels are forecast to cause considerable upheaval within a generation. During the twentieth century, rural populations have increasingly migrated to urban centres, and as this trend is set to continue, the majority of the global population is already attempting to cope with dramatic increases in population density. In contrast, European populations show declining birth rates and extended life expectancies. Although the region's population levels will be little changed by 2020, stagnated population growth is expected to reshape the demographic landscape dramatically over subsequent decades.<sup>1</sup> A degree of variation is expected within different countries, but some European states may grow increasingly dependent on a declining proportion of young workers to support their ageing populations.<sup>2</sup> This trend of overall demographic decline, with uneven variations from country to country, means that some nations may suffer labour shortages while others are faced with high unemployment rates.<sup>3</sup>

Somewhat surprisingly given these demographic changes, youth unemployment is a growing issue in Europe, as there is a continued decrease in the number of people hired each year. Figures for 2006 show unemployment among 15-25 year olds at a shocking 29.6 per cent in Poland, closely followed by Slovakia at 27.1 percent. France comes in third (22.4), with Sweden (21.5) and Belgium (20.4) close behind.<sup>4</sup> In particular, the mounting supply of educated young workers is not met by demand for professional and technical labour.<sup>5</sup> Young people are finding it difficult to make the transition to working life and independence, generating frustration, resentment and disillusionment. Statistics from other countries show that this trend is replicated in many other regions, and the underemployed 'youth bulge' is particularly concentrated in developing countries.<sup>6</sup>

### Environmental security

Energy and climate change are also set to be headline issues in the next decade. While Europe's own energy use is likely to remain fairly level, a reflection in part of the anticipated halt in its population figures, global demand is predicted to rise continuously in the next decades and by 2030

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<sup>1</sup> Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, "Replacement Migration: Is it a solution to declining and ageing population?"

<sup>2</sup> Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, "World Population Prospects: The 2006 Revision and World Urbanization Prospects: The 2005 Revision"

<sup>3</sup> Outrights, "EBRD Futures 2025: Competing and Cooperating in a Fluid Interconnected World"

<sup>4</sup> Eurostat, European Labour Force Survey, Eurostat, online database

<sup>5</sup> United Nations (2003) "World Youth Report, 2003", United Nations. P.58

<sup>6</sup> See: International Labour Organisation (2008) "Global Employment Trends 2008", January 2008 (ILO: Geneva)

will be 45 per cent higher than levels in 2006.<sup>7</sup> Given that peak oil production is widely anticipated in the near future, Europe may be experiencing a severe squeeze by 2020 that will progressively worsen unless the region responds adequately to the challenges of transferring its energy base to renewable sources. In the meantime, the tightening global energy situation may heighten tensions between Europe and newly emerging giants like India and China, and could create a reliance on a problematic Russia as its main fossil fuel supplier.

Just what the security implications of this will be by 2020 and beyond will depend to a great extent on how Europe responds collectively. A recent report by the scenarios specialist Oversight, outlining four very different outcomes in Europe, emphasised that while international cooperation both within Europe and also between different regions could secure stability, without it Europe could rapidly disintegrate into rampant nationalism and aggressive competition for resources.<sup>8</sup>

### **Europe's role in global conflict**

On the global stage, we must consider that the ramifications of European powers' involvement in today's War on Terror and the conflicts in Iraq and Afghanistan will be evident. The stage at which European troops eventually pull out, casualty levels, and the outcome of the two wars, will influence European public opinion on the role that their governments should play in future insurgency-based conflict 'hotspots'. The US government's National Intelligence Council predicts that, by 2025, the power of non-state actors will have further increased, and that the appeal of terrorism will only decrease if youth unemployment is addressed.<sup>9</sup>

Human trafficking has received growing coverage as a pressing issue across Europe over the last twenty years. Operations in the United Kingdom, Italy and France have brought into public view foreign women and girls being forced into sex and domestic work in Europe. After the fall of the Soviet Union, border agencies observed a rise in human traffic from the poorest Eastern European countries. Today, the highest reported origins of trafficked persons still include the Eastern European states of Albania, Moldova, Bulgaria, Lithuania, and the Russian Federation, as well a growing number from China, Nigeria and Thailand.<sup>10</sup> As a criminal activity, the scale and dynamics of the problem are not clear. The United Nations Office on Drugs and Crime links human trafficking with other crimes such as corruption and money laundering.<sup>11</sup> Mechanisms of international cooperation are imperative to tackle these issues on multiple fronts, examining both push and pull factors, ensuring the investigation and prosecution of traffickers, and providing support to victims.

If issues of international security are not effectively addressed, divisive national debates around religion, migration and terrorism are likely to intensify over the next decade. Europe has a growing proportion of ethnic and religious minorities, and the consequences of this could vary from a lively cosmopolitanism to a rise in xenophobia and racism. On this note, the growing popularity of

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<sup>7</sup> International Energy Agency, "World Energy Outlook 2008"

<sup>8</sup> Oversight, "Oversights on the Global Economy: Non-economic Drivers – Technology, Social attitudes, Environment, Governance"

<sup>9</sup> National Intelligence Council (2008) "Global Trends 2025: A Transformed World", 21 November 2008 (NIC: Washington DC)

<sup>10</sup> United Nations Office on Drugs and Crime (2006) "Trafficking in Persons: Global Patterns", United Nations. P.18

<sup>11</sup> United Nations Office on Drugs and Crime (2008) "Toolkit to Combat Trafficking in Persons", United Nations

nationalist parties within a number of EU member states bodes ill. What is important to stress is that the possibility of increased tensions along sectarian fault lines, if present by 2020, would not be a manifestation of a naturalised 'clash of civilisations' but primarily the side effect of social and economic breakdown.

A recent analysis of the future of the global economy concluded the possibilities of inward-looking economies due to intense nationalism verging on xenophobia, and fierce global competition with "conflict over everything from resources to religion".<sup>12</sup> If the current global security architecture is failing to effectively deal with contemporary conflicts and cooperate on issues of local, national, international security, new security instruments and approaches will be needed to address the challenges thrown up by contemporary conflict.

### **Addressing impending challenges**

The probable challenges of energy contraction and demographic imbalance will be evident in 2020. These issues have the capacity to affect and be affected by the ability of states to cooperate, while national phobias also have an effect on international geopolitical relationships. The political status of the European Union will be important, and the question of Turkey's future, but even more so will be the possibility of intra-regional collaboration on global threats to human rights and security. Successful resolution of the multifaceted problems thrown up by contemporary challenges requires nuanced policies which are aligned with defined measures of success. In light of these possibilities, it is imperative that the philanthropic community examine the role it can play in ensuring global powers rise to the challenge.

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<sup>12</sup> Outsights, "Outsights on the Global Economy: Non-economic Drivers – Technology, Social attitudes, Environment, Governance"

## What role can philanthropy play in addressing today's global challenges?

### Generating global cooperation and taking leadership to create new policy spaces on neglected or deadlock issues

#### Global cooperation to address impending challenges

The recent shockwaves in the financial markets have highlighted the complexity and interdependence of our societies across the world. Foundations are capable of leading the response to global challenges, but it is imperative that we develop global models of collaboration that set precedents for future philanthropy.

Collaboration is important for two reasons. Firstly, the shape of philanthropy differs according to the political and socioeconomic context, nationally and regionally, and this diversity brings different perspectives for addressing challenges. If, as we argue, one of the vital roles of philanthropy is to extend debate on how to address global challenges and ensure that all perspectives are heard, the philanthropic community must put this into practice internally. Secondly, as well as financial resources, many foundations possess excellent access to social and political networks. Collaborative efforts can achieve maximum impact by pooling these resources.

The philanthropic community has an important role to play in ensuring that a level of international cooperation and tolerance is maintained through any potential disruptions in the political climate. This will ensure that, in the long run, a truly united response to global challenges remains an option, among European Union member states and with other regions.

#### Leading the way on unpopular or difficult issues

Political and media coverage of conflict flashpoints is fleeting, and the crucial role of foundations lies in taking leadership to ensure the root causes of seemingly intractable global problems are addressed. In light of the potential problems facing Europe and the rest of the world, the philanthropic community's independence places it in an exceptional position to identify tomorrow's challenges and enable clear, proactive policies are formulated by bringing different perspectives together and ensuring missing voices are heard.

Foundations and other philanthropic entities are not bound by the need to be re-elected and are therefore better placed to respond to sensitive or difficult issues than national and international politicians. They are less transient than governments which can change every four to five years, and freer to ensure a long term focus on issues which are quickly exhausted in media and government. As Nancy Schadlow, Senior Program Officer for the Smith Richardson Foundation's International Security and Foreign Policy program, says, "the rich diversity of the philanthropic sector – with program areas ranging from medical aid to economic development, from education to culture – affords it much greater creativity, flexibility, and expertise in its programmatic work [than the public sector]."<sup>13</sup>

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<sup>13</sup> Nancy Schadlow, "Victory! How donors helped win a war of ideas – and how they can do it again", *Philanthropy Roundtable*, September 1 2008  
[<http://www.philanthropyroundtable.org/printarticle.asp?article=1540>] Accessed 14/11/2008

Many of the most pressing security threats today have their root causes in the gap between rich and poor, and the lack of social enfranchisement of impoverished youths, heightened by urbanisation and global communications. From impoverished urban neighbourhoods, to stagnated rural areas, organised insurgencies and criminal groups recruit marginalised youths. In response, Schadlow demands that philanthropy wage “a war of ideas” to engage “hostile and occupied populations.”<sup>14</sup> Meanwhile, S. Enders Wimbush, Senior Vice-President of the Hudson Institute, suggests that “the philanthropic community could play a major role in globalizing the security discussion by providing the means for think tanks and others to link systematically with organisations and individuals... who bring very different analytical perspectives to the study of pathologies like terrorism.”<sup>15</sup>

### **Messenger for the unheard voices**

If predictions are correct, conflict will play a major role in shaping the issues and outcomes of coming years. Policymakers will be forced to reform the way conflict is approached if global security is to prevail. In this area the philanthropic community has a vital role to play: the independence and flexibility of philanthropic organisations enables them to address neglected or deadlock issues such as security and development from a neutral perspective, and to use the sector’s unique ability to convene actors from across society to tackle these sensitive and complex issues with new and innovative approaches.

The philanthropic community can play a role in opening political debate and creating new space for political and social change, assuring that the viewpoints of the disenfranchised, uneducated, or traditionally ‘unheard’ voices are represented. Philanthropic actors must use their unique position to engage with not only governments and powerbrokers but with the people.

It is essential to fully understand the needs of those affected by conflict in order to find peaceful resolution. Over the past six years, the Mercator Fund has been working on these and other crucial international issues through its action platform the International Council on Security and Development (ICOS). ICOS field research in Afghanistan, Iraq and Somalia has shown that the deterioration of security levels over the past years is the testimony to the failure of the international community to fully understand and address local populations’ needs, in turn gaining local legitimacy.<sup>16</sup>

A project example of this is the Network of European Foundations Global Security Labs programme in which leading foundations from around the world will cooperate on stimulating the development of new, non-violent security instruments to address contemporary security challenges and conflicts. The Global Security Labs aim to function as an umbrella structure which facilitates input from diverse stakeholders.

Classic security instruments such as military intervention and intelligence will still be relevant in 2020, but the innovative tools employed by the philanthropic community to address economic and social development should also be seen as key, non-violent, security instruments. The development

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<sup>14</sup> Ibid

<sup>15</sup> S. Enders Wimbush, “Philanthropy and the War on Terror”, a presentation delivered to *The Philanthropy Roundtable*, April 12, 2005

<sup>16</sup> International Council on Security and Development [[www.icosgroup.net](http://www.icosgroup.net)]

of the rule of law, employment, literacy, a free and open media and civil society and the achievement of the Millennium Development Goals must be part of the global security strategy.

By initiating projects that address difficult global challenges and facilitate international cooperation, philanthropists can promote their work as non-violent tools to foment security, whilst bridging ruptures on divisive issues in the international community.

## What are the barriers presented by current practices?

### Maximizing the impact of philanthropy: creating alpha

If philanthropy is to facilitate global mechanisms of cooperation on environmental, human and international security and address the globe's most pressing challenges with maximum impact, there are obstacles that must be addressed.

#### Barriers to international collaboration

Within the European philanthropic community, various effective mechanisms for cooperation have been created. However, unlike the business sector, which has taken advantage of new communications and technology to engage with the flexibility and dynamism of new markets, foundations in general embark on surprisingly few joint projects with their counterparts in *different* geographic regions. Today's challenges are of global dimensions, demanding that twenty-first century European philanthropic cooperation is extended to an international level. Strengthening the globalisation of the philanthropic community is a top priority, as international mechanisms of cooperation will enable philanthropists to continue to address local and regional issues, but through a global perspective.

Not all barriers to cooperation and transparency are internal. Foundations operate within national legal and fiscal contexts, and European philanthropists face external institutional barriers that restrict their ability to operate effectively.

Although possible for a corporation, there is currently no mechanism for registering as a pan-European foundation. As such, foundations that wish to conduct international projects are forced to register in each country where they want to work, bringing excess costs and bureaucracy. Furthermore, although Europe is a single market, the tax laws for foundations are uneven. For example, in the United Kingdom, as in the US, donations are deducted from taxable income. However, in the rest of Europe, only certain gifts are tax-deductible, and in Sweden, none are.<sup>17</sup> This can restrict cooperation across borders, as some foundations' contributions go further than others. Some countries ensure only philanthropic donations within national borders are tax-deductible. Similar discrepancies must be resolved for global cooperation to be feasible, and to ensure maximum impact.

If international cooperation is to increase, there is a clear need for the European Union to adopt and promote a European foundation statute aimed to address regional inequality, as proposed by Gerry Salole, Chief Executive of the European Foundation Centre. Salole argues that a statute would not only aid funders by ensuring "a minimum of constructing red tape". It would also "inherently address the manner in which foundations are governed and the transparency and accountability of cross-border work and financing. Such issues are particularly relevant given the current climate of concern over the covert financing of international terrorism."<sup>18</sup>

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<sup>17</sup> Rose, Daniel, "American Philanthropic Lessons for Europe", *Vital Speeches of the Day*, 0042742X, Feb 2007, Vol. 73, No. 2

<sup>18</sup> Salole, Gerry, "The importance of there being a European Foundation Statute", in Norine MacDonald and Luc Tayart de Borms (eds.), 2008, *Philanthropy in Europe: a rich past, a promising future* (London: Alliance Publishing Trust) P. 295

### **Barriers to investment impact**

Philanthropic organisations need to widen their horizons when it comes to both the choice of issues they address and the tools they use to tackle them. They must use their flexibility and independence to take leadership on the issues that could be addressed by philanthropy, while exchanging ideas with other foundations on the new tools and approaches that can be used.

To maximise impact, the global philanthropic community should focus on *creating alpha*. This is the idea that philanthropists should make decisions based on the impact and return (social, political, economic) that investments generate. “Alpha” refers to risk-adjusted returns. In philanthropy, the risk may be in the political or financial outcome. *Creating alpha* means that the returns exceed expectations when set against the risks involved in the investment. The focus should be on achieving results that exceed the expectations of philanthropic investments.

Philanthropy has the ability to set the agenda for the policy debate. There is significant added value in the foundation sector, but this can only be fully exploited if foundations take risks and tackle difficult issues. There is a strong case for philanthropy to be a catalyst for social change. Leaders of modern philanthropy need to broaden their scope of action. Luc Tayart, Managing Director of the King Baudouin Foundation, argues that foundations have a moral obligation to do this. As the “custodians of the future”, they have a “mandate to create a more just world.”<sup>19</sup>

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<sup>19</sup> Luc Tayart de Borms, 2005, *Foundations: Creating Impact in a Globalised World* (Chchester: John Wiley & Sons)

## What should the defining features of philanthropy be for 2020?

### Setting the agenda and opening the political debate: philanthropy should be a catalyst for change

In 2020, philanthropy should be striving to lead on critical policy issues and to do this must develop new philanthropic instruments and algorithms. A *Blue Ocean* approach to philanthropic investments would ensure that the philanthropic community's defining features are innovation and leadership in the face of global challenges.

"Blue Ocean" thinking, based on a study of over thirty industries from 1880 to 2000, stems from the theory that current markets are overcrowded. In this scenario, competition within current industries leads to "a bloody 'red ocean' of rivals fighting over a shrinking profit pool". Successful business strategy creates new markets and industries, or "blue oceans", aiming to be different and to keep costs to a minimum.<sup>20</sup>

To apply the concepts of Blue Ocean Strategy to philanthropy means approaching global socio-political issues with innovation, leadership, and above all with imagination. Philanthropic investments must look at problems with fresh eyes, rather than relying on the 'comparative advantage' of traditional strategies.

Just as Blue Ocean Strategy sets out a set of methodologies and tools to address economic stagnation by creating new market space, foundations must find the philanthropic instruments and algorithms necessary for addressing social quagmires.

"Wicked" social problems, so-called because they cannot be solved by traditional processes, tend to occur in the face of constant change or unprecedented challenges.<sup>21</sup> Giving environmental degradation, poverty and terrorism as examples, John C. Camillus defines wicked problems as those "with complex and tangled roots" involving multiple stakeholders with different interests. He advocates involving all stakeholders in the strategy process, documenting their assumptions, ideas and concerns.<sup>22</sup> Camillus is speaking from a business perspective, but his method is relevant to the development of new 'Blue Ocean' strategies to manage social and philanthropic challenges. Involving and communicating with the stakeholders, 'beneficiaries' and 'victims' of global challenges must be drawn into the novel strategies, enabling a *2020 Vision* of a philanthropic landscape that is capable of turning potentially chronic problems into fresh opportunities.

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<sup>20</sup> This definition of Blue Ocean Strategy is taken from INSEAD Blue Ocean Strategy Institute

<sup>21</sup> The term "Wicked Problems" was coined in Horst W.J. Rittel and Melvin M. Webber (1973) "Dilemmas in a General Theory of Planning", *Policy Sciences*, Vol. 4, 1973

<sup>22</sup> John C. Camillus (2008) "Strategy as a Wicked Problem", *Harvard Business Review*, May 2008

## Philanthropy in Europe – history and challenges today

Private philanthropy in Europe is historically diverse in method and focus, and has ranged from highbrow patronage of the arts to charitable support for the poor. As they have tried to shape it, philanthropists have also been influenced by their contemporary socioeconomic environment, and their relationship with the state. As such, no one model of philanthropy exists in the region, and the diversity and richness of the sector continues today.

From the times of the first recognised philanthropist Maecenas, an adviser to the Roman emperor Augustus Caesar who donated his wealth to the arts and gave financial and political support to many of the great thinkers of the times,<sup>1</sup> to Medieval Europe where the Church bore the responsibility for organising and promoting poor relief, philanthropy provided protection, support or patronage where the state did not. It was only in 16th century that the state began to take over this responsibility.<sup>2</sup> Private philanthropy grew during subsequent centuries, often with overt political aims, as both the nobility and the growing middle classes sought to assert social and political power by aligning their wealth with certain government causes.<sup>3</sup>

Operating during a period where European countries were often at war with their neighbours, philanthropists sometimes pitched against international unity, using their wealth to fuel interstate rivalries and further national goals. One example is the establishment of numerous privately endowed hospitals and paramilitary schools in Britain, designed to simultaneously reduce infant mortality rates among the poor, and enlist their offspring for armed colonial campaigns abroad.<sup>4</sup>

Over the 18<sup>th</sup> and 19<sup>th</sup> centuries, stricter legislation was introduced across Europe regarding the channels for donations, and public opinion called for more sociological engagement with target populations. Philanthropic foundations emerged and models became closer to the institutions we recognise today. Their diversity fuelled the dynamism of the sector, and played an important role in the development and strengthening of European societies.<sup>5</sup>

The greatest change in twentieth century Europe has been the development of strong mechanisms of cooperation following two World Wars on European soil. Influenced by the political development of multilateral institutions such as the European Union, European philanthropists have attempted to forge cross-national partnerships on programmes, and mechanisms to exchange information and experience.

Although foundations still struggle with issues of accountability and transparency, we are better aligned with the social causes we champion, and far less politically compromised, than our forbearers. Contemporary philanthropy is necessarily as policy oriented as ever, for to improve society, foundations must continue to develop and engage with their political and socioeconomic contexts.

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<sup>1</sup> M. Frith and L. Jury, "Return of the philanthropist as high rollers make charity hip", *The Independent*, 19 April 2004

<sup>2</sup> Lockyer, R. (2004) *Tudor and Stuart Britain*, 3<sup>rd</sup> edition (Pearson)

<sup>3</sup> For a full overview of the history of European philanthropy, see, Powell, W. and R. Steinberg, eds., (2006) *The Nonprofit Sector*, 2<sup>nd</sup> edition (Yale University Press)

<sup>4</sup> Ibid

<sup>5</sup> MacDonald, Norine and Luc Tayart de Borms, eds., (2008) 'Editor's Commentary', *Philanthropy in Europe: a rich past, a promising future*, 2<sup>nd</sup> edition (London: Alliance Publishing Trust)

## Conclusions

There are questions that philanthropic organisations need to confront, as they evaluate what kind of social, economic, political and environmental impact they wish to make in response to the upcoming global challenges. These issues are fundamental to the role of philanthropic investments in the world.

As global pressures increase, will the philanthropic community become increasingly focused on national and local issues? Will we still have a European Foundation community by 2020, or will we have reverted to the insular nation state? Alternatively, will our idea of community have evolved so that we all see ourselves as part of a Global Foundation? As cooperation increases intra-regionally as well as inter-regionally, will the concept of geopolitical foundation communities still exist, or be characterised by cross-cutting partnerships based on issues rather than geography?

Is there an area that philanthropy cannot address? Stephen del Rosso, the Carnegie Corporation of New York warns that foundations must accept their role is limited, but stresses the “vitally important, if sometimes underappreciated” role that philanthropy plays in the international security field in promoting policy-relevant ideas, efforts to challenge conventional wisdom and the integration and synthesis of knowledge. The involvement of foundations in difficult political issues is crucial, but, as del Rosso argues, the scale of what they can achieve should be limited to “less slippery, more tangible targets”.<sup>23</sup> Do we agree with this diagnosis, or as the philanthropic community in Europe and elsewhere matures and develops, do we have greater aspirations for our impact in shaping a 2020 vision of the world?

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<sup>23</sup> Stephen del Rosso (2008) “Dumbwaiters and Greased Pigs: Globalization, International Security, and Philanthropy’s Enduring Challenge”, *The Fletcher Forum of World Affairs*, Vol. 32, No. 2, Summer 2008

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