

# HOW TO USE THE 2008 GLOBAL PHILANTHROPY FORECAST: SHAPING THE FUTURE OF GIVING

It's not the things that you don't know that get you into trouble, but the things that you know for sure that are not true.

—Anonymous Proverb

The current economic crisis emphasizes the importance of revisiting assumptions and understanding emerging possibilities. Society's future is unfolding in bewildering ways that confound the conventional wisdom of many fields. While the future cannot be predicted, with information and foresight, it can be anticipated and shaped today. Our Global Philanthropy Forecast, adapting cutting edge research from our 2008 Map of the Decade, suggests how broader social, economic, ecological, and technological developments might intersect to shape giving over the next ten years.

Philanthropy, like society overall, can only be understood in a global context. This map is designed to help organizations and individuals apply cutting edge research from a number of fields to devise global philanthropy strategies that are appropriate for the new economies and societies that are emerging.

## From Foresight to Insight to Action

We all create the future, even when we don't know we're doing it. Building on IFTF's 40 years helping organizations across sectors identify and shape future trends, this map presents four lenses to make philanthropy's future possibilities visible.

The headings at the top of each column of the map present four Core Shifts that will shape philanthropy's future over the next decade: Diasporas, Civil Society, the New Sustainability, Amplified Individuals and Organizations. These shifts set the context in which philanthropy is evolving and contain signals of its emergent future. Short descriptions at the back of the map provide more detail.

**Domains of Change for Foresight.** Core future shifts are coalescing into key domains that highlight new issues, challenges, and opportunities. Read down each column for domain clusters. Because these domains are broadly shaping the future, you will likely have experienced them as vexing dilemmas in your philanthropy work. These are not barriers but tools for uncovering alternative futures in your giving.

**Focal Points of Philanthropy Insight.** Domain changes have specific implications for philanthropy, particularly practices, behaviors, and tools that we can anticipate. Read each cluster for deeper insights into how philanthropy's future is unfolding and how you can shape it. Here you will begin to develop more precise insights about how future changes affect your philanthropy.

**Signals of Philanthropy's Future.** The map includes examples of innovative philanthropic organizations that represent the field's possible future. Use these resources to craft your own creative visions, missions and strategies to both respond to and shape philanthropy's future.

## DIASPORAS: THE NEW EMERGING IDENTITIES

As mobility and migration grow, the real emerging economies are the new diasporas of people who leverage shared identities to create new value and generate wealth.



ALTERNATIVE FINANCE

### MARKET, PRODUCT & SERVICE INNOVATION

From the spread of Islamic financial practices to the use of health to manage financial risk, innovations in finance will focus on social as well as economic goals.

GRASSROOTS GIVING



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## CIVIL SOCIETY: THE EVOLUTION OF CIVIC INFRASTRUCTURE

Civil society—the spaces and activities that exist between the world of governments and the marketplace—will undergo a renaissance as new platforms for social connectedness and cooperation proliferate.

“The nation-state has grown ambivalent about minorities at the same time that minorities ... increasingly see themselves as parts of powerful global majorities.”

—Arjun Appadurai



www.giveindia.org

“In a few decades, the relationship between the environment, resources, and conflict may seem almost as obvious as the connection we see between human rights, democracy, and peace.”

—Wangan Maathai



www.sustainable.org



www.buylocal.org



Svalbard Global Seed Vault  
www.seedvault.no



Daniel Timmer, Sierra Club Books, 2003



www.panda.org



www.panda.org



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“It's all gardening now.”

—Daniel Janzen

GREEN HEALTH

CONVENING

GREEN RETAIL

GREEN ECONOMY

THE BLUE ECONOMY

In a golden age of oceanography, the tools of science and politics alike will be necessary to thwart the impacts of climate change and meet human needs for fuel and food.

OCEAN DEAD ZONES

COASTAL ECOSYSTEM SERVICES

NEW COASTAL ZONE MATERIALS

DEEP OCEAN DRILLING

RENEWABLE OCEAN ENERGY

METHANE SCARES

GOLDEN AGE OF OCEANOGRAPHY

IMPROVED GLOBAL MODELING

GEO-ENGINEERING CLIMATE CHANGE

## AMPLIFIED INDIVIDUALS & ORGANIZATIONS: THE EXTENDED HUMAN REALITY

As people extend their cognitive and biological capacities with new technologies and pharmaceuticals, individuals and organizations have unprecedented opportunities for innovation and the re-invention of organizational structures and processes.



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RE-INTEGRATION

NEO-COMMUNITY

HAPPINESS METHODS & MEASURES

MEGA-COLLABORATORS

NEW STANDARDS OF PERFORMANCE

INCLUSIVE DESIGN

HYPER-INNOVATION:

Advances in neuro-science and technology expand human capacity for collaborative innovation.

NEW PATHS TO TECH ADOPTION

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## DIASPORAS



### NEW DIASPORAS:

diasporas are dispersed populations that share common roots and a common identity. New diasporas manage multiple identities across both geophysical and virtual spaces.

**Climate change diasporas:** climate change displaces communities and creates new identities linked to the causes and impacts of global warming—from climate events like Hurricane Katrina to permanent flooding of whole countries, such as Bangladesh.

**Internal diasporas:** rural-to-urban migrations, especially in China and India, leverage mobile communications to redefine geographic and social identities.

**Biometric diasporas:** the ability to track, imagine, and express biological markers—from genetic genealogies to genetic IDs—catalyzes new identities and communities.

**Media diasporas:** in social media like Last.FM, media “taste trails” become identity markers that define persistent communities.

**Virtual diasporas:** persistent online identities migrate from platform to platform—from virtual worlds to online migrant registers—leveraging personal histories and relationships.

**Corporate diasporas:** corporations serve as destinations among which groups of initiated workers circulate—creating geographies such as Phila-warepragagago or simply very high-performance alumni networks that can rapidly form and reform around the globe.

**Activist diasporas:** technological support for bottom-up, transborder civil engagement creates new kinds of activism—including NGO diasporas and remote campaigning.

**Diaspora philanthropy:** voluntary giving by individuals or groups in dispersed social networks sharing an identity rooted in an originating homeland, institution or experience.

**Transnational philanthropy:** voluntary giving across national and geopolitical borders.



### MARKET PRODUCT AND SERVICE INNOVATION:

financial innovation creates new financial instruments—new kinds of mortgages, bonds, insurance, or even currencies, for example—as well as new kinds of capital.

**Alternative finance:** non-interest based, Islamic, equity, bartering, dual currency as well as other forms of capital financing and exchange become more prominent to broaden economic inclusion.

**Philanthro-capitalism:** increasing commodification of philanthropy leads to new market opportunities and efficiencies as well as a backlash.

**Grassroots giving:** non-institutionalized, alternative forms of giving become a big resource for social infrastructure and change.

## CIVIL SOCIETY



### NEW COMMONS:

new commons are shared resources that are managed from the bottom up to create new platforms for generating wealth and value—in the spaces between private and public, social and economic, digital and physical.

**Identity commons:** identity commons provide the tools for individuals to manage their online identities as a publicly accessible but privately maintained resource—freeing personal virtual identities from private Web sites.

**Learning commons:** learning commons generate sustainable resources, such as open-source curricula, open academic journals, and open databases—in response to failing public and private educational systems.

**Money commons:** money commons pool financial resources using peer-to-peer strategies as alternatives to traditional, more constrained financial instruments.

**Infrastructure commons:** peer-to-peer structures combine with new and old technologies to provide infrastructures that are communally shared and collectively managed.

**Urban commons:** urban commons layer information, media, and networks on the built environment to create new collectively maintained urban civic and cultural spaces.

**Policy commons:** policy commons leverage tools for electronic democracy as well as open-source social solutions platforms to provide richer policy discussions—and options.

**Food commons:** locally supported food production systems focus on biodiversity and genetic variability as a means of fostering sustainable food webs.

**Biocommons:** shared repositories of bio-information, from open pharmacy platforms to genetic genealogy and ethnobotanical databases, provide alternatives to patenting and privatization of basic forms of life.

**Health commons:** health commons leverage the collective value of health and health care—from health and wellness “mobs” to bottom-up databases of treatment outcomes—to reinvigorate the global health infrastructure.

Evaluation: the systematic determination of the value of a series of structured activities such as a program or project using applied social science research methods.

**Social responsibility:** the public accountability of nonprofit, corporate, or government entities to be organized in increasingly structured programs.



### OPEN SOURCE PHILANTHROPY

open-source philanthropy leverages the tools of social media and the Internet more broadly to create virtual markets of exchange for giving as well as public monitoring of foundation activity.

**Transparency:** a variety of new internet tools aggregate publicly available data once thought of as private, allowing various publics to monitor foundation activity and other NGOs.

**New Corporate Models:** philanthropic service corporations exist mostly online, reducing foundation transaction costs and creating new entrepreneurial opportunities as well as pressures for traditional philanthropic intermediaries such as community foundations.

**Virtual Foundations:** new foundations, existing mostly virtually, expand the accessibility of “organized philanthropy” across national and other geographic boundaries.

## THE NEW SUSTAINABILITY



### FOOD WEBS:

food webs are the complex interlocking and interdependent feeding relationships among plant and animal species in an ecology—relationships that are increasingly tenuous in the face of global climate change.

**Re-wilding movement:** advocates of wild farming combine the objectives of restoring wilderness landscapes and species with those of building more sustainable agricultural practices.

**Disappearance of pollinators:** both managed and natural bee colonies are rapidly declining—perhaps jeopardizing the basic processes by which food is propagated.

**Agritourism:** small-scale sustainable farms turn to tourism as a way to build financial and political support for sustainable farming methods.

**Transparent food:** a combination of top-down and bottom-up methods for tracking food from source to consumer creates a new transparency in global food webs.

**Food footprinting:** carbon footprinting of foods informs marketplace decisions about food consumption—and generates debates about entire food categories and diets.

**Food value chains:** producers are seen as partners in developing value propositions of taste, region, and environmental as well as social care—ensuring reasonable long-term profits and other benefits to local stakeholders.

**Domestic fair trade:** fair trade practices originally developed to provide equity across developed and developing markets are extended to internal economies in both the East and West.

**Vertical farming:** innovative plans for building high-rise urban farms provide an alternative vision of peri-urban farming.

**Urban farming:** reclaiming brownfields and taking advantage of urban distribution systems—as well as a locovore movement—urban farming redefines land use and agricultural practices alike.

**Local diets:** local diets are part of the growing localism movement, focused on rebuilding local value, reducing carbon footprints of long-distance shipping, and securing food safety.

**Next-generation genetic foods:** innovations in genetically engineered food shift to emphasize environmentally beneficial adaptations in everything from rice to cattle.

**Water woes:** shifts in climate, urbanization, pollution, and growing populations all tax the ability of the planet to provide safe water to many communities—while rising sea levels threaten to flood others.

**Public interest giving:** an emerging effort to define philanthropic goals based on shared public interests, as opposed to the donor’s private interests, particularly in corporate giving.

**Green health:** new approach to health care based on a foundational response to humans as a part of a larger ecology and an acknowledgment that environmental and health concerns are inextricably linked.

**Green retail:** driven by consumer and employee desires, retailers use sustainability as a filter for operations—from sourcing, packaging, and supply chain—to promoting healthy and sustainable work practices.

## THE NEW SUSTAINABILITY



### THE BLUE ECONOMY:

the oceans become the focal point of economic development and environmental debates as we struggle with collapsing fisheries, a search for new energy sources, and large-scale interventions in global climate change.

**New coastal zone materials:** the rush to solve problems of rising sea levels and coastal climate events drives the development of new materials—many based on materials and life forms that occur naturally in coastal areas.

**Deep, deep ocean drilling:** in the search for new sources of fossil fuel, engineers go much deeper into the ocean floor—with uncertain results.

**Renewable ocean energy:** new technologies for hydrokinetic (or wave) energy and ocean thermal energy conversion get on the fast track to development as a means of reducing carbon emissions.

**Collapse of fisheries:** climate change and over-fishing threaten the viability of global fisheries—and drive new certification practices for sustainable fishing.

**Coastal-ecosystem services:** urbanization, industrialization, and climate change converge in coastal zones, where measurement of ecosystem services will play an increasingly important role in everything from development and insurance to disaster management.

**Ocean dead zones:** large low-oxygen zones appear to be recurring with regular cycles now off the West Coast of the United States—which scientists attribute to climate change.

**Methane scares:** rising temperatures may contribute to the rapid release of methane—a far more destructive greenhouse gas than CO<sub>2</sub>—trapped in permafrost and the ocean depths.

**Geo-engineering climate change:** as the ocean’s capacity to regulate climate change declines, extreme geo-engineering measures—from ocean fertilization to very large-scale thermal pumps—enter the debate.

**Golden age of oceanography:** ocean crises—plus low-cost sensor-based data, genetic mapping of ocean species, and the growth of amateur and NGO ocean scientists—accelerate the evolution of ocean science.

**Green economy:** the notion of green economy reframes how we view environmental concerns. From viewing these as a burden, proponents of green economy see it as the next platform for value creation and economic growth.

**Improved global modeling:** pervasive eco-monitoring plus the new golden age of oceanography should substantially improve global models of everything from climate change to atmospheric pollution to waste streams.

**Convening:** collaborative philanthropy meetings designed to create shared solutions to difficult social problems.

## AMPLIFIED INDIVIDUALS & ORGANIZATIONS



### SENSING ORGANIZATIONS:

digital natives entering the philanthropic workforce will bring new skills like ping quotient, mobbability, influence, and protovation, creating supercharged learning organizations that constantly reinvent themselves.

**Open leadership:** open leadership leverages open systems—from media to solutions commons—to tap the vision and capacity of diverse stakeholders inside and outside any organization or institution.

**Collective sensemaking:** using new collective filtering tools and visualizations, teams and networks will discover patterns in large, complex systems faster—and trigger faster collective responses.

**Transliteracy:** transliteracy emerges as a core competency of superhero organizations—combining familiar literacies like reading, speaking, and writing, with new digital literacies like digital video, managing online radio, podcasting, and social networking platforms.

**Kryptonumerite:** kryptonumerite is the organizational equivalent of the anti-superhero element kryptonite—the misuse of automated quantification and visualization to provide rigid guidance along narrow parameters.

**Perpetual beta systems:** an emphasis on transparency and collaborative open development means everything is always in beta—including organizational processes.

**Social software for simulation:** as every object and every interaction becomes measurable data, we will be able to understand the more intangible aspects of society and human behavior and will begin to simulate interactions to run multiple societal and organizational scenarios.

**The simulated self:** individuals are increasingly quantifying and collecting immense amounts of personal data on different aspects of self and sharing with others to enable new types of personal simulations.

**Mega-collaborators:** diffusion of the Internet, mobile devices, and the proliferation of new types of social software enable new types of global collaboration.



### NEW SOCIABILITY:

interactive giving focused on re-building social connections and communities will be a framework for philanthropy across disciplines. Greater emphasis on experiential, immersive, reciprocal giving relationships—giving as a tool for social change is as important as financial tools.

**Learning institutions:** successful organizations are shifting focus from planning to sensing and creating platforms and mechanisms to engage with signals from the external environment.

**Happiness methods & measures:** new research in psychology and neuroscience puts a focus on understanding happiness, resulting in new personal and organizational tools and practices.

**Neo-community:** self-conscious creation of alternative social networks and identities that are not necessarily geographically-based.

**Re-integration:** increasing specialization and multiple efforts in philanthropy, and the NGO sector are designed to re-connect networks at various levels of society.



### HYPER-INNOVATION:

advances in neuro-science and technology expand human capacity for collaborative, accelerated learning and social innovation.

**New human experiences:** new materials, drugs, interventions in human neuro-physiology, and media for human expression create a new universe of human experience from which a “new normal” will be defined.

**New standards of performance:** new human augmentations—and new human exercise regimes—help redefine standards for performance across everything from sports to speaking.

**Inclusive design:** with a focus on removing barriers and supporting access for those who are least enabled, inclusive design produces unexpected innovations that serve everyone.

**New paths to tech adoption:** with new tools and platforms for customization, bottom-up manufacturing, and so-called long-tail marketing, innovation will shift from the search for blockbuster products and services to viral innovation that builds on open-source design and materials.

# GLOBAL PHILANTHROPY



SHAPING  
THE FUTURE  
OF GIVING

**It’s a truism and almost an understatement to say that the field of philanthropy is undergoing an intense period of unprecedented change. We all have the sense that we are entering some new, uncharted phase. Applying an approach to evolution pioneered by paleontologists like Stephen Jay Gould and others, it would seem that contemporary philanthropy is going through a period of punctuated change. Instead of the field’s evolution being gradual, accumulated changes of the past century are colluding in unanticipated ways to create novel types of giving derived from the past but also fundamentally different from their predecessors. In other words, the way that philanthropy changes is changing.\***

Seeing the forest of philanthropic change when all the trees are changing can be a daunting task. And conventional models can also blindside us to emergent philanthropic forms that are harbingers of its future. The future cannot be predicted but it can be anticipated and shaped.

Consolidating a wide range of cutting edge research about global socio-economic change, the Institute for the Future’s *Global Philanthropy Map* is a framework for uncovering and charting a new vision of philanthropy’s future.

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