

***SSIR Live!***  
**Catalytic  
Philanthropy**

**Presented by Mark Kramer**, Managing Director, FSG Social Impact Advisors

In Conversation with

**Tom Siebel**, Chairman of the Meth Project Foundation, Siebel Foundation, and First Virtual Group

**Diana Aviv**, President and CEO, Independent Sector

**Moderated by Regina Starr Ridley**, Publishing Director, *Stanford Social Innovation Review*.

*January 26, 2010, 2-3pm EST*

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# Agenda

**2:00 – 2:05**

**Welcome & Introductions**

*Regina Ridley, Stanford Social Innovation Review*

**2:05 – 2:15**

**The Principles of Catalytic Philanthropy**

*Mark Kramer, FSG Social Impact Advisors*

**2:15 – 2:40**

**A Conversation with Tom Siebel and Diana Aviv**

*With Mark Kramer*

**2:40 – 3:00**

**Q & A from Webinar Attendees**

*Moderated by Regina Ridley*

## The Opportunity

- **Our nonprofit sector has considerable resources**
  - 1.3 million hard-working nonprofit organizations
  - More than \$300 billion in generous annual contributions
- **Donors work hard deciding which organizations to support in order to solve the social problems they care about most**
- **Most of these organizations help hundreds or thousands of people in critical ways, but cannot achieve lasting change on large scale issues**
- **How can donors overcome the limitations that hold nonprofits back:**
  - **Fragmentation:** 90% have revenues of less than \$500,000
  - **Lack of coordination:** Each works independently, competing with their peers
  - **Inadequate infrastructure:** Underpaid management and poor technology
  - **Weak influence:** Most have little clout to influence government or business
  - **Minimal accountability:** Few measure their impact or effectiveness

***Catalytic Philanthropists move beyond “giving away money”  
to actually solving social problems***

## What is Catalytic Philanthropy?

**Catalytic Philanthropists consistently follow four practices:**

1. They **take responsibility for achieving results**, focusing on clear, measurable and attainable goals, and taking ownership of issues
2. They **mobilize a campaign for change**, engaging others in concerted action to assemble the elements of a solution
3. They **use all available tools**, including commercial enterprises, government advocacy, fundraising, convening, and mission investing
4. They **build actionable knowledge** to improve their own effectiveness and influence the behavior of others

## Take Responsibility for Results

- Focus on how to solve a specific problem, not which organization to support
- Become (or hire) an expert on the issue
- Be realistic about the resources needed to make a difference
- Formulate clear goals and a plan for achieving them
- Use your personal clout and connections
- Measure your results constantly and revise your plans as necessary

***Work with and learn from other funders and nonprofit organizations. Hold them accountable for results, but don't depend on them for the solution***

## Mobilize a Campaign

- Take a systemic approach to change rather than searching for a single “silver bullet”
- Heighten awareness and engage allies by focusing attention on the issue among funders, governments, nonprofits and the public
- Mount a sustained campaign to increase the capacity, coordination, and effectiveness of the entire set of actors involved in the issue

***Focus on creating the conditions for solutions to emerge,  
Rather than finding and funding a single approach –  
There is no one answer, and no single organization  
can solve a major social problem alone***

## Use All Available Tools

- Don't limit yourself to the nonprofit sector – Be entrepreneurial by using:
  - Public corporations
    - Tap into the company's product donations, skilled employees, management talent, R&D, advertising, and lobbying capacity
    - Influence company policy through shareholder advocacy and regulation
  - Investment capital
    - Invest in for-profit companies that help solve the problem
    - Use financial instruments to fund change
  - Advocacy and litigation
    - Mobilize public opinion
    - Educate policymakers
    - Fund litigation
  - Lobbying
    - Use personal funds, corporate resources, and public charities to lobby for legislative changes when foundations cannot

***Catalytic Philanthropists do whatever it takes:  
They are relentless in their desire to achieve change***

## Create Actionable Knowledge

- Use information to inform your own actions and to motivate others
  - What information will change peoples' behavior?
  - What information will tell you if you are making progress?
- Information must be timely, compelling and actionable
  - Is it relevant?
  - Does it carry emotional appeal?
  - Does it meet your audience where they are?
  - Are there realistic recommendations for immediate action?

*Information can be a powerful tool for change*



## How Does Catalytic Philanthropy Differ from Other Approaches?

	<b>Conventional Philanthropy</b>	<b>Venture Philanthropy</b>	<b>Catalytic Philanthropy</b>
<b><i>What is the key question?</i></b>	Which organizations should be supported and how much money should I give them?	How can I help to scale up effective nonprofit organizations?	How can I mobilize a campaign that achieves measurable impact on a specific problem?
<b><i>Who is responsible for success?</i></b>	Nonprofits	Nonprofits	Funders
<b><i>What gets funded?</i></b>	Individual nonprofits	Capacity building at individual nonprofits	Multi-sector campaigns
<b><i>What tools are used?</i></b>	Nonprofit programs	Nonprofit programs	All possible tools and donor resources
<b><i>How is information used?</i></b>	To compare grant requests	To increase organizational effectiveness	To support the campaign and motivate change

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# A Conversation With Tom Siebel and Diana Aviv

*With Mark Kramer*



*Tom Siebel*



*Diana Aviv*



*Mark Kramer*

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## Questions?

*Moderated by Regina Starr Ridley, Publishing Director,  
Stanford Social Innovation Review*



*Tom Siebel*



*Mark Kramer*



*Diana Aviv*



*Regina Starr Ridley*

# Thank you for joining us!

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Warm wishes for the new year from the staff of the *Stanford Social Innovation Review*.

