

2018 Ariadne Forecast

For European Social Change
and Human Rights Funders

See the big picture

Discover important
trends for funders

Plan ahead

THE NETHERLANDS
MIGRATION THINKING AHEAD
UNITED KINGDOM
PARTICIPATORY GRANTMAKING
COMMUNITY PHILANTHROPY
GENDER-BASED VIOLENCE
BREXIT ITALY
#2018ARIADNEFORECAST
DIGITAL SECURITY
FUNDER COLLABORATION
SOCIAL MOVEMENTS
INEQUALITY
2018
MIGRATION
SEXUAL HARASSMENT
SOCIAL AND ECONOMIC RIGHTS
COMMUNITY PHILANTHROPY
GERMANY
TRENDS
INTEGRATION
XENOPHOBIA
ENVIRONMENT
POLARISATION
HATE CRIMES AND EXTREMISM
INTERSECTIONALITY
FRANCE
CLOSING SPACE FOR
CIVIL SOCIETY

2018 Ariadne Forecast

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Methodology

The Ariadne Forecast is a community created resource that draws on Ariadne's network of more than 546 funders in 23 countries. Ariadne participants and other friends of the network were asked six questions about trends in their field for 2018. We collected surveys and interviews from members across Europe and in January and early February held forecast meetings for funders in London, Paris, The Hague and Naples to discuss and add to the findings. In the end we estimate that around 157 people have had the chance to contribute to the Forecast. While the meetings and discussions at them were private, the final forecast is publicly available for all, as a reflection on the current direction of the sector.

"The pressure on independent voices and groups will continue to build, restricting their ability to access resources, to go about their work, and to be heard in critical debates (whether off- or on-line). This global crackdown is now undeniable, derives from multiple trends and there is no indication that it has reached its high watermark. While there have been some successful initiatives to pushback, these will be exceptions unless we work together with other sectors and support more efforts at the national and local level."

James Logan,
Director of the European Office,
Fund for Global Human Rights

"The political event that will influence the foundation world will be a revolution in civil society that puts the person at the centre."

Fabrizia Paternò,
Assistance and Charity Governor,
Pio Monte della Misericordia

"The #MeToo campaign has generated a renewed focus on sexual harassment and gender-based violence, and they are sure to remain on the agenda for 2018. Hopefully, with support from foundations, we can turn this into a real turning point for women's rights."

Radha Wickremasinghe,
Senior Programme Officer,
Women's Rights, Sigrid Rausing Trust



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2017 Ariadne Forecast

Introduction



As I try to sum up the Ariadne 2018 Forecast, I'm reminded of the supposed curse, 'May you live in interesting times', the meaning of which resonates all too loudly in today's world. We are in the midst of a social transformation, and it is not yet certain where we are going. Looking back at 2017, it is a year of seeming contradictions. We saw the rise of the #MeToo movement, which has brought forth a public debate about sexual harassment and abuse and calls for greater justice and equity. That discussion has gradually become more nuanced in reflecting how race and class impact women's (and men's) experience of harassment and abuse. In the same year, however, we saw white supremacists march in cities like Charlottesville, Virginia, and Warsaw, Poland, drawing large crowds to support their racist and xenophobic messages. So where does this leave the social change and human rights community?

We are all aware of the challenges before us, but in 2018 we must also recognise the opportunities. For every action that has sought to strip people of their rights or to roll back social welfare or environmental protections, there has been an outpouring of activism to counter those efforts. In many countries, circumstances have led people to become politically engaged on new levels and in greater numbers. These are forces that can be harnessed as donors and their partners seek to promote progressive social change. But this may require new approaches, as those taking to the streets and to social media may not sit comfortably within the type of structures donors have typically supported. This new energy requires new ways of communicating, engaging, and doing business.

In an age of growing polarisation, we need to find common ground and ways of bringing people together. This is no easy task but a necessary one, and as we enter 2018, there are efforts underway to foster dialogue and discussion at the community level. If we can start to repair the social fabric in our own neighbourhoods and cities, it will give us a basis for healing the rifts that have appeared on a national and global scale. The membership of Ariadne always impresses me with its ability to think strategically and critically and with its willingness to experiment, take risks, and find solutions. I am confident that with the resources we have among us, human, creative, and financial, we can take on the challenges of 2018 and make a positive impact in Europe and globally.

With best wishes,

A handwritten signature in dark ink that reads "Julie M. Broome". The signature is fluid and cursive, with the first name "Julie" being more prominent.

Julie Broome
Ariadne Director

2018 Ariadne Forecast: Global



After a couple of years of dramatic change and disruption across the globe, donors are entering 2018 with an awareness that the landscape for civic action has shifted and that their own role within that landscape must also change. There seems to be a new energy among funders, who are ready to explore new ideas and new practices and seek innovative solutions for the tough challenges posed by nationalism, populism, and the ongoing

assault on the civil society sector. Donors are also more open than ever before to discussions about power and inequality, not just in the wider world but also in philanthropy itself, and are considering how they can restructure their work to address some of these concerns while balancing them against their legal responsibilities. The challenges of 2016 and 2017 have not dissipated, but 2018 could be a year of great innovation in response.

What do you expect to be the most pressing challenge facing your grantees in 2018?

Closing space for civil society

The closing space for civil society tops the charts yet again in 2018. Donors are increasingly seeing this trend affecting civil society in Europe and highlight Romania, Bulgaria, Spain, and Italy as countries where threats are likely to increase in the coming year. Forecasters expect that repressive governments will continue to coordinate their actions and learn from one another. For example, in the East Africa region, Kenya's plans to restrict foreign funding by setting up a state-controlled funding mechanism for civil society organisations is expected to influence the trajectory of neighbouring states. Donors also note that where restrictions on civil society were originally felt most by human rights and social justice organisations, organisations working on 'softer' issues such as community development are now starting to feel it.

There are some positive trends developing in response to the challenge of the closing space for civil society, one of which is the increased attention to community philanthropy. As foreign funding is discredited and access to it increasingly restricted, developing local sources of philanthropy is becoming more of a priority. Forecasters see potential in community philanthropy not only as a way of generating resources for social causes but also as a vehicle for developing greater social cohesion. It can connect people within communities, and as funding is locally generated and locally spent, those who are the donors in one instance may be the beneficiaries in another, thus breaking down some of the power dynamics often found within philanthropy.

"The act of giving becomes an act of horizontal organising of constituencies and people."

**Director,
International Foundation**

"Philanthropy isn't a financial transaction but a political act – small things combining to create something bigger."

**Director of International,
Philanthropic Advisor and
Grantmaker,
UK**

This could result in a re-evaluation of the role of external resources. However, donors also caution that it is unrealistic that local sources of philanthropy will be able to replace all foreign funding and funding for all issues. New donors in places like Brazil and India are not necessarily giving grants to civil society working on tough social issues; rather, they are setting up their own development projects, often on low-risk issues.

While foreign funding is one aspect of this trend affecting civil society, physical and digital threats are also on the rise. Some donors anticipate that the security risks to their grantees will increase in 2018.

"We need a strong civil society, which will subsequently encourage sustainable development, but how do we resource it? We need to protect, preserve, and promote civil society in all forms. We need to be holistic."

**Director of International,
Philanthropic Advisor and
Grantmaker,
UK**

“Among efforts to undermine recent gains in human rights, especially in the areas of LGBTI and sexual and reproductive rights, we’re seeing a resurgence of appeals to religious conservatism. The alignment of agendas between the religious right, which is growing in strength, populist rightist movements and states could create the conditions that serve only to endanger rights and further destabilize vulnerable populations and communities.”

**Director,
Collaborative Funds, UK**

Polarisation in society

Many donors raised the threats posed by the increasing polarisation in society. The challenges to organisations working on human rights and social change are not only emanating from the government but also from religious institutions, businesses, and conservative groups. These forces seek to undermine and discredit both human rights groups themselves and the issues that they champion. The instrumentalisation of faith to promote conservative values, especially as regards sexual and reproductive rights and LGBTI causes, will continue and could rise in 2018. The growth in power of these conservative forces is felt even within the NGO landscape, as traditionalist, pro-populist, and evangelical groups appear at civil society meetings, especially those convened by the EU (often invited by conservative EU governments). On the other hand, the growth of populism is bringing new donors to progressive causes, including individual donors. These donors will need to be supported and nurtured to ensure a sustained commitment to social change.

How do you expect your practice as a funder to change in the next 12 months?

Breaking down silos

Recognising that the social issues they are trying to tackle are complex, and that the current environment is challenging, some donors expect that they will try to work better across sectors in the next year. Both NGOs and donors tend to work in silos, limiting the impact of their work. There is a growing desire to break down the walls between issues, and some funders will be championing that trend in 2018.

Supporting social movements

Support for new kinds of human rights actors is on the cards for 2018. Donors are exploring support to grassroots organisations and social movements and no longer focusing all of their attention on traditional NGOs. At the same time, they are thinking about how they can help existing grantees to reinvigorate their work and build connections with more dynamic movements. Funders are also looking at what other types of actors they can support to help achieve social change, for example artists, comedians and academics. Donors are looking for new and creative approaches and partnerships.

“As donors we have been comfortable talking to people we know; we use lots of jargon, and we tend to speak to ourselves. It’s time now to move away from our comfort zones of traditional NGOs”

**Programme Officer,
Public Foundation, UK**

Strategic communications

Strategic communication will also take centre stage in the coming year. Donors will be trying to help grantees counter the extremist and populist messaging that is proliferating around the world. For some funders, this is about messaging and the crafting of narratives. Other funders see opportunities for independent journalism to reach large audiences, serve neglected communities, and find new ways of telling stories. While donors have been discussing the importance of strategic communication for several years, there is acknowledgement that more needs to be done to effectively meet the current challenges.

"As George Orwell counselled in his 1945 essay 'Freedom of the Press': 'The relative freedom which we enjoy depends of public opinion. The law is no protection.' In the wake of Brexit, Trump and the rising fortunes of populism across the world it is positive that more donors appear to have begun to recognise the importance and value of attending to public opinion through strategic communications. This gradual awakening has however yet to translate into strategic prioritisation among donors or a commitment of resources sufficient to address the structural deficit in strategic communications capacity and action across civil society in the human rights and social change space. I hope 2018 is looked back on as the year we finally accepted and acted on the need to talk to people who are not like us."

**Director,
Donor Collaborative, UK**

A changing role for foundations

2018 is likely to see more funders working together, whether by pooling funds, aligning funds, or simply exchanging more information. There is an appetite among donors to engage in joint work in order to protect the democratic space, especially within Europe. Similarly, funders are exploring support to more NGO networks to help them work in greater solidarity. Donors are also likely to become more outspoken about the causes they support and move more fully into a role of being advocates in their own rights.

In light of the impact that foreign funding restrictions are having on NGOs, particularly in the Global South, donors predict that they will seek out more innovative ways to get funding to the Global South. This will involve some reflection on the fundamental nature of the current structure of philanthropic giving and whether it's still fit for purpose. 2018 could bring some radical reevaluation of the status quo and new ideas. In addition to simply finding routes for money to flow, many donors are thinking about how to make the process of grant-making more democratic and are exploring participatory grant-making models and other ways of bringing beneficiaries into the process. Meanwhile, given the experience that many Global South organisations have in working under repressive regimes, sometimes for decades, some donors are exploring opportunities for South-North knowledge exchanges.

Donors anticipate that they will provide more capacity-building and more tailored support to grantees in 2018 to help them become stronger and more capable of weathering the current challenges. There will be a focus on sustaining movements and organisations by providing them with a wide range of support, both financial and technical.

Data and technology

Engagement with data and technology will become more important for many donors in 2018. As automation becomes prevalent, donors need to be able to assess the social justice impacts of the use of technologies and machine learning and big data projects. This includes the role that algorithm-based technologies play in perpetuating fake news. Funders who have not had to deal with these issues before may require training or assistance. At the same time, there is an appetite among donors to explore the role that open data can play in better understanding the challenges faced by society and the third sector and how they can use those data more effectively.

What political event or sequence of events do you predict will have a substantial impact on your area of specialism?

European power dynamics

Within Europe, lingering questions around the German elections and Brexit are seen as important for the whole region. Some forecasters hope that a CDU-SPD coalition in Germany could improve relations with France and strengthen the EU, putting the EU in a better position to stand up to the US on human rights issues. Others fear that the recent elections could spell the end of German leadership of the EU at a time when the European project and liberal values are under threat. Meanwhile, the UK's role in Europe and on the international stage continues to be in question as Brexit talks stumble. In addition, the possible independence of Catalan is in the cards for 2018 and could have significant impact not only for Spain but across Europe as a precedent-setting move.

Migration

Migration continues to be a key issue in Europe, and forecasters predict that the integrity and future development of the EU will be affected by EU Dublin treaty reform; infringement proceedings against Hungary, Poland and Czech Republic on relocation of asylum seekers; and proposals for greater integration between Member States.

EU budgets

EU budgets are also an important factor, with some forecasters suggesting that the EU could reduce its budget for international work to focus on migration issues within the EU. Donors are also concerned that the EU could reduce its support to civil society organisations under pressure from some governments.

Elections in Russia

Presidential elections in Russia in 2018 are expected to be of global significance but particularly for neighbouring countries. It is feared that the election period will bring further attacks and pressure on civil society working against corruption, monitoring elections, standing up for minorities, and especially those receiving funding from foreign funders

Rising role of China

Several forecasters note the rising role of China and its growing influence in the Global South. Chinese companies are investing more and more in land and extractive rights in Africa and Latin America, but as most of them are state companies in closed political systems, it is difficult to engage them or find paths to hold them accountable for violations of human rights. There are fears that trade agreements being negotiated between the EU and Africa could have a negative impact

on local production, leading to increased migration and destabilisation, and that the Chinese presence in Africa could accelerate these negative outcomes. Some donors anticipate that as the US becomes less of an international player, China could step up to fill that void. As such, the European Foundation Centre and WINGS have organised some of the first meetings between European and Chinese foundations.

What issue or field of practice do you think will become more important in 2018?

"The treaty will really be a game-changer in terms of accountability and business and human rights. It's a UN process, so I wouldn't hold my breath, but we are close."

**Programme Officer,
Public Foundation, UK**

Economic and social rights will become a greater focus in 2018, with fewer donors working exclusively on civil and political rights. In part this will be related to a renewed focus on combating inequality.

Corporate accountability for human rights violations and the role of business in protecting or harming human rights will gain more attention in the coming year. Work to create an international, binding treaty on business and human rights is nearing completion, with a UN working group discussing a draft version. This would provide human rights groups with another tool to try to hold corporations to account.

Work on **media and journalism** is expected to become an urgent priority, as fake news continues to spread and journalists increasingly come under attack. Investigative journalism will play an important role in 2018, as it has already demonstrated in 2017 with the release of the Panama Papers. In addition to combating the toxicity of fake news, many donors highlight addressing **hate speech** as a priority.

"If you are interested in good governance, transparency, and accountability, you need to be funding media and journalism. Dip your toe in, depending on the size of your wallet."

**Director,
Private Foundation, UK**

Following the growth of the #MeToo campaign, **sexual harassment and violence against women** are predicted to rise on the agenda for 2018. Donors hope they can sustain the attention to the topic that has been generated in the past few months, and this could result in more funding for legal redress, legislative reform, movement-building, and promoting women in leadership.

Work on **climate change** suffered a real blow in 2017 with the US announcement that it would withdraw from the Paris Agreement. However, donors recognise the urgency of making it a top priority in 2018.

Donors will devote more time and resources to **strategic communications** in the next year, as they try to counter the populist and nationalist narratives that are spreading throughout Europe.

Participatory grant-making practices are expected to become more common in the coming period, as is greater collaboration between funders and grantees.

Intersectionality will become a more important concept for donors in 2018, as they seek new opportunities to address entrenched forms of disadvantage and discrimination. This could result in more communication and cooperation between funders working on racial justice and those working on women's rights and issues of gender identity and sexual orientation.

What issue or field of practice do you think will diminish in importance in 2018?

The EU is expected to prioritise internal affairs over human rights and development abroad, and donors expect that as attention shifts to the situations in Poland and Hungary, the assumption that EU Member States have better human rights records will disappear.

Although most donors identified migration as an ongoing and pressing concern, some fear that it will not get the attention and resources it needs in 2018.

Similarly, there are fears that the approach of the Trump administration to the environment will have a global impact and that environmental protections will be rolled back in other parts of the world.

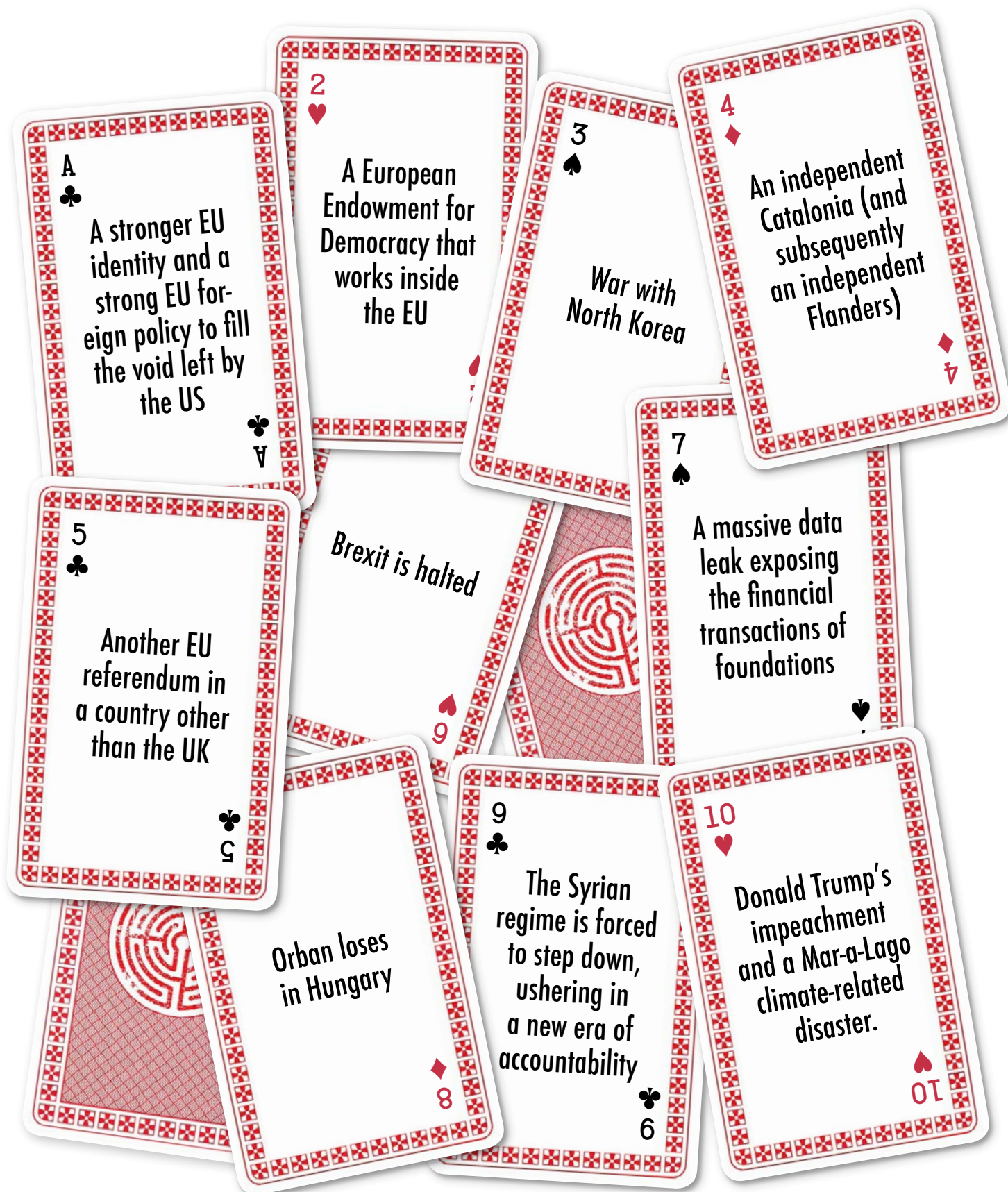
Project-based funding is expected to decrease as more donors become committed to providing core support to their grantees.

One optimistic forecaster suggested that perhaps the importance of Donald Trump's tweets would diminish.

"If Robert Mugabe can go, Trump can go."

**Anonymous,
UK**

Global: What are your 2018 wildcards?



2018 Ariadne Forecast:

France



Having gone through elections in 2017 and avoided a victory by the nationalist party the National Front, France is facing fewer political uncertainties as it enters 2018 than it did a year ago. However, the economic situation, and especially the shift away from the traditional welfare state, continues to have a strong impact

on society. Migration and integration also remain challenges for France in the wake of a series of terrorist attacks over the past few years. Donors are continuing to seek solutions that will build greater cohesion and trust in society, starting at the most local levels.

What do you expect to be the most pressing challenge facing your grantees in 2018?

Public funding cuts

“Could the current international environment, with increased inequalities linked to the shift away from the welfare state in France, bring French funders to support more advocacy work?”

**Director,
Private Foundation, FR**

The public funding cuts that have been noted in previous Forecasts continue to affect the NGO sector in France. The state has historically been the primary source of funding for civil society organisations, and many French funders believe it is not their role to replace the state. As a result, organisations urgently need to develop their fundraising skills, and some donors have suggested there could be a role for funders to support training and to help NGOs find new ways of sustaining themselves. This may also be an opportunity for organisations to shift their relationships with the government and become more advocacy-oriented. Struggling with the limits of funding advocacy when this is not considered by the French financial authorities as in the public interest, some foundations are deconstructing the set of activities which are part of it: some, like public education for instance, are more likely to be supported.

One particular area in which donors could find themselves being asked to provide greater support is for staff within organisations. Many people employed in civil society organisations have been hired through the ‘emplois aidés’ framework, which provides state support for jobs. With funding for this programme being reduced, NGOs will need to find other sources of funding for their staff.

In response, some donors also see a need for organisations to engage people more through social platforms and crowdfunding and suggest that organisations should look to social movements for ideas on how to rethink their structures and models. Training and capacity-building of grantees will also become a greater priority for foundations.

Radicalisation

Although it is not currently a priority for many foundations, some donors also noted that organisations working on countering extremism are going to have to start dealing with new challenges presented by radicalisation. On the one hand, there is the need to prevent radicalisation, and on the other hand some of those who went to Syria to fight are now returning and need to be integrated back into society.

How do you expect your practice as a funder to change in the next 12 months?

More flexible support

French donors anticipate that in 2018, they will provide more flexible, core support to help organisations sustain themselves and will fund fewer projects. They are also considering longer term support to organisations. The staff and boards of foundations could become more directly involved in the work that they support in 2018, as foundations become more focused on seeing the impacts of their investments.

"We made the choice for multi-annual grants in order to support long lasting actions, which is quite unusual in France."

**Head of Programme,
Pooled Fund, FR**

"Our team support our members in their reflection on the change they would like to see with their support, then we think about how to do it: core funding versus project funding. This trend is visible amongst our smallest members."

**Head of Department,
Philanthropic Network, FR**

"We are currently brainstorming internally to broaden our understanding of advocacy as a means to support social change."

**Head of Programme,
Private Foundation, FR**

Breaking down silos

In response to the reduced capacities of individual organisations, some French donors are encouraging their grantees to work more closely together. Some donors see a particular opportunity in 2018, when there are no elections in France requiring urgent political action, for NGOs, activists, and movements that have been working in silos to break down those silos, find common agendas, and develop common narratives. Donors note that breaking down these silos could challenge grantees' identities but may result in a stronger strategy for the sector overall. Some donors anticipate funding existing networks of NGOs, while others expect to encourage their grantees to work together through calls for applications that focus on partnerships and joint work. Funders also expect to provide more support to structures that enable exchanges with other donors.

"Our new call for proposals systematically asks for three partners, because we want to encourage associations to work together."

**Director,
Corporate Foundation, FR**

Ethical investing

Some French foundations will also be examining their own investments in the coming year and seeking to ensure that they are socially responsible and mission-related.

"Ethical investing is becoming more prominent. The biggest foundations are no longer investing in funds that contradict their mission; some are looking at investing in line with their mission, and some get even further with impact investing strategies. It is an irreversible trend."

**Director,
Private Foundation, FR**

What political event or sequence of events do you predict will have a substantial effect on your area of specialism?

"Why aren't more funders working on migration and integration? A reduction in funding for these issues would be a catastrophe."

**Director,
Private Foundation, FR**

"There is a clear gap between governmental action and the work of associations and funders when it comes to migration. Many local initiatives are advocating against the government's policies, and those initiatives need support, even if it is not easy to provide it."

**Board Member,
Pooled Fund, FR**

Neoliberal economics

The erosion of the welfare state and trajectory towards a more liberal economic system continue to pose a challenge for foundations and to raise questions of how they will respond. Little has been done to prevent another financial crisis, and some foundations are asking how they can support the transformation of the global economic system. Some donors noted that the repeal of the wealth tax in France and its replacement with a tax limited to real estate tax could have a negative impact on the fundraising prospects of French foundations.

Migration and integration

The hardening of migration policies, connected to nationalistic trends in politics, is also a factor that will have a strong impact in the coming period and that foundations are trying to address.

Security

The threat of a new terrorist attack also looms large in many donors' minds. Some funders note that as those seeking to radicalise people are gaining sophistication, the efforts to prevent radicalisation are not keeping pace. Another attack could result in an even greater focus on security to the detriment of civil liberties.

"Fear of radicalisation and terrorism is linked to the fundamental question of religion and Islam in France. How do we deal with this? There is a positive trend: funders seem less afraid to discuss sensitive issues such as religion compared to 5 years ago."

**Director,
Private Foundation, FR**

What issue or field of practice do you think will become more important in 2018?

"Fear of radicalisation and terrorism is linked to the fundamental question of religion and Islam in France. How do we deal with this? There is a positive trend: funders seem less afraid to discuss sensitive issues such as religion compared to five years ago."

**Director,
Private Foundation, FR**

Work on **media and the internet**, especially education to help people become more critical consumers of the media, will become a greater focus in 2018.

Encouraging **greater political and social engagement at the local level** will also become a greater priority, with some donors actively supporting the municipalism movement to energise cities to exercise their power to bring more progressive policies onto the agenda.

Some donors also expect that **community philanthropy** will continue to grow in France and in Europe more generally. It is increasingly seen as a relevant model for addressing local needs and building a shared sense of belonging.

What issue or field of practice do you think will diminish in importance in 2018?

"The new regulation shows a lack of knowledge of hybrid funders' work, who do have rigorous monitoring and evaluation mechanisms of their grants but cannot give detailed accounting reports on the use of their funds. It is a worrying article, and we should watch to see how this will be implemented."

**Head of Department,
Philanthropic Network, FR**

There is a concern among some French donors that **international giving** will decrease as the result of changes to the tax code. A revision of the code issued in May 2017 means that some funders will not be able to claim tax deductions for grants outside of the EU.

Forecasters predict that fewer donors and NGOs will be taking a **top-down approach to social change** work, rather seeking to engage with the grassroots for a more bottom-up approach.

The **sustainable development goals (SDGs)** are also expected to diminish in importance, as it becomes clear that they are not a vehicle for long-term change.

"How long will the Macron effect last?"

**Director,
Private Foundation, FR**

France: What are your 2018 wildcards?



2018 Ariadne Forecast:

Germany



Germany is reeling from the results of the September 2017 election, in which the Christian Democratic Union/Christian Social Union and the Social Democratic Party, which had together formed a coalition government under the leadership of Angela Merkel, both lost a significant number of seats. No party gained a majority, and a series of talks regarding building a coalition government have failed and will be restarted in early 2018. So long as no government is formed the threat of another

election in 2018 remains. Meanwhile, the right-wing party Alternative for Germany (AfD), which was previously unrepresented in the Bundestag, became the third-largest party with 12.6% of the vote. Whereas Germany has been hailed as the leader of the free world since the election of US President Trump in late 2016, there is great uncertainty in Germany going into 2018, and donors are trying to guess what the impact of the potential changes will be on the issues and organisations they support.

What do you expect to be the most pressing challenge facing your grantees in 2018?

Hostile environment

German donors predict that the environment for civil society organisations, particularly those working on issues of migration and racism, will become more hostile, with increased attacks on grassroots groups. While the German public initially supported helping refugees, the discourse has gradually shifted, and organisations working in this area are facing concerted attempts to misrepresent and discredit their work, as well as, in some cases, threats.

Donors working on gender equality and feminism also describe a growing backlash against their work and fear that the climate for addressing such issues could become difficult in 2018.

Security versus rights

As hostility towards refugees and fear of terrorism have increased, the struggle between security and civil liberties has come more to the fore. This plays out, for example, through attempts to limit access to the internet and to prohibit encryption. Net neutrality, already repealed in the US, could also come under threat in Germany. In that case, access to information could become more controlled. One of the challenges and priorities for civil liberties organisations in 2018 will be to counter the security-dominated narrative from the state and articulate a new narrative that persuades people of the risks of some of the proposed security measures.

"In the past few years we have seen a sharp increase in attacks on grassroots groups supporting minorities, migrants, and refugees."

Senior Adviser,
Public Foundation, DE

How do you expect your professional practice as a funder to change in the next 12 months?

Deeper involvement with grantees

Some donors expect to become more actively involved with their grantees in 2018, trying to develop a deeper understanding of their work and their needs. These donors expect that their work will become more led by the movements they support, responding to what the activists see as their needs, and less driven by the funders' analysis of the situation. This includes moving towards more participatory grant-making models, in which activists from the field are more directly involved in deciding what gets supported. In some cases, this will involve shifting more towards the support of grassroots activism and away from funding traditional NGOs.

"We're going to concentrate even more on what our grantees want and need, not what we think they need."

**Programme Director,
Private Foundation, DE**

"Most of the foundation sector in Germany is still traditional and there is rather little grassroots activity happening that is not led by white, middle-class people."

**Managing Director,
Private Foundation, DE**

Funder collaboration

Donors are also recognising that it will be important to cooperate and leverage others' funds where possible, as there is too much to be done for one funder to be able to do it all. Donors also spoke about the need to support grantees by engaging other actors who can be of assistance to their work, for example, journalists.

Diversity

Diversity is an issue that some donors identified as needing to be addressed in 2018. There is not widespread recognition among foundations of the power dynamics and inequalities within social movements. Some movements that try to take a more intersectional approach, such as the refugee rights movement, sometimes find themselves receiving less funding because they may not have the 'right' interlocutors.

What political event or sequence of events do you predict will have a substantial impact on your area of specialism?

Election aftermath

It's no surprise that for German forecasters the election of the right-wing party Alternative for Germany (AfD) to the Bundestag and the failure thus far to establish a coalition government are the biggest concerns for 2018. The uncertainty of whether there will be another election and what the outcomes of that election might be hang over the civil society sector for the moment. Many expect that if there is another election, the government could move even further to the right.

Populism

Donors expressed that the right-wing, populist narrative is gaining momentum and pulling all politics to the right. There is a need for an alternative narrative and better strategic communication in order to counter this trend. A recently established liberal think tank may fill a gap in the landscape and help provide some of the intellectual resources needed to develop this much-needed narrative.

Terrorism

Some forecasters worry that another terrorist attack in Europe will lead to a renewed debate about Islam and refugees and will result in greater surveillance by the state and even more restrictive policies regarding both immigration and free access to information.

"If there are new elections, or if we get a minority government, then it's totally unpredictable what's going to happen with regards to fighting racism and anything to do with gender equality."

**Senior Adviser,
Public Foundation, DE**

What issue or field of practice do you think will become more important in 2018?

"Finding ways to communicate and create narratives that build on common experience and build common solutions no matter where people come from ideologically is key. There are things that can help connect people in the joint problems they face, be it the environment, be it social issues. If we continue to divide the public then even those things cannot be solved anymore."

**Programme Director,
Private Foundation, DE**

In the current environment, **strategic framing and communication** is becoming a priority for many donors and their grantees. They see a need to identify those issues that bridge left and right and develop a narrative that builds on common experiences. Without this work there is a risk that social divisions will deepen. Donors also suggested that it will be important to engage in **coalition-building** between minority communities and the majority population and between different minority communities in order to build greater social cohesion. It will equally be important for those innovative political movements that do exist to ground themselves more deeply in social movements to be able to mobilise larger sections of society.

Security and self-care of activists were also identified as priorities for 2018.

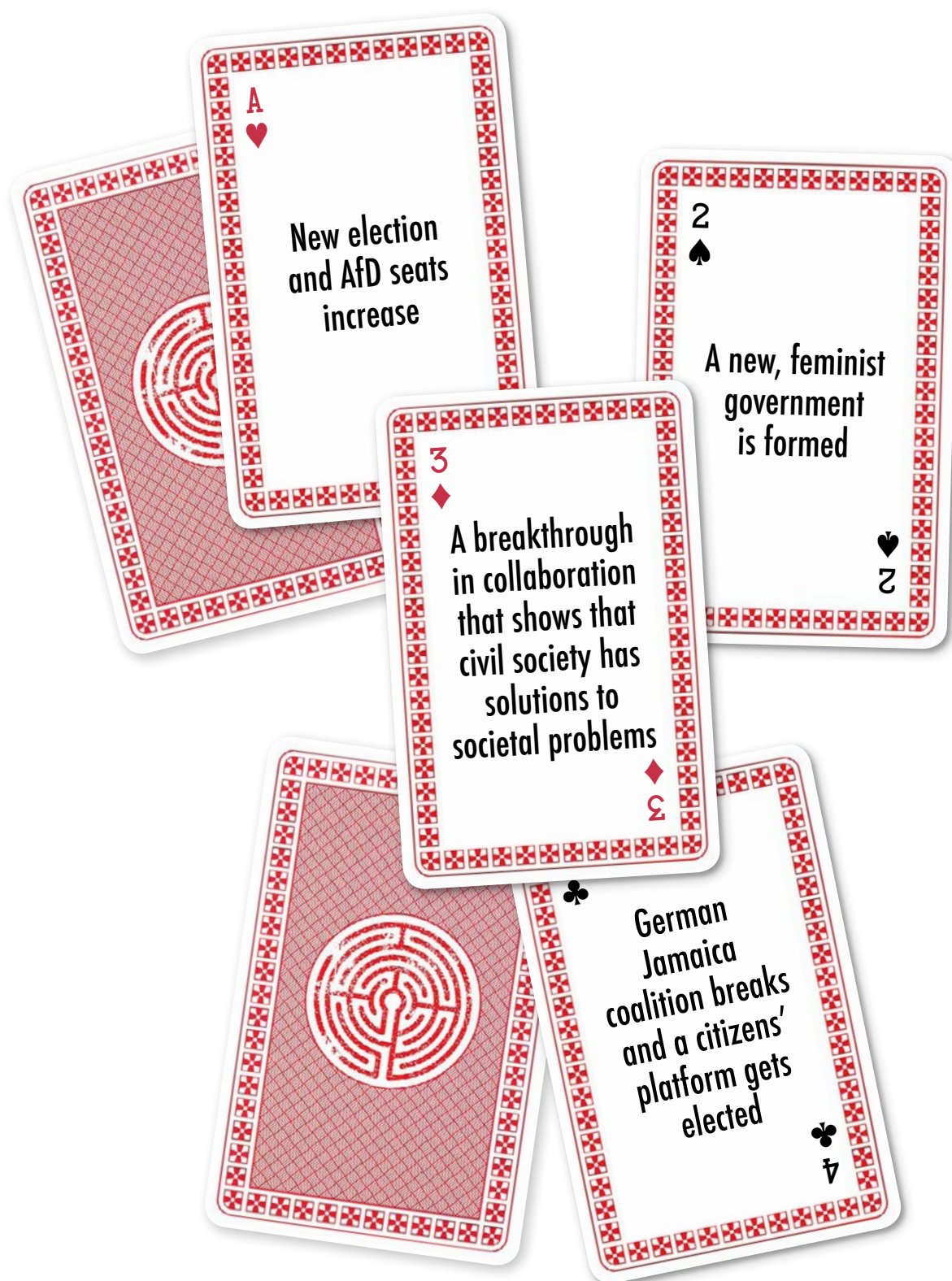
What issue or field of practice do you think will diminish in importance in 2018?

The **environment** is likely to get less attention in 2018, especially with the Green Party most likely not becoming part of any eventual government. Issues like energy are being used by political parties and thus becoming seen as left/right issues rather than treated as a long-term concern for everyone. At present there is no vision for how to resolve looming environmental problems. Germany's leadership in the energy transition could come into question in 2018 as these issues become neglected.

Forecasters also predict that assistance for **newly arrived refugees** and action by the broader population on behalf of refugees will decline. There is still a great deal of work to be done on the integration of those refugees already in the country, but it is unclear whether support for that work will be adequate.

Project-based funding and **use of log-frames** are also predicted to decline, as funders become more responsive to the needs of activists.

Germany: What are your 2018 wildcards?



2018 Ariadne Forecast:

Italy



As Italy looks forward to elections in March, donors are wondering how the political situation will unfold, and what it will hold for social change in Italy. The deepening financial crisis and resulting cut in public funds are putting increasing pressure on foundations at a time when populism is on the rise and

communities are continuing to grapple with the influx of migration across the Mediterranean. Nonetheless, foundations are rising to the challenge and using recent legal changes as an opportunity to professionalise and build the capacity of the charitable sector.

What do you expect to be the most pressing challenge facing your grantees in 2018?

"In a progressively fragmented society, where welfare expenditure is decreasing and populist attitudes are rising (especially in view of the forthcoming elections), my feeling is that civil society organisations will have to cooperate and work in networks, to rebuild the social fabric, fight a general distrust and contribute to the social change we wish to see in our civilisation."

**Director of Institutional Partnerships,
Private Foundation, IT**

"How did we not notice what was happening? We did not foresee the impact of the crisis on the social level. In Italy, we are at the height of fragmentation now."

**Director General,
Philanthropic Network, IT**

"When a public prosecutor says 'I know [that there is collusion with traffickers], but I do not have the proof', he is not an intellectual like Pier Paolo Pasolini. It is more serious and this translates into an attack on the credibility and legitimacy of the NGOs and therefore also on the foundations supporting them: this has resulted in internal difficulties for foundations to renew funding to NGOs on issues related to migration."

**Director General,
Philanthropic Network, IT**

Shrinking of the welfare state

Italian foundations are concerned about the impact that the reduction in public funds and shrinking welfare state will have both on grantees and on the people those grantees serve. Donors note that inequality is rising, as is unemployment. The skills of some older workers are becoming obsolete, while young people are having difficulty getting a start in their professional lives. There is less money available for social services at the same time that demand for such services is on the rise.

Coalition-building

This rise in inequality is driving social tensions that are manipulated by populist politicians, especially in the context of increased migration. Many donors believe that organisations are going to need to start working more closely together in order to build social cohesion in the face of these challenges. They predict that networking and coalition-building will become more important in 2018, and they hope that organisations will be able to set aside competition to work together for the greater common good.

Some donors also note that in order to address these challenges, organisations will need more long-term core support to enable them to hire professional staff and invest in communications.

Closing Space for Civil Society

Civil society organisations, especially those working on issues related to migration, are starting to feel the pressures of the closing space for civil society that has been a growing trend across the globe. Public criticism and attacks on NGOs have been rising, and organisations are having to work harder to defend their own legitimacy. Accusations that NGOs are colluding with traffickers have become particularly prominent, and these types of smear campaigns could grow over the coming year.

"The role of philanthropy is to help people achieve their freedom. So, it is important to focus on core funding, that is, to guarantee to the organisation the agility and flexibility of action that allows it to respond efficiently and effectively to the problems posed by society, not just funding projects."

**Director,
International Human Rights,
International Foundation**

Legal reform

The legal reform of the third sector code, enacted in 2017, will bring both benefits and challenges to non-profit organisations. The code addresses, among other things, governance, bookkeeping, financial statements, and costs of organisations, and it imposes certain transparency and accountability requirements on organisations in order for them to access tax benefits. This is expected to increase the professionalisation of and public trust in the charitable sector in the longer term, but in the short term organisations will need to make some changes in order to comply with the new requirements.

How do you expect your practice as a funder to change in the next 12 months?

Strategy development

"Philanthropy cannot be translated only in the provision of services; foundations should divert from the mere provision of services and rather work to activate civil society so that it can take care of itself. Philanthropy should aim to become irrelevant."

**Director General,
Philanthropic Network, IT**

"Our foundation will keep working to build the social fabric, in line with its original approach. Certainly, working in cooperation with national and international organisations committed to similar goals is becoming more and more important, both in terms of sharing knowledge and resource pooling. We stay open to experimentation, innovation, and to potential upcoming opportunities."

**Director of Institutional Partnerships,
Private Foundation, IT**

Italian foundations expect to invest time in developing long-term visions and accompanying strategies in 2018. There is a sense that the social challenges are so great that foundations will need to have a clearer sense of the interventions they can make to effect real change. Among donors, there is a range of approaches that they expect to take to strengthen civil society. For some donors, this means working more closely with grantees to define priorities and methodologies. This will also mean more of a focus on impact evaluation. Some donors anticipate that they will provide more core support to grantees to give them the flexibility to address some of these complex social issues more effectively. They also expect to take more risks and be more open to innovation and experimentation. Cooperation with other foundations will be an important part of these new strategies as donors struggle to meet the demands that these complex problems place on them.

The need for a more strategic approach to philanthropy raises questions about the capacity of foundations to meet that need. Many foundations lack professional staff and will need to invest in additional human resources with the expertise to address these challenges. Those foundations with existing staff plan to invest more in the capacity-building of programme officers to better equip them to deal with the current issues.

"Foundations must promote the growth of people and not just look at the final result. In our foundation, which is a small entity governed by a few, thought and action almost coincide: we must avoid falling into bureaucratic processes that delay action."

**Assistance and Charities Governor,
Local Foundation, IT**

"The opportunity for funders today in Italy is to become more effective: from simple charitable giving to more strategic philanthropy, deciding to fund innovative approaches and areas of intervention. Italian funders, in order to become more effective, have to identify niches, take risks, be more courageous, and go beyond assistance-based dependency patterns of top-down traditional grant-making to develop relationships with grant-seekers. Italian funders also have to invest in the funding organisations themselves and develop more professional and effective operating models for foundations (more than 50% of Italian foundations don't have officers)."

**Secretary General,
Philanthropic Network, IT**

What political event or sequence of events do you predict will have a substantial effect on your area of specialism?

"The national political election scheduled on March 4, 2018, could significantly affect the role and the action of the entire third sector for the following years. Based on the outcome of the elections, there could be a boost or a brake on the third sector role in Italy."

**Director General,
Philanthropic Network, IT**

General election

The general election scheduled in Italy in early March is expected to have a big impact on the work of foundations. Some donors believe it could have an impact on the future of the whole of the third sector in Italy.

Donors also note that the nature of the Italian political scene is such that electoral results do not necessarily promise stability. Therefore, the political uncertainty that Italian funders highlighted in the 2017 Forecast will not necessarily be resolved by the general election.

"The third sector can impact on changes in society only if it becomes aware of the importance of dealing with decision-makers, otherwise it is useless."

**Head of Institutional Activities,
Community Foundation, IT**

Populism

A number of foundations are concerned that the election period will give rise to the expression of more populist views. Migration continues to be a polarising issue that is manipulated by politicians. Some donors foresee a general shift to the right as these populist narratives take hold.

"The migration flows, often still portrayed by the media as an invasion, will probably be important in shaping the political scenario, both in view of the elections and in consideration of the rising populist discourse."

**Director of Institutional Partnerships,
Private Foundation, IT**

What issue or field of practice do you think will become more important in 2018?

In light of the financial crisis in Italy, social welfare issues are expected to become more relevant for foundations as pressure grows for them to fill the gaps left by the state. Some donors also identify the **development of a new economy** that combines **innovation, inclusion, and sustainability** as a priority for 2018.

Community-level work is expected to rise in importance this year, as there is a revival of the idea of the community as the centre of civic life. Within this community-based work, social inclusion will be a top priority.

Some foundations will prioritise **education** in the coming year.

There will be a renewed commitment to **strategic communications** in 2018 following a rise in investment in this area in 2017. As organisations and foundations seek out new forms of communication, there will be a growing focus on **art as a resource for social change**.

What issue or field of practice do you think will diminish in importance in 2018?

Disability advocacy and job opportunities are expected to be two of the only issues still covered by state welfare and therefore of less importance to donors.

A **traditional donation culture** is expected to gradually be replaced by an investment-oriented approach to philanthropy.

Italy: What are your 2017 wildcards?



2018 Ariadne Forecast:

The Netherlands



The philanthropic sector in The Netherlands has been in a process of adaptation for several years in response to reduced funding from the Dutch government for civil society activities. Funders have been seeking new forms of collaboration, with each other, with their grantees, and with

businesses and governments, and that trend is set to continue in 2018. The social problems remain complex, and the needs continue to grow, but Dutch philanthropy has become more sophisticated and more organised and looks ready to tackle the challenges of 2018.

What do you expect to be the most pressing challenge facing your grantees in 2018?

Public funding cuts

"It seems clear to me that projects in The Netherlands are given priority over projects abroad, while real support is also desperately needed overseas."

**Director,
Private Foundation, NL**

In The Netherlands, as in so many other countries in Europe, reduced funding available for organisations is putting pressure on grantees and donors alike. There is less public funding available, in part because international development budgets now include activities and emergency relief for refugees in The Netherlands. It is also expected that the Dutch lottery, which currently provides 750 million to NGOs will generate less money once other lotteries are permitted to enter the Dutch market under Europe's open competition laws. Private, endowed foundations are also experiencing a crunch due to low interest rates, meaning that they have less available to give.

In this environment, donors predict that international projects will see the greatest cuts, with domestic work being given priority by both public and private donors.

Smaller, more grassroots organisations are particularly vulnerable, as they struggle to meet the stringent criteria set by funders, including quantitative measurement models and co-funding requirements.

Digital security

Digital security is a growing concern for organisations, and many activists are now facing online harassment. Donors are increasingly considering what the best tech solutions for their grantees may be.

"We do not control the digital space, and now we know that robots can vote, too. That's a danger. We are only just beginning to feel this, and if we use artificial intelligence, the consequences for funders are not yet to be grasped. On the other hand, we can use the digital space to involve society to a greater extent."

**Director of Programmes,
Private Foundation, NL**

How do you expect your practice as a funder to change in the next 12 months?

"The confrontation with an increasing number of applicants (in our case a growth of 35% in 2017 alone and more than 100% compared to 2014) will compel us to first more strictly define our donation domain and secondly make selections based on proven or at least demonstrable impact. This requires a completely different approach to applications and applicants than our classic donations-based policy, which is geared more towards 'effort' than 'effect'."

**Director,
Private Foundation, NL**

"There are clear signs that the well known Dutch traditional 'Polder Model', in which labour unions were able to influence government and society is changing into 'Polder 2.0', in which private and corporate philanthropists are invited to the table."

**Director,
Philanthropic Network, NL**

"Our society becomes so complex that making a multiple year plan is becoming inappropriate and impossible. It is emphasized that it is crucial to have a strong vision on why you do the things you do, while at the same time being flexible and adapting to changing societies."

**Team Manager,
Public Foundation, NL**

Balancing capacity and demand

Dutch donors are struggling with two opposing trends: on the one hand, they have been inundated in the past few years with a higher level of applications than ever; on the other hand, they are still seeking to make themselves more accessible to small and grassroots groups. These two factors create additional burdens on foundations, which are trying to streamline their processes and develop more defined selection criteria but also trying to increase their direct contact with applicants to ensure that smaller groups get a fair shot at funding.

Small funders are expected to struggle with the increased regulatory burden in 2018, especially with regards to the new EU data protection legislation. In addition, growing attention to the requirements for gaining or keeping status as a public benefit organisation, and thereby tax exemption, and the introduction of an anti-money laundering directive will create additional burdens on foundations.

While participatory grant-making practices are not yet widespread in The Netherlands, some donors feel that they deserve more attention in 2018.

Broader collaboration

Cooperation between funders, and between funders and grantees, has been a growing trend in The Netherlands over the past five years, and donors stress the continuing importance of such cooperation in 2018. Funders are increasingly recognised as experts in their fields of specialism and as such are called upon by local and national governments. For example, a group of 26 funders are in discussion with parliament about refugees and the development of a sustainable migration model. This is largely seen as a positive development, as the collaboration among different stakeholders creates better capacity for tackling complex social problems. On the other hand, some forecasters fear that government could co-opt the civil society sector through such cooperation, in particular by promoting service delivery at the expense of advocacy for policy change.

Flexibility and risk

Funders are recognising the need to be more flexible with grantees in order to help them achieve their missions. The external environment shifts rapidly, and organisations need to be able to adjust quickly to continue having an impact.

For funders, this sometimes means taking more risks. Many donors understand that and claim to be risk-taking, but there is also a sense that while funders pay lip service to the importance of taking risks, this is not reflected in their grantmaking practices or their choice of board members, for example. Some Dutch donors think that the coming year could provide an opportunity for reflecting more on failure and learning how to be truly risk-taking.

What political event or sequence of events do you predict will have a substantial effect on your area of specialism?

Municipal elections

Dutch municipal elections scheduled for 2018 could have an important impact on the work of organisations in The Netherlands, especially for those working at a local level. Debates about European level policies, particularly those pertaining to refugees, are also a consideration for Dutch donors, and some donors see a need to better articulate European values and tell a more positive story about the benefits of being part of Europe.

Digital developments

Debates about security versus privacy, especially in the online space, are high on the agenda of many Dutch donors, who are concerned about their own digital security as well as those of their grantees. Digital currencies and blockchains, while not yet widely in use by funders, are being explored, albeit tentatively, for their social change potential, particularly in developing countries.

"We need to watch and be careful that the dialogue of social change is not confused with principles from the corporate world."

Director,
Philanthropic research institute, NL

Corporate funding

The growing role of corporations in international development, often in cooperation with governments, is also of concern to donors. Many donors see an opportunity to leverage additional funds and develop fruitful partnerships with corporate funders, while some are wary of how the involvement of business could affect the nature of the type of work funded.

What issue or field of practice do you think will become more important in 2018?

Dutch donors expect to continue to try to address growing **inequality** and the impacts of that inequality. Refugees are expected to be the main focus of this work in 2018, particularly work on **integration, combating racism, and addressing the challenges of stateless persons**. Developing new narratives and finding new frames for discussion are seen to be key to tackling issues surrounding migration and integration, and focus on these approaches will increase in 2018.

Some donors expect that **freedom of the press** and **secure and open access to the internet** will become more pressing issues in the coming year.

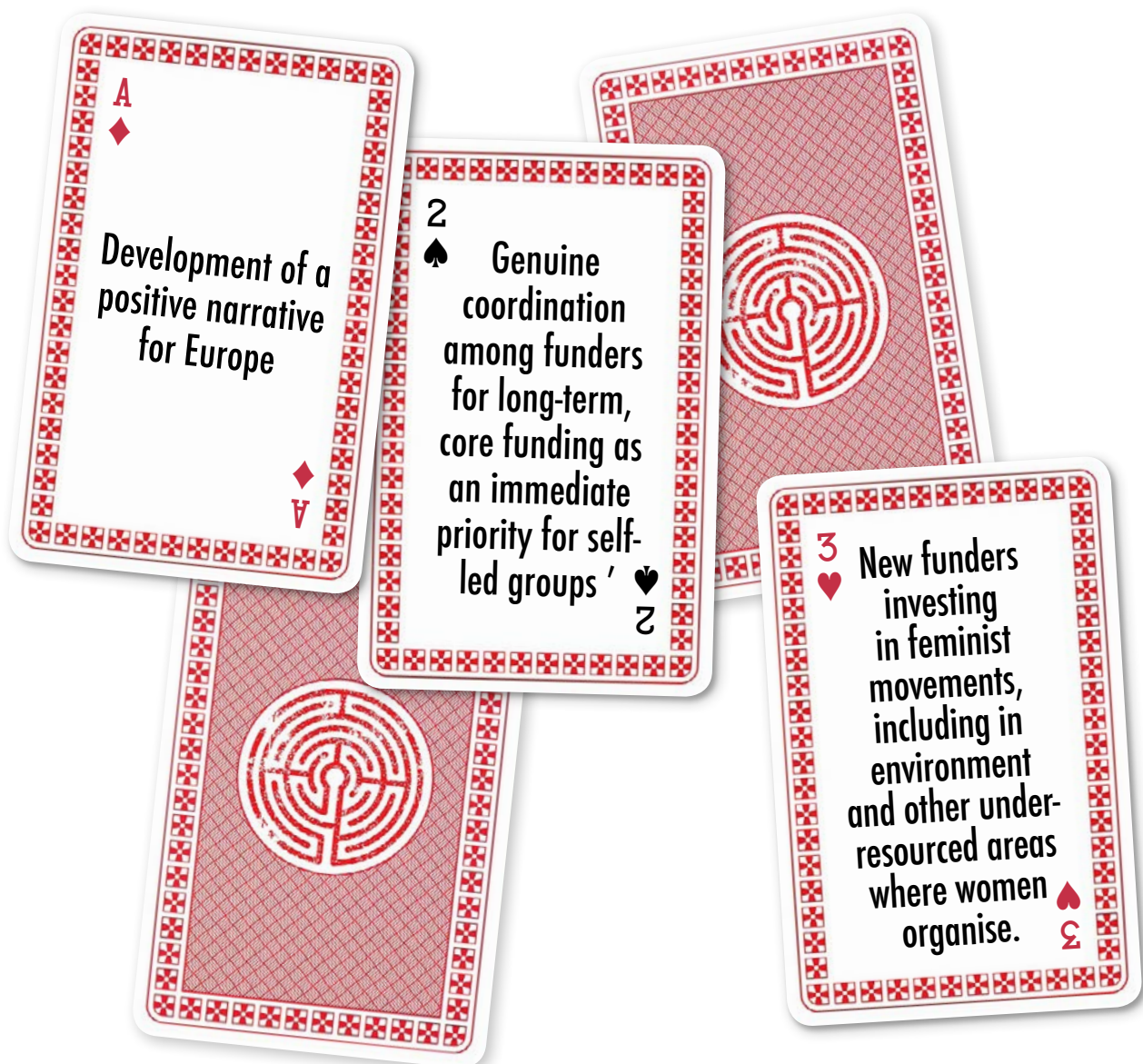
The #MeToo campaign and subsequent discussion about **sexual harassment** and **gender-based violence** could also bring a higher focus to these issues.

What issue or field of practice do you think will diminish in importance in 2018?

The debate over **impact measurement** is expected to decrease, as donors become more focused on achieving broader aims and less concerned with measurement itself.

Dutch donors also anticipate that they will work less on their own in the coming year than they have in the past.

The Netherlands: What are your 2018 wildcards?



2018 Ariadne Forecast: United Kingdom



A year and a half on from the EU Referendum, the UK remains in a state of uncertainty regarding its post-EU future. However, there is much on the table to play for, and as donors enter 2018 they are looking at how they can best influence and shape the legislative framework for the future. In the near term, they are concerned with rising inequality, homelessness, and poverty and

considering how they can help alleviate these problems in an environment of shrinking public funds and reduced social services. In spite of these challenges, donors are approaching 2018 with a determination to become more responsive to the needs on the ground and have a positive impact on British society.

What do you expect to be the most pressing challenge facing your grantees in 2018?

Economic constraints

As has been noted in previous years, austerity and statutory funding cuts continue to have an impact on the voluntary sector. On the one hand, these cuts are driving the demand on charities, as issues such as homelessness and poverty increase. On the other side, public funding available to charities continues to decrease, and there is an expectation that private philanthropy will pick up that burden. Inflation, which is now at the highest rate in five years, also increases the pressure both on charities and the beneficiaries they serve. Combined together, these forces are making it difficult for small charities to survive. Several forecasters also suggested that staff retention would become more of a challenge, in part because the sector will not be able to pay adequate wages in the face of rising inflation, and in part due to burnout and low morale in the face of so many challenges.

Brexit

Brexit was identified as a key issue by 2017 forecasters, who highlighted the incredible uncertainty facing the sector as a result of the EU Referendum result. Unfortunately, as we enter 2018, that uncertainty prevails. With no clear transition plan in place, it is difficult for charities to plan or know where to focus their attentions. There is a strong risk that the EU Withdrawal Bill will result in reduced protections on a wide range of human rights, environmental, and other issues, and for the moment the focus is on trying to ensure that as many rights and protections are secured as possible. At the same time, with the government completely focused on Brexit, it is difficult for NGOs to secure policy change on other issues.

"Brexit will constrain bandwidth in UK government, with knock-on effects for the voluntary sector – we're not expecting there to be much direct, short-term impact on operations for grantees as a result of exiting the EU, but the policy environment will be closed to their concerns for the foreseeable future. Money, political time and energy, legislation, policy making will be diverted to resolving new and ongoing issues arising from exit negotiations, while even the most urgent domestic reforms will take a back seat."

**Analyst,
Corporate Foundation, UK**

"For grantees, the issue is not so much about leaving Europe but about inequality, migration, all the issues that the vote brought out and that now need to be dealt with."

**Chief Executive,
Private Foundation, UK**

"The UK dimension of this global crackdown will be felt through hostile reporting of charity activities by the populist press, overreach by the Charity Commission as it rushes to bring in practices and frameworks to respond to these stories, and significant public opposition towards or - at best - antipathy regarding the value of human rights."

**Director of European Office,
Public Foundation, UK**

Closing space for civil society

Charities in the UK are affected by increasing demands from the Charity Commission and the tax authorities to provide information about the sources of their funding, particularly funding that comes from overseas. While being implemented in the name of transparency and security – combatting financing for terrorism and money laundering – the measures can be quite burdensome for small charities, and it is often not clear what benefit the provision of the information will have. As new reporting requirements come into place this year, these challenges are expected to increase. Attacks on charities in the press have also contributed to a diminishing public trust in charities, which affects both their ability to work effectively with communities in need and their fundraising prospects.

"When we start to impose administrative burdens and greater transparency on funding sources at home, for whatever good intentions, we have to think about the impact that has on civil society overseas: restrictive measures in the UK sends signals to more repressive regimes that civil society is an agent that needs to be controlled; or that stopping foreign funding for rights-based work is OK. As a philanthropic community, we need to be more vocal in opposing such measures, otherwise we're complicit."

**Director,
Donor Collaborative, UK**

How do you expect your practice as a funder to change in the next 12 months?

Adapting to a changing context

Several UK forecasters described shifts towards taking a systems change approach to their funding. Part of the challenge for donors making this shift is to help their boards understand the changing context facing grantees and society and to support a move from providing crisis response to envisioning a larger scale change. However, other donors cautioned that systems change is complex and that donors need to be clear about what large scale change they would like to see.

Funder collaboration

Funder collaboration has been a growing trend among UK donors for the past few years. Donors are expecting that the need for more collaboration will increase as the environment for foundations and charities becomes more challenging. This is not only a matter of pooling funds or aligning grants; rather, donors value the sharing of information, especially among smaller donors. Some donors anticipate that their focus will narrow and lead them into partnership with specific colleagues, while others expect that collaboration will help broaden their focus and take them out of niche activities.

"To date, funder collaboration has largely been more talk than action. We don't want homogenisation, but we need to do more in terms of pooling and aligning funds."

**Chief Executive,
Private Foundation, UK**

More responsive funding

In light of the myriad challenges facing organisations, including the increased demands on their resources and the restrictions on their capacity to operate effectively, UK donors are recognising a need to make their grant-making more reactive to the changing needs of their grantees and to provide flexible funding. Some forecasters believed that responsive funding would become more important for funders than pursuing their own strategic funding. Several donors described efforts to get more directly involved with grantees in order to understand their needs better and to work in closer partnership with them.

"We need to define success differently, and it may not be all about growth. Growth itself may not resemble a large oak tree but rather the moss covering the bottom of the forest."

**Chief Executive,
Private Foundation, UK**

Part of understanding the needs of organisations better may involve shifting how funders understand success. Rather than focusing on the growth of organisations, funders will need to give more consideration to what's most appropriate for each group. They will also need to accept that groups that are doing or have the potential to do important, effective work may not always conform to the model that donors are used to. They may organise themselves differently, use different language, or be comprised of people from different backgrounds than the traditional social change NGO sector.

"The groups we need don't necessarily look like the groups we've funded in the past."

**Chief Executive,
Private Foundation, UK**

In line with these changes, UK donors also anticipate engaging in more place-based work, building deeper programmes at the community level. They also expect to involve more people with lived experience in their grant-making, whether as staff, board members, or in more volunteer capacities. However, some donors expressed concern that a wholesale move towards being responsive could result in the abandonment of strategic initiatives that take time to bear fruit. They made a call for balancing different approaches.

What political event or sequence of events do you predict will have a substantial effect on your area of specialism?

Brexit

Unsurprisingly, Brexit was the top concern of UK donors. They anticipate that Brexit could affect their work in a number of ways. First, it will divert funding streams, particularly from UK universities but also ultimately from charities, placing a greater burden on private trusts and foundations where there is no government funding to fill the gap. There is also concern that the outcomes of Brexit could result in fewer social services and more policies that are harmful to the most vulnerable populations in society. Immigration policies are also expected to become more strict, and there is fear that environmental policies will favour business and trade opportunities rather than the preservation of the environment. Donors also worry that Brexit will result in a loss of status for the UK internationally, which will make it more difficult for organisations seeking policy change at the international level.

What issue or field of practice do you think will become more important in 2018?

Social and economic rights will gain importance in the face of rising homeless, child poverty, and the prison crisis. Although this work may not be framed as human rights, all of the most pressing issues are, in essence, violations of social and economic rights.

Inequality, which underlies many social issues, will also come to prominence as it becomes more difficult to ignore.

Support for **social movements and grassroots organising** is set to increase as more social change efforts move outside of formal structures.

Hate crimes and extremism will come into focus as the UK grapples with the terror attacks of 2017. **Integration and community cohesion** will also continue to be a priority in this environment.

Following the #MeToo campaign and revelations about public figures across different sectors in the UK, **gender-based violence and sexual harassment** will rise in importance. This could result in real changes in the media sector in 2018, in light of the ongoing controversies over equal pay at the BBC and an all-male nominations list for best director at the BAFTAs.

The impact of **technology** will also become a more pressing issue in 2018, including the potential impact of **artificial intelligence** on the future of work.

Following a trend of the past few years, **strategic communication** and development of persuasive narratives will continue to be of importance in 2018. Several funders are exploring funding **cultural and arts initiatives** – both ‘high’ and ‘pop’ – as a means of promoting progressive values to new and persuadable audiences.

What issue or field of practice do you think will diminish in importance in 2018?

“Fragmented responses to the inter-connected issues will diminish in effectiveness. Funders who hold onto narrow focuses on ‘their’ issues will find their responses inadequate and off target. We need greater collaboration and to pool our resources to influence the bigger picture.”

Advisor,
Private Foundation, UK

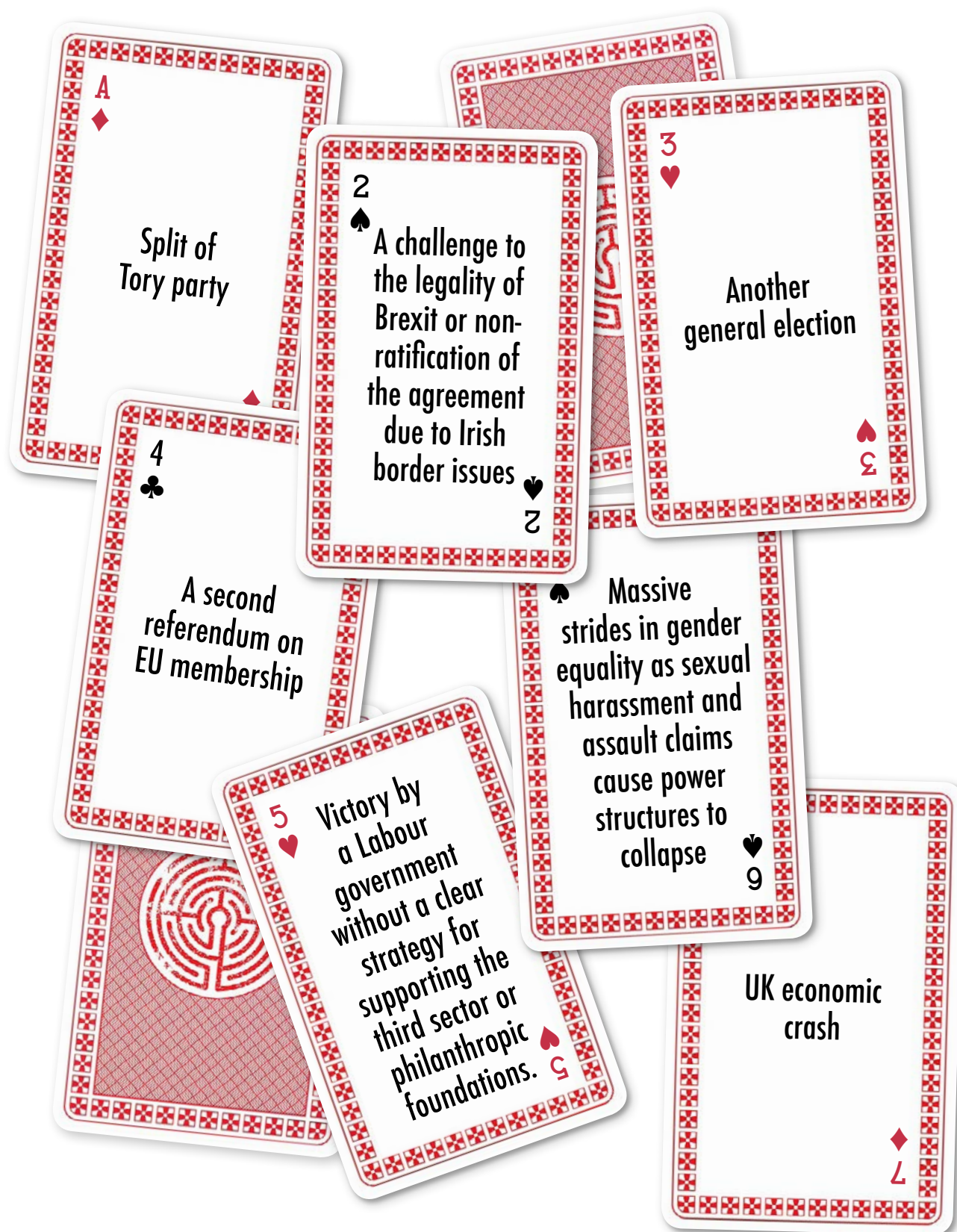
Donors will spend less time **working in silos** this year.

The **environment** will receive less attention than it deserves, even though some donors agree that **climate change** needs to stay on the agenda.

In Brexit Britain, **cooperation with Europe** is likely to become less of a priority.

Less support will go towards **service delivery and legal aid** as donors focus more on systems change.

United Kingdom: What are your 2018 wildcards?



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Anya Stern Comic Relief	Emilie Deudon Un monde par tous	Juliette Decoster Charles Léopold Mayer Foundation	Neil Campbell Open Society European Policy Institute	Sarah Coupechoux Fondation Abbé Pierre
Arnaldo Rossi Fondazione Laureus	Eric Rijnders Janivo Foundation	Karen Weisblatt Weisblatt et associés	Nick Glynn Open Society Foundations	Saskia van den Dool Adessium
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Ben Stewart David & Elaine Potter Foundation	Fabrizia Paternò Pio Monte della Misericordia	Karin Huntjens Kansfonds	Nicola Carchia Fondazione Le Quattro Stelle ONLUS	Shikha Sethia Mama Cash
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Carlo Antonio Leone Fondazione Massimo Leone ONLUS	Florence Miller Environmental Funders Network	Lanna Hollo Open Society Justice Initiative	Novella Pellegrini Enel Cuore Onlus	Susanna Pietra Tavola Valdese
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	Giorgio Righetti Acri	Liz McKeon IKEA Foundation	Peggy Sailer Network of European Foundations	Wim Monasso Hague Platform for Sexual Diversity
	Giovanna Binetti Fondazione Angelo Affinita	Lotte Holvast Maatschappelijke Alliantie Nederland	Phoebe James Shiva Foundation	

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Ariadne is a European peer-to-peer network of more than 546 individuals from 161 grantmaking organisations in 23 countries which support social change and human rights. Ariadne helps those using private resources for public good achieve more together than they can alone by linking them to other funders and providing practical tools of support.

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