

2017 Ariadne Forecast

For European Social Change
and Human Rights Funders

See the big picture

Discover important
trends for funders

Plan ahead

THE NETHERLANDS
ELECTIONS THINKING AHEAD
UNITED KINGDOM
BREXIT
FEAR
#2017ARIADNEFORECAST
ITALY
WATCH FOR
RISE OF POPULISM
COLLABORATIVE FUNDING
LOCAL FUNDING
EXCLUSION
2017
MIGRATION
COMMUNICATION
DIGITAL TOOLS
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GLOBAL
INSTABILITY
TRENDS
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CLOSING SPACE
BACKLASH OF HUMAN RIGHTS
THINKING AHEAD
FRANCE
PARTICIPATORY FUNDING
MODELS

2017 Ariadne Forecast

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Methodology

The Ariadne Forecast is a community created resource that draws on Ariadne's network of more than 600 funders in 24 countries. Ariadne participants and other friends of the network were asked six questions about trends in their field for 2017. We collected surveys and interviews from members across Europe and in January and early February held forecast meetings for funders in Brussels, Paris, London, The Hague, and Rome to discuss and add to the findings. In the end we estimate that around 175 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 gains we have made in so many places are fragile, thin and easily reversible. How should we respond?"

**Adrian Arena, Programme Director,
International Human Rights Programme, Oak Foundation**

"Something new is happening, or people want something new, but still funders are on the defensive rather than proposing. Foundations could help create something new."

**Tobias Troll, Director,
EDGE Europe, BE**

"We were surprised by the Brexit result, and that means we were not listening in the right way or not hearing things properly."

**Moirá Sinclair, Chief Executive,
Paul Hamlyn Foundation, UK**



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2017 Ariadne Forecast

Introduction



In the first few weeks of 2017, dystopian novels have been rising to the top of reading lists, with books such as Aldous Huxley's *Brave New World*, George Orwell's *1984*, and *The Handmaid's Tale* by Margaret Atwood making a comeback. Some people are afraid that our future holds greater government control over expression, assembly, and, for women, their bodies. Others are afraid that we have already gone through Alice's looking glass into a new and darker reality.

One thing is certain: 2016 was a year that saw fundamental shifts in the political and social fabric across the globe. The Brexit vote in the United Kingdom set the UK on the path to end over 40 years of its membership in the European Union, while on the other side of the Atlantic, the election of Donald Trump signalled the end of the United States' leadership of a liberal world order. As we begin 2017, European donors speak of a profound uncertainty about how these events will play out and their concern about how to structure their own work in response.

At a time when society is exceptionally polarised and societal divisions have been laid bare, donors are more than ever seeking solidarity with their peers. The aim of this Forecast is to help you see the big trends and find out how your colleagues are responding. We hope it will help you plan your work better and perhaps find some collaborators along the way. While the world may feel a bit topsy-turvy right now, we are confident that European philanthropy can make a positive impact for change!

We hope you find this Forecast useful and welcome any feedback on it. Please feel free to get in touch and tell us what you think. And good luck!

Best wishes,

A handwritten signature in dark ink that reads "Julie M. Broome". The signature is fluid and cursive.

Julie Broome
Ariadne Director

2017 Ariadne Forecast:

Global



2017 promises to be a year of significant change and great uncertainty. After the rollercoaster ride of 2016, donors are preparing themselves for another dynamic year but with little assurance of what lies around the next bend. Changing political dynamics, including the planned departure of the UK from the EU and the loss of the US as a champion of human rights in the international realm, have turned the established order on its head. There is now a scramble to see who will have power and influence in the future.

Unfortunately, this uncertainty is also coupled with a sense of urgency. Elections will take place in 2017 in The Netherlands, France, and Germany, and any of those could have deep implications for the future of Europe. European donors want to get ahead of the curve and protect social justice initiatives and the rights of the most vulnerable, and they are actively seeking ways to build bridges between communities and sectors at a time when social divisions seem to be deepening at a rapid pace. Misinformation has already dominated the headlines in 2017, and forecasters predict this year will be a contest of narratives. Which one will seize the popular imagination?

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

"Are foundations ready to fight for democratic values and create a democratic front?"

**Managing Director,
Private Foundation, BE**

"We're starting to see some global superpowers, certainly China and India, changing their energy habits; how is that going to play out? China positions itself as a global leader not just on climate change but on clean energy, heavily investing in solar power and hydropower. What does that mean for some of the big players on the stage?"

**Executive Director,
Private Foundation, UK**

"China does not necessarily play in line with the global systems we already have in place, so what role is China playing, and how can we support our grantees and partners in the Global South to really engage with the Chinese influence?"

**Programme Officer,
Private Foundation, UK**

2016 was a year that turned the world upside down for funders (and others), with the EU Referendum in the UK and the election of Trump in the United States. There is a sense of a new world order emerging, with Russia rising in influence, and an unclear relationship between the US and China. China's role in the Global South is also getting stronger at the same time that the US is losing global influence. Funder predictions for 2017 therefore, not surprisingly, revolve around possible changes in response to these events. There is an overwhelming sense that old practices are no longer sufficient and that foundations will have to undergo dramatic changes both in how they understand the world and how they respond to it.

Funding moving from Global South to North and from global to national

"Are we ready to fund disruption, the movements that are not necessarily registered or have the big strategies?"

**UK Director,
International Foundation, UK**

Given the unexpected events in Europe and the United States in 2016, and their potential impact on human rights both domestically and internationally, funders expect that there could be a shift in funding from the Global South back to the North, particularly in the US but also in Europe, as donors try to shore up rights protections in countries previously seen to be rights promoters. Similarly, donors predict that funding will be more nationally focused and that there will not be as much global work in 2017. This is especially true for US donors, who are expected to place a renewed focus on domestic work, possibly at the expense of international support. This could have a debilitating effect in the Global South, which had been a priority area for a number of funders over the past 5-10 years and where there may not be sufficient alternative sources to fill the gaps that could be left. This situation is expected to be compounded by the fact that there are fewer government resources flowing to rights-based work at the moment because aid streams from Europe have been diverted to addressing refugee issues at home and because US international aid is likely to be reduced under Trump.

Breaking down silos

Forecasters predicted that foundations will increasingly seek to understand the connections between issues and design their work on the basis of a holistic analysis of the issues with which they are concerned. For example, environmental donors will increasingly engage with the social and human rights implications of their work and vice versa. There is a growing understanding among donors that working narrowly on particular issues may risk missing the bigger picture and an increasing need to pull different strands of work together. For some donors, this

means a greater focus on donor collaborations, both between donors in the same field and between those in different fields. Forecasters expect to see more such collaborations in the coming year.

Watch for

Expect to see more 'unlikely' collaborations among donors and between donors and organisations in different sectors in 2017.

"We're all poised at that point of wanting to do something, collaborating, but it feels like we don't know how. What is the impediment in the way of getting us to that point? Rather than saying we need to do this we almost need to be challenging ourselves to be asking how do we do this and what is stopping us from doing this."

**Grants Manager,
Private Foundation, UK**

Transparency and accountability

Foundations are coming under pressure, both from those on the right that see liberal foundations as meddling (George Soros and the Open Society Foundations were wrongly alleged by Trump and his supporters to have all manner of influence in the US elections) and those on the left who see foundations as barriers to keeping wealth in the public domain. As a result, there is a growing recognition among funders of a need for greater transparency regarding their work and finances as a defensive measure. As described by one forecaster, 'transparency is an agenda we officially support as a sector, but we are at times a bit ambivalent about it.' Some forecasters believe 2017 will be the year that foundations start to take transparency more seriously, while others are cautious about a transparency agenda that could put grantees at risk.

"The collective coming together will enable us to say things we can't individually."

**UK Director,
International Foundation, UK**

"It's about working on closing space and working on transparency. About what is an appropriate balance between wanting to be accountable and being coerced."

**Executive Director,
Private Foundation, UK**

Ethical investing could see a growth as foundations find themselves under more pressure to reveal their investments to ensure that those investments are commensurate with the values and principles of the foundation.

Rethinking communications

For a number of years, foundations have been discussing the importance of communication, and there have been a few different initiatives to communicate the value of human rights and to try to reach the 'public', often using social media. However, one of the things that became clear in 2016 was that social media are fallible. The algorithms on which social media are built result in 'echo chambers' that reinforce people's existing beliefs without necessarily giving them access to information that might challenge those beliefs or persuade them to a new point of view. In the wake of the EU Referendum and election of Trump, foundations are feeling disillusioned with the potential of social media and are seeking new strategies. In 2017, communications are expected to take centre stage as foundations recognise that communication strategies are more important than ever and actively go on the search for new forms of communication.

"We need to learn from radical right and religious organisations: they have been good at organizing, rallying and bringing outsider groups into their own narrative."

**Director,
Collaborative Funds, UK**

Watch for

Expect strategic communications to be an area of focus in 2017.

"Now it's our turn to listen and their time to do the talking."

**Director,
Private Foundation, HU**

What are the most pressing challenges facing your grantees in 2017?

Trend

Closing space

"A significant amount of my time has been taken up with getting money to grantees, dealing with banking issues, dealing with regulatory issues, trying to navigate requirements for registration. This is exactly what governments want because it consumes your energy and your capacity to support those movements."

**Executive Director,
Private Foundation, UK**

Not surprisingly, the closing space for civil society, which topped the list of global pressing challenges for grantees in 2016, again comes out as one of the greatest concerns. Foundations predict that manifestations of the closing space will only continue to grow in 2017, with countries such as China, India, and Russia introducing additional restrictions on foreign funding, and more states introducing restrictions on civil society activities. As participating states move forward with implementation of the OECD Common Reporting Standard (a mechanism for the exchange of tax information between states), both foundations and their grantees could be caught in the crossfire if foundations are required to divulge information about grant recipients. This is already the case in the UK, where certain foundations are considered financial institutions and information about their international grantees is being sent to foreign tax authorities. Other foundations across Europe are preparing to see how their countries will interpret the reporting requirements. The pressure on banks to avoid funding terrorism or participating in money laundering is also having an impact on organisations as banks become ever more risk averse. Organisations that are Muslim-led or migrant-led are particularly affected and face challenges opening or maintaining bank accounts, a trend that donors fear could grow in 2017.

Donors also fear that physical attacks on grantees will increase in 2017. 2016 was already a dramatic year for attacks on human rights defenders with, for example, the assassination of Honduran land rights activist Berta Caceres in March, one of 14 environmental defenders slain in Honduras during the course of the year. Donors are bracing themselves for more of the same this year, along with digital attacks from the extreme right and pro-Russian/pro-authoritarian groups. Data security will become even more crucial in 2017.

Backlash against human rights

"In the past, we were putting a considerable investment into winning an argument; now the objective is rather to hold the line."

**Director,
Private Foundation, HU**

Relevant to closing space, but also a problem in its own right, is a growing backlash against the human rights gains made in the past decade. Donors anticipate greater hostility towards human rights, both by governments and by the public, and predict that in 2017 there will be legislative efforts to take away some of the rights that have been granted. LGBTI rights and women's rights were highlighted as particular areas that would be targeted. Reproductive rights are seen to be especially under threat in 2017.

"Human rights standards are not taken for granted anymore, they are constantly eroding."

**Director,
Philanthropic Network, BE**

Growing role of business

"I think we should expect to see a bonfire of environmental and workers' rights protections in the US and elsewhere."

**Executive Director,
Private Foundation, UK**

It has long been noted that corporations wield incredible power and influence in today's world, but some forecaster speculated that that influence is growing, pointing to the prominent role of business in the Sustainable Development Goals (SDGs) and the composition of Trump's cabinet. While this power could be utilised for good, as is envisioned in the SDGs, there is also a risk that corporations could ride roughshod over individual rights in their pursuit of the bottom line. One forecaster predicted that 'what we are going to see in the coming year is companies continuing to push for massive deregulation'. On the other hand, corporations have been drawn into partisan fights in the US recently, with many of them putting up resistance to the Trump Administration's policies, in some cases in response to consumer demands.

Chilling of investigative journalism

Forecasters predict a declining environment for the media and investigative journalism in 2017. Controversial surveillance laws passed in the UK and Germany in late 2016 could put at risk any communication with potential whistle-blowers. Although the European Court of Justice ruled against the UK's Investigatory Powers Act, it is unclear whether the legislation will be amended as the UK prepares to withdraw itself from the EU. In the US, Trump has also signalled intentions to move against journalists who criticise or reveal information about him. We can expect governments to continue to collect more information about our activities in 2017 while the quality of the information we receive through the media could decline. Fact-checking is becoming both more important and more politicised.

There is a growing interest amongst foundations in working with investigative journalists as a means of pursuing transparency and accountability, but it is important that foundations new to the field seek to learn from longstanding donors in the area of media and journalism. As one forecaster cautioned, 'Investigative media are important, but there's a danger that they get fetishised as a prestige product, while the rest of the journalism ecosystem withers away (especially local journalism).'

Funding challenges

Funders predict that the combination of hostility towards human rights issues and the restrictions on foreign funding will continue to shrink the base of support for human rights and civil liberties in many countries. While NGOs have been looking at new business models, the pressure will really be on in 2017, and some donors questioned whether grantees are truly prepared to diversify their revenue generation in the current context. As one forecaster asked, 'Will they be able to view the need to diversify their revenue generation, not as a simplistic remedy, but as a strategic endeavour requiring a total shift in the NGO sustainability approach, leadership model and in the overall strategy?' Funders will need to be prepared in 2017 to help grantees grapple with questions of sustainability as the funding context becomes more challenging.

What political development or sequence of events do you predict will have a substantial effect in 2017?

Trump

The election of Donald Trump as the President of the United States, who took office in January 2017, was seen as the political development with one of the greatest impacts, though it is still unclear what his administration will do. Certainly his election has contributed to (in addition to being a result of) the hostile climate for rights, and his campaign legitimised hate speech against ethnic and religious minorities, people living with disabilities, women and the LGBTI community. It is likely that US Government funding for rights-based work will decrease, and there is particular concern over the likely loss of funding for LGBTI issues in the Global South, to which the US State Department has been a significant donor. There will likely be an attempt in the US to repeal abortion rights, which could set a negative precedent globally, and funding for provision of sexual health services both domestically and internationally is also under threat. It is unclear how his pro-Russia stance will affect international relations, in particular relations with the European Union. Internet surveillance, already an issue, could also increase under a Trump presidency.

Brexit

The result of the EU Referendum in June 2016, in which UK voters voted to leave the European Union, will have lasting impact not only on the UK but also on Europe and internationally. The vote brought to the fore that many citizens feel that they've been left behind by the forces of globalisation and that the EU has not delivered what people expected from it. These feelings are not unique to the UK, and there is a sense that Brexit could represent only the beginning of challenges to the composition of the EU. It is also seen as a part of rising populist movements across Europe, which, even if they do not result in the dissolution of the EU, could fundamentally change the direction of it. There is a great deal of uncertainty regarding the Brexit process, including when and whether the UK will trigger the Article 50 process, and what the final agreements will be on free movement and on trade with the EU, leaving many foundations and organisations unable to plan very far into the future.

Elections across Europe

Elections in France, Germany, and The Netherlands, all with right-wing politicians running as viable candidates, could have a substantial impact on the future of human rights and social change in Europe. In particular, hate crimes and discrimination against religious and ethnic minorities, already on the rise, could increase across the continent if right-wing

populists come to power. A small number of grant-makers have been funding to counter hatred over many years, including programmes to monitor hate speech and crime and improve reporting; supporting counternarrative work and developing online tools; understanding Islamophobia and anti-Semitism; and supporting minority communities. 2017 may bring both a need and an opportunity to scale up this work across Europe, with funders working across borders to promote tolerance and inclusion.

What issue or field of practice do you predict will become more important in 2017?

"We know that inequality has been growing since the 90s, but what do we mean by inequality? It is not only about the white working class and portraying their interests as opposite to those of other people without access to power. It's not a zero-sum game."

**Director of EU Affairs,
Private Foundation, BE**

"The paradox is that the five permanent members of the UN Security Council are the biggest providers of weapons and have not resolved the Syrian conflict."

**President,
Private Foundation, FR**

Issues

- Work on migration will shift from emergency humanitarian aid to a focus on the **integration of migrants** into European societies for the mid- to long-term.
- There will be a greater focus on the problems of **exclusion** and how existing power structures perpetuate exclusion. This could include work both on the exclusion of racial and ethnic minorities and migrants and the exclusion of the poor and working classes.
- Once a specialist area dominated by a handful of skilled grant-makers, **grant-making in conflict contexts** is expected to become an issue that more donors are expected to engage with as the nature of conflict changes – including terrorist action in European cities – and the potential for conflict increases.
- Questions around the future of **democracy** and whether it is the most representative form of government will become more important in 2017.
- **Turkey** is now of growing geo-political importance and a critical player in several of the largest human rights problems facing Europe, including managing migration, countering authoritarianism and the resolution of the war in Syria, and could demand more attention from donors in 2017.

Grant-making practice

Work on the local level, focused on municipalities and communities, will become more important than international-level work.

The need to communicate better about social issues and human rights will increase. At the same time, there will be more work on addressing hate speech and misinformation.

What issue or field of practice do you think will diminish in importance in 2017?

Issues

- **Humanitarian assistance to refugees**
- Work focused on **specific communities**, such as **Roma rights**, as the focus shifts to broader society

Grant-making

- **Funders working alone or in silos**

Global: What are your 2017 wildcards?



2017 Ariadne Forecast:

France



French philanthropy is at a crossroads. With public funds shrinking, its role as a partner to the government is becoming both more needed and more difficult, while private philanthropy remains restricted in its ability to fund advocacy

aimed at challenging government policy. The conception of philanthropy and its role in society is evolving at a time when funding needs are becoming ever more acute.

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

Trend

Greater collaboration

"In our small ecosystem, there is still a compartmentalisation that is slowing us down and making us less efficient. The foundations find it difficult to speak with a single voice on themes that a priori bring us together."

**President,
Philanthropic Organisation, FR**

"It's important to go beyond the divide between NGOs and the humanitarian world on the one hand, which have a culture rather hostile to the economic world, and foundations and philanthropy on the other, which are seen as pure capitalists. One has to gain by lowering these barriers and working together."

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

"It is time to move away from soft approaches based on small steps and compromises."

**Director,
Private Foundation, FR**

French donors predict that 2017 will bring a more collective approach to supporting social action and ultimately change, which will include both increased collaboration among donors and in some cases more partnerships between the public and private sectors. In an era of complex challenges and declining public funds for progressive issues, funders recognise that they will need to build alliances to keep organisations and movements from failing. Crowdfunding was also mentioned as a form of collaborative grant-making that will increase in importance in 2017; citizens are an important form of support for many causes, and foundations should seek to leverage their support rather than work in isolation. Some French donors also expect a decreasing distance and increasing collaboration between philanthropists and project holders with the former being willing to be more involved and the latter more open to seize opportunities for in kind support.

Funding social progress

In 2017, some French donors are exploring how they can support lasting social actions. A limited number of donors expect to back more outspoken NGOs that will act as watchdogs to the government.

While much of French civil society has traditionally sought to work with the government and shied away from being openly critical, some donors believe the time has come to shift to more assertive tactics and are preparing to fund more advocacy-focused work. As public funding for progressive issues dries up, NGOs might mobilise in resistance, and foundations could play a role in supporting that resistance. However, many donors are unsure that the legal framework for foundations permits the support of advocacy and are concerned about the implications of taking on a more assertive role.

Some forecasters hope that some donors will become more courageous themselves, not only by funding work that directly challenges the government's approach to social issues (for example, work that recognises the multiple identities an individual can have outside of 'French'), but also by standing in solidarity with organisations and lending their voices to debates.

"The right approach for philanthropy is that everyone has a role to play, and everyone has a place. True philanthropy is citizen engagement."

**President,
Philanthropic Organisation, FR**

"The democratic debate is not considered a 'public good' or 'in the general interest' in the French legislative framework."

**Director,
Private Foundation, FR**

Trend

Going local

In 2017, funding in France is expected to move to the local level. Although donors remain interested in global issues to the extent that they have local relevance, funding for international work will be significantly reduced. Foundations are under pressure to protect their legitimacy, which, in the context of the current trends towards greater national protectionism, means focusing on national and local issues. Some funders now believe that the only way to effect change is to support very localised civic mobilisation that can pressure local officials and elites.

"We are in a world without borders, even if today we put up walls."

**President,
Private Foundation, FR**

Although many donors anticipate that funding streams will shift to the very micro-level, they also caution that international connections and exchanges will be important to make these local efforts relevant and successful. They note that the exchange of practices from different places and sharing of evaluations will be vital to ensuring that the funding of local initiatives is effective and efficient.

Trend

Better communication and greater transparency

Donors will invest more in communications in 2017 as they seek ways to better persuade the public about the social causes they support and to counter the lies, prejudices, and stereotypes perpetuated by populist politicians and others. Foundations are also conscious that they need to build their public support and legitimacy. Some donors believe this should be achieved by being more transparent about their decision-making processes and investments and engaging in ethical investing.

"It is real work to develop precise arguments to answer catch-all phrases like 'the migrants are terrorists' or 'they take our jobs'. The figures must be constantly highlighted and their sources verified."

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

"The traditional modes of communication have not been effective in preventing the rise of racism or exclusion."

**Managing Director,
Public Foundation, FR**

What do you expect to be the most pressing challenges facing your grantees in 2017?

Exclusion

The nationalist trend is expected to continue and grow in 2017, resulting in greater exclusion not only of migrants and refugees, but increasingly also of minorities and other vulnerable populations. Funders note that there is growing stigmatisation of both migrants and the poor and that the current focus on security above all else means that these groups are not being integrated or assisted but rather isolated and scapegoated. Some funders even fear that NGOs might decide to put fewer resources into addressing exclusion because it is so difficult to make any progress in the current context.

Lack of public funding and social support

One of the issues predicted to impact NGOs in France significantly in 2017 is the reduction in public funds, both from the French government and the European Union. Public funding has sustained much of the domestic NGO sector, and there are fears that the number of progressive NGOs could shrink. Dwindling public coffers are not only a challenge for the NGO sector, however; the shrinking social welfare state, and the questioning of the post-war protection system, also means that society is facing increasing inequality and poverty and a shortage of housing and other services. These structural social challenges need to be addressed at the same time that the capacity of NGOs is being pushed to its limits by a reduction in resources.

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

Elections

"The rise of populism after the opening to globalisation obviously raises questions: has globalisation been a trap?"

**President,
Private Foundation, FR**

The French presidential and legislative elections, slated for April 2017, are expected to have an impact for foundations and the organisations they support. If Le Pen wins, it will encourage greater nationalism and isolationism, but in any event donors are predicting that the new government will have a conservative agenda. From a programmatic perspective, donors expect they will need to respond with more discussion of diversity and multiculturalism and why they have been good for the country.

"There is a complete misunderstanding by the public institutions of how philanthropy works. The fear is that that the money will finance terrorist think tanks or networks."

**President,
Philanthropic Organisation, FR**

Tax law reform

Operationally, foundations may find that changes to the tax laws have a negative influence on their work. As stated by one forecaster, 'In France, even the socialists are contemplating the option to take tax benefits away if foundations are funding outside the country.' There are already changes to taxation on the agenda which could disincentive philanthropic giving, and foundations are concerned that individual donors will be more risk averse over the next year as they navigate these changes

What issue or field of practice do you predict will become more important in 2017?

- Increased support for **technology** as a tool for increasing access to social services and goods. Donors also caution, though, that more consideration has to be given to who has access to technology when developing such tools.
- Greater funding for **social cohesion, inclusion, and integration**
- Development of a narrative that emphasises **justice and equality**
- Investment in the **younger generation** as potential change-makers as well as in economic programmes for youth to reduce youth unemployment
- **Climate change** will come under more pressure and need greater attention.

Which issue or field of practice do you think will diminish in importance in 2017?

- **Traditional charitable giving** will decline as philanthropy professionalises and seeks to be more strategic. The drawback is that this could result in reduced support to issues that cannot be easily measured but still need support.
- Some forecasters fear that **women's rights and diversity** issues will receive less funding, but others are convinced that women's rights will remain of central importance to funders.
- The **environment** will be ignored in the face of other issues.

France: What are your 2017 wildcards?



2017 Ariadne Forecast:

Italy



Italian foundations are poised to become more professional and more collaborative in 2017, as a reduction in public funding puts more pressure on private philanthropy. Migration

continues to be a top concern in Italy, with funders concentrating on the integration of migrant communities into Italian society.

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

Becoming more strategic

"If philanthropy is unable to be nimble, take risks and be flexible who can? I urge all of us to be more adventurous, to explore new possibilities and recognise the urgency of the tasks ahead of us."

**Programme Director,
International Foundation**

As government funding for social causes declines and foundations become more visible than ever before, Italian funders see an opportunity to become more professional and strategic in 2017. They anticipate moving beyond a model of simple charitable giving to developing more thoughtful interventions that are aimed at having a longer-term impact. They are starting to explore different tools, such as venture philanthropy and impact investing, alongside their regular grant-making. Foundations expect that over the course of 2017 they will keep developing their internal infrastructures, putting more structures and processes in place and moving towards more sophisticated methods of monitoring and evaluation.

Trend

Working more in collaboration

"Now is not the time to dither, procrastinate, or delay. Now is the time to act and to trust. We need to provide civil society with the resources it needs quickly and in a form that is workable. I am personally a big fan of providing core (general) support to organisations."

**Programme Director,
International Foundation**

Becoming more strategic also includes identifying partners and coordinating more with other fund providers. Italian donors expect that collaboration will become more frequent in 2017. While Italian civil society has traditionally been characterised by organisations working in isolation and in silos, funders are increasingly recognising the benefit of working collaboratively with government, business, and other foundations. One forecaster predicts, 'a new paradigm for foundations, in which collaboration, communication, and a connecting approach will comprise the strategy for strengthening the impact of any project or action.' Funders also expect that their grantees will become more like partners with common goals and values rather than simply recipients of funds.

"We need to maintain a balanced role between public institutions and philanthropic organisations in order to cope with the increasing number of emergencies, the lack of financial resources and the lack of strategic solutions for meeting the emerging needs."

**Managing Director,
Private Foundation, IT**

What do you expect to be the most pressing challenge facing your grantees in 2017?

"We will need to make significant intellectual and financial investments in strategic communications for our partners. Our efforts should extend beyond policy elites to a wider segment of the population. Only in this way will we be able to build a broad, principled consensus that will occupy the centre of politics."

**Programme Director,
International Foundation**

Adapting to a changing world

Italian funders are concerned that many Italian organisations are behind in development compared to other countries when it comes to their technological expertise, management capacities, and ability to engage internationally due to low levels of English. Some funders believe that 2017 could bring the collapse of some organisations that are not prepared to adapt to a new environment in which public funding is scarce and organisations need to evolve and become smarter and more sophisticated in their communications, fundraising, and how they demonstrate their effectiveness. Improving communications will involve both learning to use digital and social media platforms and developing better messages to communicate with their target audiences.

Trend

Rising populism

Donors in Italy, as elsewhere, are witnessing rising populism and divisions within society. One forecaster describes being 'at the beginning of an implosion' in an environment in which solidarity between states is deteriorating and agreements at the European level are collapsing. Within Italian society, donors see growing socio-economic inequality, anger, fear, and distrust between different social groups. These forces will make work for Italian social organisations both more pressing and more difficult in 2017.

"Supporting anti-corruption groups; combating Islamophobia; fighting for the rights of Roma people, drug addicts, refugees and prisoners (groups that not only are not well seen by governments, but often also by the majority public opinion) certainly does not help human rights funders make friends. This has always been true. But we are facing a new reality for all those groups who defend human rights in Europe."

**Regional Director for Europe,
International Foundation**

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

Instability of the Italian government

The resignation of Prime Minister Matteo Renzi in December 2016 and collapse of his government threatens to set back social development in 2017. Donors describe uncertainty following a period in which it felt possible to make progress on certain reforms. The inability of the government to guarantee implementation of a political agenda for the country is frustrating for many donors and hinders success.

Migration

Many Italian donors believe migration will continue to be of central importance in 2017. The question of integrating migrants and refugees is part of a new reality that Italian funders foresee will be on the agenda for at least the next several years. While the situation no longer constitutes the emergency that it did in 2016, funders recognise that integration of newly arrived migrants will need sustained attention. Some see this as an area where there is potential for better collaboration with public authorities.

What issue or field of practice do you predict will become more important in 2017?

Issues

- Education
- Supporting youth entrepreneurs
- Poverty

Grant-making

- Supporting innovation and experimentation

What issue or field of practice do you think will diminish in importance in 2017?

Issues

- Arts and culture
- Training and education as tools for community empowerment

Grant-making

- One-off grants and grants for stand-alone events

Italy: What are your 2017 wildcards?



2017 Ariadne Forecast:

The Netherlands



Dutch society is becoming increasingly polarised, a trend that was noted last year but that is beginning to be more obvious, as donors and their grantees feel the impact of this social fragmentation. On the eve of the elections in The Netherlands, funders are focused on bringing society together and promoting

inclusion. Collaboration is an important part of the agenda, but forecasters also point to a growing divide in the funding landscape between those who are eager for change and innovation and those that cleave to traditional grant-making practices.

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

"In uncertain times like these, it is more important than ever for foundations to give institutional support, and to say, 'here is the money; you are the experts, you know what to do, you know what can work, so you go out and do it!' It is not the time to sit and micromanage project money, because now is the time to give people space to try new things, since the old ways may not work anymore."

**Board Member,
International Foundation**

"Don't overestimate your impact. Also, remember that with qualitative measurements, especially over a longer period, you can show impact very well."

**Project Advisor,
Private Foundation, NL**

"We made sharp choices and have a new and clear set of priorities which we have communicated outside the organisation. In 2017 this will lead to an increase of grant applications, to some experiments and – that goes without saying – monitoring our reforms."

**Director,
Private Foundation, NL**

Moving towards larger and more impactful grants

Funders in The Netherlands are expecting that the model of grant-making in 2017 will, for many donors, continue to shift from small grants for niche projects to larger grants and longer commitments. Smaller grants are increasingly viewed as burdensome to beneficiaries because of the high number of applications that must be submitted in order to cover costs, diverting the attention and energy of the organisation from its core mission. Institutional support is increasingly understood to be important for organisations' sustainability and for their capacity to innovate.

However, in moving towards larger grants, made in accordance with a clear set of priorities, Dutch funders are also focusing on how to have the greatest impact through their giving in an effort to maximise resources. Some donors

are sceptical about existing models of assessing impact and worry that the focus has been too quantitative, especially by government and municipalities, and that efforts to measure impact have put too much work and pressure on grantees. This presents a challenge for funders in 2017 as they seek to demonstrate impact without overburdening grantees. Earlier approaches towards measuring impact demonstrated their limitations and left donors feeling that their efforts were having unintended effects. Therefore, how to effectively measure impact remains high on the agenda, but different approaches are coming to the fore, such as applying a 'theory of change' and 'effective giving'. Donors are seeking to be smarter and more strategic in their grantmaking without falling into evaluation for evaluation's sake.

"Those who stimulate innovation know that there must be space for errors and mistakes."

**Director,
Private Foundation, NL**

Changing donor processes

Awareness of the need to change donor processes, currently often driven by funders' internal administration rather than the interests of the grantees or the larger objectives of the foundation, is on the rise in 2017. Some donors are starting to change their grant-making processes to include core support grants, calls for application on certain issues, or invitations to apply instead of open calls for applications.

Evolving collaboration

Due to the complexity of the problems facing donors, an ongoing trend towards increased cooperation is predicted to continue in 2017. It is expected that this year will see not only more cooperation among donors but also partnerships between foundations, business, and government. Some funders believe this is the time for greater outreach to corporate donors. Foundations will also be taking greater account of the philanthropic power of average citizens, through crowdfunding, social enterprises, and cooperatives and exploring how these forms of giving could be leveraged. These collaborations may be focused on a specific theme, for example refugees, but will include a multitude of perspectives and approaches to solving the problem. As funding becomes more scarce, exacerbated by changes to rules on tax deduction for charitable giving and current low interest rates, donors have a growing interest in breaking down silos and finding ways to be effective together. Technology provides one mechanism for information-sharing, and foundations will be exploring how to make better use of digital tools to enhance cooperation.

"Now is the time to approach corporate donors, but philanthropy has a daring question: will they really support a project which requires a long-term commitment and in which profits or added value is not easy to determine?"

**Director,
Philanthropic Network, NL**

"It is an obligation and challenge for funders in 2017 to act in the interest of their own security and that of their grantees, for instance by using encrypted e-mails or taking measures against hackers."

**Director,
Private Foundation, NL**

Changing relationship with grantees

In 2017 donors in The Netherlands anticipate that their relationship with some of their grantees will continue to move in the direction of 'social partners' rather than simply recipients of funds. Funders plan to involve civil society more deeply in the development of their programmes and engage them as thought partners. Foundations are also still moving from being solely providers of funds to being 'Brokers of Innovation and Cooperation' or using a 'Funder Plus' model of offering additional forms of support to grantees and to the sectors in which they invest, including expertise, networks, and time. The gap between funders who are making such changes and those who continue to work in more traditional ways is becoming more visible and more pronounced.

What do you expect to be the most pressing challenges facing your grantees in 2017?

Trend

Social divisions and polarisation

"One of the things which is changing is that for a long time there was this notion that you should influence policy makers, and this was done with policy papers, with reasoned arguments and monitoring, good research, sometimes with 'naming and shaming', and potentially with a Hollywood star on top. This model is totally changing."

**Board Member,
International Foundation**

As is occurring in the rest of Europe, The Netherlands is experiencing greater social tension and contestation over resources, and donors predict that these forces will have an increased impact on grantees' work in 2017. As society becomes increasingly polarised, funders expect that it will be more difficult to build trust between different stakeholders, challenging the success of social change programmes. Organisations will need to invest more time in building relationships with potential beneficiaries as well as with those who may pose a threat to their work, and funders will need to support them to do that.

"The feeling can be that if you do not belong to a minority, human rights do nothing for you. In this way human rights became seemingly linked to identity, and not to democracy. Only if we can create a broader understanding of human rights, which includes social and economic rights, will it be clear that human rights are for everyone, and not just for certain people. With that, we could build real bridges."

**Board Member,
International Foundation**

"The energy to create and initiate momentum is sometimes found in places that do not have a tradition of catalysing change. These people and places may be more difficult to reach and to collaborate with, but should still be sought out."

**Board Member,
International Foundation**

Forecasters believe that in 2017 programmes to build a supportive structure for civil society organisations will become more prominent. This includes more assistance with the application process and shared services for groups of grantees. Funders will also try to facilitate dialogue and build connections between organisations to foster creativity and provide a safe, welcoming space. Some donors are also interested in supporting social movements and are exploring how they can do so.

"We would like to be able to commit more to social movements, but as a traditionally structured funding organisation, that can be difficult."

**Senior Director,
Private Foundation, NL**

"In many communities, volunteers are enthusiastic and committed, developing all kinds of initiatives for the community in its entirety, including refugees. Funders could follow suit and maybe not always single out refugees as target group but support initiatives in the communities that receive them in a broader, inclusive way."

**Philanthropic Consultant,
NL**

The climate for risk-taking or for taking a stand on an issue will be more hostile, causing more organisations and funders to be cautious or to keep a low profile, hindering development of new ideas and growth within and between organisations.

"The Dutch atmosphere nowadays does not provide a fertile ground for projects, for fruitful cooperation, or for sustainable ideas. In this atmosphere, putting your head above the parapet takes real courage."

**Project Advisor,
Private Fund, NL**

Some forecasters are concerned that social media is only bringing these social divisions to the fore and creating situations in which civil society is scrutinised and attacked by those that have little understanding of their work. From that perspective, it is no longer possible for NGOs to stay out of the public eye, and they will have to spend time trying to engage with these criticisms.

Administrative burden of fundraising

Dutch forecasters predict that the trend towards greater professionalization of the philanthropic sector in The Netherlands will have a detrimental impact on organisations that are struggling to raise funds. Smaller organisations in particular are wrestling with the requirements of annual grant applications and with trying to demonstrate their effectiveness. One of the effects

of this trend is that funders are seeing fewer applications from small, community organisations and that funding is increasingly going to the larger, more sophisticated groups. Given the limited funding available and the current provision of primarily short-term funding, many organisations will be facing financial uncertainty in 2017 and be unable to plan effectively for the long term.

"Popular opinions about your organisation (or about society) are not based on facts and findings, but on quick responses and often one-liners. Civil society is under a looking glass. Grantees, too, will have to enter the public arena; a position behind the scenes is no longer tenable. You have to find a way to address criticism and offer a reasonable response."

**Researcher, Philanthropy,
NL**

"If funders do not alter their complex application processes, only the most highly educated applicants will succeed in receiving grants."

**Board Member,
Family Foundation, NL**

"The increased professionalization of funders, in areas such as accountability, governance, evaluation and impact measurement, promotes the quality of the projects supported. At the same time, funders must take into account the capacity of small voluntary organisations and guard against bureaucracy and erecting unnecessary barriers."

**Director,
Funders' Network, NL**

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

"During the development of our projects for refugee children we have learned to take an inclusive approach, beneficial for refugee children, but also for all children involved."

Board member, Private Foundation, NL

Not surprisingly, the event that almost all forecasters are concerned about is the **Dutch parliamentary election**, which will take place in March 2017. If Geert Wilders of the Freedom Party (PVV) wins the election, donors fear that it could deepen societal divisions and erode the values of a fair society. They foresee that the situation will become more difficult in disadvantaged neighbourhoods, where there will be less social assistance, and they worry about the future of refugees, asylum seekers, and undocumented migrants in The Netherlands. A win for PVV would signal greater intolerance towards all minorities and vulnerable groups.

"First, we need an independent movement of funders to fuel an open climate and an alternative voice. Second, we need and will see longer term cooperation and acknowledgement of the big issues. But most of all to we have to learn from global exchange in philanthropy."

Director, Philanthropic Institute, NL

Europe and beyond

Donors recognise that the Dutch elections are taking place in a broader context of rising populism across Europe and are thinking about how to protect democracy and cohesion in Europe and beyond, for example by funding independent media.

"We work on a national level, but Europe is increasingly important. Many issues are experienced EU-wide and also dealt with at a European level."

Director Private Foundation, NL

What issue or field of practice do you predict will become more important in 2017?

- **Inequality and poverty**
- **Migration and refugees**
- **Environmental issues**, particularly **climate change**
- Projects related to **independent media**

What issue or field of practice do you think will diminish in importance in 2017?

- **Gender** will no longer be on the agenda.
- **International human rights institutions** will lose their significance.

The Netherlands: What are your 2017 wildcards?



2017 Ariadne Forecast:

United Kingdom



Brexit was the dominant theme among UK funders in this year's Forecast. Donors are trying to get to grips with what it will mean for their own foundations' operations and programming and for their grantees. UK funders are in an especially challenging position this year as they seek to

address the underlying inequalities and exclusions that have come to the surface in British society in a context of ever-shrinking public funds. The pressure is on for donors to be as creative as possible with limited resources.

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

Building better connections

One of the lessons of the EU Referendum was that donors have not had deep connections in all parts of the country or with all parts of society, leaving them feeling shocked by the results of the vote. Going into 2017, funders are looking for ways to better connect with a wider range of people. This is likely to include a rise in place-based work, as well as participatory processes to consult a wider range of stakeholders and involve them more deeply in designing programmes, so that more voices are heard, both by foundations and by decision-makers. Donors expect to increase efforts to become more accessible and open to grantees, to have more interactions with them, and to find ways to better hear the voices of the beneficiaries of those organisations' work. Some funders will also be looking to support individuals as agents of change, connectors, and leaders in their fields or communities.

"I think it's this dilemma: we want deeper connections but how do we get deeper connections if there isn't an infrastructure?"

**Chief Executive,
Corporate Foundation, UK**

"We believe we can assist grantees by shining a light, speaking when they can't speak, and leveraging our independence. We are not a foundation that has traditionally played that role, but I think that there is a growing realisation that if trustees want to see impact then we have to become more proactive in all of our behaviours as a foundation."

**Chief Executive,
Private Foundation, UK**

Stepping beyond grant-making

In 2017 we can expect some funders to become more visible as they re-evaluate their roles and consider how best they can lend their individual or collective voices to debates. Donors are thinking about how they can mine their own resources, beyond the financial, and are considering what advocacy roles might be appropriate for them. This many entail trying to draw on their own relationships, including making better use of their trustees, and capitalising on their own positions to try to help organisations achieve more impact. One funder described recent efforts to work strategically as, 'working as a bridge, switchboard, intermediary, convenor, translator – that bit in between'. Investing for social impact continues to be an area of interest for some donors.

Trend

Working together

Collaborative funding, identified as a trend in 2016, is set to become more mainstream in 2017 as funders continue to see the benefits of coordinated funding and opportunities for leveraging additional resources, expertise, and influence. While collaboration has been identified as a priority, some donors are challenging their peers to collaborate more proactively and more effectively and to move beyond simple rhetoric.

"I think we're really good at talking about working together, but there's precious little evidence of us actually doing it, with some notable exceptions. Largely speaking, our efforts to come together have been singularly unimpressive compared to the ambition we're going to need if we're going to play to this kind of agenda."

**Chief Executive,
Corporate Foundation, UK**

Moving into the digital age

"This is a leadership issue within Foundations and requires a mind-shift that says digital is not an add-on but core business."

**Chief Executive,
Private Foundation, UK**

Technology is predicted to be a central issue for foundations in 2017. Funders are recognising that they have not fully exploited the potential of technology and are thinking about the technological opportunities they may have missed. This includes assessing their own use of technology as well as looking at the potential of digital solutions to tackle social problems. In terms of grant-makers own practice, they are looking at how they could better use digital tools to examine their own grant-making data and analyse trends. Some are also thinking about how funders could use technology to become more accessible to grantees and potential grantees – streamlining online applications and improving their digital communications strategies.

In addition to strengthening their own operations, donors are thinking about how they can better support digital solutions to the problems they are trying to address. For example, one funder supported a small disabilities charity to develop an online tool that has improved access to benefits and enabled far more cases to be processed efficiently. There is a recognition among donors, however, that they do not necessarily have the expertise to identify these solutions themselves and that they may need to find ways to bring people with those skills into their work. 2017 will likely see new types of staff coming into foundations as they grapple with how to use technology more effectively.

What do you expect to be the most pressing challenges facing your grantees in 2017?

"I think that there is the real risk that in leaving the EU the UK is going to lose a significant amount of its competitive advantage and so the government is going to have to make up for that loss of competitive advantage. It's going to lead to lower taxes, lower workers' rights, lower environmental rights. I know that we've been told and reassured that women's rights are going to be protected, but really the question is, for how long? Until the next elections? Until we're out of the EU?"

**Head of Policy,
Private Foundation, UK**

Brexit

Not surprisingly, Brexit topped the list of challenges facing UK organisations going into 2017. One of the greatest immediate challenges for those working in the area of social change is the uncertainty that Brexit has brought for the future of the whole country. It is unclear what the context will be by the end of 2017, and therefore it is difficult for organisations to plan. There is a raft of legislation that will need to be reviewed as the UK separates from the European Union, and organisations will struggle to keep apprised of legal changes and to positively influence the outcome of those changes.

Austerity & Uncertainty

Austerity measures are set to continue into 2017, with further cuts anticipated. A new government with a different set of priorities and an impending Brexit means that charities are unclear about how to respond to the threats or where to look for the opportunities. The knock-on effect of a Brexit decision means that charities don't know where capital will be after Brexit, so they are unable to plan, and funders are also holding back. In addition, some larger organisations that have been receiving EU funding may need to start seeking other sources of support.

Challenge

Grantees will need to be both fleet of foot and excellent communicators.

Donors expect to continue to struggle over when it might be appropriate to fill gaps left by statutory funding and when such gap-filling might be letting government 'off the hook' regarding fulfilling their obligations. However, in the face of increased need, demand, and competition funders are looking to new alliances.

Trend

Closing space for civil society

As in other parts of the world, restrictions on NGOs and on funding mechanisms continue to pose a challenge to UK civil society, and funders predict that the pressure will increase, while public trust in charities will continue to decline following several widely publicised scandals and missteps. The Charity Commission has increased its scrutiny of organisations and sought to make it more difficult for funders to fund non-charities. It is also becoming more difficult to fund individuals because of the due diligence required, meaning that it will become harder for foundations to identify and support potential agents or leaders of change in 2017. The UK's implementation of international agreements on tax evasion and anti-money laundering has also introduced new obstacles to the funding of organisations, while some UK-based charities have had their bank accounts closed due to banks' attempts to reduce their own risks in the current climate.

"I think we're going to need to get in bed with the corporate sector whether we like it or not, because the public sector has had it, frankly, as far as I can see."

**Chief Executive,
Corporate Foundation, UK**

"How can we continue to support individuals when civic space is beginning to close up as we are given stricter and stricter guidelines by the Charity Commission?"

**Director,
Private Foundation, UK**

"How do we restructure the things that are in place that reassure us that there's oversight and good governance without tying these poor organisations up in knots and actually prevent them from getting to the work they trying to do?"

**Chief Executive,
Private Foundation, UK**

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

The aftermath of the EU Referendum and the potential impact of the looming Brexit negotiations coloured most of the responses in the UK, with donors seeing increased need for work in a couple of areas.

Rise in hate crimes and anti-immigrant rhetoric

Following the EU Referendum, there was an immediate spike in the number of hate crimes committed in the UK, with reports of ethnic and religious minorities as well as immigrants being targeted. Tensions were already high as a result of the influx of refugees across Europe in general, but the rhetoric around the Referendum legitimised and fuelled an outburst against those not perceived as 'British'. As a result, some funders are expecting to put more resources into anti-hate campaigning in 2017, and there will be a continuing need for assistance to refugees and asylum seekers.

"I suggest that half of the population hasn't yet found its voice at all and could be mobilised to be part of shaping this new model"

**Advisor,
Private Foundation, UK**

Need to engage more parts of society

In light of the gaps exposed by the EU Referendum between rich and poor, young and old and different sections of the country, many funders have recognised a need to try to overcome these differences and foster greater dialogue, understanding and cohesion and to reach out to engage those parts of society that feel disenfranchised. This includes work with youth to heighten their participation in democracy.

"We need to think more about how we work outside our own bubble. I think that we could helpfully support each other to go into areas where we're less familiar, less secure, less confident and find out what other people are saying about us. We're only playing with a few other players and so you can't change a whole system."

**Head of Programmes,
Private Foundation, UK**

What issue or field of practice do you predict will become more important in 2017?

- **Community-level activism**

Funders predict an increased focus on grassroots, community-level work, particularly to build social integration and cohesion.

- **Economic and social rights**

Because of austerity cuts and the economic concerns of so many members of the public, donors foresee more focus on economic and social rights and efforts to achieve economic equality and to reduce poverty.

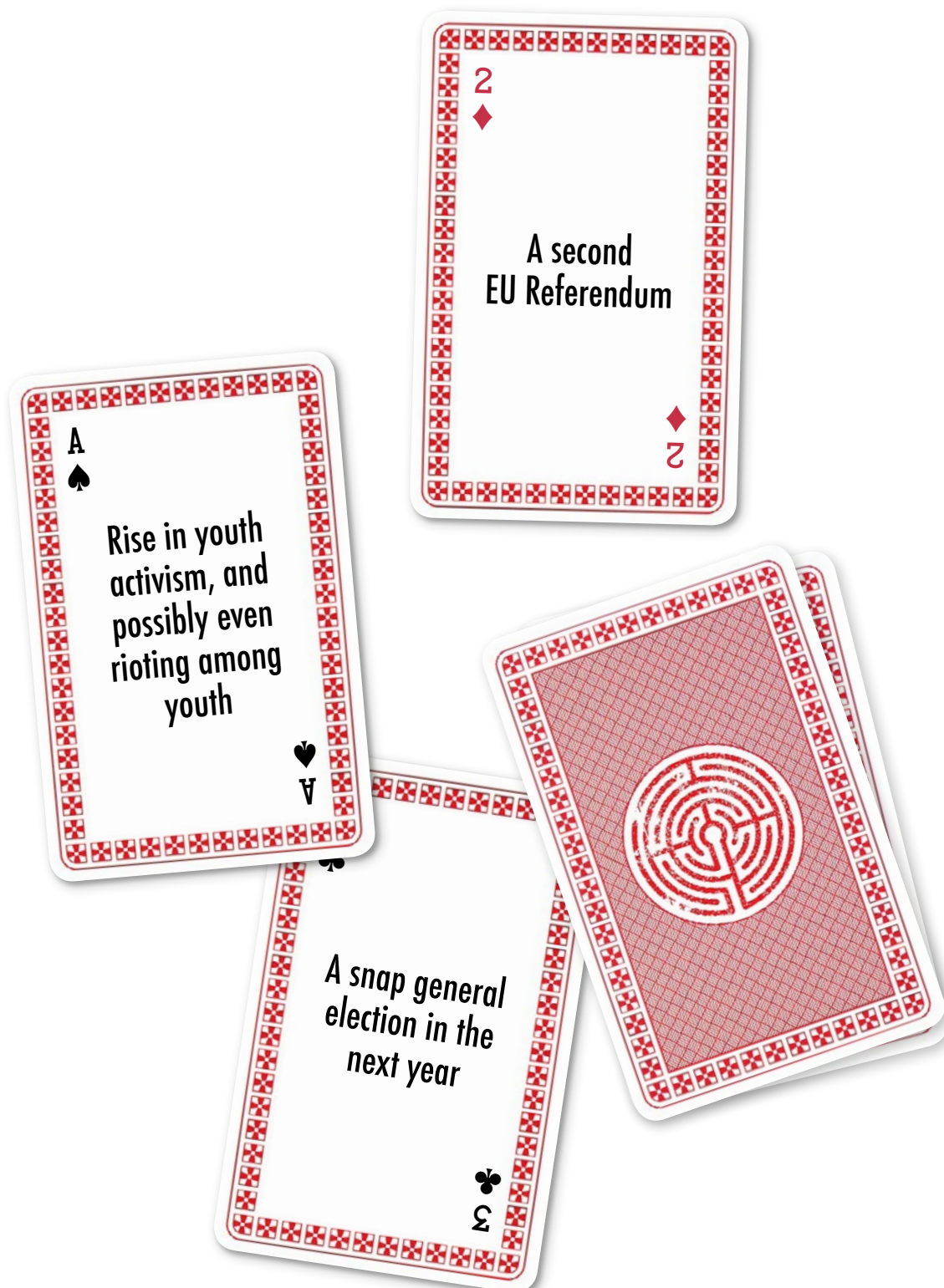
- **Rising populism**

Following the Brexit vote and looking forward to elections across Europe in 2017, donors anticipate grappling more with populism and trying to identify strategies for protecting rights in an age of rising anti-immigrant and anti-minority sentiment.

Which issue or field of practice do you think will diminish in importance in 2017?

- As a corollary to the increased focus on community-level work, several donors predicted that interest in international-level campaigns would decrease, particularly those that focus on international institutions.
- Some donors also expressed a belief that, in light of the failures of statistical data and polling in 2016, there would be a shift away from relying on such information in decision-making.

United Kingdom: What are your 2017 wildcards?



2017 Ariadne Forecast:

At a glance

Trends	Global	France	Italy	The Netherlands	UK
How do you expect your practice as a funder to change in the next twelve months?	Funding moving from Global South to North and from Global to national Breaking down silos Rethinking communications	Greater collaboration Going local Better communication and greater transparency	Becoming more strategic Working more in collaboration	Changing donor processes Evolving collaborations Changing relationship with grantees	Stepping beyond grantmaking Working together Moving into the digital age
What do you expect to be the most pressing challenges facing your grantees in 2017?	Closing Space Backlash against human rights Chilling of investigative journalism'	Exclusion Lack of public funding and social support	Adapting to a changing world Rising of populism	Social divisions and polarisation Administrative burden of fundraising	Brexit Austerity & uncertainty Closing space for civil society
What political events or sequence of events do you predict will have a substantial effect on your area of specialism?	Trump Brexit Elections across Europe	Elections Tax law reform	Instability of Italian government Migration	Dutch parliamentary election	Brexit Rise in hate crimes and anti-immigrant rhetoric
What issue/field of practice do you think will become more important in 2017?	Integration of migrants Grantmaking in conflict context The future of democracy Work on the local level Better communication about human rights	Technology Social cohesion, inclusion and integration Justice and equality Younger generation Climate change	Education Supporting youth entrepreneurs Poverty Supporting innovation and experimentation	Inequality and poverty Migration and refugees Environmental issues, eg. Climate change Independent media	Community-level activism Rising populism Economic and social rights
What issues/field of practice do you think will diminish in importance in 2017?	Humanitarian assistance to refugees Work on specific communities Funders working alone or in silos	Traditional charitable giving Women's rights and diversity Environment	Arts and culture Training and education as tools for community empowerment One-off grants and grants for stand-alone events	Gender International human rights institutions	Relying on statistical data Interest in international-level campaigns
Your wildcards for 2017	Some form of peace in Syria New terrorist attacks in Europe Trump is impeached	A woman elected president in France More inclusion led by the younger generations Decline of populism if Brexit has a limited impact in the rest of the EU and France and Germany elect non-populists	Decrease in traditional charity to the Catholic Church A refugee and migration policy coordinated at European level Philanthropy and solidarity movements become the social glue holding society together	A successful "Blue Promise" through the Giving Pledge in the Netherlands Foundations divesting from fossil fuels and investing in clean energy Establishment of a new "Left International"	Rise in youth activism A snap general election in the next year A second EU referendum

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Carola Carazzone Assifero	Gianpaolo Pavesi Fondazione Alessandro Pavesi	Lisa Marie Salley Kumquat Consult	Phil Compennolle Erasmus Centre for Strategic Philanthropy	Verbist Tim Porticus
Catherine McSweeney EEA and Norway Grants	Giorgio Righetti Acri	Lisa Mathol European Cultural Foundation	Poonam Joshi Sigrid Rausing Trust	Véronique Cesbron Mystery Guest Worldwide
Cathy Togher Comic Relief	Giulia Lagana Open Society European Policy Institute	Lotte Holvast Major Alliance	Priscilla Boiardi European Venture Philanthropy Association	Walter Veirs CS Mott Foundation
Caterina Seia Giornale delle Fondazioni	Goran Buldioski Open Society Initiative for Europe	Luc Tayart de Borms King Baudouin Foundation	Quahiba Zauhani Major Alliance	Willemijn Hirzalla - Leenhouts Rabbanni Foundation
	Greg Mayne Oak Foundation		Raluca Badan Global Dialogue	Wim Monasso Filad

2017 Ariadne Forecast:

About Ariadne

Ariadne is a European peer-to-peer network of more than 600 individuals from 210 grantmaking organisations in 24 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.

For more information, please have a look at our website: ariadne-network.eu or contact us: info@ariadne-network.eu

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