

This publication is part of a multiyear initiative that examines the inner workings, trends, practices, and challenges of global philanthropy through a time horizons lens, which determines the length of time for which a philanthropic organization chooses to be active. The report includes a global exploration of various dimensions of strategic time horizons and examines strategies and operations, as well as perceived advantages and



Methodology

Research Limitations



Since the January 2020 publication of our [inaugural reports](#) examining trends and strategic time horizons in global philanthropy, the world, and accordingly the philanthropic sector, have been transformed. The COVID-19 pandemic, political turbulence, increased recognition of systemic inequities, and a growing focus on social justice have all

biennial survey, carried out in 2021, sought to measure how these profound changes impacted philanthropic practices,

programmatic focus, and strategic time horizons.

Exploring, analyzing and sharing global insights related to strategic time horizons in philanthropy—the length of time over which a donor or foundation seeks to engage in philanthropic giving—is particularly important in today’s world. This is because whether funders choose to respond to calls for urgent

limited) or to address ongoing social issues over the long arc of history (in perpetuity), the consideration of time horizon is essential to acting strategically and responsively, and creating meaningful change. Through our research, we seek to enable funders to reexamine their philanthropic time horizons and assess related implications for strategic objectives, operating models and approaches, and thus to achieve greater impact.

capturing the viewpoints of a more geographically diverse set of participants with larger representation from Europe, South

of insights will help inform and hone the work of the broader philanthropic ecosystem, including funders, partners and communities served.

Methodology

This survey was designed and conducted by Rockefeller Philanthropy Advisors (RPA) with the support of NORC at the University of Chicago. The survey was disseminated via RPA’s networks, including funders, media, academic institutions and philanthropic service organizations around the world. Outreach

social media with a brief description of the study and a link for participation.

Responses for this survey were collected between June and December 2021 in English and via the Internet. The survey was designed to be taken by a representative of the organization with knowledge of its operations and philanthropic functions. In total, 150 respondents from 30 countries completed the

and candor. Responses cannot be linked to any information about the respondents’ identities or names of institutions they represent in the survey.

The full survey can be viewed online at <https://www.rockpa.org/strategic-time-horizons/>. For more information, please email info@rockpa.org.

The survey does not represent a random sample. While attempts were made to distribute the survey as broadly as possible, the results are subject to unknown biases and the responses given may not be representative of all philanthropic organizations. The survey features a self-selected sample of participants who chose to respond on a voluntary basis, which may have led to a self-selection bias potentially favoring those more engaged in philanthropy and not representing the entirety of philanthropic approaches and practitioners. Although the survey is global in the sense that organizations from six continents took part in it, the majority of the responses are from North America and Europe. Additionally, the regional samples do not include all the countries within these regions or a representative mix of respondents amongst the countries

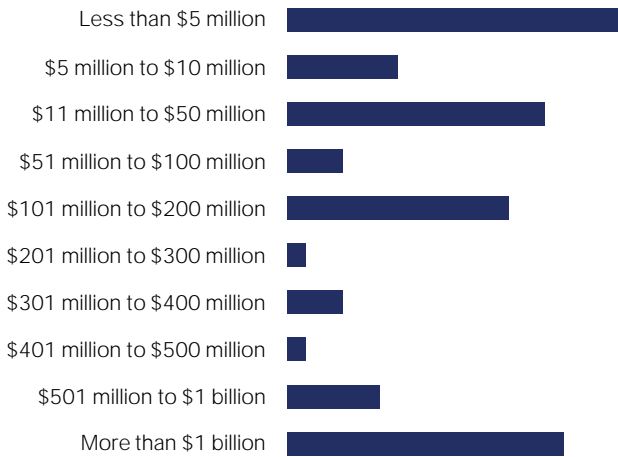
as only illustrations of the general philanthropic landscapes

while the survey was a follow-up to the 2020 reports, the wording of some questions was changed in order to improve understanding and applicability. As such, making direct comparisons for some data points is challenging.



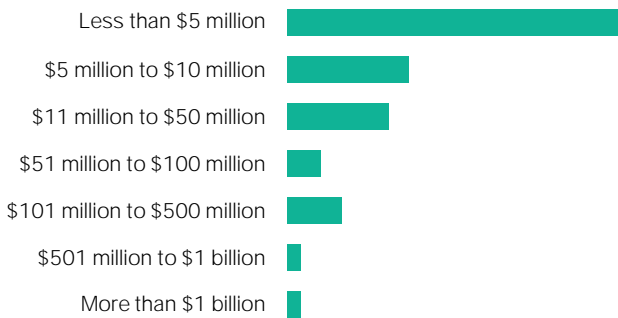
Profile

Figure 3: Endowment Size (in USD) (n=103)



Half of all grantmaking organizations surveyed reported an annual grantmaking budget of less than \$5 million, and 83% reported \$50 million or less. Twelve percent noted a grantmaking budget greater than \$100 million.

Figure 4: Annual Grantmaking Budget (in USD) (n=133)



Seventy-nine percent of respondents were grantmakers, either

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Global Trends



This section provides a general overview of how responding institutions think about and engage in philanthropic giving. It covers where they fund philanthropic activities, motivations for

The section also provides a more in-depth look at family-led and corporate philanthropic organizations.

3.1 Funding Flows

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giving, i.e., where they carry out their philanthropic activities. Overall, organizations tended to give in regions where they

were headquartered. For example, 96% of North American organizations gave within North America, and 90% of European organizations gave within Europe. 99% of the Central and South American organizations gave within their own region, and 100%

location of respondents. Central and South America-based philanthropies were least likely to give outside of their region,

based entities were most likely to give outside of their region,

America-based organizations were next most likely to give

of organizations compared with those based in Europe.

Figure 6: Location of Giving by Region

3.2 Motivations for Giving

When asked about their motivations behind their giving, 64% of respondents cited social change, 64% to give back to society, 57% to address urgent needs, and 26% to put values into action.

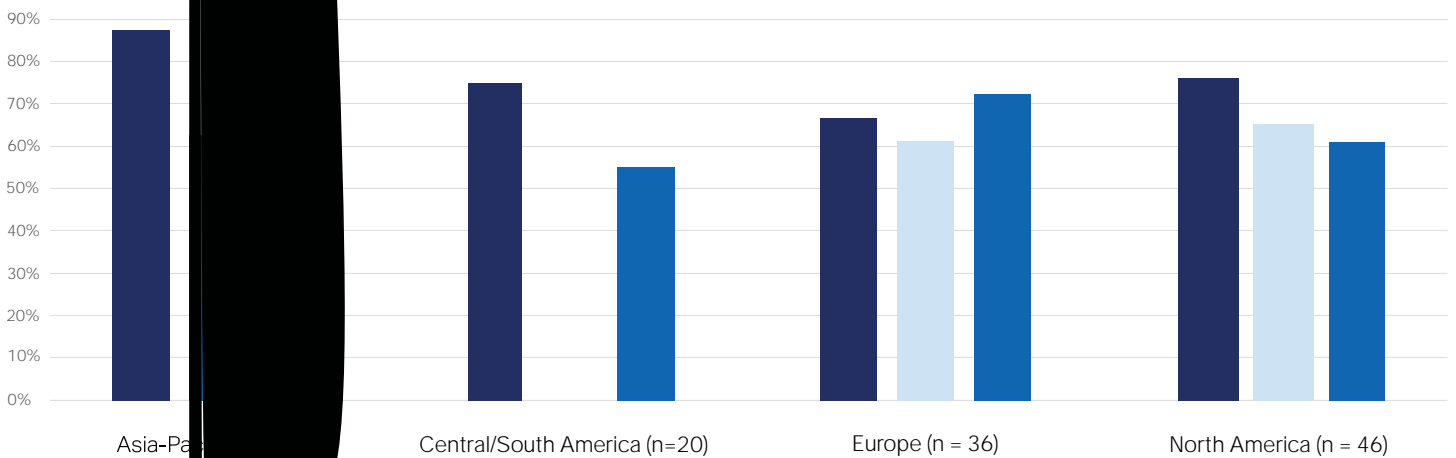
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When viewed through a regional lens, the survey revealed slight

change, to address urgent needs, and to give back to society were the top three motivations for engaging in philanthropy.

society, to put values into action, and moral obligation were the top motivations.

Figure 8: Top Motivations for Giving by Region



To influ

3.3 Top Causes & Issues

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Survey participants supported a wide range of philanthropic

3.4 Measuring Effectiveness

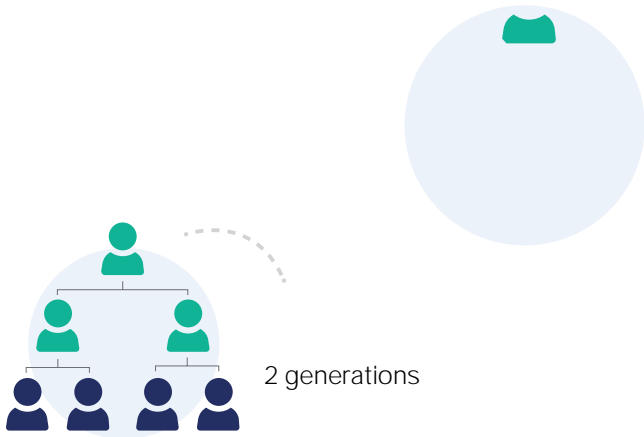
3.5 In Focus: Family Philanthropy

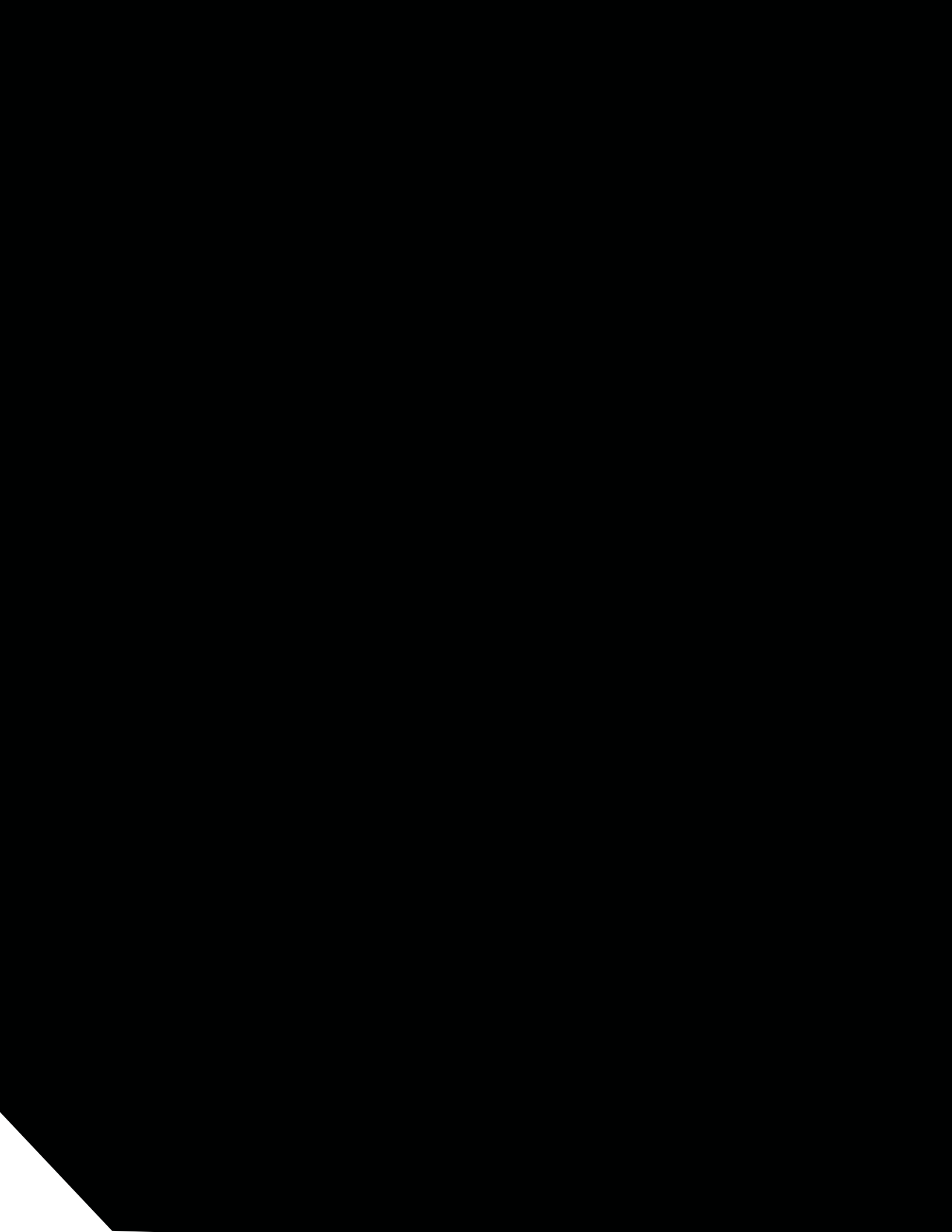
The family-led philanthropic organizations represented in this survey had a long track record in philanthropic giving. Nearly nine in 10 had been involved in philanthropic giving for more than 10 years, including 54% who had been involved for more than 25 years.

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Most of the family-led philanthropic organizations were led by generations of family members were involved in the oversight of the family's philanthropic management.

Figure 13: How Many Generations Manage Family Philanthropy (n=48)



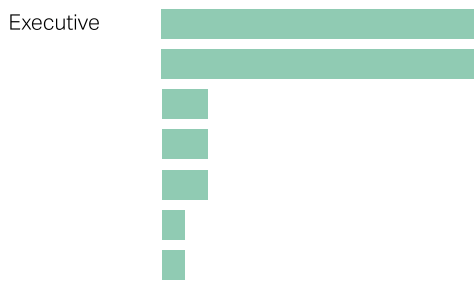


When it came to how corporations structure their philanthropic functions, 71% said their philanthropic entity had a legal structure separate and distinct from the corporation, and 29% percent said their philanthropy was part of the corporate social responsibility program.

Respondents were asked about the main decision makers in determining the corporation's philanthropic strategy. The vast

board of directors. Fewer said strategic decisions were guided by the founder, philanthropic advisors, the communities served

Figure 17: Corporate Philanthropic Strategy Decision Makers (n=17)



Strategic Time

Philanthropy:

4.1 In Perpetuity

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Among those that adhere to an in-perpetuity strategic time horizon, 67% stated that their organizations had never considered adopting a time-limited model, 20% said they considered but later decided against the switch, and the remaining 12% reported that they were actively considering switching to a time-limited horizon.

Among time-limited organizations, 62% were established as such from inception, while 38% started as perpetual

Figure 18: Respondents by Strategic Time Horizon (n=133)

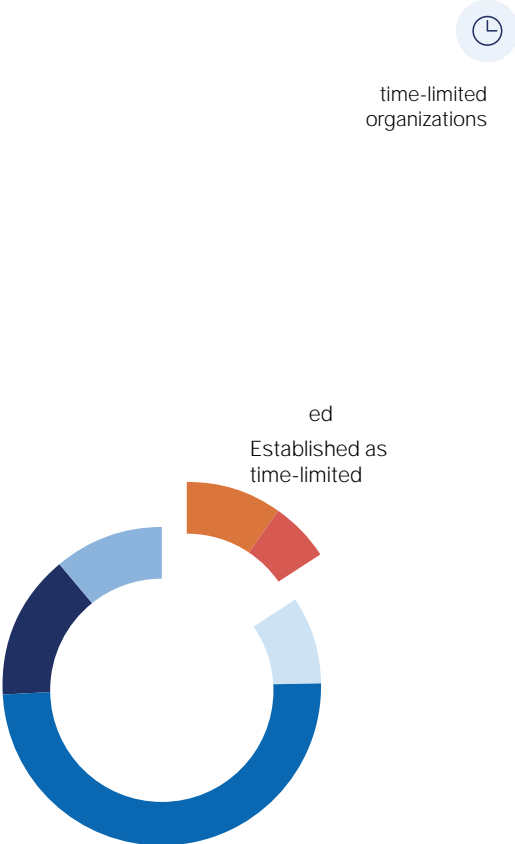


Figure 20: Thought Given to Time Horizons by Region (n=115)

4.3 Determinants of Time Horizons

Figure 21: Determinants of Strategic Time Horizons by Organization Type

Fifty-two percent of organizations said their strategic time

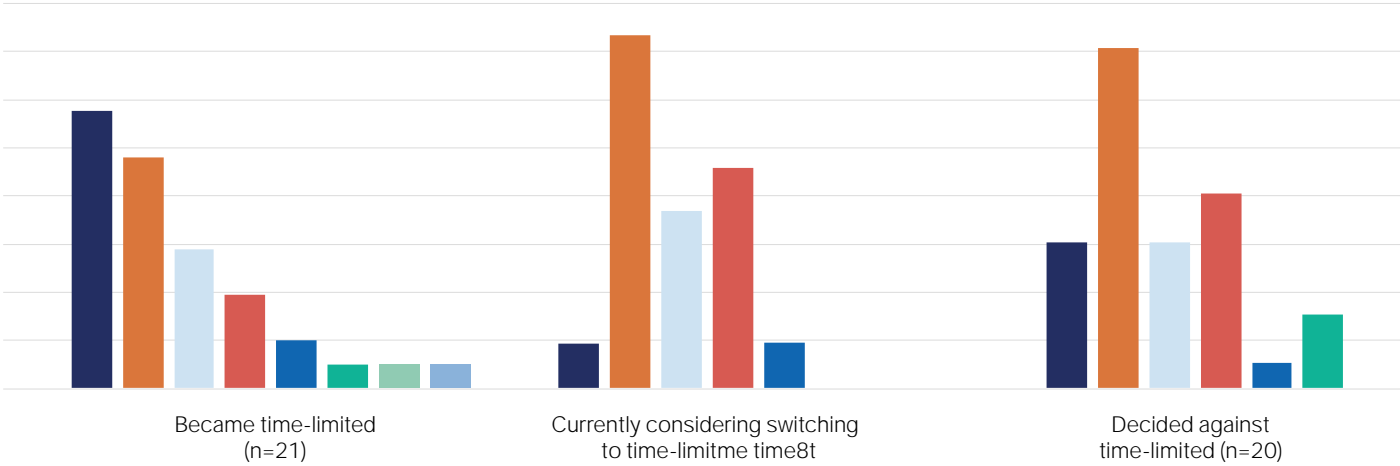
horizon was determined by bylaws, articles of incorporation, or charter (26%), by custom or past practices (16%), or by something else (6%). Twenty-four

percent of organizations noted that their time horizon was not

determined by any of these factors. The factors that determined strategic time horizons varied across organization types. For community and corporate foundations, bylaws and articles of incorporation most often

determined their time horizons. Family-led philanthropy and independent/private endowed foundations cited the founder's intent as the single most important factor in determining strategic time horizons.

Figure 21: Determinants of Strategic Time Horizons by Organization Type



Those who were considering switching to a time-limited model at the time of the survey most often consulted with peer cohorts, other philanthropies, philanthropic advisors or consultants.

Figure 24: In Considering a Time-Limited Model, Which of the Following Have You Consulted? (n=12)



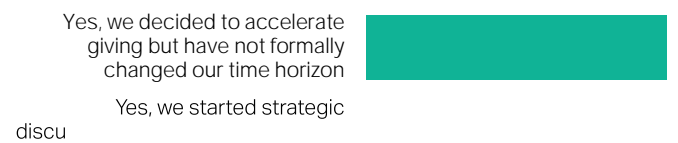
4.4 Impact of Challenges of 2020-2021

Half of respondents said that the challenges faced globally due to the COVID-19 pandemic and other events during

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Thirty-four percent reported an acceleration of their philanthropic giving without formally changing their strategic time horizons. Twelve percent said they started strategic discussions about altering their spending timeline. Forty-percent their philanthropic timelines.

Figure 25: Did 2020-2021 Challenges Influence Your Philanthropic Timelines? (n=145)



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Through the Time Horizon



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on Implications and Benefits of Time Horizons

This section explores the reasons organizations chose to switch to a time-limited model and how that choice impacted their philanthropic giving. It also looks at the driving factors behind considering the switch, and the reasons why some organizations did not consider a time-limited model. General

and challenges associated with each time horizon are also detailed.

6.1 Why Time-Limited

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Of the 21 philanthropic organizations that adopted a time-limited model, 43% did so to make a greater impact by narrowing their focus (e.g., programmatic, geographic,

during the founder's lifetime, 24% respectively adopted a time-limited model due to an urgent need or opportunity, a decline in

determine their own philanthropic interests and/or approaches. Fourteen percent of organizations, respectively, adopted a time-limited model out of concern that future generations of family members would not want to be involved in the organization's philanthropic activities or that future organization activities would not align with the donor's original intent. These

[Strategic Time Horizons: A Global Snapshot of Foundation Approaches](#) where the top three reasons for adopting a time-limited model were desire to transfer more of founders' wealth to charitable giving sooner rather than later (38%), desire to make greater impact by narrowing focus (31%), and desire to see impact on

Many organizations reported that adopting a time-limited

percent said they worked with greater urgency, 33% said their work was more aligned with the donor/founder's original intent, and 29% said they worked more closely with grantees and communities. In fact, none of the organizations reported that

at least some way.

At the same time, organizations that switched to a time-limited model dealt with a variety of challenges in the process. The

most common challenges included engaging funding partners to continue the work after a set end point (29%), lack of

6.2 Drivers of Considering Time-Limited Model

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VmUjXYg]fYhc`a U_Y Ub]a dUMM"

Among the 11 respondents considering a switch, 82% cited a desire to make greater impact by narrowing focus. Other reasons included an expectation to allow future generations to determine their own philanthropic interest or approaches (36%).

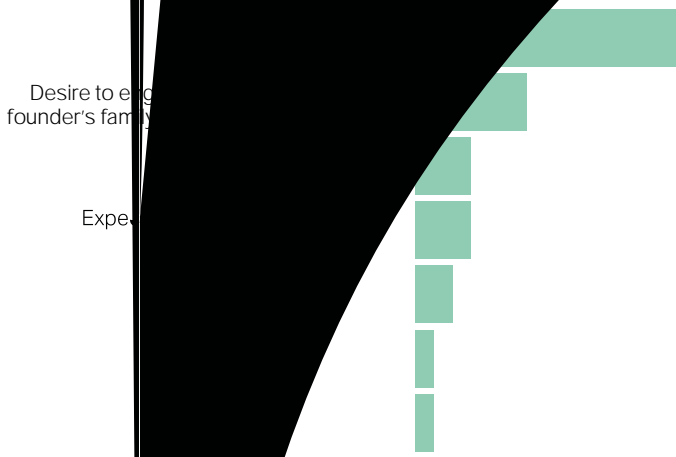
resources; this is notably higher than the 2020 survey, [Strategic Time Horizons: A Global Snapshot of Foundation Approaches](#),

resources as a reason for considering a switch.

Figure 33: Main Reasons for Considering a Time-Limited Model (n=11)



Figure 35: Main reasons for deciding against... to Time-Limited...



Organizations generally shared similar opinions about the time-limited model. However, in-perpetuity respondents were less likely than their time-limited counterparts to say the time-limited

model encouraged the donor's family to be more engaged in both grantees and communities.

time horizons, all responding organizations expressed high levels of agreement with each statement. More than nine in 10 agreed that the in-perpetuity model enabled future generations

of family members to participate in the foundation's work. More than eight in 10 agreed that the model enabled social impact over multiple future generations, and allowed for the adaptation to changes in societal needs over time. Nearly eight in 10 said this model established closer relationships due to the longer time horizon and inspired the donor's family to become more involved.

fraction of respondents from in-perpetuity organizations agreed with the positive statements about the model than their time-limited counterparts.

Figure 37: Philanthropic Organizations that Follow a Time-Limited Model... (n=140)

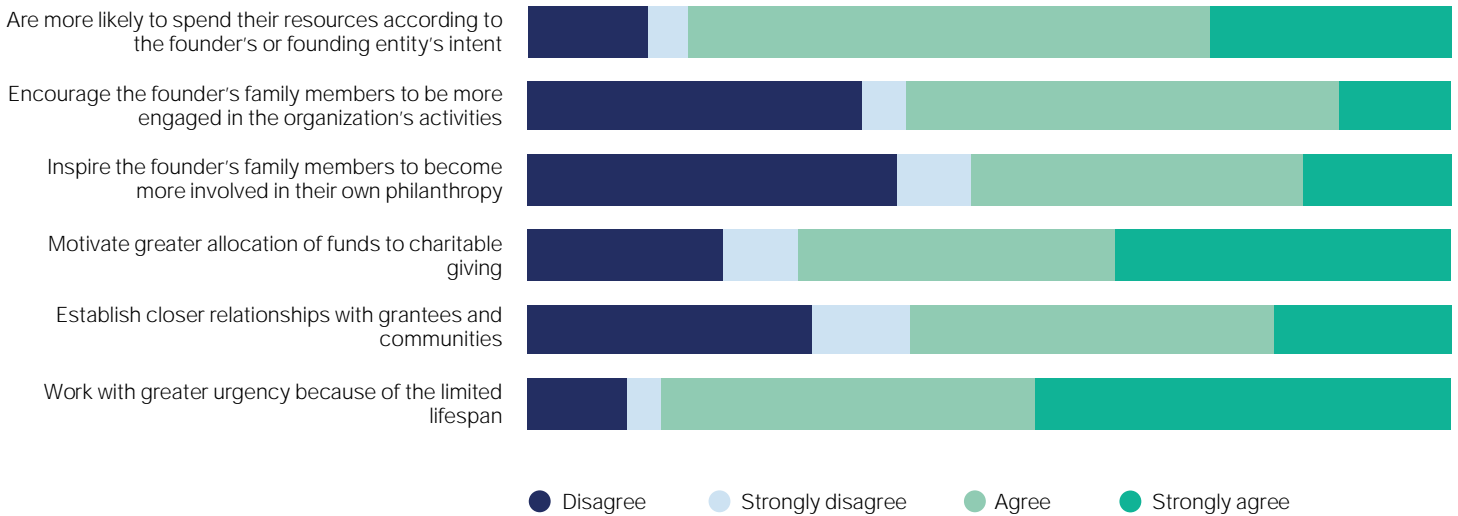
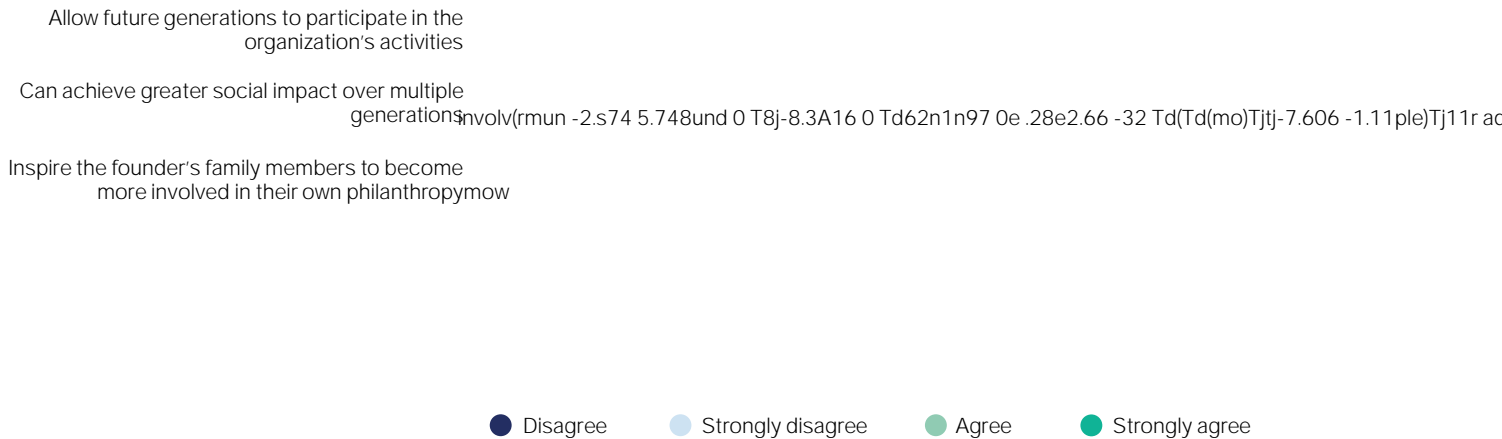


Figure 38: Philanthropic Organizations that Follow an In-Perpetuity Model... (n=142)



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Conclusion

This latest iteration of Rockefeller Philanthropy Advisors' research on trends and strategic time horizons in global philanthropy seeks to understand philanthropic organizations' strategic and operational practices, including the decision-making driving strategic timeframes for giving. That respondents from six continents contributed insights to our report, despite the lasting havoc of COVID-19, suggests that global philanthropy has grown even more thoughtful, intentional and strategic about how it accomplishes its mission to create meaningful social change, give back to society, and address pressing needs.

As the world's challenges become increasingly urgent and

of strategy to inform their vision, goals, and optimal use of available resources. For an increasing number of organizations, this calculus includes a discussion of strategic philanthropic timeframes. Funders engaging in this introspective analysis might want to consider the following:

- What is your motivation for engaging in philanthropic giving?
- organization's focus areas and approaches drive impact?
- How does your family EM Td(Ho)15xh0i0 Td9u0 (en mosuccr)30.1 (ess)J0 -1.5.1 (i10 (y30 (efnrtr)10 (es bpegia pare impacttus)15 (e onsi)15
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We wish to thank all the organizations and individuals who generously shared the survey with their networks and ecosystems which was instrumental in producing this publication.

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