Our forecasting and facilitation can help your organization:

- Anticipate opportunities and threats shaping the future.
- Forge connections and identifying flexible long-term actions.
- Prototype new offerings that leverage your expertise while aligning with the future.

From organizations to movements

On the future of philanthropy, we have come to rely on organizations as powerful tools for achieving scale. Many of the social sectors’ most creative and successful enterprises were, and remain, social movements. But the organizational form in which they were organized and creating or turning large organizations. In fact, most of them have chosen the paths they are on because they believe in the goals they are trying to achieve.

The Future of Philanthropy research at IFTF explores disruptive changes over the next decade that will shape how and where philanthropic forces that will drive the new context of philanthropic work, what we call the Second Curve of Philanthropy.

Key Shifts

From high digital and social innovators the ability to access at least some levels of resources, from people to equipment and space, at virtually unbelievable rates, new real-time opportunities. In networks and social movements, offline events and online platforms such as Facebook and Twitter enable large projects that allow recipients to directly control the implementation of ideas, funds, or project resources. Online social platforms like Twitter have been used to synchronize social innovation in real time.

Synchronizing activities is coming to a virtual platform. We are seeing new technology platforms and social movements for public good. We hope that social innovators and communities will use it to help amplify their efforts and achieve social impact.

To learn more about our work or how to engage our Future of Philanthropy team, contact: 650-854-6322 | Palo Alto, CA 94301 www.iftf.org

Future of Philanthropy Program

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The Future of Philanthropy prepares you for disruptive changes at the intersections of giving, social impact, organization, technology, and human behavior over the next decade. Use this map as a big picture “first look” at the research. Look for connections across the forecasts. Highlight the stories and signals of most interest to your organization. The foreword presented on this map is designed to inspire insights that will help you identify action steps to prepare you and your organization for the future.

**How to Use This Map**

**Future Forces in Philanthropy**

**Algorithmic Coordination**

**Crowdpower**

Leveraging emerging technologies and social signals for collection and aggregation of all kinds of resources—from money to know-how to volunteerism and local goods—for creating value.

**Ad-hocracy**

Choosing ideas and teams, and executing them with flexibility or on organizational structure—innovative solutions.

**Impact Sensories Project**

New model of voluntary action connecting exercised and inspiring actions with tasks that benefit the community.

**Buycott**

Barcode scanning tool to help consumers decide to support or oppose according to causes you support or oppose.

**Impact Sensories Project**

New model of voluntary action connecting exercised and inspiring actions with tasks that benefit the community.

**Socially Mined**

Social-media explicit data and financial data decisions processes, reputation evaluations, and success metrics.

**Citizinvestor**

Non-profit organization offering financial data decisions processes, reputation evaluations, and success metrics.

**MMike**

Mobile technology platform in retailing giving a retail chain with mobile technology platform rewarding good behaviors.

**Yerdle**

Self-storage of products and reduce durable consumption.

**Citizinvestor**

Non-profit organization offering financial data decisions processes, reputation evaluations, and success metrics.

**The Detroit Bus Company**

Alternative transit system to supplement the Detroit city infrastructure and get people back to work.

**HandUp**

Platform helping efforts and social packages, actions for people around the world to promote corruption, rally around solutions, and take part in alternative systems.

**TOUR MARKET**

 Illegal trade in human organs, drugs, and people back to work.

**HandUp**

Platform helping efforts and social packages, actions for people around the world to promote corruption, rally around solutions, and take part in alternative systems.

**Bastard**

Because scanning tools help organize consumer spending, according to causes you support or oppose.

**GoodGym**

New model for government structures and citizens to work together and optimize urban solutions in short formats.

**Citizinvestor**

Non-profit organization offering financial data decisions processes, reputation evaluations, and success metrics.

**Buycott**

Barcode scanning tool to help consumers decide to support or oppose according to causes you support or oppose.

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Social-media explicit data and financial data decisions processes, reputation evaluations, and success metrics.

**FUTUe Force**

This map is organized around the emerging future forces. Future forces are delineations that will disrupt how we live and work. These are significantly different and will define the landscape of philanthropy in the coming decades. Each force is accompanied by relevant signals that help depict the force’s momentum in the coming years.

**Dilemmas**

With new tools, structures, and skills come new dilemmas—tensions within the philanthropy ecosystem that won’t be easily resolved. Dilemmas require strategies and leadership that go beyond “either-or” thinking.

**Signals**

Assessing how future forces are smaller signals. These are the early indicators: tools, technologies, and processes that together point to major shifts for the future. They are the details that add up to plausible forecasts, with the potential to grow in scale and geographic distribution.

**Second Curve Framework**

At IFTF we describe a move from a First to a Second Curve. Based on former IFTF president Ian Morrison’s book, The Second Curve: Managing the Velocity of Change, this framework contextualizes any period of big technological transformation through two stages: an unsustainable curve on the decline, and a nascent/second curve of emerging activity.
How to Use This Map

The Future of Philanthropy prepares you for disruptive changes at the intersections of giving, social impact, organization, technology, and human behavior over the next decade. Use this map as a big picture “first look” at the research. Look for connections across the forecasts. Highlight the stories and signals of most interest to your organization. The foresight presented on this map is designed to inspire insights that will help you identify action steps to prepare you and your organization for the future.

**Future Forces in Philanthropy**

- **Crowdpower**
  - Leveraging emerging technologies for collection and aggregation of all kinds of resources—from money to brainpower to surplus goods—on a global scale.
  - **Dilemmas**
    - With new tools, structures, and skills come new dilemmas—tensions within the philanthropy ecosystem that won’t be easily resolved. Dilemmas require strategies and leadership that go beyond “either-or” thinking.
- **Radical Transparency**
  - New model for government, business, and others to work together, pooling ordinary people in societies.
- **Multi-currency**
  - Using a variety of non-traditional currencies, from Bitcoin and in-game currencies, to time or neighborhood “bucks,” as alternatives to centralized legal tender.
  - **Signal:**
    - Bricks & Mortar
    - Crowd-aggregated mapping of blight in neighborhoods
    - Using data streams and predictive analytics to coordinate and optimize how people, resources, and tasks are routed and utilized for maximum impact.
    - Example:
      - Mobile technology platform for real-time mutual aid with crowd-based mapping of blight in neighborhoods.
- **Actify—Wave of Action**
  - Platforms letting events and social activist actions for people around the world to promote corruption-free local elections, solidarity movements, and take part in alternative systems.
  - **Signal:**
    - Transportation network piloted with local government bodies.
    - Experimentation.
    - Social enterprises offering unconditional cash transfers.
    - New model for government, business, and others to work together, pooling ordinary people in societies.
- **Solutions—GiveDirectly**
  - New model for government, business, and others to work together, pooling ordinary people in societies.
  - **Signal:**
    - Barcode scanning tool to help track the location of people back to work.
- **Dilemmas**
  - New model for government, business, and others to work together, pooling ordinary people in societies.
  - **Signal:**
    - Bar-codes. Resource-tracking system aiming to lend self-exchange of products and minimize duration and cost of goods people need to purchase.

**Algorithmic Coordination**

Using data streams and predictive analytics to coordinate and optimize how people, resources, and tasks are routed and utilized for maximum impact.

**Social Strategies**

- **Pay in forward fashion** that allows users of kindness box QR codes, eventually planted as seed for a community.
- **Citizensarians**
  - Social network of individuals designing nested gardens to promote the community’s “experience” of their neighborhood.
- **Social license**
  - Social license to innovate on a mass scale with crowd-based mapping of blight in neighborhoods.
- **Momentum in the coming years**
  - Each force is accompanied by relevant signals that help depict the force’s momentum in the coming years.

**SECOND CURVE FRAMEWORK**

At IFTF we describe a move from a First to a Second Curve. Based on former IFTF president Ian Morrison’s book, The Second Curve: Managing the Velocity of Change, this framework contextualizes any period of big technological transformation through two curves: an emergent/first curve and a nascent/second curve on the decline, and a nascent/second curve of emerging activity.

**SCALE**

- **One**
  - For collection and aggregation of all kinds of resources—from money to brainpower to surplus goods—for creating value.
- **Multi-currency**
  - Using a variety of non-traditional currencies, from Bitcoin and in-game currencies, to time or neighborhood “bucks,” as alternatives to centralized legal tender.
- **Future Force**
  - Leverage robust online platforms for creating value.
  - **Signal:**
    - Crowdpower
    - Bricks & Mortar
    - Crowd-aggregated mapping of blight in neighborhoods
    - Using data streams and predictive analytics to coordinate and optimize how people, resources, and tasks are routed and utilized for maximum impact.
    - Example:
      - Mobile technology platform for real-time mutual aid with crowd-based mapping of blight in neighborhoods.
- **Future Force**
  - Leverage robust online platforms for creating value.
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Our forecasting and facilitation can help your organization:

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### About the Future

The Future of Philanthropy is a project of the International Futures Program at IFTF, a research and development firm based in Palo Alto, CA 94301. We work with philanthropists, nonprofits, and individual social change agents to draw out insights and opportunities. Our goal is to help philanthropic organizations and individuals stay relevant and achieve maximum impact.

### Forecasting and Facilitation

- Thinly broad to gain “outside-in” perspective on long-term trends shaping the future.
- Anticipate opportunities for new impact and solicits needed changes.
- Gain agile positioning by questioning your assumptions and systematically considering alternatives.
- Jump-start strategic thinking by immersing yourself in possible future scenarios and planning pathways toward near-term actions.
- Prototype new offerings that leverage your expertise while aligning with the future.

### Key Shifts

- **From organizations to movements**: On the First Curve we have come to rely on organizations as powerful tools for achieving scale. Most of the success of social movements is built on the foundation of organizations. The new Second Curve is no longer about building social change movements. It is about creating and nurturing large-scale social change. In fact, most of them have their roots in the First Curve, which are often tangential and opportunistic. We are recycling the same levers that many social movements use to engage large groups in collective action. The efforts of the Second Curve can radically change the landscape of social change.

- **From micro to macro**: Second Curve efforts use platforms and signals that enable masses of people to engage, organize, reward, lead, and succeed in structured organizational environments. They are interested in creating social movements rather than building and managing organizations. Using social media and organizing platforms, we can bring together groups of people to tell a story, build a neighborhood, or create a global activist network that transcends national borders or is de facto international. Founded and sponsored by Ford and other foundations, IFTF is based in California’s Silicon Valley, in a community at the crossroads of technological innovation, social experimentation, and global interchange. Founded in 1989 as a group of former RAND Corporation researchers with a grant from the Ford Foundation, IFTF has had a long history of research methodology into the public and business sectors, IFTF is dedicated to building a future with more sustainable, coherent, and thoughtful consideration of emergent possibilities.

- **From episodic to embedded giving**: Today’s social innovators are pioneering new sets of behaviors, practices, and technology usage to enable people to give more easily, everywhere, and all the time. From scarcity to abundance mindset. The question isn’t just whether you can make the leap from the First Curve to the Second Curve, but how.

### About the Future of Philanthropy

The Future of Philanthropy project at IFTF explores disruptive changes over the next decade at the intersections of giving, social impact, organizational structure, technology, and human behavior. Through new research and synthesis of IFTF’s core forecasts we identify the future at the intersections of giving, social impact, organizational structure, technology, and human behavior. The future is not a story about the year 2020; it is a story about the trajectory of social change and the choices we make at the crossroads of today. We find ourselves today in a period of unusual turbulence. With uncertainty in all sectors of our economy and society. For 250 years, we’ve been steeped in a framework of production where most value creation and resources were concentrated through large hierarchical institutions like banks, corporations, foundations, large universities. We calm the First Curve and see this mode of production as overly decisive, with its descent undermining the relevance of many traditional institutions, including philanthropic ones.

Today’s social innovators are pioneering new sets of behaviors, practices, and technology usage to enable people to give more easily, everywhere, and all the time. From scarcity to abundance mindset. The question isn’t just whether you can make the leap from the First Curve to the Second Curve, but how.

We find ourselves today in a period of unusual turbulence. The question isn’t just when to make the leap from the First Curve to the Second Curve, but how.
Key Shifts

From organizations to movements

On the First Curve we have come to rely on organizations as powerful tools for scaling action. Many of the social sector organizations we have been studying have spent decades, if not centuries, creating or inheriting large and complex structures and building scale. The Second Curve is moving us away from the idea that not-for-profit organizations are what drive large-scale social impact. Instead, we see many of the most important drivers for many of the Second Curve initiatives are old and familiar ones: foundations, government, and nonprofits. While technology tools are important enablers of coordination and synchronized action, some of the most important social sectors are ones where foundations, government, and nonprofits already have considerable experience:

- **Large foundations** are very creative at taking leading-edge research methodologies into the public and business sectors, IFTF is partnering with a number of prominent foundations to bring insights and opportunities. Our goal is to help philanthropic organizations and individuals stay at the intersections of giving, social impact, organizational structure, technology, and human behavior.

- **Government** is often the last to embrace innovation, but it is moving fast today. We have seen the Office of Management and Budget, the U.S. Department of Education, and many other federal and state agencies take on the challenge of creating new impact and service offerings by immersing you in future possibilities or how to engage our constituents.

- **Nonprofits** are interested in seeing how social movements work and how to support them in doing what they do, no strings attached? That's the idea behind the Meaningful Returns Program: "pre-potential" grants to philanthropically support entrepreneurs, social movements, and the like.

- **New digital platforms** allow people to contribute in such efforts, traditional resource delivery structures are replaced with systems that allow recipients to directly control the implementation of ideas, funds, or project resources. Online social platforms like Twitter have been used to seamlessly synchronize vast numbers of people around the globe. When we move from managing to synchronizing our efforts, we free up vast amounts of human creativity and capital to realize the impact we wish to make.

- **From management to synchronized action**, we free up vast amounts of human creativity and capital to realize the impact we wish to make.

From rational economic models to adaptive emotions

Many of the key shifts that are driving the social world today are moving away from rational economic models to adaptive emotions. The Second Curve is about creating or reorganizing new social movements rather than building and managing organizations. Using social media and new technology platforms, social innovators are forming cross-contextual communities that allow recipients to directly control the implementation of ideas, funds, or project resources.

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While traditional economic incentives are important drivers of coordination and synchronized action, some of the most important drivers for many of the Second Curve initiatives are old and familiar ones: foundations, government, and nonprofits. While technology tools are important enablers of coordination and synchronized action, some of the most important social sectors are ones where foundations, government, and nonprofits already have considerable experience:

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