

# Levels of Philanthropic Intervention

## LEVEL I – NEEDS

### Philanthropy: Addresses Immediate and Recurring Needs

Funding Focus	Merits	Limitations or Challenges
<ul style="list-style-type: none"> <li>Relief Efforts (disasters, hunger, wars)</li> <li>Care Programs (day care, shelters, refugees)</li> <li>Cultural Activities</li> <li>Religious Services</li> </ul>	<ul style="list-style-type: none"> <li>Alleviates Urgent and Critical Needs</li> <li>Responds quickly to unforeseen events</li> <li>Takes care of vulnerable populations</li> <li>Draws attention to key social issues</li> <li>Offers simple and accessible ways to relieve donors' urge to 'do something'</li> <li>Gives donors opportunities to build civic muscles (generosity, solidarity, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Focuses on symptoms (tip of iceberg)</li> <li>Relief effects are typically short-lived</li> <li>Often amounts to a drop in the ocean</li> <li>Relief efforts are rarely synergized</li> <li>Can disempower people through dependency &amp; perpetuate the problem</li> <li>Can easily feed donors' propensity to guilt-based and reactive giving.</li> </ul>

## LEVEL II – EMPOWERMENT

### Philanthropy: Empowers Individuals to Take Care of Themselves

Funding Focus	Merits	Limitations or Challenges
<ul style="list-style-type: none"> <li>Education &amp; Mentoring</li> <li>Job Training &amp; Skills</li> <li>Personal Growth &amp; Spirituality</li> <li>Tool Acquisition (books and computers)</li> <li>Living Infrastructure (building homes and wells)</li> </ul>	<ul style="list-style-type: none"> <li><b>Builds People's Assets</b> to become more effective in directing their life and meeting their own needs</li> <li>Encourages self-responsibility rather than dependency</li> <li>More lasting effects</li> </ul>	<ul style="list-style-type: none"> <li>Receptivity to training varies</li> <li>Disempowering effects of training if based on "we know better than you" attitudes rather than partnering with target population to find optimal solutions.</li> <li>Limited way of dealing with root causes</li> </ul>

## LEVEL III – CAPACITY BUILDING

### Philanthropy: Expands Groups' Capacity to Serve the Commons

Funding Focus	Merits	Limitations or Challenges
<ul style="list-style-type: none"> <li>Leadership &amp; Management Training</li> <li>Developing Systems for IT, fundraising, etc...</li> <li>Strategic Planning</li> <li>Capital Campaigns</li> <li>Building Alliances</li> <li>Creating needed organizations</li> </ul>	<ul style="list-style-type: none"> <li><b>Empowers organizations and communities</b></li> <li>Minimizes waste and inefficiencies (Doing more with less)</li> <li>Maximizes beneficial impact (Doing more of the right things)</li> <li>Improves accountability which builds trust with donors</li> <li>Fosters Collaboration through conferences, networking, and coalition-building</li> </ul>	<ul style="list-style-type: none"> <li>Finding organizations ready and willing to learn to be more effective</li> <li>Possible negative side-effects of sustainable funding (endowments can make organizations less responsive)</li> <li>Current bias against allocating philanthropic money to admin costs</li> </ul>

## LEVEL IV – SYSTEMIC

### Philanthropy: Develops Systematic Solutions to Collective Problems

Funding Focus	Merits	Limitations or Challenges
<ul style="list-style-type: none"> <li>Research Think Tanks</li> <li>Policy/Legal Reform</li> <li>Shifting Consciousness</li> <li>Civic Engagement</li> <li>Media Reform</li> <li>Collaboration among Key Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><b>Deals with the root causes of problems</b></li> <li>Targets most effective change strategies (replicability or tipping point effects)</li> <li>Most lasting and comprehensive impact if successful (e.g. campaign to stop smoking; organic food, etc...)</li> <li>Highest leverage of philanthropic dollars</li> </ul>	<ul style="list-style-type: none"> <li>Hard to identify and implement comprehensive solutions</li> <li>Current strategies are often polarizing (conservatives vs. progressives)</li> <li>Takes time to create visible impact</li> <li>Harder to mobilize donors</li> <li>Highest risk of failure</li> </ul>