

OUTCOMES MAP: POLITICS, INFLUENCE AND PARTICIPATION

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MAPPING OUTCOMES FOR SOCIAL INVESTMENT

This is one of 13 outcomes maps produced by NPC in partnership with the SROI Network, Investing for Good and Big Society Capital. Each map examines a particular issue area or domain, and aims to document the relevant outcomes and indicators that are currently being measured by charities, government, academics and practitioners working in this field.

This map is not intended to be prescriptive about what you should measure; instead it aims to be a starting point for social investors, funders, charities and social enterprises thinking about measuring outcomes in this domain. Neither is it intended to be definitive or comprehensive: we plan to develop the maps further in future as we learn more about measurement practice in this area.

If you have any feedback or suggestions for how we could do this, please get in touch with Tris Lumley at NPC by emailing tris.lumley@thinkNPC.org.

Outcomes maps in this series

Housing and essential needs

Education and learning

Employment and training

Physical health

Substance use and addiction

Mental health

Personal and social well-being

Politics, influence and participation

Finance and legal matters

Arts and culture

Crime and public safety

Local area and getting around

Conservation of the natural environment and climate change

MEASUREMENT OVERVIEW: POLITICS AND INFLUENCE

Definition

Politics and influence describes activities associated with the governance of a region or country, and how that affects our lives. It relates to our rights as citizens, our access to resources and justice, our sense of freedom and choice, and our ability to participate in society. This definition of politics and influence cuts across all areas of social welfare.

In this overview, we document approaches to measuring and understanding politics and influence based on five related themes. These are:

1. People's access to the correct entitlements and rights;
2. Their participation in society;
3. Their ability to control decisions about their own lives;
4. Their ability to influence decisions about their community and society; and
5. Changes in attitudes and behaviour.

Politics and influence covers a wide spectrum of activities and outcomes and is hard to pin down in a single, neat definition. In particular, defining outcomes can be difficult without a specific reference point or issue. Within our definition we focus on techniques of measurement that can be applied in different areas, whilst recognising the limitations of some of these approaches.

Context

The Universal Declaration of Human Rights is proclaimed by the UN as '*a common standard of achievement for all peoples and all nations*' and is the overarching statement of nation states' aspiration to achieve freedom, justice and peace.¹ Each nation has its own laws, which state the rights and entitlements of citizens to certain standards of treatment by fellow citizens, to access to public services, to treatment of the sick and protection of the vulnerable, and to freedom of expression. Of course, rights are subject to change as

¹ UN.org *The Universal Declaration of Human Rights*. Available at <http://www.un.org/en/documents/udhr/index.shtml>

society develops and opinions change. In the UK, it is often the role of charities and social enterprises to ensure that these rights are upheld and act as advocates for vulnerable people.

Changes to the law are only meaningful if they change citizens' experiences and how they behave. Influence cannot only happen at the level of government, it has to cascade down to wider society. Politics and influence is also about awareness-raising, grassroots campaigning and changing public attitudes. For example, the laws prohibiting smoking in enclosed public spaces have been accompanied with wide ranging anti-smoking campaigns in schools, in the NHS and on television.

The success of advocacy and campaigning can also be measured by their impact on individuals. Individuals' sense of control over their lives and whether they are able to make choices about their future are important determinants of whether policy and public attitude change has achieved anything. Individual's ability of participate in society, for example through disabled access to public buildings, can be a useful measure.

Vulnerable groups

Vulnerable groups are often at a disadvantage in having their voices heard. Key groups include:

- **Children and young people:** Children and young people cannot vote and often lack the skills and experience to navigate formal political processes, which means they are excluded from the mainstream of politics. In the UK, there are a number of large charities including The Children's Society and Barnardos that are active in ensuring children's rights are upheld and their voices heard. However, children and young people can be a particularly powerful presence online, as they tend to use the internet more frequently than other groups.
- **Disabled people:** Despite the success of disability campaigning in the UK, disabled people remain among the most vulnerable groups. Disability can affect an individual's ability to work, the environment they are able to live in, and their access to basic services including shopping or transport, often in spite of clear obligations for service providers written into law. A 2010 survey for Leonard Cheshire found that 40% of individuals reported that they had difficulty accessing goods and services in the last 12 months but 62% of these said that they did not challenge them.² Individuals with learning disabilities may need particular help and support to understand and exercise their rights.
- **People with mental health problems:** One in four adults experience some kind of mental health problem at some point in their life, and one in six people will experience a mental health problem at any one time. More serious mental health problems, such as psychosis, are rarer than anxiety and depression: 0.4% of adults have a psychotic disorder.³ Mental health problems touch every aspect of a sufferers life, from day-to-day functioning to relationships and work. As a result, people with mental health problems are more likely to be unemployed, suffer poor physical health, and live alone. Mental health problems are known to rise during recessions and periods of economic difficulty.⁴

² Eleanor Gore and Guy Parckar (2010). *Rights and Reality. Disabled people's experiences of accessing goods and services*. Leonard Cheshire Disability. www.lcdisability.org/download.php?id=1462

³ NHS Information Centre (2009). *Adult psychiatric morbidity in England, 2007: results of a household survey*. London: NHS Information Centre

⁴ World Health Organisation (2011) *Impact of economic crises on mental health*. Available at http://www.euro.who.int/__data/assets/pdf_file/0008/134999/e94837.pdf

- **Refugees and asylum seekers:** In 2011, the number of asylum applicants in the UK was 19,894, around 3% of total net immigration⁵. According to the Refugee Council, asylum seekers often live in poverty and experience poor health and hunger.⁶ The Children's Society reports that many families are not able to pay for the basics such as clothing, powdered milk and nappies.⁷ Language barriers, fear of deportation and violence mean they are less likely to speak out.
- **Older people:** Older people are a growing demographic group and make up an increasing proportion of the UK population. A survey in 2011 showed that among over-75s, half see family members less than once a month and only a quarter have weekly visits, suggesting that many have little support.⁸ Older people are more likely to suffer health problems or disabilities that may affect their access to information and services. Anecdotal evidence suggests that some older people are also less likely to ask for help.⁹

Key outcomes

- **People have access to the correct entitlements and rights:** Individuals can access the services they need including the internet, and have equal choices to other citizens.
- **More people participate in society:** Including participation in community groups and campaigns.
- **More people are able to influence and have control over decisions about their own lives**
- **More people are able to influence decisions about their community and society:** Including engaging policy makers and opinion holders in specific campaigns.
- **Changes to public attitudes and behaviour:** Including what people think about issues, other groups in society, or experiences, and how they react to these things.

Related outcomes

The outcomes in this overview refer to people's attitudes, behaviour and influence over issues that matter to them. As a consequence, this overview is closely linked to the other outcome areas examined:

- Housing and essential needs.
- Education and learning.
- Employment and training.

⁵ UNHCR (2011) *A Year of Crisis. Global Trends 2011*. Available at <http://www.unhcr.org/4fd6f87f9.html>

⁶ Refugee Council. *The facts about asylum*. Available at <http://www.refugeecouncil.org.uk/practice/basics/facts>

⁷ The Children's Society (2012) *A briefing from The Children's Society highlighting the gap between asylum support and mainstream benefits*. Available at http://www.childrensociety.org.uk/sites/default/files/tcs/a_briefing_from_the_childrens_society_on_asylum_support.pdf

⁸ Martin Beckford (2011) *Almost half of elderly people live alone*. Telegraph.co.uk. Available at <http://www.telegraph.co.uk/health/elderhealth/8970490/Almost-half-of-elderly-people-live-alone.html>

⁹ Angela Nicholls (2006) *Assessing the mental health needs of older people*. Social Care Institute for Excellence (SCIE). Available at <http://www.scie.org.uk/publications/guides/guide03/files/guide03.pdf>

- Physical health.
- Substance use and addiction.
- Mental health.
- Personal and social well-being.
- Finance and legal matters.
- Arts and culture.
- Crime and safety.
- Local area and getting around.
- Conservation of the natural environment and climate change.

Examples of typical interventions

Activities in politics and influence range from campaigning for changes in law or public attitudes, to working with individuals or groups to help them access their entitlements to services or fair treatment. These activities can be in almost any area of politics or society, including disability rights, access to benefits or tax credits, climate change and education welfare. Interventions around changing rights and entitlements include **lobbying** politicians, **research and analysis** to build evidence and **petitions, rallies and demonstrations**. Activities around changing public attitudes include **media campaigns, advertisements**, and using **social networks** to build support. Activities aimed to improve individuals' access to services, choices and control over their lives include **key worker** services and providing **information, advice and guidance**.

Current approaches to measurement

Approaches to measurement in the area of politics and influence are various. Many draw on the years of experience of PR companies, internet firms and marketing professionals whose business it is to change our opinions and behaviours. Some of these approaches can be drawn on to measure the success of lobbying, campaigning and other activities.

The success of lobbying is ultimately a change in policy and sometimes legislation. However, this can be hard to measure as change frequently happens in small steps and often it is difficult or impossible to attribute changes observed to an activity or intervention of a particular organisation. Other measures of influence over politicians and opinion-formers commonly used include the number of meetings attended, mentions of issue in speeches and in the parliamentary record, surveys of politicians and pledged support.

There are a variety of approaches available for measuring the influence of campaigns. Standard measures of media campaigns include measures of quantity and quality including number of articles, 'column inches', citations (with scoring for different publications), and responses to articles. Online campaigning activity offers a rich array of tools

and approaches to measurement. Google Analytics and other proprietary software can be used to track the performance of campaigns through visits to websites, flow of web traffic, and web marketing 'goals'. Social media platforms including Hootsuite can be used to track trends in Twitter and Facebook usage, including retweets, followers and other activity. Monitoring blog activity is also an growing area.

Changes public opinion can be measured using surveys of the population or targeted groups within the population. There are a large number of survey companies, including IPOS-MORI, YouGov and TNS-Global that offer services in this area. Behaviour change in the population can also be observed in the field, for example by counting footfall in an area or measuring pollution emissions.

Measuring individual changes in attitude and choices is usually done using surveys. The most common approach is to use a mixture of questions on user satisfaction together with questions on whether behaviour has changed and the individual feels that access to services has got easier. This approach can be supplemented with interviews to gather qualitative data. A second survey approach is to use standardised psychological scales to measure specific aspects of feelings or opinions. This is useful for determining whether an individual feels that they have control over their life and whether this changes over time.

There are several challenges of measuring outcomes of politics and influence. First, is the issue of attribution. Since many individual influencers may campaign simultaneously for and against a policy, it can be difficult to determine who made the difference. Measurement experts tend to prefer to talk about 'contribution', which allows more than one party to influence the change observed. A second issue is the long term nature of some advocacy work. Since goals may be long term and progress occurs only in small steps, measuring impact often focuses intermediary goals. Third, the context that advocates and campaigning work in is not static and so they constantly adapt their strategies; this can create a difficult environment in which to monitor progress.

Key sources

- Universal Declaration of Human Rights <http://www.un.org/en/documents/udhr/index.shtml>
- NCVO's Value of Infrastructure programme <http://www.ncvo-vol.org.uk/advice-support/infrastructure/impact/vip>, including VIP tools
- Digital measurement tools: Google Analytics <http://www.google.com/analytics/>, Mail Chimp <http://mailchimp.com/>, Hootsuite <http://hootsuite.com/>
- NPC's Critical masses: Social campaigning, a guide for donors and funders http://www.philanthropycapital.org/publications/improving_the_sector/improving_charities/campaigning.aspx
- Equality and Human Rights Commission's Equality impact assessment guide <http://www.equalityhumanrights.com/>
- Windle, K. et al (2010) Measuring the outcomes of information and advice services, PSSRU <http://www.pssru.ac.uk/pdf/dp2713.pdf>
- HM Government e-petitions <http://epetitions.direct.gov.uk/>

- Transactions, Transformations, Translations (2011) Metrics That Matter for Building, Scaling, and Funding Social Movements
http://dornsife.usc.edu/pere/documents/transactions_transformations_translations_web.pdf

Key outcomes	Specific outcomes	Indicators	Existing measures	Source and use	Stakeholders (tagging)	Notes
People have access to the correct entitlements and rights.	Improved access to the internet and media.	Number of households connected to internet.	Office of National Statistics (ONS) Internet Access Surveys.	National surveys run on quarterly and annual basis.	<ul style="list-style-type: none"> • Community • Society 	Local or project-based statistics can be compared to published national averages
		Percentage of adults in Great Britain using computer every day.				
		Number of mobile phones owned.	British Household Panel Survey.	British Household Panel Survey began in 1991 and follows the same representative sample of individuals over a period of years, including the elderly and lone parent families. It has a UK-wide reach and surveys over 9,000 households and 10,300 individuals.	<ul style="list-style-type: none"> • Society 	
		Number of emails and social networking accounts owned.	Google, Facebook, Twitter online statistics.		<ul style="list-style-type: none"> • Society 	
		Number of certificates attained in basic IT and computer skills	Basic skills qualifications, eg Computer Literacy and Information Technology (CLAiT) diploma for IT users.	CLAiT was developed by the OCR exam board. It is based on national standards and is recognised by employers. CLAiT can be taken both in a classroom as well as online.	<ul style="list-style-type: none"> • Society 	

Measurement overview: Politics and influence

	Better access to public services.	Number of people using a public service.	Standard user statistics collected by providers of public services.		<ul style="list-style-type: none"> • Disabled people • People with mental health problems • Refugees and asylum seekers • Families and children • Community 	
		Number of disabled people access to local shops, services and public facilities.	For example, Action for Access surveys.	Action for Access data can be analysed by postcode, borough, or city; by type of facility (eg, bank, gym or restaurant); by transport category; and rating score.	<ul style="list-style-type: none"> • Disabled people • People with mental health problems • Families and children Community 	
		Observed change to the environment that make a public service more user-friendly.	UN's WHO QualityRights Tool Kit for people with mental health problems.	WHO QualityRights Tool Kit is based on the International Convention on the Rights of Persons with Disabilities. It aims to establish key standards that need to be met, including meeting safe living conditions, enhancing people's autonomy and providing evidence-based care.	<ul style="list-style-type: none"> • Individuals • Disabled people • People with mental health problems • Refugees and asylum seekers • Community • Society 	
	Better access to benefits and entitlements.	Number of income replacement, in-work and housing benefits.	Department for Work and Pensions' (DWP) Benefit Expenditure tables.	DWP's tables show annual benefit forecasts and are expressed in real terms, as a percentage of GDP and caseloads (number of cases raised).	<ul style="list-style-type: none"> • NEETs • Disabled people • People with mental health problems • Families and children • Community • Society 	See Financial security and legal matter overview for more outcomes on this.

Measurement overview: Politics and influence

		Number of employees that are satisfied with their pay and benefits.	Employee perception surveys such as Workplace Employee Relations Study: Employee Survey 2011.	Data is used by government and academics at a programme level to track trends in workforce relations. Survey questions could be used by providers at an individual or programme level as an indication of job security and quality.	<ul style="list-style-type: none"> • Individuals • Community • Society 	
	Reduced levels of discrimination.	Number of people that report experiencing discrimination.	Self-reported levels of discrimination and psychological distress. Department for Work and Pensions' test for racial discrimination in recruitment practice in British cities.	The test for racial discrimination breaks findings down by ethnicity, gender, age group, occupation and city.	<ul style="list-style-type: none"> • Individuals • Disabled people • People with mental health problems • Refugees and asylum seekers • Older people • Community • Society 	
	Better quality of public services.	Number of people satisfied with public services.	Many user satisfaction measures exist. For example: Overall, how would you rate our service? How likely are you to use our service now compared to a year ago? Service-specific measures may also exist, eg. Ofsted's measure for children's services	Ofsted's data is published quarterly and covers children's services providers and outcomes, including effectiveness of help, practice quality and quality of leadership and governance.	<ul style="list-style-type: none"> • Individuals • Families and households • Community • Society 	

Measurement overview: Politics and influence

More people participate in society.	Increased rates of voting.	Percentage of registered voters who last voted in the general election.	UK Political collects and publishes the data.		<ul style="list-style-type: none"> • Community • Society 	
		Number of registered eligible voters.	Electoral roll collects the data.	Electoral roll is held at a local electoral registration office (or council office in England and Wales). The Northern Ireland electoral register is held by the Electoral Office for Northern Ireland.	<ul style="list-style-type: none"> • Community • Society 	
	Increased participation in community groups.	Number and percentage of people who volunteer.	ONS' Annual Population Survey.	ONS survey covers a period of last 12 months and breaks the findings down by various age groups.	<ul style="list-style-type: none"> • Individuals • Community • Society 	
			National Citizen Service's measure of participation and helping others includes a 13-item scale, focusing on community participation and volunteering.		<ul style="list-style-type: none"> • Young people aged 16-17 	

Measurement overview: Politics and influence

		Number of days spent volunteering.	<p>Volunteer Investment & Value Audit (VIVA) by Natural England.</p> <p>YouthNet's Do-it Volunteer Satisfaction Survey.</p>	<p>VIVA is a recognised performance management tool in the voluntary sector.</p> <p>Do-it survey results are published annually. Using a postcode search, Do-it provides details of nearly one million opportunities to volunteer throughout the UK and tracks data on registered users.</p>	<ul style="list-style-type: none"> • Individual • Society 	<p>Given significant sample size, the Do-it survey allows analysis data by gender, age, and also provides insights into motivational qualitative factors for volunteering or not volunteering.</p>
Increased interaction with campaigns.		Number of leaflets or other material distributed or requested.	Tracked by individual organisations.		<ul style="list-style-type: none"> • Community • Society 	
		Number of people receiving information by email or post.	Email statistics using MailChimp or similar email server.	Standard measures used by businesses campaign groups and charities.	<ul style="list-style-type: none"> • Community • Society 	
		Number of 'read', 'opened' and 'forwarded' emails.	Google Analytics and Campaign monitor give you advanced stats on how electronic campaigns affect traffic to a website.	These indicators can be used to show receipt and level of engagement with a campaign.		
		Number of people clicking on Internet hyperlinks within an email.				
		Column inches in the media.	Media monitoring services, eg. Cision.		<ul style="list-style-type: none"> • Community • Society 	
		Change in rate of key-word use by the media.				

Measurement overview: Politics and influence

		Number of letters written to MPs and other elected officials.	Websites such as TheyWorkForYou.com which allows you to send emails to elected representatives may collect this data.	TheyWorkForYou lets you find out what your MP, Member of Scottish Parliament or Member of Legislative Assembly is doing in your name and covers the UK.	<ul style="list-style-type: none"> • Individual • Families and households • Community • Society 	This indicator is hard to track comprehensively
		Number of signatures on petitions.	Several tools exist that allow people to create and monitor petitions online. For example: HM Government e-petitions; 38 degrees (one of the bigger independent campaign organisations in the UK). Change.org and Avaaz are equivalent to 38 degrees but cover worldwide campaigns.		<ul style="list-style-type: none"> • Community • Society 	
		Number of attendees at demonstrations.	Self-reported statistics by demonstration organisers. Police statistics.		<ul style="list-style-type: none"> • Community • Society 	Self-reported and police statistics can sometimes show discrepancies.

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		Number of social media interactions on digital campaigns.	Tweet Trends as part of MailChimp or Hootsuite gives you insight into your subscribers' activity on Twitter or number of 'likes' on social media websites.		<ul style="list-style-type: none"> • Individual • Community • Society 	<p>Easy-to-use measurement tools to capture increasingly influential online activity can be used with little or no extra cost.</p> <p>Alternatively, online qualitative measures can be used. For example, websites can be use use feedback widgets (e.g. User Voice, Get Satisfaction) to capture feedback.</p>
People are able to influence and have control over decisions about their own lives.	Greater independence and choice.	Equality of a public sector policy.	Equality and Human Rights Commission's Equality Impact Assessment Tool. Can be adapted to use as an assessment of progress in a policy area.		<ul style="list-style-type: none"> • Individual • Disabled people • People with mental health problems • Refugees and asylum seekers • Community • Society 	NPC has not come across many standardised measures here. This may indicate a general gap in measurement approaches.

Measurement overview: Politics and influence

	Improved sense of autonomy and control.	Score on tool measuring an individual's 'locus of control'.	Validated psychological scales measure the concept of 'locus of control', or where the individual sees control over their life. For example: <ul style="list-style-type: none"> • Duttweiler (1984) Internal Control Index (28-item). • Alternative locus of control scale (13-item) (Rotter 1966). There is also a locus of control scale for children and adolescents (21-item) (Nowicki and Strickland 1971).		<ul style="list-style-type: none"> • Individual • Community • Society 	<p>People with an internal locus of control believe that their own actions determine the rewards that they obtain, while those with an external locus of control believe that their own behaviour doesn't matter much and that rewards in life are generally outside of their control.</p> <p>A low score indicates an internal control while a high score indicates external control.</p>
People are able to influence decisions about their community and society.	Increased engagement of policy makers and opinion formers.	Number of pledges of support by MPs.	Ipsos MORI undertakes regular surveys of House of Commons MPs, journalists, and business leaders to ask awareness of issues.		<ul style="list-style-type: none"> • Community • Society 	Commissioned surveys give good quality information but tend to be an expensive option
		Number of MPs aware of a specific campaign.	nfpSynergy's The Attitudes and Awareness Parliamentary Monitor (AAPM).	The survey covers a minimum of 150 MPs and takes place twice a year, usually in May and October.	<ul style="list-style-type: none"> • Community • Society 	
		Change in rate of keyword use by politicians and other opinion formers in articles and speeches.	Computer Assisted Qualitative Data Analysis (CAQDAS) software can be used to analyse use of keywords.	CAQDAS used mainly by social researchers and requires expertise. It is open source software available at a low cost.	<ul style="list-style-type: none"> • Community • Society 	

Measurement overview: Politics and influence

	Increased influence of publications and research.	Number of media articles based on research or publication.	Can be tracked using various proprietary media monitoring services. Eg. Cision, or captured using Google Alerts.		<ul style="list-style-type: none"> • Community • Society 	Application depends on the audience for the publication.
		Number of citations of research in academic publications.	Google Scholar	Citation analysis (also known as bibliometrics) is used widely in academia.	<ul style="list-style-type: none"> • Community • Society 	There are also a number of citation indices listed by subject area. Eg. science citation index, arts and humanities citation index.
		Number of unique downloads.	Google Analytics, using code embedded on web pages.	Google Analytics is a powerful and free-to-use way of looking at a variety of metrics associated with a website.	<ul style="list-style-type: none"> • Community • Society 	
		Number of links from other pages.				
	Changes in policy.	Observed change in policy.	Self-evaluation method including 'external agencies dial'.	Developed by NCVO's <i>Valuing infrastructure programme</i> , based on a scoring system of estimated influence.	<ul style="list-style-type: none"> • Community • Society 	
Increased participation in community decision making.	Presence of decision-making or influencing body such as a youth council or community group.	The Young Foundation's well-being and resilience measure (WARM) for local areas includes a assessment of community 'assets'.	WARM potentially offers a framework to give a broad consideration of community involvement in decision-making.	<ul style="list-style-type: none"> • Community • Society 	NPC is aware of relatively few measure in this area, which may indicate a measurement gap.	
Changes to public attitudes and behaviour.	Increase in public awareness.	Number of people aware about a specific campaign.	Public Attitudes Surveys. Polling organisations run regular surveys to monitor social trends and attitudes.	Usually surveys will be created to investigate awareness of a specific issue Eg. mental health, crime and safety, climate change.	<ul style="list-style-type: none"> • Community • Society 	Can also be used in combination with statistics on reach of campaign.
	Change in public attitudes.	Change in people's attitudes towards a specific issue.				

Measurement overview: Politics and influence

	Change in public behaviour.	Observed change in behaviour based on pre-defined metrics.	Either studies of behaviour or measurement drawn on publicly available data sets, for example Office of National Statistics (ONS) or government departments public attitudes survey.	If official data is not available, self-reported change may be a more practical and less resource intensive measurement approach.	<ul style="list-style-type: none"> • Community • Society 	Measurement is highly dependent on the specifics of the campaign. Eg, reduction in plastic bag use will require specific and different metrics compared to increased borrowing of library books or fewer speeding offences.
		Self-reported change in behaviour based on pre-defined metrics.	General method of evaluation could draw on 'people questions' developed by NCVO's <i>valuing infrastructure programme</i> .		<ul style="list-style-type: none"> • Community • Society 	

TRANSFORMING THE CHARITY SECTOR



NPC occupies a unique position at the nexus between charities and funders, helping them achieve the greatest impact. We are driven by the values and mission of the charity sector, to which we bring the rigour, clarity and analysis needed to better achieve the outcomes we all seek. We also share the motivations and passion of funders, to which we bring our expertise, experience and track record of success.

Increasing the impact of charities: NPC exists to make charities and social enterprises more successful in achieving their missions. Through rigorous analysis, practical advice and innovative thinking, we make charities' money and energy go further, and help them to achieve the greatest impact.

Increasing the impact of funders: We share the passion funders have for helping charities and changing people's lives. We understand their motivations and their objectives, and we know that giving is more rewarding if it achieves the greatest impact it can.

Strengthening the partnership between charities and funders: Our mission is also to bring the two sides of the funding equation together, improving understanding and enhancing their combined impact

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