

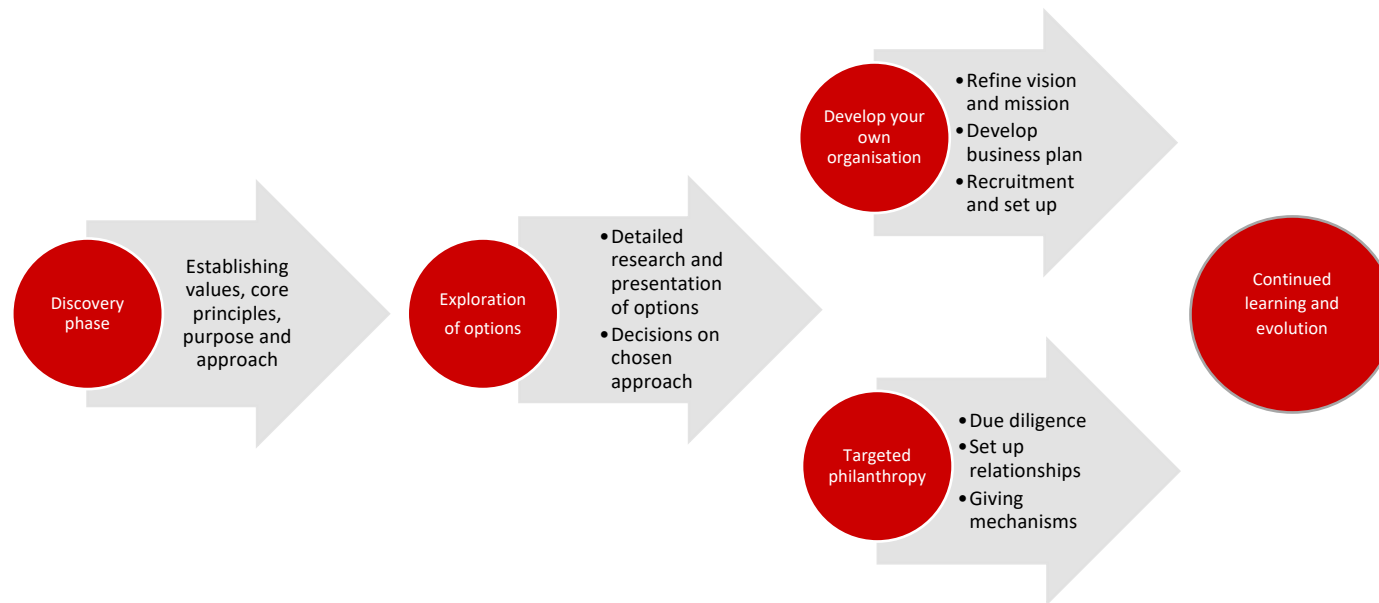
Bateleur Partners: Helping families to deliver impact through their philanthropy

Our Approach to Family Philanthropy

Bateleur Partners works with families to think carefully about their philanthropic giving and to deliver impact. We focus equally on understanding and building on the family's unique story and make-up, and eliciting its tacit and explicit values and preferences, to inform their approach to giving. This might involve surfacing and managing potential or existing conflicts and discussing the short, medium- and long-term goals for the family's philanthropic giving.

Our approach consists of optional phases along a journey we travel with philanthropic families. We tailor our entry point and work with each family, and we enable a family to continue the work without us at any point they judge appropriate.

Our goal is to ensure philanthropic families feel their giving is truly aligned with their family's values and core principles and reflects a combined consensus on their "dent in the universe" both now and intergenerationally.



Bateleur Partners: Helping families to deliver impact through their philanthropy

Phase 1. Discovery - Choices and Principles that will Guide Us

Phase 1 is designed to help a family narrow down their thinking around big picture goals, approach, values and principles.

We start our work by delving into the stories, values and core principles of the family and use these to help them articulate or refine the purpose and approach they want to pursue in their giving. The intersection of these three areas can help narrow down the focus and specific nature of their philanthropic endeavours.

This phase is usually a one- or two-day workshop with family members. It is the most critical part of our work together as it will set out the framework and filters for all future decision-making and implementation. Values need to be specific and differentiating rather than generic, and the core principles become the mechanism for how these are actioned and lived both internally and externally.

Questions to consider include: Why are you giving? What drives you? What change do you want to see? And who do you want to help?

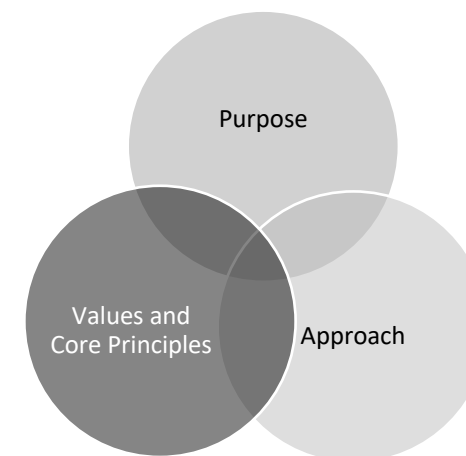
Considering how you will deliver impact is crucial too: Do you want to set up your own organisation or give through others? Will you give on a grant basis or do you prefer returns from a patient capital or social enterprise model? And how much are you willing to invest (this is important to ascertain scale and ambition)? Helping you to think about how your family's specific know-how and network could be leveraged to achieve greater impact is also important. And how involved you want to be.

Our approach in phase 1 enables in-depth discussion to help you build strong foundations for your philanthropy.

Phase 2. Exploration of Options

This phase involves deeper research into the how, what, who and where a family might be attracted to give in line with their goals, principles and approach. Depending on the family's experience and choice of fields to explore, this phase could range from a few weeks to a few months and could include:

- Research and analysis by Bateleur Partners into key areas, players, gaps in 1-2 chosen area/areas
- Interviews/meetings set up by Bateleur Partners with key players in these areas
- Presentation of findings and recommendations (if requested) by Bateleur Partners to the family
- Narrowing down choices and thinking through next steps together



Bateleur Partners: Helping families to deliver impact through their philanthropy

Phase 3. Getting Down to Brass Tacks

Should a family wish to move further with us, Phase 3 would focus on the practical aspects of the approach. Key here would be the family's choice on whether to act directly and set up their own organisation; or identify one or more organisations through whom they would channel their philanthropy and build implementation partnerships.

Set Up Your Own Organisation	Targeted Philanthropy
We carry out in-depth research and analysis of the chosen sector/issue in order to identify best practice and potential gaps in which to operate.	We conduct initial due diligence on the charities that the family showed interest in supporting at the conclusion of phase 2, focusing in particular on governance, team and culture, measurement and learning mechanisms, financial, legal and systems integrity among other things.
We help to refine the vision, mission, programme design logic and key metrics ("Theory of Change") to ensure a rigorous approach to the impact the family wish to have in a chosen sector/area.	We conduct the first assessment with a strategic, people and outcomes focus but we would also ensure it passed the "smell test" on the fiduciary aspects. We would then bring in or work with the family's others advisors for more detailed due diligence if needed.
We actively help to establish the organisation by developing a start-up business plan and conducting a CEO/core team recruitment process.	We work with the family to establish the relationship with the chosen charity/ies and provide the framework for their giving e.g. timing and nature of their giving; expectations management around future giving, reporting and engagement level.

Phase 4. Learning by Doing

We always recommend a phase which would consist of learning from the experience to improve and evolve the family's ongoing approach to philanthropic giving. The aim is to promote ongoing alignment with their principles and values and with the evolving age, structure and passions of the family.

We would also recommend drawing up a "Family Compact" to ensure the family's chosen framework is encapsulated in a document that sets out the basis for decision-making that underpinned the family's choices. This should facilitate future discussions and provide institutional memory in a foundational document, while maintaining flexibility through the primacy of the values and core principles.