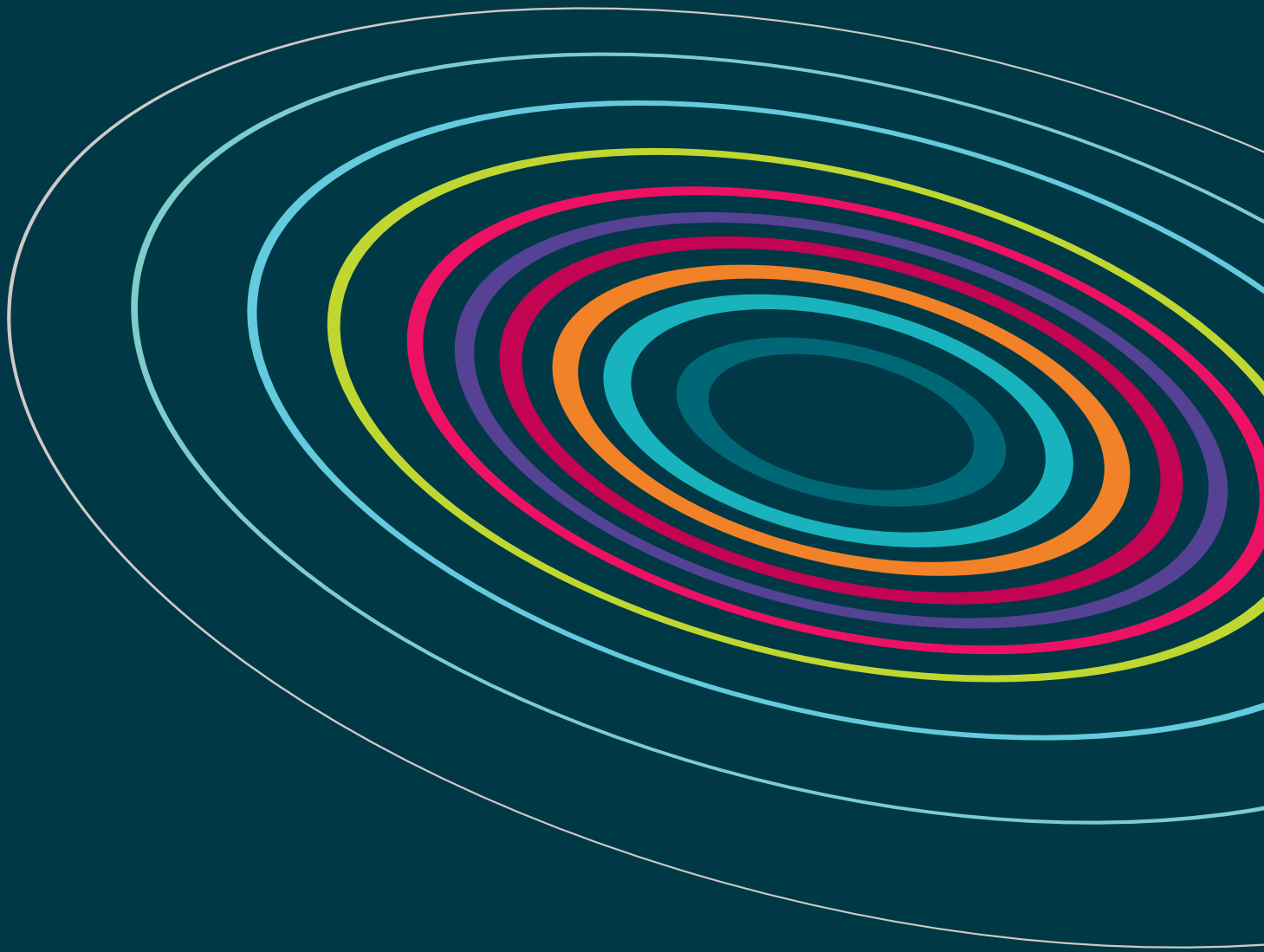


ONE --- 10



2004-2013
IMPACT REPORT

The **One** Foundation

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www.onefoundation.ie

The Warehouse, 35 Barrow Street, Dublin 4

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FOREWORD

The last thing any of us at ONE would like to do is to preach to anyone about philanthropy – I really believe that it is each person's choice whether they wish to give their money or their time to social causes, or what these causes should be.

In the ONE office, we had this ongoing – and usually good-humoured – debate over the years, about whether we were essentially 'do-gooders' or capitalists. The serious answer in my view is that the two are not necessarily incompatible. For the truth is that, if you aren't a capitalist, it's very hard to become a substantial [financial] donor to any cause. Quite simply, you have to actually have or somehow accumulate the necessary capital before you have the option of giving it away.

My personal journey with ONE has been both humbling and exciting.

Humbling, because I became aware that there are many do-gooders in our Irish society, and so in this sense, to become one isn't such an exceptional thing.

Most exciting and most important for me, however, has been to witness the social impact achieved by ONE, which has been greater than I ever could have imagined. Of course, we made more than a few mistakes along the way. Yet what has been achieved for young people here in Ireland and in Vietnam was and, I hope, will continue to be, significant.

While I don't want to list the home runs here in detail, one of the things which heartens me most is the impact we made in the area of Youth Mental Health. The thought that a kid from rural Ireland can now go to a Jigsaw centre and find the help there avoid a lot of pain – and perhaps even death – is in my book a pretty amazing one. Thankfully now, at last, Youth Mental Health is now on everyone's agenda.

So, to all those fantastic people in the organisations we supported, and to the teachers, researchers, academics and many more, please continue to do what you are doing with the same great dignity, care and passion you have consistently shown in the work you have done with us. Forget about those who will try to be obstructive, who are cynical, and who say that what you are doing will make no difference, or that things can't change. And always remember that for so many vulnerable people, your daily efforts are vital and bring them much-needed hope.

We are forever grateful for your support in our ten-year journey.

Thanks

Declan Ryan

ACKNOWLEDGEMENTS

(IN NO PARTICULAR ORDER)

One Foundation Team:

Deirdre Mortell
Emma Lane-Spollen
Vicky Brown
Eoghan Stack
Orla Kelly

One Foundation Advisory Group:

Declan Ryan
John R. Healy
Eoin McKeagney
Gareth Morgan
Melanie Verwoerd
Kelly Fitzsimmons
Maurice Mason
Anthony Carragher
Mary Davis

Pro Bono Partners:

McKinsey
Monitor (now Deloitte)
LCG Life Changes
KPMG

Investment Partner:

Atlantic Philanthropies

Thanks to the grantees for their leadership and commitment,
and for putting our funds to work so effectively

Section 1: Introduction

Section 2: About ONE Foundation

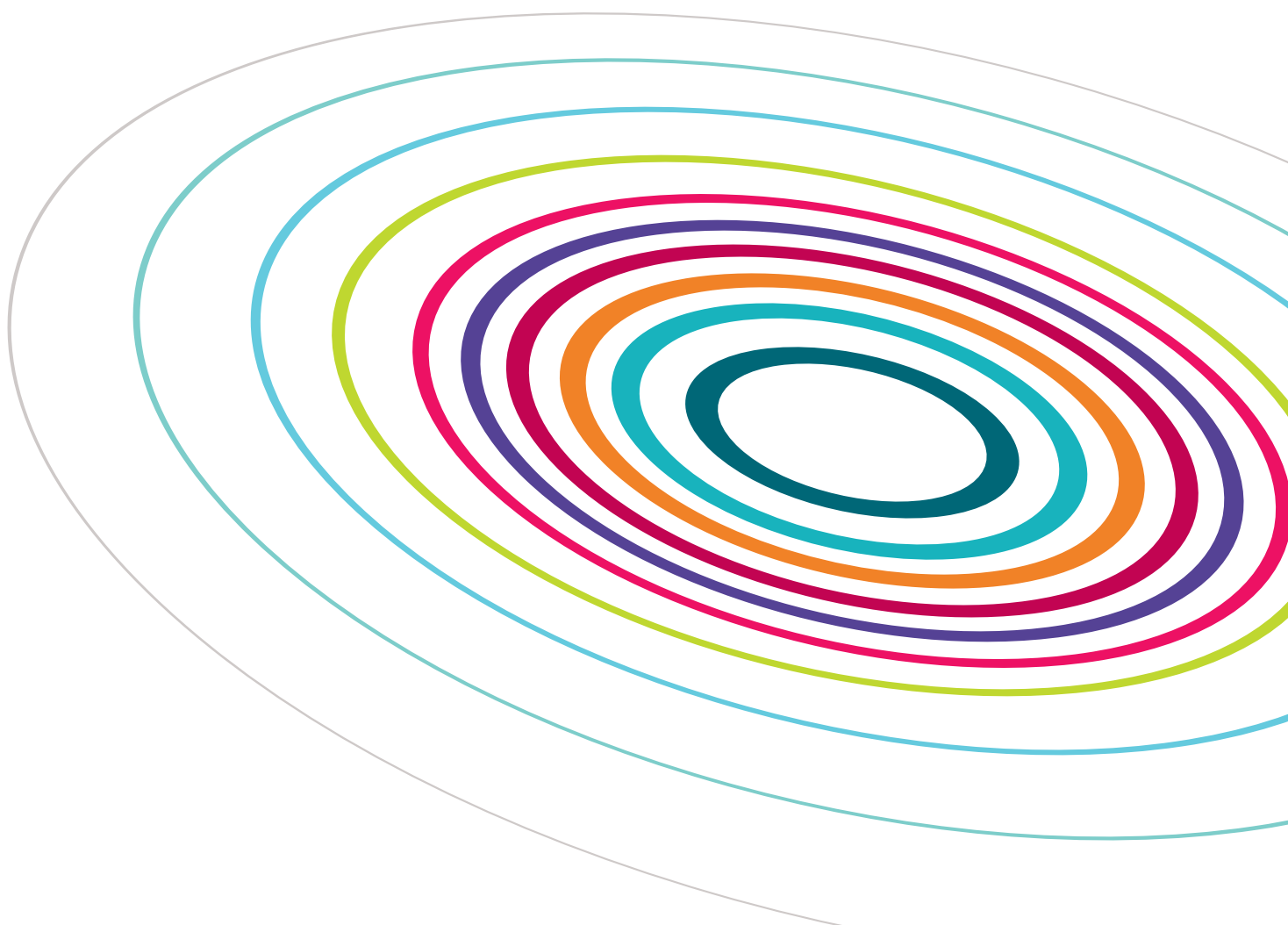
Section 3: Our Programmes

Section 4: Innovations

Section 5: What happens after ONE

Section 6: What We Learned

Section 7: Conclusion



INTRODUCTION

Founded in January 2004, the ONE Foundation is a private Irish philanthropic foundation which spent down all its resources by the time it closed, in December 2013.

Over ten years, ONE Foundation spent more than €85 million targeting solutions in relation to our goals in the fields of Disadvantaged Children and Families, Youth Mental Health, Integration, and Social Entrepreneurship in both Ireland and Vietnam.

Within a decade, we believe that we have catalysed significant changes to the social landscape in Ireland and Vietnam, realising some of our goals, failing to achieve the progress we wanted on others, and scoring a few unexpected successes along the way.

Over and above all of this, the transformative nature of our model of “active philanthropy” has galvanised a cohort of Irish non-profit organisations to become stronger and more rigorous in their work. Many of these organisations and individuals are increasingly being recognised on the international stage as leaders in their fields.

Of the eight goals we set ourselves in 2008 to be achieved by 2014, we believe that a full six are now close to realisation. When drawing up our Strategic Plan for the second half of ONE’s life, we determined in 2008 that to secure four out of eight of these objectives would be the marker of ONE’s success. We just didn’t know which four. As such, we have exceeded our own expectations of what would be achievable within this time.

This, our first and final report, sets out the story of ONE over its ten-year lifespan. Section 2 describes the key decisions that shaped ONE and how these unfolded over time.

Section 3 outlines the goals, strategies and outcomes of the four programmes we chose to invest in, and highlights what we believe was achieved through our funds and efforts.

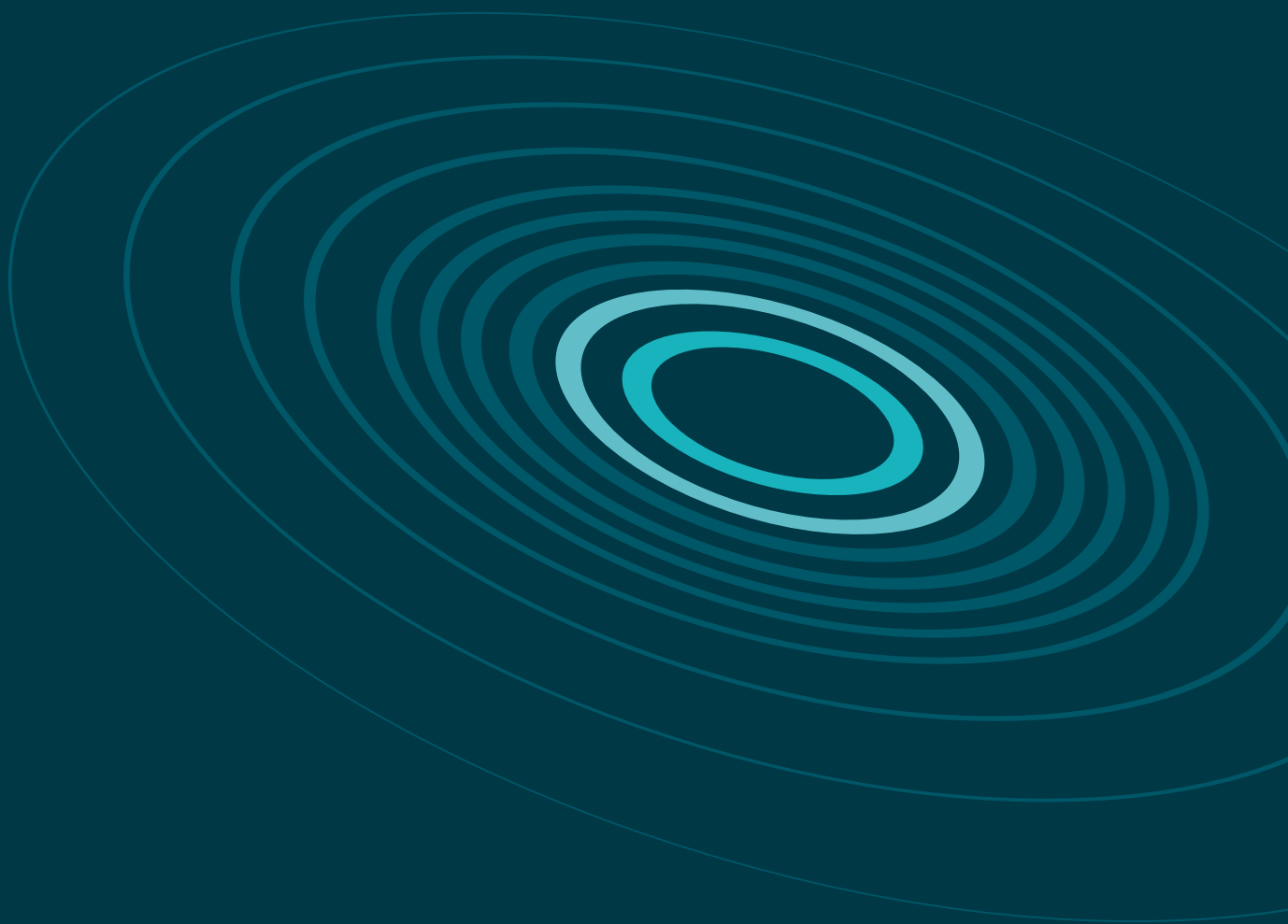
Section 4 gives examples of initiatives we undertook that didn’t seem to fit in, and yet played an important role in the end.

Section 5 describes what we did to plan for and support exit from long-term grantees during difficult economic times.

Perhaps most importantly, section 6 outlines the lessons we learned. We are happy to share what we believe were the key drivers of our successes (and failures) so that the next generation of philanthropists and social change-makers can benefit from our experience. Section 7 sums up ONE’s legacy, if there is one. We can hardly ever agree on that at ONE.

SECTION 2

ABOUT ONE FOUNDATION



A BRIEF HISTORY OF ONE: PART ONE – WHAT, HOW, WHO? SETTING THE EARLY STRATEGIC DIRECTION

Getting Started . . .

Within two months of start-up in 2004, and following an international review of available models, ONE's co-founders made three key decisions that would shape its work for the next ten years. They settled on the concept of a limited life foundation; they decided to focus on a limited number of programmes or areas of activity; and they chose to adopt a 'venture philanthropy' approach as the way forward.

Research was commissioned into the general areas which were of greatest interest to the co-founders: mental health; educational disadvantage; the changing face of the family in Ireland (with a focus on parenting issues), integrating new immigrant communities; and identifying what might be the most pressing social needs in Vietnam. The purpose of this research was to pinpoint the most critical concerns in each area and identify a range of possibilities for intervention, by finding the intersection between needs identified and the opportunity to make an impact.

But how had ONE arrived at this place?

Let's go backwards for a minute. . .

Just about to turn 40 in 2003, Declan Ryan had decided that he did not want his young children (then aged between four and fourteen years) to grow up inheriting a lot of money, and assuming that they would never have to work. He had concluded that giving away a significant portion of his wealth to causes and countries that he cared about was the right thing for him to do. And he wanted to do it *as soon as possible*.

As a donor and a Board member of Barnardos Ireland, Declan was frustrated by a sense that the funds that he had given to good causes often did not seem to make any real difference: he felt that he didn't know where the money was going or what was being achieved. In parallel, Deirdre Mortell, in her role as fundraising lead with Barnardos, was convinced that while mature charities such as Barnardos had relatively easy access to funds, these were not the *kind* of funds needed to achieve real impact, i.e. what Deirdre termed the 'high-quality' money. As she recalls:

'I could raise money for new projects – frontline costs – but a donor would only provide the direct costs. In the interests of "efficiency", they would rarely consider the *indirect* costs – which were exactly the funds that guaranteed quality of outcome: those covering evaluation, management oversight, training, and for developing fundraising capacity to enable the replacement of that donor's funds over time. All of these will ensure the project has a chance of lasting impact.

'If however these same donors were investing in a business, as well as the direct costs, such as more products, packaging etc., they would also without question fund other aspects of the operation such as marketing, management oversight, IT systems to track sales in real time, and so on. For some reason, this made sense in business, but charities were a different ball game. Why should it be so?'

Deirdre agreed to come and work with Declan, but on one condition: that they would provide the 'high quality' money in the market. Declan also felt strongly about adopting a specifically Irish identity for the Foundation, which was given the name "ONE" after the U2 song 'One', which contains the line 'we carry each other'.

The project would operate on a theoretical fund of €100 million, and its mission would focus on improving the lives of children in Ireland and Vietnam. Other than these key tenets, in early 2004, the page was completely blank and the Celtic Tiger was roaring.

Why become a limited life foundation?

The ONE Foundation was set up with a determination to focus on *solving* issues, rather than just *alleviating* them. This was the biggest driver behind the decision to establish what is sometimes called a 'sunset' fund, with a lifespan of ten years and whose full capital would be spent down during that time (as opposed to just the interest receivable). It was felt that the social problems in Ireland and Vietnam were sufficiently urgent and entrenched to justify throwing all of ONE's capital at them in a concerted way, in the hope of hitting hard and making the kind of impact which could not be achieved by merely drip-feeding cash. Additionally, the co-founders agreed that to save some cash for later meant planning for failure, rather than success, and wanted to plan for (at least some) positive impact. This did not imply that we expected to make no mistakes or never to fail, but we wanted to focus on successful impact, and on learning from any mistakes. We knew there would be plenty of space for that over ten years.

This strategic decision had the immediate effect of transforming the amount of capital available to ONE.

Adopting this approach from the outset enabled ONE to take risks, to bet big and to aim high in addressing Irish society's biggest social issues in a creative and hitherto untested way in Ireland.

The personal convictions of Declan Ryan were also crucial in terms of our 'limited life' decision. He has been heavily influenced by Andrew Carnegie's *Gospel of Wealth*, and in particular, Carnegie's belief that, 'a man who dies [thus] rich, dies disgraced'. Declan subscribes very much to the philosophy of 'giving while living', as coined by the Irish-American philanthropist Chuck Feeney. In keeping with this outlook, and putting his own spin on it, Declan sees philanthropy as a relay race, in which each generation must step up and play its part, taking the baton at the appropriate time. After ten years, he would pass on the baton to other players, who could in turn drive forward the progress already made by ONE and others. Doing this would also eliminate the risk of creating the kind of long-term institution which can easily end up losing focus and assuming a life of its own.

The decision to be a limited life foundation undoubtedly drove the formation of ONE and enabled us to progress quickly and achieve significant impact from a standing start. It is however also the case that, towards the end of ONE's lifespan – when it became clear that we would be exiting after a five-years recession, which looked likely to persist beyond 2013 – this key aspect of our set-up created considerable pressure, which could not have been anticipated at the outset, during Ireland's Celtic Tiger years.

ONE's unique approach – Choosing 'active philanthropy'

In developing its own unique model of philanthropy, ONE was heavily influenced by some of the most successful organisations already operating in the field, especially in the USA, which was at the time the most advanced philanthropy market in the world. For ONE, the most important of these was New Profit Inc., a philanthropic foundation based in Boston. New Profit Inc. championed a very specific model of philanthropy, which they referred to as 'venture philanthropy' (www.newprofit.com). In essence, New Profit's idea consisted of transposing the tools and methods used by venture capitalists – who invest in businesses for financial return – to the non-profit sector, where the return would be defined in terms of social impact.

New Profit's cutting-edge approach had never been applied in the Irish context before, and so it was ONE's challenge to tailor a version of the model which could work in Ireland. We chose to re-name this model 'active philanthropy'.

With this template, as well as input from other organisations such as Atlantic Philanthropies, to guide and inform, and having identified key areas of interest for potential investment, the ONE Foundation got off to a running start. Gut instinct was prized, risk encouraged and failure was acceptable – as long as this was recognised quickly and lessons learned accordingly. Through this process and the hiring of staff, the new foundation quickly honed its strategy and refined its approach, with a degree of agility which would become one of ONE's key long-term characteristics.

What is 'Venture Philanthropy'?

'Venture Philanthropy' is a model of philanthropy which has emerged over the last fifteen years. It favours a 'high engagement' approach to grant-making and social investment, across a range of social-purpose organisations (SPOs) – from charities and non-profit organisations, to socially-driven businesses. The key strategy is to build stronger SPOs, by providing them with both financial and non-financial support to help them to maximise the impact they seek to achieve. The methodology is based on applying venture capital tools and principles, including longer-term investment and hands-on support, to a social context in order to address the most pressing problems in our society.

WHAT?

What fields will we focus on? To do what?

HOW?

Will we spend the capital or just the interest?
Limited life as a core principle.

HOW?

How will we act as philanthropists? Big or small grants? Giving funds or funds plus more?
Funding projects or core operating costs?
The active philanthropy approach.

WHO ARE WE?

We are Irish and we believe that we must 'carry each other'.

The key aspects of venture philanthropy's approach include:

High engagement

- establishing and nurturing 'hands-on' relationships between the management of the social enterprise or non-profit organisation in question, and the venture philanthropists;

Organisational capacity-building

- enhancing the operational capacity of the organisation invested in, by funding core operating costs rather than individual elements or projects;

Multi-year support

- supporting a limited number of investee organisations for three to five years, then exiting once these organisations are financially or operationally self-sustaining;

Non-financial support

- providing value-added services to the investee organisations, such as strategic planning or technical supports to strengthen the effectiveness of the organisation or its management;

Involvement of networks

- making networks available to investees, through which they may have access to diverse and complementary skill-sets;

Tailored financing

- offering a range of financing mechanisms tailored to the specific needs of the organisation being supported;

Performance measurement

- placing emphasis on good business planning, measurable outcomes and the achievement of milestones, as well as encouraging financial accountability and transparency.

For more information on how to use the venture philanthropy approach, see the European Venture Philanthropy Association at www.evpa.eu.com. ONE is a founding member of EVPA.

A BRIEF HISTORY OF ONE: PART TWO – GETTING GOING ON EXECUTION

First Steps to a Foundation: Building a Team and Figuring out our chosen Investment Model

An important step within the first few months of ONE's start-up was the signing of a knowledge transfer agreement with New Profit Inc. in the USA. This covered the transfer of the tools of their model of venture philanthropy to our new set-up, as well as intensive training in the methodology, and coaching by New Profit staff of CEO Deirdre Mortell and future employees of ONE. This saved a great deal of time, meaning that we did not have to figure out the methodology for ourselves or expose ONE's early grantees to the pitfalls of our own lack of experience in philanthropy.

As we set about building the ONE team, we recruited a number of individuals as 'Portfolio Managers'. With a job title which further reinforced the parallel with the world of corporate investment, these members of staff would be managing relationships with the organisations we were hoping to support, as well as overseeing the investment process itself in each instance.

The people we selected for these key roles were notably generalists, rather than experts in any specific area we planned to invest in, such as children's programmes or immigrant issues. We would be relying on our investee organisations we would investing in to be the experts in their fields. ONE staff were typically analytical and results-orientated, with excellent communication and people skills. We described our ideal candidates as 'the kind of people you trust when you know you maybe shouldn't'. Each new member of staff was sent to Boston to intern with New Profit and learn at first-hand the craft of active philanthropy. We also looked to build a team from a range of disciplines, eventually resulting in a team with backgrounds in marketing, fundraising, accounting, and engineering, as well as other skills. Having such a diversity of skills available internally proved invaluable over time.

The ONE Investment Model in action

ONE Foundation sought to tackle entrenched or emerging social issues head-on, supporting leading non-profit organisations in Ireland and Vietnam by backing great leaders and empowering them to plan strategically, to build organisational capacity, to identify their key metrics, and to execute their plans with discipline. Our approach therefore embodied the key features of venture philanthropy, including a high level of engagement with our investees and a strong focus on leadership and collaborative relationships, enabling us to work closely with them in managing performance and achieving impact.

Potential investee organisations – identified initially by ONE through high-level market research in terms of mission-fit and track record, were first of all invited to go through a 'due diligence' process with us. This in itself was found to be valuable by some grantees. As one newly appointed CEO commented, having started in post just after due diligence: *'I had everything I needed to know at my fingertips when I started. It was like an audit of the organisation. For a small organisation, there has to be a value in putting together all the documents to show your assets, plans and programmes.'*

If the outcome of due diligence was positive, we would then work directly with the organisation's leadership team to produce a three-to-five year business plan, which would capture and present the proposed strategy, as well as the corresponding operational and financial detail. The business planning process over time came to be valued above all else by grantees, as one testimonial confirmed: *'The business plan built on our existing strategic plan and was really useful. It was like putting corporate systems into the community sector. Why this worked, I think, was because we were clear about what we stood for.'*

The intensive business planning process would typically involve a three-party project team, comprising:

Independent strategy consultants, often from leading management consultancies such as McKinsey and Monitor UK¹ (often working on a pro-bono basis), whose role would be to facilitate and manage the process;

The **potential investee's leadership team**, who would be charged with driving the content of the plan;

A **ONE Foundation Portfolio Manager**, whose role would be to ensure the overall quality and robustness of the process, as well as contributing to the detail of the finalised strategy. As one grantee commented, 'the role of the Portfolio Manager is to prod, push, and support.'

On completion of the planning process, the potential investee leadership team was required to pitch to ONE Foundation's Advisory Group. Then an investment decision was made, based on the following criteria:

1. The organisation's strategic alignment with ONE's mission and goals;
2. The organisation's track record of achievement;
3. The quality of their leadership: an effective CEO was essential;
4. The strength of the potential impact, if an investment was made;
5. The opportunity to leverage ONE Foundation's investment with other investors.

In later years, we included an extra criterion -

6. The strength of the organisation's financial exit strategy.

A key aspect of ONE's approach and investment strategy – also a typical feature of the venture philanthropy model – was the provision of non-financial supports to our investees, in order to strengthen their organisational capacity. As well as direct engagement in the due diligence and business planning processes, ONE's post-investment support could take some or all of the following forms:

- Technical supports commissioned through third parties, including: preparation of fundraising plans; support with recruitment including executive search; design of internal systems' human resources supports; governance supports.
- Taking a Board seat in order to offer ongoing business expertise, and at crucial times, to help to build the Board quality and performance. As one grantee CEO stated " *We resisted it at first and have learned that XXX brought a constructive role that really contributed to the work of the board. XXX was hugely supportive around YYY issues; how to present reports to boards. XXX offered pragmatic suggestions. It was definitely beneficial, but it's not enough to see it as a ONE system. There has to be a match between the person and the organisation, an understanding of the [organisation's] values.*"
- Measuring impact and performance, through the provision of tools and implementation supports, led to the following grantee feedback on its values: *'They read the reports and follow up. They don't interfere and are respectful of the organisation while still providing a 'helicopter' view and suggestions. I've found it more like a mentoring process.'*
- Participation in the selection of senior hires
- Assistance in the development of exit strategies
- Access to ONE Foundation's broader networks, an offer greatly valued by grantees, *'We were recommended by ONE...[Another source] wants to work with us! We came from having no corporate contacts to being in the big league. They added major credibility.'*

¹ Now Deloitte

The close relationships built between ONE staff and investee CEO's and organisations ensured clear lines of sight by ONE into the tremendous strengths and at times weaknesses of these organisations, and an ability to work together to spot opportunities and avoid threats. One grantee put it this way, *"I had formal interaction with several people. There was feedback and encouragement, regular phone contact. It was a powerful personal support resource that influenced me but was non-directive."*

Over time, this relationship facilitated and fed into the allocation of further tailored investments and multi-year funding. Of all of these measures, the instigation of performance measurement systems was critical. As Alice in Wonderland said, "If you don't know where you're going, any road will get you there". As ONE became more established, larger sums of money and more strategic supports were offered to those organisations whose work most advanced our goals and who were considered high-performers, based on our performance assessment.

Later surveys of investee organisations revealed that this non-financial support was greatly valued. For example, one grantee fed back, 'ONE gave us instant weight – access to people, supports, mentoring and growing credibility. We got people involved because of our connection to them.' Most organisations would not have otherwise had the budgets to buy in such expertise; they also benefited from the fact that all of the support elements were tailored to a non-profit environment. It would be unfair to claim that all investees appreciated all inputs or felt that they were optional and feedback also informed us of where we could do better. At times, investees reported that ONE's non-financial inputs felt too directive or did not fit well with their ethos or values, or did not match their desired pace, but on balance, surveys revealed that they added significant value. To give one grantee CEO the last word: *'The relationship with ONE will have transformed the organisation. It's like getting the "Q" [Quality] mark. It's a boost to the management team, a mark of approval externally, and everyone knows how thorough ONE are...'*

The power of non-financial supports to get our funds working harder was indisputable to us, and, by the close of ONE, clearly supported by our grantees.

How ONE's Investment Model Evolved

From an early stage in its operations, ONE introduced so-called 'marker' investments as precursors to full investments, as a means of testing the water with an investee organisation before committing to deeper engagement or large-scale funds. These 'marker' investments generally took the form of one year's funding to the value of €50,000 to €100,000. This money was often used to bring in additional capacity, to free up the CEO to think strategically, research international best practise, or to undertake a learning tour. This could include support to step back from the day-to-day operations if necessary, and was in many cases essential to ensuring that the process of engaging with the ONE Foundation was positive and empowering, rather than overwhelming.

Subsequent full investment consistently took the form of a grant towards core funding of the investee organisation, with the aim of building organisational capacity to achieve the mission and a step change in impact. These were generally multi-annual contracts, with an average grant size of €1 million over 3 years, and most grants falling within a range of €500,000 to €5 million. The potential impact of full investment was summed up by one grantee CEO: *'We've learned. We've changed our orientation. It's now a results-focused response, whereas five years ago we were needs-focused. That's had a major impact on the organisation. The outcome for the individual child is crucial. Can we show this? We want an outcome for each child, and we want research and evaluation to show it. ONE has completely changed our orientation.'*

Listening to Grantee Voices – The Value & Impact of Feedback

Why listen so intently to grantee voices? There is of course an inherent value in giving grantees a voice in the strategy of activities that they are fundamentally embedded in, but it also improved the quality of the work we did and increased our chances of success. Knowing which of ONE's offerings, non-financial supports or otherwise, they valued was enormously helpful to us, and of course knowing whether they believed we were making an impact or not on joint goals was key to our success.

And so a core part of our work in the second half of ONE's life was to ensure that grantee voices were captured and heard. We chose to do this, since we recognised that the power dynamics inherent in philanthropy – the philanthropic organisation has the money, and the grantees want it – cannot be overcome by good relationships alone. This dynamic has the inherent effect of reducing the criticism or feedback that any philanthropist or philanthropic organisation is exposed to.

Gathering feedback was carried out at two-year intervals through an anonymous survey of grantees by a third party, the Centre for Effective Philanthropy in Boston, USA. We sought grantee views on all aspects of ONE's work and relationships with them, providing a benchmark over time, as well as against other philanthropic funders (mainly in the USA).

This feedback offered ONE an opportunity to reflect on the honestly-held views of our investee partners, without identifying them. Surveys were commissioned in 2008, at our half-way point, to inform our second stage strategy, in 2010, and in 2012, just before we closed. These provided invaluable insights that allowed us to tailor our work, and set objectives to address areas where we were clearly falling down. Specific changes we made as a result of this feedback included: a focus on being more transparent with grantees about our own goals and criteria; a focus on Portfolio Manager communication skills to address concerns about levels of directiveness and a perception of arrogance; and the tailoring of non-financial supports to reflect feedback on which of these were more valued and why. Taking these actions resulted in clear improvements in the relevant scores over time. An additional qualitative survey was commissioned in 2008, involving anonymous interviews with grantees aimed at gathering not just their views, but the rationale behind them, to ensure that we were equipped to act on any feedback given. The revelatory data gathered was both deeply challenging and affirming, as we hoped it would be.

In our final year, we wished to document and recognise the key people who had delivered ONE's impact, and we commissioned an artist/photographer to interview long-standing grantees (and others) about their experience of working with ONE, and to photograph them. This work was published in 2013 in a limited edition book, *'CloudONE'*, a closing gift to our stakeholders. The key words to emerge from these interviews were 'heart' and 'leadership' – perhaps a surprising combination to associate with a philanthropic foundation?



A BRIEF HISTORY OF ONE: PART THREE

Next steps: Driving impact

September 2005 – June 2008: Getting in Gear and Gathering Speed

We began at breakneck speed and, for the decade which followed, kept pushing the limits and raising the bar, year on year. From September 2005, we set a pattern which we would stick to until our final year: preparing a three-year plan, achieving or, if necessary, abandoning our objectives within 12 months, and then drawing up a further three-year plan – which in turn would be fully implemented within the year which followed.

A key early learning was to dispense with the ‘pure’ New Profit model, of looking for growth investments only, and to widen our remit by seeking opportunities to finance and support organisations at all stages of development. Thus within a year of start-up, we decided to prioritise our goals over our investment model: this would be a critical driver for later. This decision also reflected our recognition that, in a small market such as Ireland, sufficient opportunities of a suitable nature for ONE to invest purely in growth simply did not exist. In this regard, we were quick to recognise the importance of adapting our strategies to the realities of the context in which we were operating.

In 2005, a key debate on mental health at Advisory Group level highlighted the urgency for some critical decision-making. Acknowledging the shockingly inadequate state of Ireland’s youth mental health services forced us to choose between establishing a start-up organisation to address these concerns, or stepping out of the mental health arena altogether. We ultimately opted to embrace the considerable challenge of a start-up initiative. In early 2006, Dr Tony Bates joined the ONE team to conduct a Feasibility Study to help pin down what form the new venture should take. In early 2007, Headstrong, the National Centre for Youth Mental Health, was born.

It was concurrently agreed to spin out Social Entrepreneurs Ireland as an independent organisation, so that it could continue after the winding-up of ONE – forcing it to be limited life along with the Foundation clearly made no sense, given its mission to establish a social entrepreneur movement in Ireland.

2006–07 was also when we increased our appetite for risk to a greater degree than ever before, getting involved in start-ups and, in 2006, hitting an all-time high of investment decisions made, at a value of €14 million newly committed. All of a sudden, our constraints were changing, from managing the ‘pipeline’ of possible projects, to pushing the limits of staff and consulting capacity.

June 2008 – December 2012: Stop, Refill, Regroup – and Break the Speed Limits

Our new Strategic Plan of May 2008 refocused the entirety of our work into a clear four programmes, with eight very specific impact goals to be achieved by 2013. One important conclusion of our review of the first half of ONE's life was that we should increase our emphasis on advocacy investments. We realised that we had spent 30 per cent of our investment funds to date in this crucial area, but without a conscious strategy to do so. This strategic shift flagged ONE's concerted commitment to support and promote high-capacity, high-performing advocacy and system-changing organisations and initiatives.

By ONE's halfway point in early 2009, we had already committed €35 million, or 40 per cent of our notional grant-making fund of €90 million, and our goal was to accelerate the rate of our investments as quickly as possible. Implementing our new strategy – to invest at least 70 per cent of our remaining funds in 'lead' organisations that would advance our goals more than any others – we set about actively growing the scale of our investments as rapidly as possible.

In 2009, a second peak year for the value of new commitments made, we made the largest – and longest – individual investments of our lifetime, including in October of that year, pledging a total of €8.9 million to Foróige and Educate Together.

By this time however, the recession in Ireland was biting with ferocity, requiring us to revise our strategy and focus our attentions on the key organisations to which we were already committed. Sadly, we were forced to take a long, hard look at some cherished ambitions, and, ultimately, to abandon large-scale plans for achieving ONE's Goal 5 – making effective family services available to disadvantaged children and their parents on a nation-wide basis.

From ONE's Halfway point, we began incorporating exit scenarios and provisions into all business plans. This included routinely building 'challenge grants' into investment conditions, in the form of fundraising targets for the organisation in question, or in terms of securing of government funding. This in turn required us to increase our own level of engagement with Government – firstly with senior civil servants, and, after the General Election of 2011, with Ministers also.

From 2010, as part of our exit strategy, investee organisations were routinely offered a suite of supports, including help with planning, fundraising development, leadership development and governance strengthening. The chief objective was to enable them to make the step-change

of impact that the investment targeted, but to also facilitate for potential restructuring or other adjustments that might be needed, post-ONE Foundation.

The success of ONE's investments in the first half of its life was clearly evidenced in the new Fine Gael – Labour Party *Programme for Government 2011-16*, which was made public in March 2011. It was very encouraging that the *Programme's* proposed initiatives were highly aligned with ONE's eight goals, in their focus on the areas of youth mental health and multi-denominational education, in the promise of a Referendum on Children's Rights, and in a proposed strategy to combat homophobic bullying in schools. All of this confirmed that our investee organisations had succeeded in making their positions heard and that these had been given weight in the new Government's agenda.

June 2012 saw our final investment decisions.

January 2013 – December 2013: Slowing Down – to a Stop

ONE's final year was focused on capturing impact, and supporting organisations to transition successfully after our closure, including negotiating with Government on funding for specific investees. Publications available on ONE's website include case studies of several of ONE's philanthropic investments, as well as an independent evaluation of our funding of advocacy over ten years, with a special focus on children's rights, mental health, and immigrant rights. *CloudONE* was also published as a closing gift to ONE's key stakeholders.

ONE's final grant commitments over its lifespan reached €75 million. This was an underspend of circa €15 million on the provisional sum we initially projected, but to make any further philanthropic investment in Ireland in this period, would have been to create a philanthropic bubble.

'They have the intelligence and experience to carry and organisation beyond its limits, to assist it to reach something much braver. They're like good parents. They give you back up and then let you off on your own.'

- Grantee Quotation

ONE BY NUMBERS



8% Investment Support
3% Management and Admin
89% Investments



Youth Mental Health
37% of investment spend



Integration projects
23% of investment spend



Children & Families
18% of investment spend



Social Entrepreneurship
16% of investment spend



5 organisations received investments greater than €5m



20 organisations received investments greater than €1m



2 organisations received investments greater than €10m



€1.2m

was spent on Goal 9, to ensure that impact can be sustained until at least 2016

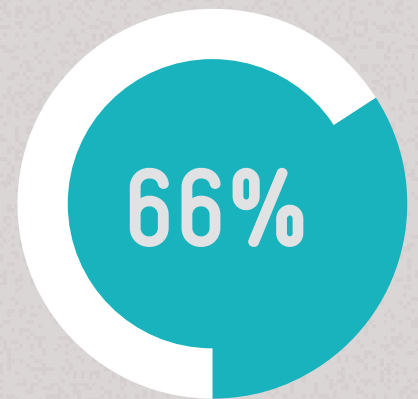
€1.8m

was spent on other projects in Vietnam



€2.1m

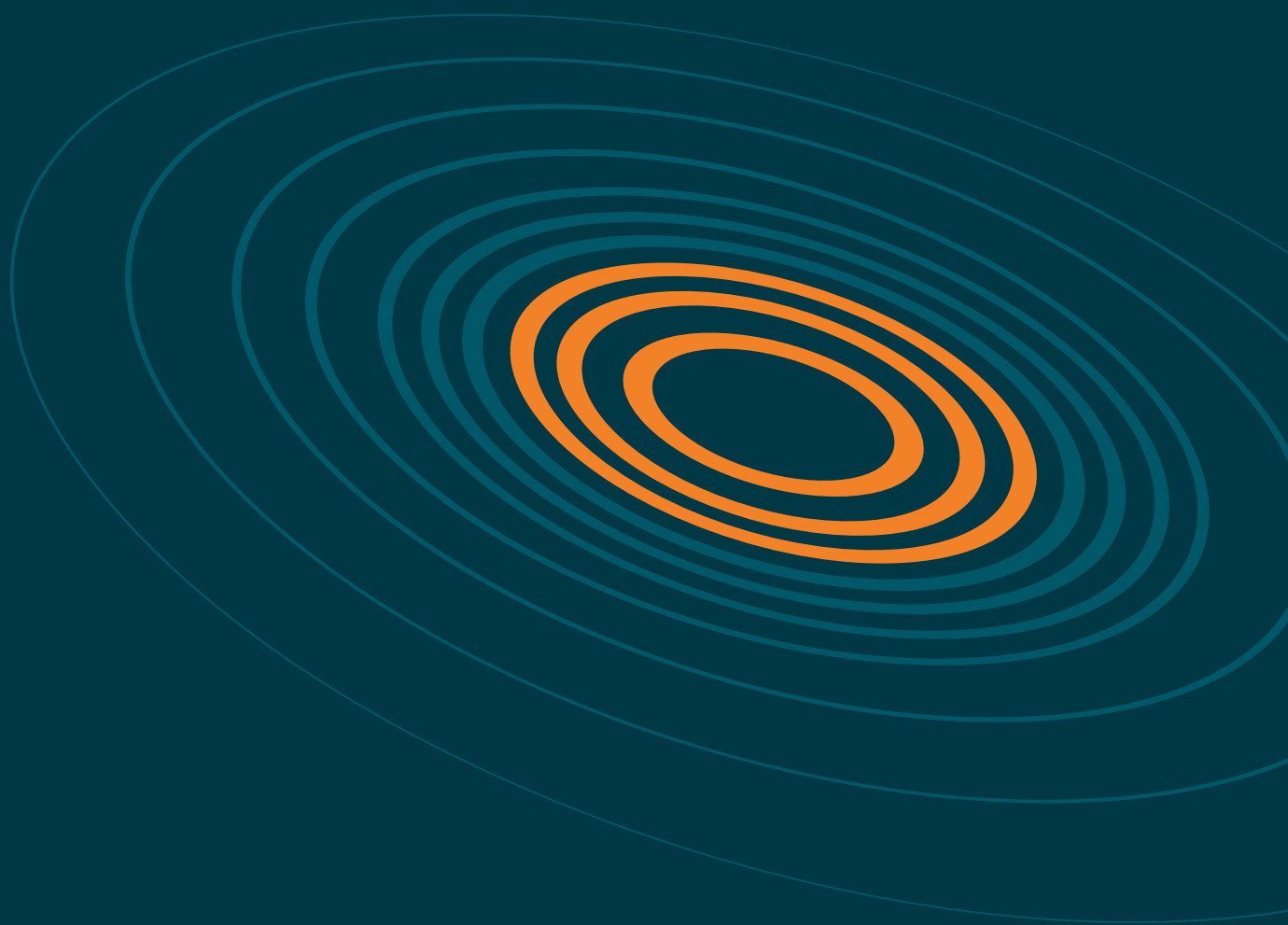
was spent on miscellaneous projects



66% of our total investment went to organisations seen to have a 'lead' role in achieving our goals

SECTION 3

OUR PROGRAMMES



PROGRAMME 1

YOUTH MENTAL HEALTH



Our guiding vision for youth mental health was that young people will have the resilience to make good choices, and that they can get help when they need it.

DEFINING THE PROBLEM

Mental health issues were impacting on so many lives all around us, yet were not being acknowledged as such by society – in the media, in politics, or in public life. Associated services remained the ‘Cinderella’ of the health services. Despite one in four people experiencing a mental health problem at some point in their lives, the stigma surrounding the issue was so great that it was not being openly discussed or addressed. For many years, this stigma had resulted in a complete absence of political will to take action to improve the situation.

The mental health non-profit organisations did not have an influential voice or strong input in to public policy, and therefore the mental health care system was dominated by the medical and nursing professions, subscribing largely to an outdated and strictly medical model of treatment. In January 2006, *A Vision for Change* – the government’s new national policy on mental health – was adopted, setting out a new approach to the issue, and proposing a significant restructuring of associated health services, as well as a shift in the focus of treatment, out of institutions and into communities, and of course extra resources to help this happen. Yet, in the following years, high levels of stigma continued to persist, and failure to deliver promised resources translated into a lack of any real momentum for change.

What was most striking to us at ONE was the extent to which young people were suffering. Mental health disorders account for nearly half (45 per cent) of the disease burden in the world’s adolescents and young adults aged 10 to 24 years, and more than 50 per cent¹ of mental health problems occur for the first time in the teenage years.

A 1996 survey conducted in Victoria, Australia – which has similar demographics and population size to Ireland – clearly displays the peak onset of mental health problems as occurring during the adolescent period, and shows that mental health is the most single most prevalent group of disorders through adolescence into early adulthood.

Mental health services for this age group were in crisis, with no services at all available for 16–17 year olds experiencing their first mental health problem. As a result, on turning 16, adolescents could be relegated from the top of one waiting list (child services) to the bottom of another (adult services). The system in Ireland was at its weakest where it needed to be strongest.

It was clear that Youth Mental Health as a distinct category urgently needed recognition. Further scoping out the field revealed more specifically that:

- Mental health is the number one health issue for young people aged 12-25: ‘70% of the health problems of young people and most of the mortality is due to mental and substance use disorders’ (McGorry, 2005)²
- Most mental health problems first emerge before the age of 25 (Kim-Cohen et al., 2003)³
- Widespread stigma causes low levels of early help-seeking behaviour;⁴
- Young people found existing mental health services intimidating and unwelcoming;⁵
- There were long waiting lists for access to services;
- There was very poor signposting to services;
- Few preventive services existed;
- There were no online or mobile phone-friendly services in Ireland.

² McGorry (2004) *Every me and you: Responding to the hidden challenge of mental illness in Australia*

³ Kim-Cohen (2003) *Prior juvenile diagnoses in adults with mental disorder*. Archives of General Psychiatry, 60,

⁴ Begley, M. et al. (2004): *The Male Perspective: Young Men’s Outlook on Life*. Dublin: Suicide Prevention Office

⁵ Headstrong feasibility survey (2006)

¹ WHO’s Global Burden of Disease Study, Gore et al, 2011

OUR STRATEGY

ONE set three goals to tackle these problems and achieve our vision of young people having the resilience to make good choices and being able to get help when they need it.

- Goal 1 Improve young people’s resilience in Ireland
- Goal 2 Build political will on mental health
- Goal 3 Improve mental health system outcomes for young people.

ONE Foundation developed a multi-pronged strategy to deliver these goals, which proposed investment in 3 levers of change:

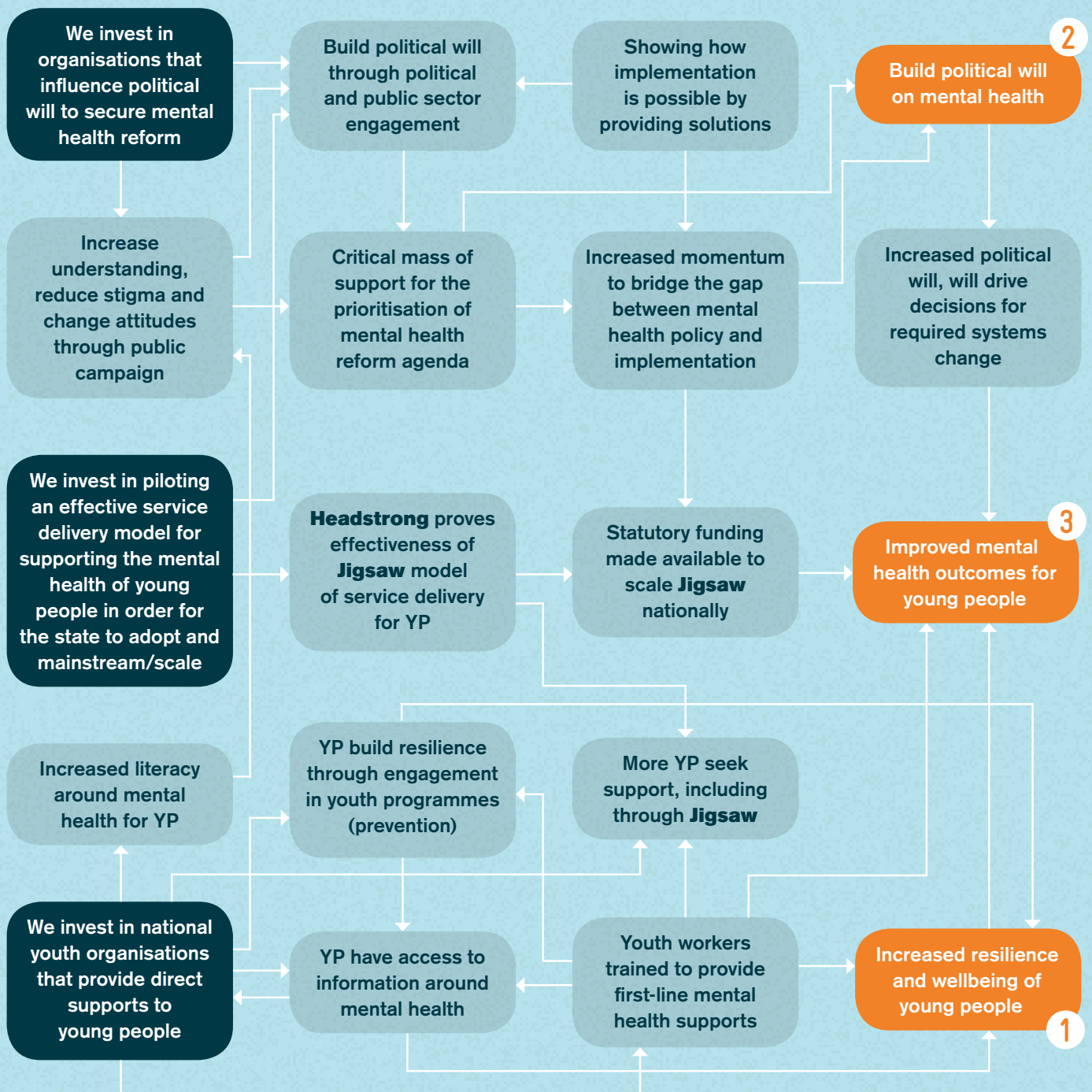
- Invest in effective national youth programmes, both generic and targeted, that enable young people to build their resilience to face tough times; invest in a distribution channel to enable these to scale quickly (**Lever #1 – Foroige / Big Brother Big Sister, BeLonGTo, ie.Reachout.com, www.Spunout.ie**)
- Invest in strengthening ‘voice’ and tackling stigma to create political momentum towards mental health reform that will lead to the effective implementation of mental health policy (**Lever #2 – Amnesty Ireland, Mental Health Reform, Mad Pride**)
- Invest in demonstrating an effective service delivery model, centred on the young person and drawn from international best practise, to support the mental health of young people and which the government to adopt and mainstream/scale it (**Lever #3 - Headstrong**).

Our strategy is illustrated in a form we refer to as a Theory of Change (also known as a Social Change Model) below. This diagram makes clear the expected links between cause and effect, to get from the chosen levers for investment (in the blue boxes) to the end point of the desired outcomes or goals (in the yellow boxes). ONE made investments in a range of organisations, as listed above, to ensure that the intermediate steps were enabled.

YOUTH MENTAL HEALTH: THEORY OF CHANGE

Problem Statement

Due to high stigma & low political will, mental health has not had the priority it deserves: 1 in 4 are affected, so acting early makes sense, since 75% of mental health issues emerge between the ages of 16 and 24 yrs. Mental health systems in IRL remain weakest at this point



Together with other players, ONE has helped to achieve transformation in the field of youth mental health in Ireland, and in a more general sense, built significant political will on mental health as a priority for Government.

Total programme spend on youth mental health 2004 – 2013 was €28M.

WINS



- There is now an established and dedicated youth mental health sector in Ireland:
 - The National Centre for Youth Mental Health (Headstrong) was established, and, to the end of 2013, has opened 11 demonstration sites around Ireland
 - Youth mental health best practises have been incorporated into 'mainstream' youth services, and youth services have grown from reaching 50,000 (2004) young people to over 550,000 (2013), with the launch of online and mobile-friendly services for the first time.
- Ireland is moving quickly towards giving back rights to people who are mentally unwell:
 - Ireland's Mental Health legislation has been reviewed against a human rights framework for the first time, resulting in multiple recommendations for improvement.
 - In 2013, Ireland published its first ever 'Capacity Bill', which gives people the right to supported decision-making about choices that affect them when they are mentally unwell.
- There are signs that, while stigma around this issue is still prevalent, it is diminishing:
 - Public attitudes to mental health have shifted, with nearly 70 per cent of a nationally representative sample of respondents polled by Millward Brown in 2011 stating that mental health issues have increased in importance over the past three years
 - Regular highlighting now of mental health as an issue in mainstream media, when it was previously conspicuously absent
- Political will on the issue has demonstrably been built:
 - Appointment of a Minister of State for Mental Health in 2008
 - Creation in 2013 of the role of National Director for Mental Health, with responsibility for mental health within the health services, eliminating a structural barrier to progress
 - Mental health budget has been protected from further cuts during the recession, with a commitment to grow it.



LEARNINGS

- There is no silver bullet. ONE was able to help realise systemic change on youth mental health by investing in several different levers: an advocacy collaboration; the piloting of practical service models that worked, initiatives to address public stigma, and the polling of political and public attitudes. This included starting a new organisation to fill the youth mental health gap – Headstrong.
- We learned that politicians are like everyone else: many have direct experience of mental health issues and, when given the opportunity to show leadership, are willing to help effect change in order to improve outcomes;
- Politicians are most responsive in this context when presented with solutions, rather than simply confronted with demands.
- Data is power. Funding the first ever prevalence data on youth mental health produced evidence of the scale of the need, and 'sized' the problem. Polling political attitudes showed the latent power that, with effort, could be harnessed.



WHAT'S NEXT?

- Youth mental health is now acknowledged as a very high-profile issue in Ireland, and this is providing momentum for other Government initiatives, such as national mental health and well-being guidelines, and anti-bullying strategies in schools.
- The youth sector is facing on-going budget cuts, so its capacity to keep extending their outreach to more young people will be severely challenged.
- Philanthropy in Ireland has been instrumental in creating and demonstrating a model of best practice in prevention and early intervention youth mental health services that work. The challenge now is to see whether, in a time of cut-backs, Government will value this model sufficiently to take over (after seven years) as its biggest funder, and to work to fuel its further growth on a national scale.

IMPACT SUMMARY

Foróige

Foróige offers youth services in communities throughout Ireland, with a menu of programmes that build resilience, life skills and leadership. ONE's investment in Foróige was aimed at building the capacity of the organisation, to enable it to increase its reach to young people, from 30,000 in 2005 to 55,000 by 2012. Despite being subject to significant cuts in core Government funding during this period, Foróige achieved this objective. The establishment of a Best Practice Unit also ensured improved quality of the services on offer, resulting in more positive outcomes for young people. Foróige was an important 'distribution channel' for the ONE strategy. www.foroige.ie

Big Brothers Big Sisters Ireland (BBBS)

BBBS is a youth programme that matches a vulnerable 'Little' with a volunteer 'Big' Brother or Sister of the same sex, to spend time together each week. ONE Foundation co-invested in scaling up BBBS in Ireland, from creating an annual 200 matches between 'Bigs' and 'Littles', to over 3,000 matches per year. The BBBS programme has been independently proven to result in highly positive outcomes across a range of measures for young people who participate in the programme, as well as offering excellent value for money, being a volunteer-driven initiative. BBBS incubated in Ireland and scaled up through Foróige. www.foroige.ie/our-work/big-brother-big-sister

A case study on Foróige and BBBS is available at www.onefoundation.ie.

BeLonGTo Youth Services

Now recognised as the national voice for young people who are LGBT (lesbian, gay, bisexual and transgender), BeLonGTo has successfully advocated for the introduction of a Government action plan to combat homophobic bullying in schools. Their 'Stand Up – Don't Stand for Homophobic Bullying' campaign has achieved over 1.4 million views on YouTube, and has been commended by UNESCO and the European Commissioner for Human Rights. BeLonGTo has also successfully grown its programmes from Dublin only, to 15 counties in Ireland. ONE invested in BeLonGTo to scale up programmes and tackle stigma, as evidence showed LGBT young people to be particularly at risk of mental health issues, including suicide. www.belongto.org

A case study on BeLonGTo is available at www.onefoundation.ie.

ReachOut.com

ReachOut.com is an online service to help young people aged between 12 and 25 years to get through tough times, by providing quality-assured mental health information, as well as inspiring real-life examples of how other young people have coped. From start-up in 2009, the service is now reaching 30 per cent of Ireland's total youth population online. ONE Foundation invested in starting ReachOut in Ireland to ensure that young people who were socially or geographically isolated could get help when they needed it. www.reachout.com

SpunOut.ie

SpunOut.ie is a website created by young people for young people, which promotes general well-being and healthy living. The overall aim is to prevent harmful behaviour amongst young people, or positively intervene where this occurs, thereby enabling young people to live happy, healthy lives where they can avail of opportunities and build a bright future for themselves. To this end, the website also gives young people easy access to relevant, reliable and non-judgemental advice, to assist them in making informed decisions. SpunOut.ie is the biggest website in Ireland for young people, providing information and support on issues that are relevant and important to them. Youth mental health is one of its core focus areas. www.spunout.ie

Mental Health Reform

In a time of austerity in Ireland, Mental Health Reform's advocacy was key to ensuring that the issue of mental health was given increased importance as a government priority. As a result of its campaign, no further cuts were made to the national mental health budget, despite the curtailment of other health services' budgets. Mental Health Reform also lobbied for the creation of the post of National Director for Mental Health Services, which came to pass in 2013. ONE invested in the start-up phase of Mental Health Reform to provide a vehicle for building political will on mental health. www.mentalhealthreform.ie



Amnesty Ireland (AI)

Amnesty Ireland (AI) is the first Amnesty International chapter to run a domestic campaign focusing on mental health as a human right. It succeeded in having the Irish State's Mental Health Act 2001 reviewed from a human rights perspective, which in turn has influenced how subsequent legislation is being developed. It also drove a prominent public campaign tackling stigma around mental health in Ireland.

AI's influence on these two pieces of legislation – the reviewing of the Mental Health Act 2001 and the introduction of the Capacity Bill – was remarked upon by the Inspector of Mental Health Services in his Annual Report for 2012, where he also made explicit mention of the ONE grant to AI:

'The publication of the Steering Group Report on the review of the Mental Health Act emphasised the importance of a human rights approach to legislation and practice. Further, discussions around the preparation of a Capacity Bill are also developing an increased focus on the issue of human rights. These are ground-breaking developments and . . . owe a significant debt of gratitude to the work of Amnesty International [Ireland] who, with the use of a recent grant, brought the issue of human rights in mental health services centre-stage.' www.amnesty.ie

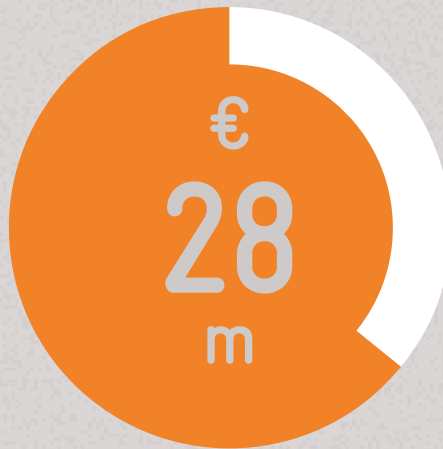
Headstrong

Headstrong was catalysed by ONE from start-up, to change how Ireland thinks about youth mental health, with a focus on age 12-25 years. It does this through Jigsaw (a service developed by Headstrong, based on international best practice), research and advocacy. Headstrong has opened 11 Jigsaw sites, offering free, youth-friendly support services for people with mental health issues. It has also developed a robust evidence base, including conducting the first prevalence survey of young people on mental health, with the largest dataset in the world to date, 'MyWorld'. Headstrong has quickly become known as an innovative change-maker in the arena of youth mental health in Ireland and internationally. www.headstrong.ie



YOUTH MENTAL HEALTH FACTS & FIGURES

Our organisations helped introduce an entirely new focus and effective services on youth Mental Health in Ireland



Invested over 10 years

37% of investment spend



A new model for Youth Mental Health, Headstrong's Jigsaw model covers a third of the country.

7 LEADING NON-PROFITS

Supported during our lifetime in this area

We have also supported the production, for the first time ever, of baseline data on the mental health of young people in Ireland ('MyWorld' Research – 15,000 young people), the integration of immigrants in Ireland, and the experiences of LGBT young people in our country, ensuring that what we now know, we as a nation cannot shy away from.

12,500

Young People Supported

15,000

Young People Surveyed

16

average age of young person accessing Jigsaw services

17

LGBT Youth Groups nationally

1 million+

online views of "Stand Up" campaign

3,000

Big Brother Big Sister matches

PROGRAMME 2:

CHILDREN AND FAMILIES



Our guiding vision for this programme was that families living in disadvantage will be supported so that their children can get the best start in life, and so have a greater chance of breaking out of poverty.

DEFINING THE PROBLEM

As a nation, in 2004, we perceived ourselves as a country that valued children highly, but the evidence suggested otherwise. Why? Systemic blockages existed at multiple levels (the Constitution, policy implementation, and service delivery), resulting in children's rights being largely unrealised, and the best interests of the child being ignored in many decisions affecting them. There was only very scattered implementation of policies such as the National Children's Strategy and the UN Convention on the Rights of the Child.

There was a lack of political will, and poor public awareness in relation to children's needs and how they could be effectively addressed. Both of these factors fed into a reluctance on the part of Government to fund widespread prevention and early intervention services. International evidence suggests that doing this is key to breaking the cycle of disadvantage.

On the ground, in communities, there was a lack of coordination between the multiple state agencies dealing with children's issues and disadvantaged communities, and an unclear demarcation of the respective responsibilities of statutory and voluntary bodies. The children's NGO sector was fragmented and underdeveloped, resulting in services that were localised, inconsistent and largely unproven. The shortcomings in the prevailing system had arisen out of a failure to put the best interests of the child at the centre of decision-making. Additionally, there was a lack of data on children's needs and lives.

ONE set two goals to tackle these problems and achieve our vision of breaking the cycle of poverty and disadvantage for children and families.

Goal 4 – Make children's rights real.

We broke this very broad goal down to include specifics as follows –

- Children's rights should be made more real by inclusion in the Irish Constitution, and evident in a critical mass of communities in Ireland
- Separated children (sometimes called unaccompanied minors) should be treated equally in the Irish care system

Goal 5 – Make effective family support programmes available nationally.

Further evidence of this national context lay in the following considerations:⁶

20% of families with children were 'at risk of poverty'

51% of lone parents were 'at risk of poverty', and yet

16% of families with children were 'materially deprived'

Ireland had one of the lowest healthcare spends (as a percentage of GDP) in the EU

15 per cent of 0–3 year olds, and 56 per cent of 3–6 year olds, had access to publicly-subsidised early years' education – significantly less than in most other European countries.

⁶ Survey of Income and Living Conditions (SILC) 2010

OUR STRATEGY

Our strategy focused on: investing to build strong voices to represent the interests of children (who cannot represent themselves, as they have no vote); finding a vehicle to realise children's rights at community level; and investing in high quality proven programmes that effectively support children to get the best start in life.

We developed a two-pronged approach, aimed at:

1. Creating the conditions to achieve significant shifts in advancing children's rights at legal and constitutional levels (Lever #1 – Children's Rights Alliance, Barnardos, later Stand Up for Children), and also at community level (Lever #2 – not delivered). The failure to find a vehicle to deliver the community aspect, meant that we replaced this strategy in 2010-12 with a focus on supporting institutions whose decisions affect children most, to embed the best interests of children in their decision-making – specifically, state administrative decisions about children, and the courts (New Lever – management & leadership training for leaders of the new dedicated Child & Family Agency, and the Child Law Reporting Project, aimed at giving judges and the public accurate and timely information on recent precedents on cases affecting children).

The strategy to achieve equity of care for separated children consisted of funding specific supports for this small but this very vulnerable group of teenagers, as well as systematically convening the main agencies (state and NGO) who interacted with them to build dialogue and joined-up working, and to raise awareness of the issues they faced and the potential solutions.

A case study on ONE's work on this issue is available at www.onefoundation.ie.

2. Supporting the development and testing of effective family support programmes and service models (Lever #3 – Barnardos), and at the same time exploring how to build a distribution network to enable these programmes to reach every community in Ireland that needed them (Lever #4 – not delivered).

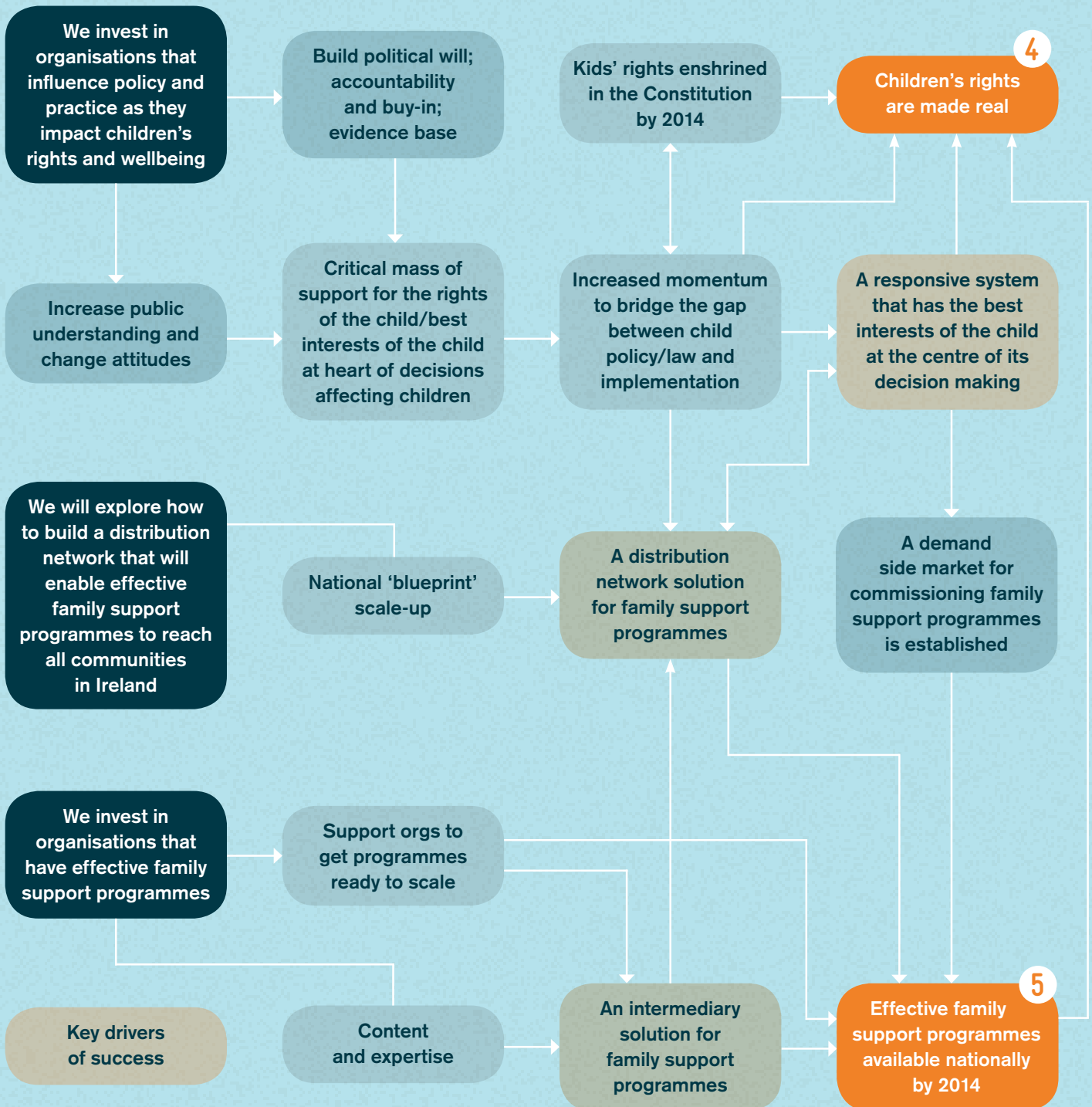
Our strategy is illustrated in a form we call Theory of Change (also known as Social Change Model) overleaf. This diagram makes clear the expected links between cause and effect, to get from the chosen levers for investment (in the blue boxes) to the end point of the desired outcomes or goals (in the orange boxes). ONE made investments in a range of organisations, listed above, to ensure that the intermediate steps were enabled.

Our total programme spend in this area between 2004 and 2013 was €14 million.

DISADVANTAGED KIDS & FAMILIES: THEORY OF CHANGE

Problem Statement

In Ireland we believe that we value children, but the evidence suggests otherwise; we have good policy generally but fail on implementation and putting that policy into practise.



ONE has helped to ensure that the principle of the best interests of the child is represented in decisions affecting them – in national policy, in the courts, and in social services used by children and families. This was done by supporting strong NGO voices representing children, with the result that children’s rights are now protected in the Irish Constitution for the first time.



WINS

- In November 2012, a Referendum on Children’s Rights was passed, with the effect that these rights would be incorporated into our Constitution.
- Equity of care for separated children is now national policy.
- A strong advocacy voice influenced structures to strengthen the visibility of children in decision-making arenas – e.g. the creation of a Cabinet Minister for Children and Youth Affairs, and the creation of Ireland’s first dedicated state Child and Family Agency.



FAILURES

- We failed to resolve the structural barrier to scaling family support services during the lifetime of ONE, which meant that Goal 5 could not be achieved.
- We failed to identify a vehicle to systematically support the realisation of children’s rights at community level, and so this was not achieved.



LEARNINGS

- Communicating to the public the meaning of 'children's rights' is far from simple
- We failed to achieve Goal 5 above in relation to service growth because:
 - Our ambitions for growth did not always match grantee priorities;
 - The distribution challenge was a structural issue which we could not solve alone or in the timeframe available (if ever).
- Being a limited life foundation was a material issue in this programme:
 - A Government commitment to holding a Referendum on children's rights was first announced in 2006, but another six years passed (and a new Government, made up of different parties, formed) before the Referendum was actually held in 2012;
 - Programmes always took longer than expected to be rigorously 'proven' before they could be scaled;
 - The necessary multi-party collaborations to tackle a structural issue like the distribution channel take significant time to convene, in terms of building trust, and co-developing an analysis of the problem and potential solutions. We ran out of time in this regard.
- Co-funding with other philanthropies was critical, given that philanthropic funding was a drop in the ocean, compared to state funding of children's services. As a result, our influence was severely limited. Parallel Government funding cuts to our grantees (due to the economic downturn from 2008) also had a significant impact on grantee priorities and their ability to scale services.
- It was important for ONE to take a flexible approach to meeting our goals. It took a learning journey of more than five years to bring us to this understanding. This eventually enabled us to take the opportunity to work with (and, if necessary, fund) state agencies, as well as NGOs, given that the state is the policymaker, as well as the main funder and provider of children's services in Ireland.



WHAT'S NEXT?

- Newly secured rights for children will start to be exercised through the courts and in administrative decisions affecting children such as housing and education. These rights will also drive changes in legislation and policy in the coming years. A culture of rights for children in the community will, we hope, be consolidated in this way.
- The new state Child & Family Agency could become the missing distribution channel for proven services for disadvantaged children and families, from 2014. Will it happen?
- Austerity will affect state budgets for children and families for several years to come. Will this austerity drive reform?

IMPACT SUMMARY

FOR SELECTED GRANTEES

Barnardos

Barnardos is Ireland's leading agency for children and families, working with vulnerable children and families and campaigning for the rights of all children. A Constitutional Referendum on children's rights was proposed by Barnardos in its 2005 Strategic Plan, with the aspiration that this should take place by 2016. In November 2006, Taoiseach Bertie Ahern announced his intention to hold this Referendum. Barnardos played a key role in campaigning for the Referendum to happen.

From 2005, ONE invested in strengthening Barnardos in two ways – a dedicated investment in its advocacy and campaigning capacity, in the knowledge that their direct contact with children and families living in poverty or at risk gave them a compelling insight into real-life issues for children without rights. ONE also invested in Barnardos to enable the development and testing of a suite of family support programmes, with a view to scaling these nationally as proven, effective approaches. By 2008, the questions for us were: 'What distribution channel can we invest in, to leverage the Barnardos' programmes?', and 'Will these programmes be proven in time?', as they had fallen considerably behind schedule.

In 2004, Barnardos Ireland had 298 staff, a budget of €13.7 million, was operating in 30 project sites offering multiple unproven services, and had no dedicated advocacy role. By 2010, the organisation had grown to 410 staff, with a €24.5 million budget and operations in 42 project sites, all of which were now offering first-rate services proven to produce life-changing outcomes for children. Barnardos now has a leadership role in advocacy for children in Ireland. In terms of structure, culture, people, systems and skills, it is now a world-class organisation, annually impacting directly on over 31,500 children and parents. www.barnardos.ie

Children's Rights Alliance (CRA)

Strengthening children's constitutional rights was a founding objective of the Alliance when it was established in 1995. Over the period of the ONE Foundation investment, CRA painstakingly built support for the holding of a Children's Referendum, and was central to ensuring that the Referendum was eventually held, with a positive outcome. CRA also helped to ensure that the wording subsequently written into law was adequate to address the Constitution's existing failings. The Children's Rights Alliance was the logical lead investment for ONE, due to its technical expertise as well as its power to mobilise the entire children's sector on legal and policy issues, and to represent them with a single voice. www.childrensrights.ie

Stand Up for Children

Creating a vehicle through which the public could be educated on children's rights was the goal of ONE's co-investment in this start-up organisation. Ultimately, Stand Up for Children became the key mobilising and coordinating force in the campaign to persuade voters to vote 'Yes for Children' when the Referendum was eventually called for 10 November 2012. This will impact on future generations of Irish children.

Empowering People in Care (EPIC)

EPIC is a national advocacy service for young people living under the protection and care of the Irish State. Through ONE Foundation's support, EPIC has been able to scale its services, from reaching 22 per cent of this cohort, to almost 80 per cent of all young people in care. www.epiconline.ie

CHILDREN & FAMILIES FACTS & FIGURES



Invested over 10 years
18% of investment spend

5 LEADING NON-PROFITS

Supported during our lifetime in this area

ALCOHOL ACTION IRELAND

BARNARDOS

STAND UP FOR CHILDREN

CHILDREN'S RIGHTS ALLIANCE

EMPOWERING PEOPLE IN CARE

31,500

parents and children supported by Barnardos

REFERENDUM ON CHILDREN'S RIGHTS 2012

Our organisations helped campaign
successfully for a new Referendum on
Children's rights in 2012

SEPARATED CHILDREN

now receive equity of care with Irish
children in the care system



PROGRAMME 3

INTEGRATION

Our guiding vision for this programme was that immigrants will be integrated into Irish society, and that their children have the same rights as other children.

DEFINING THE PROBLEM

Inward migration into Ireland has grown at a rapid pace – from less than 20,000 people in 1987, to just over 40,000 in 1997, to almost 110,000 in 2007. 1996 represented a key turning point in Ireland's demography, as the year when the transition was made from being a country of net emigration to a country of net immigration. Ireland's developing economy played an important role in this development, as job opportunities improved and this country began to be perceived as an attractive destination in which to live and work. This increasing inward migration, coupled with an ever-decreasing rate of emigration, has grown Ireland's net migration from +8,000 in 1996, to +67,300 in 2007. The 2006 Census reported that there were almost 420,000 non Irish-born people living in Ireland, representing over 10 per cent of the total population.

The ONE Foundation welcomed diversity amongst Irish society. We believed that the early experiences of 'second generation' migrant children – particularly in school and on the street – shape a sense of inclusion that is critical to successful their longer-term integration, and social cohesion within our society. We were aware that in Ireland in 2005, legislation to protect immigrants was weak and that there was no government strategy on integration at national or local levels.

Other significant factors in our analysis of this area included the following:

Even in 2013, the vast majority (96 per cent) of primary schools in Ireland are run by religious denominations, with approximately 90 per cent of these schools being under the patronage of the Catholic Church;

When the Irish asylum process introduced the 'Direct Provision' form of centralised accommodation in 2000, it was intended that asylum-seekers should spend approximately six months in this form of accommodation. In 2013 however, the average length of stay is 45 months, with some asylum-seekers staying for more than seven years;

Between 2000 and 2010, 513 separated children went missing from Irish State care, and by January 2011, 440 of these were still unaccounted for;

A 2004 Labour Relations Commission Report stated that in that year, 94 per cent of complaints by migrant workers against small and medium-sized Irish-owned firms, in relation to being denied the most basic entitlements (wages, holidays, public holidays and Sunday premium payments), were valid.

OUR STRATEGY

ONE set two goals to tackle these problems and realise our vision of immigrants being integrated, so that immigrant children will have the same rights as other children.

Goal 6 Make multi-denominational education a real option in Ireland.

Goal 7 Make immigrant rights real. We broke this broad goal down to include specifics as follows, in relation to the protection of immigrant rights in Ireland:

- Immigrant rights will feature in legislation
- The immigration system will be fair, transparent and accountable
- Immigrants will have access to information about their rights, entitlements and services (specialist info. providers now; mainstream by 2014).

In this area, ONE Foundation took a 'portfolio approach', working with a number of different organisations. We invested in making education more inclusive for immigrants and others, through the provision of more multi-denominational and multicultural schools at primary and second level (lever #1 – Educate Together); and we invested in organisations seeking to establish and protect the rights of migrants (and indigenous Travellers) in Ireland (lever #2 – Irish Refugee Council, Migrant Rights Centre, The Integration Centre, NASC, Doras Luimni, Longford Women's Link, Irish Traveller Movement, and others).

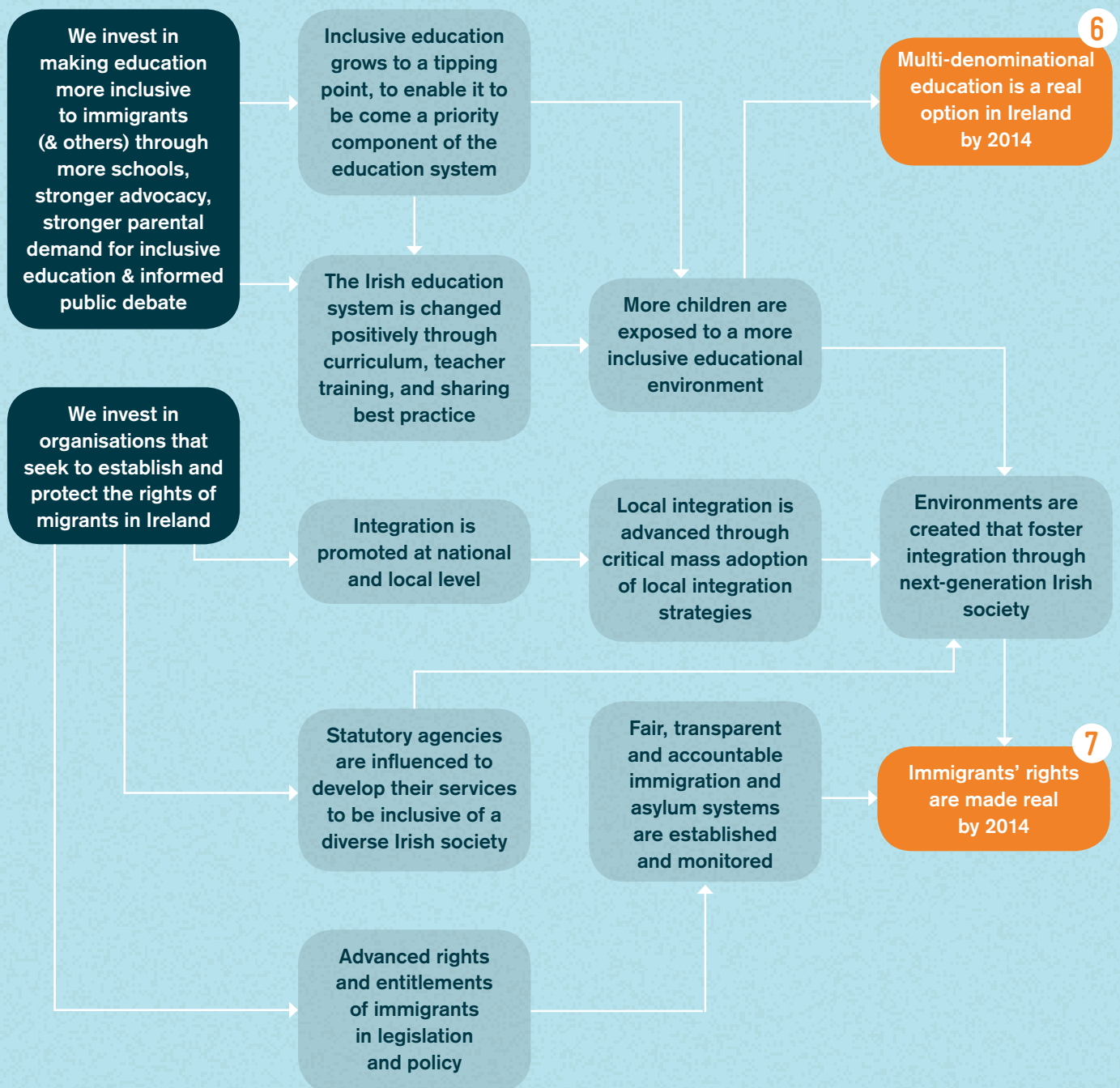
Our strategy is illustrated in a form we call Theory of Change (also known as Social Change Model) overleaf. This diagram makes clear the expected links between cause and effect, to get from the chosen levers for investment (in the blue boxes) to the end point of the desired outcomes or goals (in the yellow boxes). ONE made investments in a range of organisations, listed above, to ensure that the intermediate steps were enabled.

Our total programme spend in this area between 2004 and 2013 was €17.4 million.

INTEGRATION: THEORY OF CHANGE

Problem Statement

The early experiences of '2nd generation children' shape a sense of inclusion (or not), which is critical to integration and social cohesion. Experiences at school and on the street drive this. Additionally, legislation to protect immigrants is weak and there is no national integration strategy at national or local levels.





WINS:

We are immensely proud of progress in making multi-denominational education a real option in Ireland, as evidenced in the following:

- Successful scale-up of Educate Together's network of primary schools (in terms of schools and individuals, and as market share). Pupil numbers have grown from under 5,000 to 17,000 in 2013, and the number of schools, from 30 schools to 68, making this inclusive model of primary education a real option for families throughout the country for the first time.
- Educate Together's entry into second-level education by opening three schools in 2014, creating an inclusive and scalable model of second level education (representing the first new secondary school patron in Ireland since the 1950s).

Progress on making immigrant rights real has been slower, and piecemeal. The most dramatic progress has been on the number of local authorities that have adopted Local Integration Plans. However, there has been some progress in establishing and clarifying migrant rights, in enforcing rights, and considerable progress in ensuring migrants have access to the information they need.

- Establishing Migrant Rights: Introduction of a bridging visa for those migrants who become undocumented through no fault of their own;
- Establishing Migrant Rights: Legislation criminalising forced labour is now in place for the first time;
- Enforcing Migrant Rights: €1.3 million in compensation and back pay won by exploited migrant workers through taking cases;
- Enforcing Migrant Rights: Information for migrants is now widely available from both migrant organisations and, increasingly, from state bodies. Example: Dept of Social Protection win – see NASC;
- Migrant Rights: Gathering and publication of widespread data on every aspect of migrant rights and welfare has meant that lack of information can no longer be a reason for lack of action;
- Building social cohesion: 28 out of 34 local authorities now have local Integration Plans in place, up from zero in 2005.



FAILURES:

- We failed to ensure that the critical framework legislation that will define migrant rights for a generation (Immigration Residence and Protection Bill) was published, reviewed and influenced by our portfolio, and passed into law within ONE's lifetime, limiting progress on our goal related to establishing or clarifying migrant rights in law
- The immigration system is not yet fair, but especially not transparent or accountable.



LEARNINGS:

- The 'maturity' of an issue is a driver of how much progress can be made. The migrant rights goal proved to be our most challenging one due to the lack of public and political support for migrant rights, as well as the early stage of development of most organisations working on this issue. This was due to the fact that immigration only became a major trend in Ireland from the mid-1990s, and hence most grantees were fledgling organisations of less than five years' standing. In contrast, the issue of access to multi-denominational education had been burning for twenty years when we got involved.
- Aligning funding strategies and co-investing helped to accelerate progress. On migrant rights issues, ONE Foundation worked closely with The Atlantic Philanthropies, who shared similar goals under its Human Rights programme.
- Lead funding by two *limited life* philanthropies presents risks as well as opportunities. This is especially true in the area of migrant rights, which lacked alternative funding sources (due to lack of both public support and Government funding), leading to a sector which is heavily dependent on philanthropy for its subsistence. It was key to set short-term goals on deliverables as well as aims for longer-term capacity building. Exit strategies signalled well beforehand, and mutually agreed by all funders, are also critical to a well-managed exit.



WHAT'S NEXT?

- The Irish Government is set to introduce the revised and re-drafted 'Immigration, Residency & Protection Bill' in 2014: a comprehensive reform of legislation governing inward migration, which our portfolio organisations have been working to influence for several years. The Bill's introduction has been promised every year since 2009.
- By 2016, Educate Together will have opened its first eight schools at second level, and should continue to open more schools thereafter, offering choice to families seeking an inclusive school ethos.
- Educate Together's partnerships with Dublin City University, St Patrick's College (a Catholic teacher training college) and others are bringing ET's ethos of inclusion into the wider denominational education system.

IMPACT SUMMARY

Educate Together

A primary school patron operating across Ireland, Educate Together has, since 2006, more than doubled the capacity of its network of primary schools, from 30 to 68. In 2014, it becomes the first new entrant to Irish second-level education since 1950, opening 8 new schools commencing 2014. It continues to drive policy change and lead practice in relation to a pluralist offering of schooling in Ireland and is now an innovative force in Teacher Education. Educate Together has recently been asked to open its first primary school in the UK. ONE invested in Educate Together in order to scale up access to its primary school network beyond urban areas, to support its goal to enter second level education, and to enable it to influence the wider educational system on inclusion issues. www.educatetogether.ie

The Integration Centre (TIC)

ONE invested in TIC to ensure that a majority of local authorities had a Local Integration Plan (now 28 out of 34), and to gather and publish data that could act as an Integration Barometer, measuring progress on integration across Ireland. Formed through a merger between two migrant organisations – Integrating Ireland and Refugee Information Services – the Integration Centre became the driver for the development of ‘Local Integration Plans’ throughout Ireland, which define local authority strategies for the inclusion of migrant communities at local level. TIC also became the lead voice, together with the Economic and Social Research Institute, in gathering information and reporting on the good and bad aspects of how integration is taking place in Ireland, through its flagship annual ‘Roadmap to Integration’ in order to help highlight how we can ensure that Irish society benefits from, and celebrates, its diversity. www.integrationcentre.ie

Migrant Rights Centre Ireland (MRCI)

Migrant Rights Centre Ireland works for justice, equality and empowerment for migrant workers. ONE invested in MRCI to scale up its information and case work services for vulnerable migrant workers, and to support its community work approach to the development of migrant leaders in Ireland. It has been at the forefront of a number of legislative and policy wins which have had a huge impact on the lives of migrant workers and their families in Ireland.



These include the formulation of legislation criminalising forced labour; the introduction of a bridging visa scheme for migrants who become undocumented unfairly; and a policy change to allow migrant students who become Irish citizens during third-level education to be entitled to fee subsidies. MRCI has also won over €1.3 million in labour court settlements for exploited migrant workers. www.mrci.ie

Irish Refugee Council (IRC)

The Irish Refugee Council promotes and enhances the lives of refugees in Ireland. It is committed to promoting an asylum system that will be beneficial for refugees, the authorities, and the tax payer. ONE invested in IRC to support its information provision and case work for asylum seekers and refugees, and to back its efforts to improve the fairness and transparency of the asylum system. Through strategic litigation, 50% of IRC clients have secured refugee status at the first stage of the asylum process. The organisation has had significant influence on the shaping of legislation, policy and practices relating to how asylum seekers are perceived and treated in Ireland, with a special focus on children (IRC was central to separated children receiving equity of care in 2010). www.irishrefugeecouncil.ie

The Irish Traveller Movement (ITM)

The Irish Traveller Movement (ITM) is a national network of organisations and individuals working within the Traveller community, who campaign for Travellers' rights. ONE invested in ITM to back its efforts to build Traveller leadership and inclusion. It has been responsible for setting up innovative programmes which deal with the challenges Travellers face. One of these, the Yellow Flag Programme, sets up opportunities for school communities to become recognised for diversity and inclusion, in terms of all cultures and beliefs. Having started in 2010, Yellow Flag now operates in over 25 schools. www.itmtrav.ie

Doras Luimní (DL)

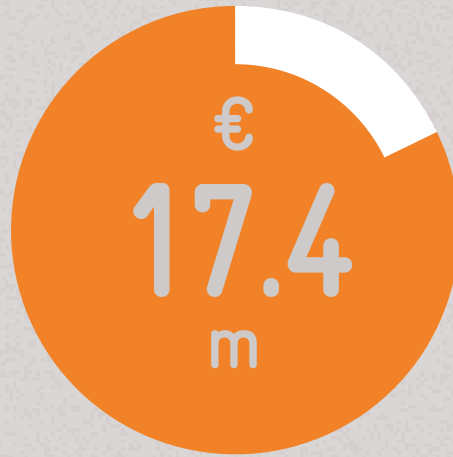
Doras Luimní works to support and promote the rights of all migrants living in Limerick and the wider Mid-West region. ONE invested in Doras Luimní to build its local and regional migrant information and case work services, and lead the development of Limerick City and County's first Integration Plan (2009–11). Doras's work locally and nationally with the Turn off The Red Light (TORL) campaign secured Government endorsement for legislative change in Ireland's prostitution laws. www.dorasluimni.org

Nasc

Nasc (the Irish word for 'link') is now seen as a leading voice in the migrant sector, providing direct legal advice to 1,200 migrants per year. Over the period of ONE Foundation's support, (2005–2013). Nasc supported 10,000 migrants, helping to improve these individuals' access to justice. Nasc campaigns facilitated the implementation of the right to social housing for legally resident migrants, and persuaded the Department of Social protection to review its working practices to assist migrant access. A key driver of integration strategies in Cork, the organisation has also established an independent racism reporting mechanism for all victims of racism. www.nascireland.org



INTEGRATION PROJECTS FACTS & FIGURES



Invested over 10 years

23% of investment spend

7 LEADING NON-PROFITS

Supported during our lifetime in this area

Migrants Rights Centre won €1.3million in labour court settlements for exploited migrant workers

34,000

Our organisations have made multicultural education a real option in Ireland. The first three second level Educate Together schools open in September 2013.

Supporting 34,000 parents to access multi-denominational Educate Together schools

25

schools have a yellow flag for integration

8

new second level Educate Together Schools awarded

28

Local Integration plans in place

**PROGRAMME 4:**

SOCIAL ENTREPRENEURSHIP

Our guiding vision for this programme was that there will be, in both Ireland and Vietnam, a flourishing social entrepreneurship movement, within which the next generation of social entrepreneurs will have the practical and moral support to grow and thrive.

DEFINING THE PROBLEM

In 2004, the idea of social entrepreneurship was all but unknown in Ireland or Vietnam. Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. Rather than laying the full responsibility for tackling entrenched and emerging social issues at the door of the government or the corporate sector, these are people who make it their mission to identify what lies at the heart of such problems, and seek to offer genuinely new ideas and ambitious strategies for wide-scale change. Deeply committed and extremely tenacious, social entrepreneurs are both visionaries and the ultimate realists, concerned above all else with the practical implementation of their vision for a better society. If we believe that entrepreneurs are key to our economy, it is logical that social entrepreneurs are key to our social progress.

Ireland in 2004 was experiencing a Celtic Tiger economy, and yet entrenched social issues such as poor mental health services remained, while new issues such as the effects of unplanned immigration were emerging. We believed that Ireland had always had social entrepreneurs but that the supports traditionally available had been eroded – such as the moral support to make a career choice that was not about money or status, or the traditional practical supports available within the religious orders, which had provided in the past a roof and a hot meal every day for people such as Sister Stan Kennedy and Fr Peter McVerry. We were concerned that the next generation of social entrepreneurs would not be able to make the same choices, and we were determined to act to fill the gap, initially in Ireland.

OUR STRATEGY

In seeking to establish and nurture a flourishing social entrepreneurship movement from a zero base in Ireland and later in Vietnam, we seeded the first incubators for social entrepreneurs: Social Entrepreneurs Ireland (SEI) in 2004 and the Centre for Social Initiatives Promotion (CSIP) in Vietnam from 2009. These organisations would be seeking to work with the private, third-level education, public and voluntary sectors to foster and directly support early-stage social entrepreneurs, and to celebrate their successes and promote their work to wider audiences.

Investing in such initiatives to help tackle some of Ireland's and Vietnam's entrenched social problems, our ultimate aim was to increase 'social capital' within the communities of these countries. We also sought to scale up one social entrepreneurial initiative in Vietnam during this period, although we were not successful in doing this.

In addition to the above, we also made smaller investments under this programme, including Koto and Streets International Vietnam, two social enterprises that prepare orphaned or vulnerable young people for careers in hospitality (www.koto.com.au and www.streetsinternational.org), and funding the set-up of Ashoka Ireland, a network of social entrepreneurs worldwide.

Our strategy is illustrated in a form we call Theory of Change (also known as Social Change Model) overleaf.

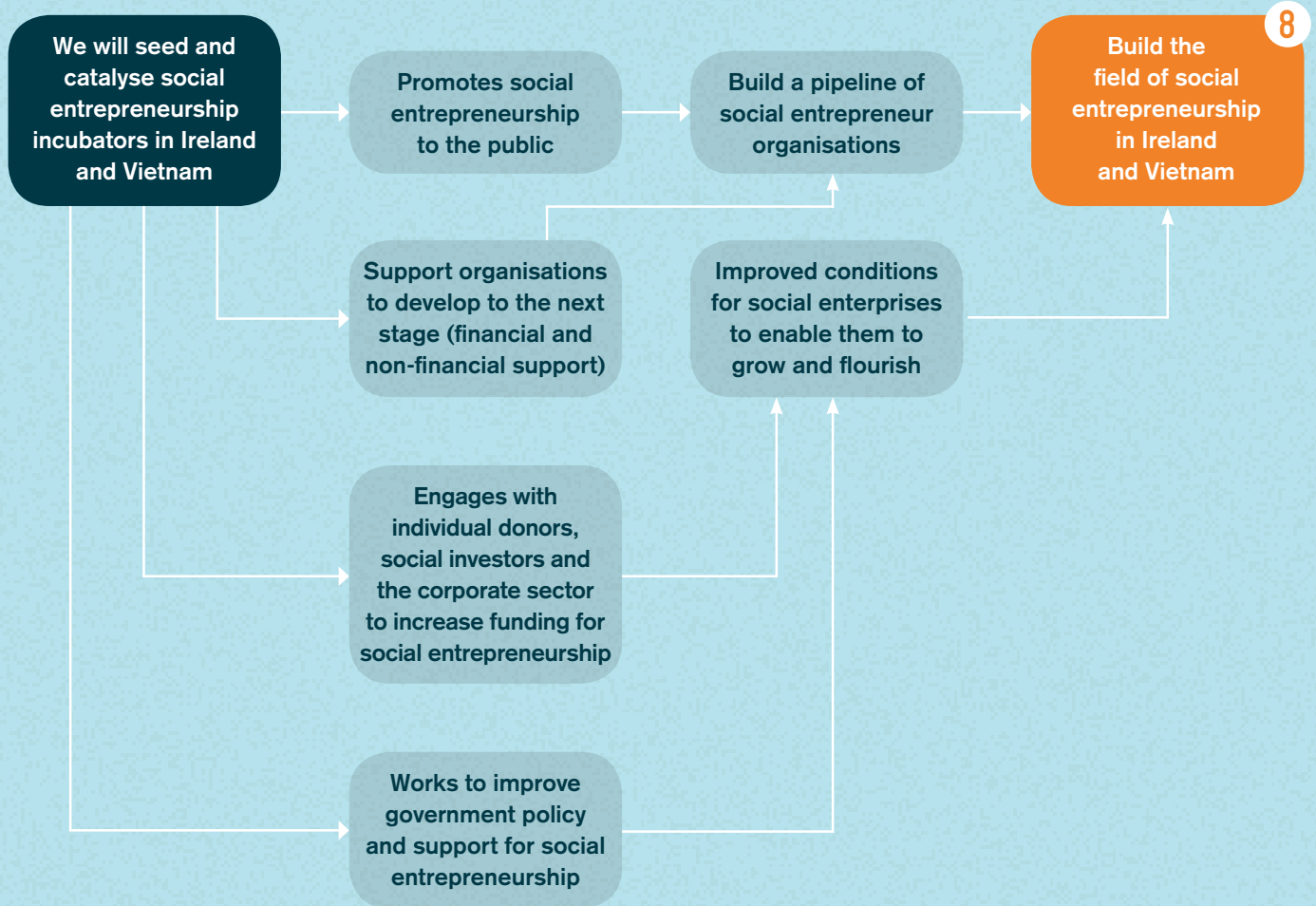
This diagram makes clear the expected links between cause and effect, to get from the chosen levers for investment (in the blue boxes) to the end point of the desired outcomes or goals (in the yellow boxes). ONE made investments in a range of organisations, as listed above, to ensure that the intermediate steps were enabled.

Between 2004 and 2013, ONE invested €12.5 million in Social Entrepreneurship in Ireland and Vietnam.

SOCIAL ENTREPRENEURSHIP: THEORY OF CHANGE

Problem Statement

The many entrenched and emerging social issues in Ireland and Vietnam require a pipeline of new approaches and solutions. Social entrepreneurs in IRL and Vietnam lack the moral and financial supports they need at early stage.





WINS:

- Over the last ten years, SEI has supported 169 social entrepreneurs, investing €5.4 million in their projects, as well as providing significant additional supports. These initiatives in turn have had a direct, positive impact on the lives of over 205,000 people across Ireland, creating over 800 new employment opportunities in the process.
- Since 2009, CSIP has provided business support to and directly nurtured 52 social enterprises across Vietnam, whose projects have directly improved the quality of healthcare, education, and working conditions for 17,670 people; 205,000 members of the general population have been able to experience the positive benefits of the programmes and activities being offered by these social enterprises.
- CSIP has also contributed significantly to an increased general awareness in Vietnam of social entrepreneurship as a valuable concept and a sector of activity to be developed, as evidenced by 9,600 Facebook followers, 629 articles in the media, and 205,000 web page views. In 2012, the language of social entrepreneurship is now widely used.



LEARNINGS:

It soon became clear that there was not always somewhere for early-stage social entrepreneurs to go to after graduating from SEI and CSIP programmes: this highlighted the importance of developing the ecosystem of different funders and supports in each country, thereby ensuring that social entrepreneurs would have the opportunities to scale up their ideas.

Social entrepreneurship can be a solution for governments in both capitalist and socialist systems, and at national, regional and local levels. It is increasingly being recognised by the EU. Who would have predicted that ten years ago?



WHAT'S NEXT?

- Further advances in developing social entrepreneur-led social enterprise companies must be encouraged, as this is the best route for these initiatives to gain financial autonomy and reduce their dependence on government grants or philanthropic funding.
- Government policy that recognises, values and facilitates social entrepreneurs and social enterprise development will begin to gain traction in both Ireland and Vietnam, and at EU level also.

IMPACT SUMMARY

The Centre for Social Initiatives Promotion (CSIP), Vietnam

ONE Foundation catalysed the start-up of CSIP in Vietnam in 2009. In the five subsequent years, through supporting 52 early stage social entrepreneur-led social enterprises, the organisation has become the country's leading voice in promoting social entrepreneurship as a movement for social change. Since 2009, CSIP have provided USD \$630,000 in funds and other supports to over 52 social entrepreneurs working across a wide range of social issues throughout Vietnam. In terms of funding, an additional USD \$2.6 million has been leveraged from other sources by the social enterprises CSIP invested in. CSIP itself has raised an additional \$1.65 million beyond the funds invested by ONE. www.csip.vn

Social Entrepreneurs Ireland (SEI)

Social Entrepreneurs Ireland started its life as a programme of ONE Foundation, and became an independent entity in 2006. Over ten years, SEI has become the leading organisation in Ireland promoting social entrepreneurship through supporting early-stage social entrepreneurs. Since 2004, the organisation has provided €5.4 million to over 169 social entrepreneurs throughout Ireland. Their initiatives have in turn positively impacted thousands of people across a range of social issues. www.socialentrepreneurs.ie



SOCIAL ENTREPRENEURSHIP FACTS & FIGURES



Invested over 10 years

16% of investment spend

3 LEADING NON-PROFITS

Supported during our lifetime in this area

- Social Entrepreneurs Ireland
- Centre for Social Initiatives Promotion Vietnam
- Ashoka

Our organisations have catalysed social entrepreneurship as a new movement in Ireland and Vietnam

169

social entrepreneurs
supported in Ireland
since 2004

52

social entrepreneurs
supported in Vietnam
since 2008

INVESTING IN ADVOCACY

ONE Foundation came to funding advocacy through a learning process. Having opted for a number of years to invest in frontline services, for example those aimed at disadvantaged children and families, and at migrants, we came to the realisation that supporting advocacy on such issues could represent a complementary, and sometimes better approach. Taking any opportunity to bring an end to the problems that require these services is surely more cost-effective as well as reducing harm. While in many senses this is hardly a revelation, it was as a result of exploring other approaches first that ONE arrived at the decision to allocate specific funds to advocacy in relation to the issues we cared about most: children's rights, immigrant rights and mental health reform.

As time passed, our commitment to funding advocacy grew accordingly, to the extent that by 2008, the half-way point of our limited life of ten years, three of the eight goals of our revised strategy related to advocacy, and we had assigned a full-time staff member to manage it. Over ten years, a total of €14.8 million – or 19.8 per cent of our funds – was spent on advocacy in these focus areas.

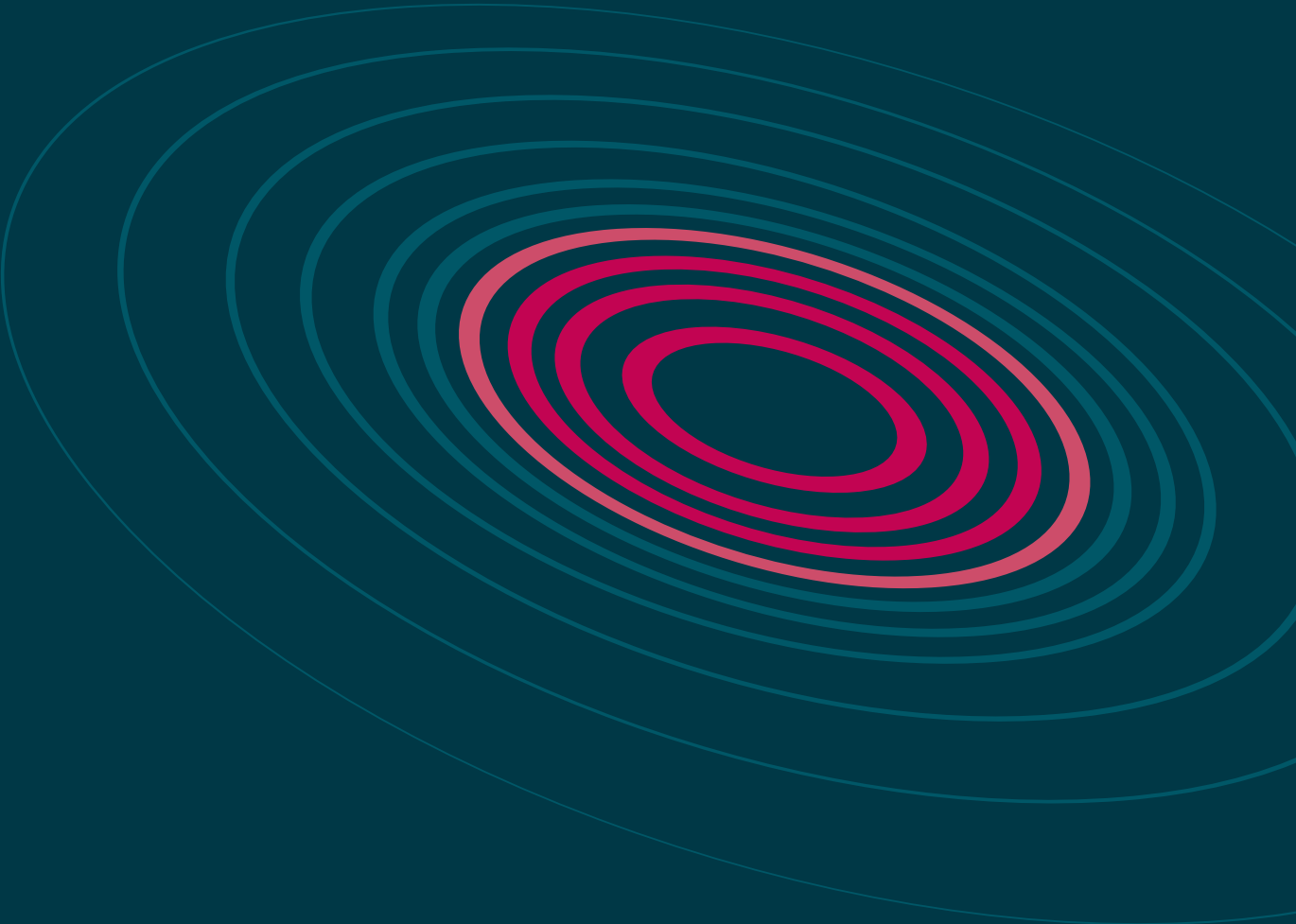
We are now more convinced than ever that funding advocacy can offer the opportunity to achieve a powerful impact on either mainstream or more marginal issues, and at real value for money.

Lessons Learned by Investing in Advocacy:

- Philanthropic support of advocacy can enhance State policy-making processes;
- Supporting advocacy can be risky and time-consuming, but successful outcomes can generate significant longer-term impact;
- Achieving policy change can take time and funders need to be patient;
- Sectoral coalitions, while ideal for advocacy, are not always possible;
- A dedicated advocacy organisation representing member organisations in a given sector enhances advocacy impact, by offering a united voice;
- Credible data, communicated with real-life examples, propels advocacy;
- Leadership is critical to successful advocacy;
- Advocacy capacity is enhanced when organisations review performance regularly, learn from their mistakes, match tactics to opportunity and alter their approaches accordingly;
- Supporting rigour of management, analysis and evaluation in advocacy NGOs ultimately supports the achievement of their goals.

These conclusions are drawn from *Daring Voices* (2013), an independent evaluation of ONE Foundation's advocacy funding 2004–2013, available at www.onefoundation.ie.

SECTION 4
INNOVATIONS



INNOVATIONS

These were investments in one-off programmes or initiatives which did not fall under the umbrella of any of our four main programmes.

The Mary Raftery Fund for Investigative Journalism

The Mary Raftery Fund for Investigative Journalism was established by the family and friends of Irish campaigning investigative journalist Mary Raftery, after her death in January 2012. The aim of the Fund is to promote further investigative coverage of issues which were close to Mary's heart, and on which she focused her ground-breaking journalistic work, namely: mental health, migrant issues and children's rights. The Fund offers an opportunity for journalists to carry out detailed and rigorous investigative work into these areas, with a view to exposing or highlighting injustices. The ONE Foundation provided core opening support to the Mary Raftery Fund, and financing three initial funding rounds, one on each issue. www.maryrafteryfund.ie



'Get On Board for Youth Mental Health' Campaign

In 2011 and 2012, with the support of ONE, ReachOut designed and led the GetonBoard.ie campaign, mobilising young people for the General and Presidential Election campaigns respectively, in order to ensure that youth mental health became a priority election issue. This delivered the result that 165 General Election candidates from all political parties publicly pledged that they would 'get on board' to support the mental health of Ireland's young people as a key issue, if they were elected. In 2012, the campaign was run again, and six of the presidential candidates also 'got on board' to offer their support, including the successful candidate, President Michael D. Higgins. www.getonboard.ie/.

ONE Foundation's Minority Kids Fund

The Minority Kids Fund was a pilot, one-year grant scheme to encourage the inclusion of minority children and young people in the activities and services of mainstream youth and sports organisations throughout the country. 'Minority children', as defined by the fund, were to include those from newly arrived immigrant families, asylum-seeking children and Irish-born children of immigrants, as well as those of indigenous Travellers.

The fund was set up and distributed in 2007. Seventeen organisations throughout Ireland were awarded a grant to promote the inclusion of minority children in their various activities during 2008. As well as the direct positive benefits for the participants, this initiative was also regarded as a valuable pilot project in promoting the integration of minority children, while at the same time generating 'real life' case studies from which important lessons could be drawn. A small number of successful projects were given larger scale funding, but the pilot was not repeated. An external evaluation which captured the learning is available on www.onefoundation.ie

SCHOLARS @ ONE

Through ONE Foundation's support of organisations working with 'separated children' in Ireland and advocating for better protection measures for them, we came to recognise the great resilience and passion to succeed demonstrated by many of these young people, despite – or perhaps even because of – the very difficult circumstances they had lived through. We decided to acknowledge and support this ambition and resilience by creating a Scholarship Fund to support their third level education – so that, wherever their futures ultimately lay, they would always be armed with the powerful weapon of education. For all awardees, these scholarships covered the cost of third-level degree courses and included a living allowance.

To date, ONE has supported 43 young people from countries including Niger, Congo, Togo, Uganda, Ghana, Cameroon, Kenya, Somalia, Ethiopia, Guinea, Nigeria, Malaysia and Iraq.

The Captain Cathal Ryan Scholarship

The Captain Cathal Ryan Scholarship was launched in 2008 to commemorate and celebrate the life of Captain Cathal Ryan, and consisted of ten awards of €25,000. The aim of the scholarship is to support the further education and personal development of the winning applicants, to enable them to advance their personal and professional goals. Initially awarded annually to five social entrepreneurs, the final five awards were made in 2013, and criteria were broadened to include an undergraduate sports scholarship, an arts scholarship, and a postgraduate scholarship.



'Education is the most powerful weapon which you can give to change the world'

- Nelson Mandela

THE SCHOLARSHIP WINNERS WERE:

2008

Sean Coughlan,
CEO of Social Entrepreneurs Ireland

2009

Michael Barron,
CEO of BeLonG To Youth Services

2010

Krystian Fikert,
CEO of MyMind

2011

Siobhán O'Donoghue,
Director of the Migrant Rights Centre Ireland

2012

Sue Conlon,
CEO of the Irish Refugee Council

2013

Dr Tony Bates,
CEO of Headstrong, the National Centre for Youth Mental Health

2013

Tony Griffin,
Founder of The Soar Foundation

2013

Louise Lowe,
ANU Productions

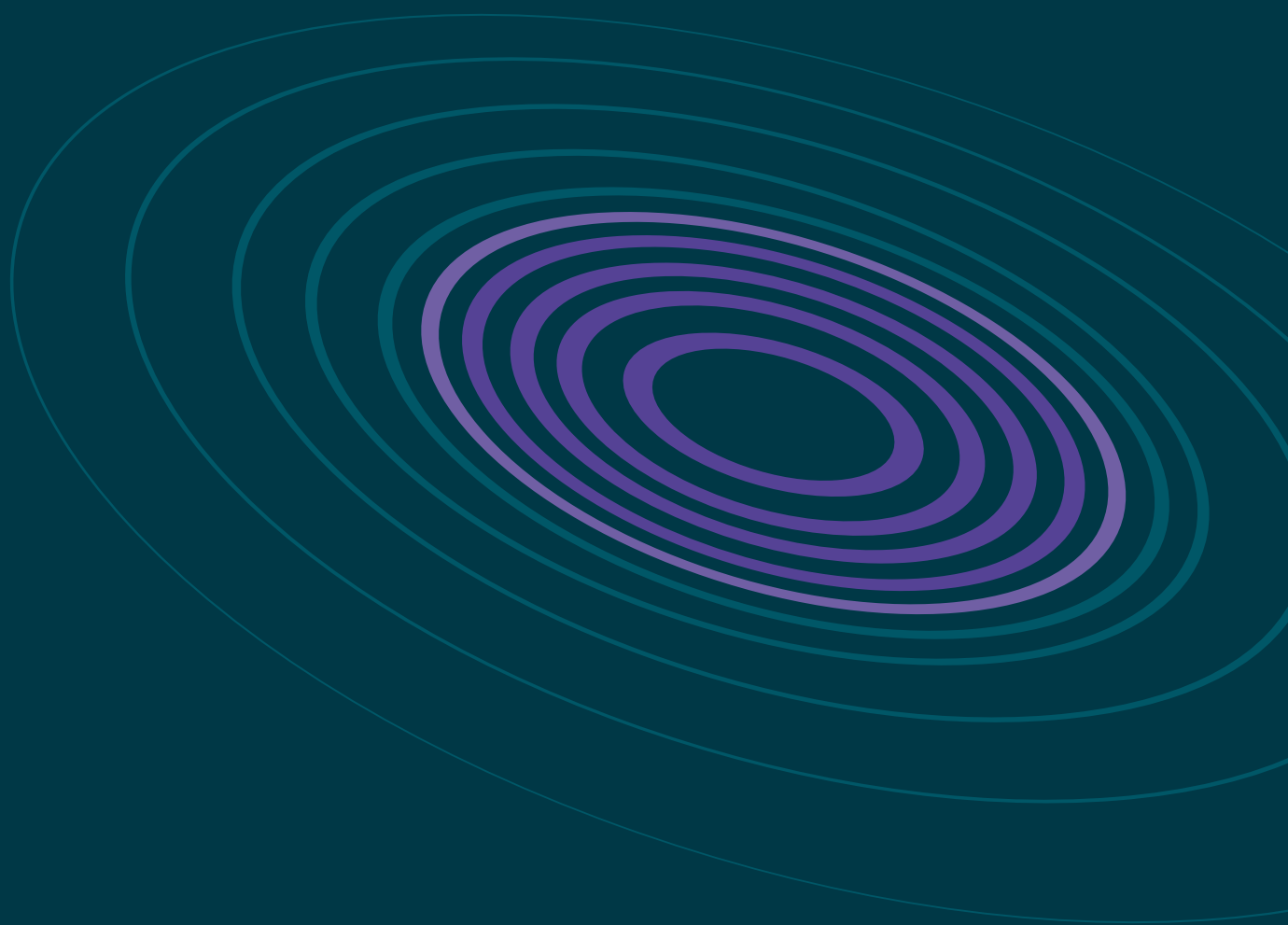
2013

Enda Smith,
Dublin City University student and sports scholar

2013

Abdul Ali Hassan,
Dublin City University student and postgraduate scholar

SECTION 5
WHAT HAPPENS
AFTER ONE



ENSURING ONE'S IMPACT IS SUSTAINED UNTIL AT LEAST 2016

ANALYSIS

As early as December 2008, ONE began discussing various ideas about how to close the Foundation in 2013. In 2010, the ONE team presented exit strategies for the grantee portfolio to the Advisory Group.

In the intervening time, the impact of the global economic downturn had become increasingly clear. The Irish economy was experiencing severe recession. Government funding to the non-profit sector was being significantly cut; public fundraising was becoming a more and more difficult task – and yet there was greater demand than ever before for the services provided by grantees. In terms of our exit strategies, it was critical to recognise that the challenge for the portfolio organisations – of replacing ONE's financial support post-closure – was going to be much greater than had been originally envisaged when the Foundation was established, during Ireland's Celtic Tiger years.

In assessing this new context, we reached the following conclusions about the position of our investee organisations:

- Financial vulnerability was high;
- Their ability to sustain the impact they had already achieved would be severely challenged;
- It was not a performance issue, but largely the result of the prevailing economic conditions;
- Their current fundraising capacity would not be adequate to meet the gap.

We therefore agreed that success for ONE at its close in 2013 should be defined as follows: that each portfolio organisation would have achieved the targeted impact during the time of our involvement and have become resilient to the financial challenges ahead; that most organisations would be able to survive and ideally, to thrive or, if it made better sense, to close in a planned way.

We defined 'financial resilience' for an individual organisation as follows:

- Having at least three months' operating costs held as free cash reserves;
- Having a level of flexibility in the application of its income;
- Having a level of flexibility (fixed versus variable costs) in its expenditure;
- Having a diversity of funding sources established;
- Having the assurance of a good degree of security in relation to future income streams.

STRATEGY

There were three core elements to our strategy as follows: maintaining strong organisational capacity in our grantees; helping them to develop their fundraising capabilities to the highest level; and fostering a healthy philanthropic market in Ireland.

We actively invested in initiatives which would support the realisation of each of these key objectives, although we knew that investee capacity development is much more easily attainable and measurable, than, for example, the nurturing of a vibrant philanthropic market. Here we realised that we could at most do our best to help create the conditions for a philanthropic market to develop once the economy has improved, based on research on the drivers of philanthropy internationally. The decision was made to invest €1.2 million towards our final goal of sustaining our impact to at least 2016.

In terms of concrete measures, we began by entering into a phase of active planning for the future with each of our portfolio organisations. We designed and tailored a 'graduation' package for each investee, which incorporated a range of non-financial supports to be rolled out between 2010 and 2013. The menu of supports included:

- Support with development of a Fundraising Plan, and access to a 'Fundraising Boot Camp' with a tailored programme for each organisation, offering training and one-to-one coaching over a period of months;
- A governance audit, which included recommendations for the future;
- Human resources support on a range of employment-related issues;
- One-to-one coaching for CEOs.

During ONE's final two years, investees could pick from this menu according to their needs during the exit phase.

In addition to this, ONE made two investments aimed at strengthening the philanthropy sector – in Philanthropy Ireland and Fundraising Ireland, with the specific aims of promoting philanthropy and fostering favourable conditions for a healthy philanthropic market.

SUSTAINING IMPACT

Fundraising Ireland

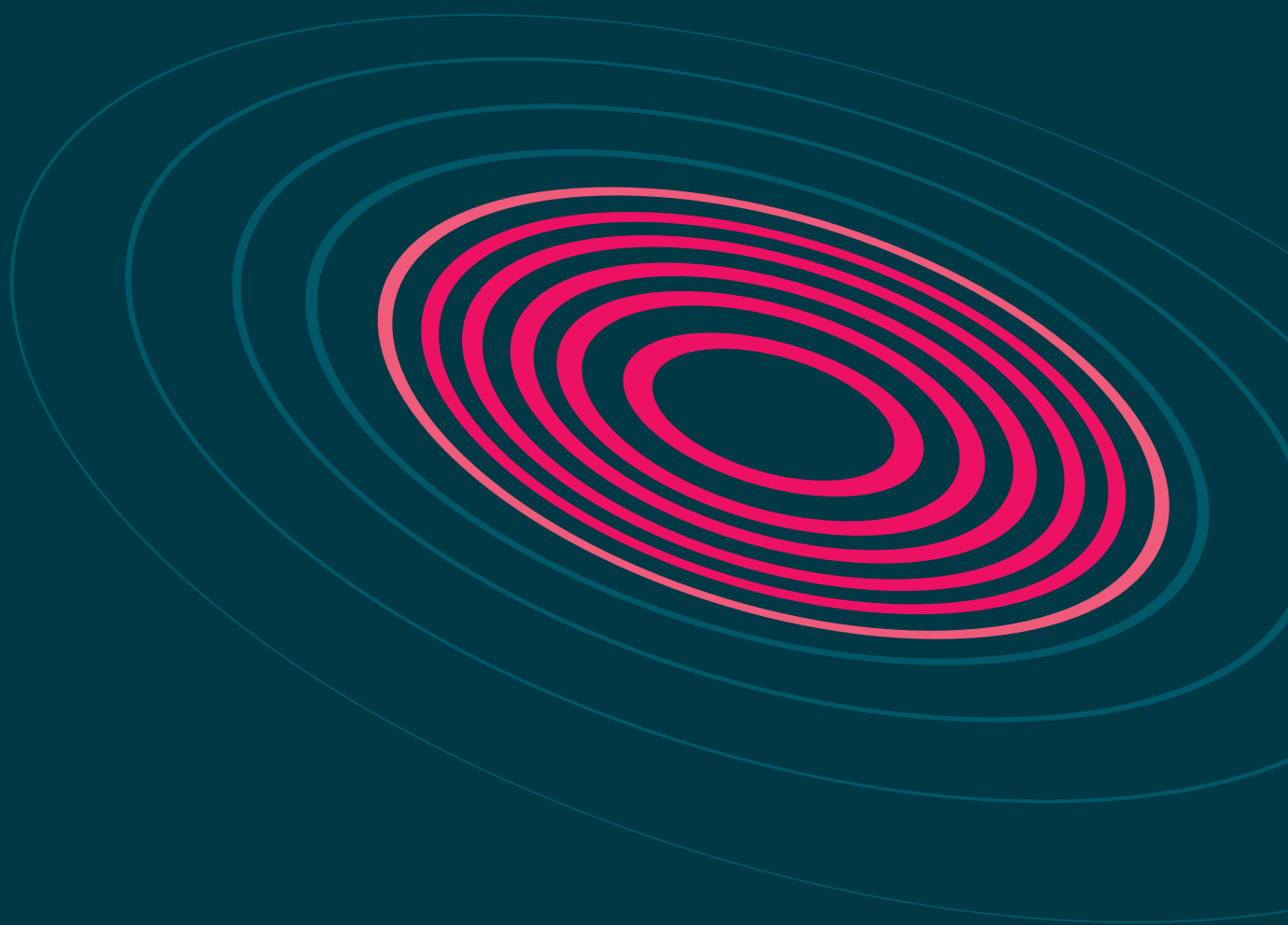
ONE's Foundation's support enabled the fledgling Fundraising Ireland to scale up quickly and increase its internal capacity. This ensured they were geared up to offer accredited professional training to fundraisers of all levels of experience during the lifetime of ONE, thereby generally increasing the capacity of the sector to raise funds for non-profits in Ireland. This project was also supported by the Forum on Philanthropy and Fundraising. www.fundraisingireland.ie

Philanthropy Ireland

Together with Fundraising Ireland, Philanthropy Ireland has successfully engaged the Irish Government in strategies to promote and develop the country's philanthropic sector. This has resulted in the formation of a Government Forum on Philanthropy and Fundraising. Initiatives arising from the Forum include: the running of a 'public giving' campaign called the One Percent Difference aimed at significantly increasing donations to charities; the establishment of a national, public-private Social Innovation Fund; the adoption of changes to legislation and policy, aimed at incentivising philanthropy and reducing the administrative burden on donors. www.philanthropyireland.ie

SECTION 6

WHAT WE LEARNED



WHAT WE LEARNED

Most of what we got right was about Strategy, and most of what we got wrong was about Execution. But we were right all along about the importance of people, who of course are the heart of it all. . .

WHAT WE DID WRONG – AND WHAT WE LEARNED

We wanted to help disadvantaged children and young people, so we funded the growth of services

Of course, this was a perfectly good idea, and we continued to do so for ten years. But it wasn't enough. When we really got close to the barriers disadvantaged children faced, we realised that we could fund services for as long as we could, but who would pay for them after we closed? We decided to also look at how we could try to address the problems that created the need for such services. And so we redefined our goals, from growing services to more children and young people, to solving problems e.g. making Children's Rights real. This required us to get involved in more fundamental change – reshaping public attitudes, changing the law and changing policy. Funding advocacy was one of the best decisions we made – several years into ONE.

We were too purist about our Investment Model

We picked a really focused Investment Model that targeted organisations ready to grow, in specific sectors i.e. only (see Section 3) in Republic of Ireland, which has a population of under 5 million people. We are the size of Manchester and Liverpool combined. There were simply not enough organisations that could meet our criteria. After just a year, we were already stuck.

We learned to adapt our Investment Model by supporting promising earlier stage organisations, and even seeding new organisations, when the gap was simply too serious to tolerate, such as Headstrong's approach to youth mental health, or Social Entrepreneurs Ireland's mission to catalyse a new field.

We didn't predict the recession

The crash of the financial markets in 2008, later followed by the IMF bailout of Ireland in 2010, led to the greatest recession Ireland has known. The plans for ONE were developed, and the first half of its life unfolded, during the Celtic Tiger years; the second phase of ONE took place in a deep recession.

ONE's exit plans were predicated on a growth economy and had to be completely reinvented in the new economic context. Exit planning as early as possible is key to success, especially for a grant-giving foundation. But be prepared to change plan.

WHAT WE DID RIGHT – AND WHAT WE LEARNED

Focus your efforts on a limited number of fields or problems.

'Going deep' increases the likelihood of success. It ensures that you have enough funds to respond to opportunities and to build on your learning over time (and to overcome your mistakes). It allows a build-up of expertise in the field you have chosen. We focused on just four fields – Children, Youth Mental Health, Integration of Immigrants, and Social Entrepreneurship, the last in two countries. Along the way, we aligned our Vietnamese programme with our Irish programmes, exiting the field of child trafficking and entering Social Entrepreneurship, in order to draw on the expertise we had built up in Ireland. We also explored starting a programme in Mexico, and decided against this.

Choosing a limited life model really focuses the mind

Whose minds? Those of the Board, the Staff team, and the Grantees. It drives urgency (because one doesn't have time to try again later), and it focuses the mind on results. This doesn't have to rule out taking risks, but it ensures calculated risk-taking. It encourages the team and motivates staff because they can drive and own the results they deliver.

Astrid Bonfield, former CEO of Diana Princess of Wales Trust has proposed that every Trust or Foundation Board should consider moving to a limited life approach periodically, in order to consider what success might look like, and when it might be achieved. We agree. Ten years was right for us – long enough to get things done, to make mistakes and apply the learning, but short enough to be able to see the end at the beginning.

Pick an investment model that works for your mission and your organisation's 'personality'.

We picked the Venture Philanthropy (we prefer 'active philanthropy') model, because it emphasised 'funds plus...'. The non-financial supports made our funds work harder and reduced the risk of our investments, by offering capacity building supports to our grantees. We could see it, but more importantly, our grantees agreed¹ (we checked three times). And finally, it made sense to us: it's what we do in business too – invest.

Being low-profile builds trust with key partners

With a single funder, and no fundraising, ONE did not need to publicly claim results at any stage. As a new foundation, with no track record, being able to assure grantees and co-funders upfront that we had a policy of not seeking media coverage built trust that we were not trying to steal their game. Later, when we began to engage with policymakers, this was even more important.

¹ CEP 2008, 2010, 2012

WHAT WE STILL BELIEVE, TEN YEARS LATER...

We had a few fundamental principles from the beginning that didn't change – some were articulated early on, and some emerged over time. These are the beliefs we have held to over the lifetime of ONE.

People, People... it's all about People

Time and again, we learned that it is People and Leaders that solve problems, invent solutions and drive results. We knew it from the beginning, but sometimes we forgot. ONE refused to invest in any organisation that had yet to appoint a CEO; we made investments contingent on specific CEOs remaining in post; and we invested in the leadership capabilities of the CEOs leading our grantees. We got involved in CEO selection during times of transition, sometimes chairing the interview board. We demanded the same of our own staff, assessing them in terms of Performance and Leadership. We chose to hire smart, ambitious people with an appetite to learn, regardless of their professional background, and invested in them. We formed a team of generalists rather than specialists. We relied on our grantees to be the experts in their fields. Funds, tools, strategy and plans are all fine, but people put them to work. People were always our first priority. Several of our Innovations (Section 5) revolved around developing leaders. We believe a cohort of world-class leaders in Ireland and Vietnam will be a big part of the legacy of ONE.

Be world-class

ONE was determined to be world-class, and we started the way we meant to go on. Choosing New Profit Inc in Boston, one of the founders of the venture philanthropy movement, as a knowledge transfer partner immediately took us on a steep learning curve. It also ensured that we weren't just 'practising' on our grantees.

ONE's Advisory Group always included several members with international experience – drawing in best practice from South Africa, USA, and global grant-giving and business experience, as well as local Irish knowledge.

We saw our grantees the same way, requesting (and funding) a number of them to undertake a 'learning tour' to whichever countries they believed were world-class in the field, in order to bring back the learning on how to close the gap. Visits were made to Australia, Ghana, UK, USA, Singapore, Iceland, South Africa and others. The payback from these trips continues years later. The Captain Cathal Ryan Scholarship also offered such opportunities for selected mid-career leaders. Our staff also undertook learning trips at key points between 'do' and 'reflect' stages of our work, to help inform the next stage plans. Grantee feedback has informed us that ONE grantees have now taken their place as world-class.

Plan, do, reflect ... plan, do, reflect

The High Scope curriculum for pre-school children uses this strategy, but it's surprisingly hard to find among the adult population! It's not rocket science, but it worked for us.

Give Permission to Fail ... and live it

Would our grantees agree with this point? Perhaps not. However, we did always encourage them to take risks and supported them in doing so. But it's hard to argue that performance-based funding gives permission to fail. We did however give permission to fail to our staff at ONE – we saw this as a key requirement in encouraging innovation and risk-taking from a team of generalists all learning on the job.

FACTS & FIGURES

€85M
INVESTED
OVER 10 YEARS

€15 million
INVESTMENT IN
ADVOCACY WORK

€8.9 million
BIGGEST SPENDING DAY
14TH OCTOBER 2009

CSIP replicates
the SEI model
in Vietnam with
29 awardees in
3 years

300,000
young people
reached online

Foróige growth plan
supported, reaching
55,000 young people

Equity of State Care
for Separated Children
has been achieved

31,500
parents & children
5 YEARS

Supported
by Barnardos
during our 5 year
investment

40 scholars@one in
3rd level education

8 Educate Together
second-level schools
awarded

50

strategic plans
developed for

22

non-profit
organisations



Headstrong opened
10 Jigsaw sites, demonstrating
a model for systems change
in youth mental health.

Migrants Rights
Centre won €1.3m
in labour court
settlements for
exploited migrant
workers

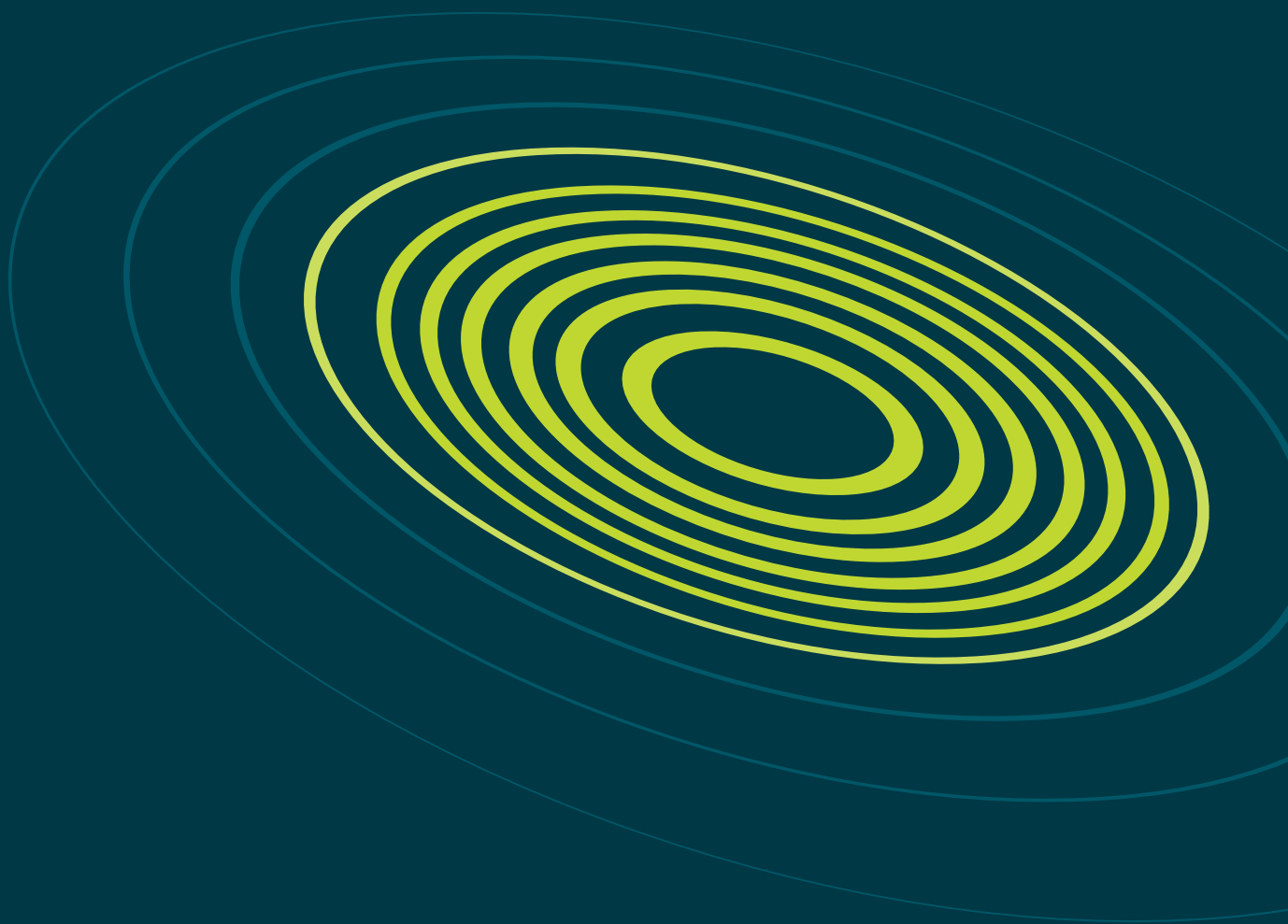
**FIVE CORE
STAFF**

**30 LEADING
NON-PROFITS**

Supported during our lifetime

€5.4 MILLION
invested in 169
Social Entrepreneurs
in Ireland

SECTION 7
CONCLUSION



CONCLUSION

We invested over €85 million over a decade, catalysing significant changes to the Irish and Vietnamese social landscapes and securing a number of significant and concrete wins.

We are immensely proud that six of the eight goals we set out to achieve have been realised against the measures of success we defined for ONE.

In Ireland and in Vietnam, we feel privileged to have worked alongside a cohort of leading non-profit organisations and individuals to build world-class organisations that are more effective and more rigorous in their work than ever before. Many of these are increasingly being recognised internationally as leaders in their fields.

These organisations have been profoundly tested in recent years as they sought to grow their impact, while facing exit by ONE Foundation, alongside cuts from other funders (state as well as public fundraising) as the recession bit deeper in Ireland. All organisations must be financially resilient, but this cohort was perhaps tested earlier than otherwise would have been the case. Many will thrive, but it is inevitable that a few will struggle or close.

So what has been achieved?

In ten years, we believe that, together with our grantees and wider collaborators, we have:

- Secured children's rights in the Irish Constitution,
- Developed and scaled new models of working on youth mental health, family support services, and youth services including LGBT,
- Created and developed the new fields of Youth Mental Health in Ireland and Social Entrepreneurship in Ireland and Vietnam,
- Permanently shifted mindsets on mental health, children's rights and immigrant issues,
- Witnessed Irish parents refuse to accept a 98 per cent denominational primary education any longer as a good preparation for life, and begin to adopt Educate Together as an alternative.



What will last?

Specifically, it's hard to say. ONE has always been focused on achieving impact by 2014, rather than creating a legacy, although the final two years were focused on sustaining the impact we have achieved to at least 2016. Clearly, this is a challenge in an economy in recession.

However we believe that six key shifts have taken place that will hold:

- **Children's rights** are embedded in the Irish Constitution
- Public attitudes to **mental health** issues have fundamentally changed, driving increased political leadership and priority
- The public is more alert to the potential dangers of **institutions** without adequate oversight, and this *should* be reflected in future mental health services, and how separated children, as well as young people in care or detention, are treated in Ireland. We hope that this awareness will also be reflected in the direct provision system for asylum seekers
- Ireland is increasingly recognising and catering for its **diversity**, which is now accepted as a **permanent** feature of the make-up of our society.
 - We see this in the education system, as the Department of Education has approved the first new educational patron at second level since the 1930s...
 - Policymakers increasingly build diversity into their plans, e.g. more than 50 per cent of local authorities in Ireland have a Local Integration Plan that includes migrants, as compared to policies in 2004, where no authorities had such policies.
- **Social entrepreneurship** is a concept we all now know and understand in Ireland and increasingly so in Vietnam
- is increasingly part of the public consciousness.

Time will tell if we are right, but perhaps the best is yet to come?



