

Connection, collaboration and collective generosity:
bringing us all closer to the world we want to see

Strategic Plan 2025–29



EXECUTIVE SUMMARY

Across the UK, small charities are addressing complex social and environmental challenges with agility, empathy and lived experience, often reaching people and problems that larger organisations cannot.

Yet despite their impact, they continue to face chronic funding gaps and limited access to networks.

TFN directly addresses these barriers. With a small, efficient team of 4.6 FTE, we deliver pro bono-hosted collective giving events that provide immediate funding, build skills and confidence and extend small charities' networks.

Since 2002, we have raised over £11.5 million for nearly 1,000 small UK organisations. Of these, 95% exceed their fundraising target, and more than half go on to secure further support from donors they first met at TFN - significantly multiplying the financial and long term impact of our events.

Through our international programme, we share our event model with partners in more than 30 countries, who raise hundreds of thousands of pounds each year for small charities and community groups helping vulnerable people.

To meet escalating need, our 2025–29 strategy focuses on two mutually reinforcing goals: growing and diversifying our membership to support a wider range of high-impact small charities, and increasing earned income to strengthen long-term sustainability. With around 25% of event capacity currently unfilled, boosting attendance and expanding membership present significant opportunities to raise more funds at no additional cost while increasing levy and membership income.

This is a pivotal moment for TFN. With targeted investment, we can consolidate years of progress, reduce reliance on grants, and ensure that small charities - those closest to the issues and communities they serve - continue to thrive.

INTRODUCTION

“Crowdfunding before there was crowdfunding.”

Francisca Kellett,
The Times

The Funding Network (TFN) was founded in 2002 by four friends - Frederick Mulder CBE, Sue Gillie, Paul Kelland and Polly McAfee - who wanted to make a bigger difference to issues they cared about than they could on their own. Their idea was simple yet powerful: bring people together at live events where small charities working for social change could pitch their work, and guests could pool funds to support it.

They designed a format that emphasised fairness, transparency, and efficiency: charities made strictly timed pitches; donations were pledged publicly and tracked on flip charts; and grants were paid swiftly, enabling charities to get on with urgent work.

Events were held wherever space could be found – even in a GP surgery waiting room – and before long, The Funding Network was recognised as the UK’s first open, public giving circle, dedicated to increasing support for small charities working for social change.

Nearly 25 years on, flip charts have been replaced by spreadsheets and events are hosted by City firms, but the essence remains unchanged - people from all walks of life coming together to pool their resources and make a bigger difference than they could on their own.

TFN Today

I was appointed CEO in 2019 and I’m proud to have led an organisation that has consistently delivered exceptional outcomes for small charities during a period of unprecedented need.

Over the past six years, 95% of charities that pitched at our flagship Connector events exceeded their funding targets, with more than half securing additional funds from someone they met at the event. Across 77 events, we’ve supported 245 charities, each receiving an average grant of £14,000. Nearly all reported a significant boost in skills, confidence, and fundraising capability thanks to our coaching.

Just as importantly, our events offer an accessible and engaging way for people to support causes they care about - bringing 3,500+ donors together with charity leaders united by a shared vision for change*.

Behind the scenes, we’ve modernised systems, digitised data, and invested in our team, upgrading the service we offer members and deepening our understanding of how best to support them. We’ve included some wonderful examples in the appendix.

Our international programme, now in its 13th year, continues to grow, with new partnerships in Latin America taking TFN to its sixth continent, supported by the Charles Stewart Mott Foundation. And finally, we’re excited about the imminent launch of a new website which will complete our rebrand.

Looking Ahead

The world is facing many complex challenges and there is no point pretending that the outlook is not grim. However, in the face of that, it’s more important than ever that good people come together in solidarity, hope and with practical intent.

Building on more than two decades of proven delivery and informed by a refreshed theory of change, our 2025–29 Strategy sets out clear, measurable objectives to deepen our impact, broaden our reach, and secure our long-term sustainability.

Thank you for taking the time to read about our plans -it would be a pleasure to discuss them with you

Eugénie Harvey

Chief Executive, November 2025



THE NEED WE ADDRESS

Small charities play a vital role in tackling complex social and environmental challenges, but their size, deep focus and rootedness make it hard for donors to find and support them.

Often founded and led by people with first-hand experience of the issues they address, small charities are uniquely placed to reach deep pockets of need that larger organisations struggle to penetrate. Their lived experience, community trust and lean structures give them a rare agility — enas demonstrated so powerfully during the COVID-19 pandemic.

Surveys suggest tens of millions of people rely on small charities each year. Although they make up 96% of the UK voluntary sector¹, these organisations hold only a fraction of its resources. Since COVID-19, they have faced severe financial strain, collectively losing around £4.6 billion in income while larger charities saw an estimated £4.5 billion gain². Nearly half now fear closure within a year, and one in ten report having less than six months' funding³. The vast majority of closures continue to occur among the smallest, most community-rooted organisations⁴.

These pressures have been compounded by the loss of longstanding support bodies, the Small Charities Coalition and the

Foundation for Social Improvement, which together served more than 23,500 small charity members before closing in 2022/23. Their absence has left a major gap in infrastructure support and sector advocacy.

Against this backdrop, the underlying challenges facing individual small charities have become even more acute. While their strengths - lived experience, deep community roots, and lean structures - make them highly effective, these same qualities limit their capacity for fundraising, promotion, and impact measurement.

Meanwhile, donors who recognise their worth often lack the tools, time, or knowledge to identify and assess them. As a result, potentially life-changing connections are not made - a kind of “market failure” that wastes potential on both sides and puts vulnerable individuals and communities at even greater risk.

1. NCVO, UK Civil Society Almanac 2023
2. Centre for Social Justice (CSJ), Overlooked and Underfunded (2024)
3. Civil Society News, Dec 2023.
4. CSJ, Overlooked and Underfunded (2024)



A BETTER MODEL OF PHILANTHROPY

TFN's model does more than raise vital funds - it develops the skills and confidence of both charities and donors while fostering a shared sense of purpose between them.

Through live crowdfunding events, TFN bridges donors and small charities, creating a space where giving is social, inclusive, and transparent.

Every charity has an equal opportunity to pitch and take questions; everyone in the room is free to give or not, and every pledge - whether £10 or £1,000 - helps reach the target. Charities are selected democratically by a member panel, and every member can nominate and champion the causes that matter to them.

Each event brings together people of all ages and backgrounds - seasoned donors alongside first-timers - united by a desire to make a difference. Giving takes place openly, strengthening accountability and trust; as a result, defaults on pledges are rare.

When many small donations combine into one grant, the effect goes far beyond the financial. Each charity leaves knowing that a romful of people believes in them - a demonstration of solidarity that fuels their confidence and future success.

© Daniel Lewis

Pooling contributions also encourages risk-taking and innovation: with no single donor carrying the burden, people feel freer to back early-stage charities and bold ideas.

Independent studies of collective giving confirm what TFN demonstrates at every event: this model leads to more inclusive participation, more strategic giving, and stronger, longer-term relationships between donors and charities. More than a programme of events, TFN offers a replicable model of participatory philanthropy - one that shows how communities everywhere can make giving fairer, more transparent, and more human.

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TFN IN THE UK: WHAT WE DO AND THE IMPACT IT HAS

Our live crowdfunding events don't just inspire, they deliver results. Over half of the charities we support secure new funding through connections made at our events, and most continue to thrive years after their pitch, defying national closure rates for small charities.

Our flagship Connector and Connector Plus events give small charities the chance to pitch for £10,000 or £20,000 respectively. These events introduce audiences to a wide range of issues and needs they might not otherwise encounter. Funds raised support core costs, projects, and strategic development

The benefit extends well beyond the money pledged on the night. Charities gain skills, confidence, and lasting connections: more than half go on to raise further funding from someone they met at the event.

This mix of funding, visibility, and capacity-building helps organisations grow stronger and more sustainable. Evidence of this is clear. Nationally, over 97% of charity closures in the past decade have been among organisations with incomes under £1 million. Yet of the 23 small UK charities TFN supported in 2005, none closed for 15 years – completely bucking the trend.

TFN's own resilience is due to its membership: a small but deeply engaged community of individuals,

families, trusts, foundations, and companies who nominate, select, and champion the charities we support. They also provide a dependable foundation for our work, contributing to core costs through annual fees, and bringing new people into the network. Growing membership is the primary objective of this new strategy.

Alongside our flagship *Connector* events, we deliver partnership events to raise funds for underserved communities. Since 2018, our partnership with GiveOut on the annual City4LGBT+ event has raised £500,000+ for 21 international LGBTIQ rights organisations working countries as diverse as Mongolia, Zimbabwe and Jamaica. In 2020, we helped establish the Black Funding Network, which has since raised £175,000+ for 27 Black-led UK non-profits.

Since 2002 TFN has raised more than £11.5 million for nearly 1,000 small charities at 300+ live and virtual crowdfunding events across the UK.



THE RIPPLE EFFECT FOR CHARITIES

The stories below show how TFN's early, flexible funding helps **small charities unlock transformational opportunities** - from building donor confidence and credibility to forming long-term partnerships. Each illustrates how a single TFN event can trigger sustained growth, expanding impact far beyond the initial pitch.

CAMFED

First pitched at a TFN event in 2005, CAMFED – which supports girls' education across Africa – gained long-term supporters that night. One attendee began a monthly donation that continues nearly 20 years later, helping expand access to schooling and opportunity for thousands of girls.

Men's Sheds UK

Raised £6,000 at TFN in 2011 to start the first Men's Shed in Camden. The movement has since grown to over 1,000 Sheds nationwide, tackling loneliness and social isolation among older people.

Settle

Settle supports care-experienced young people through the key transition of moving into their first home. Founder Rich Grahame pitched at TFN's Youth Funding Network event in June 2015 - the same month the charity registered with the Charity Commission and shortly after Rich completed the Year Here social innovation programme. On the night, Settle raised £1,045 in seed funding. Since then, the charity has helped hundreds of young people move into safe, independent housing and now has an annual income of £885,000.

Refugees at Home

Pitched at TFN in 2018. Since then, the charity has raised £260,000 from a small foundation represented at that event. This enabled significant growth, allowing them to expand placements when refugee numbers were rising rapidly worldwide. TFN was one of the first funders to back Refugees at Home. Speaking at The Fore, Founder, Sara Nathan said she estimated they raised over £500,000 in total thanks to a single TFN pitch.

Daniel Spargo-Mabbs Foundation

A pitch in 2020 led to a £50,000 legacy gift from someone who had been in the audience at the event, the largest individual donation the charity had ever received, boosting capacity to expand vital drug education work with young people.

Artis Foundation

Artis Foundation uses performing arts to build children's wellbeing. When Rebecca Boyle Suh pitched in 2021, donations were under £150,000 pa. Artis raised £23,000 - more than double its target - and gained a new donor who contributed £200,000, facilitated a further £40,000, and secured £150,000 pro bono support.

Climate Emergency UK

Pitched at TFN in 2022. One audience member recognised the project's unique value in filling a major gap in accountability for local government climate action. They have since continued to provide ongoing support – both financially and as a sounding board for ideas – strengthening the organisation's capacity to deliver vital data and tools to campaigners across the UK.

Mazi Housing

Pitched at TFN's New Year Connector in January 2024. During their presentation, the team shared that one of their key fundraising activities was participation in the Athens Marathon. Inspired by their story, two employees from one of TFN's corporate members who were in the audience volunteered to run for Mazi Housing and raise funds for their work this November – a direct outcome of connections made through TFN.

Run With It

Pitched at TFN's Summer Connector in 2024, hosted by Travers Smith. During the event, a Travers Smith employee was inspired by the charity's work and encouraged them to apply for support from the firm's

foundation. The connection, made possible through TFN, led to a £1,000 grant that Run With It would not otherwise have received – demonstrating how a single introduction at a TFN event can unlock new opportunities and lasting relationships.

Family Volunteering Club

Pitched at TFN's Festive Connector in December 2024. Following their pitch, they secured a grant from a small trust represented at the event, covering the cost of a coordinator to oversee their expansion into Glasgow – extending their reach and strengthening their impact.

Prosper

Raised over £39,600 at the Festive Connector 2024 to update their curriculum teaching financial literacy to women in Sierra Leone. TFN funding enabled improvements that led an existing trust to renew its support, recognising the enhanced training methodology and its potential for scale. Another long-standing supporter also increased their annual contribution, acknowledging Prosper's strengthened capacity and professional growth. Together, these commitments contributed an additional £35,000.

THE IMPACT ON MEMBERS

The stories below show how TFN's unique model of collective giving **helps members create meaningful impact** at scale. By giving alongside others, members amplify their impact and gain inspiration, learning, and connection through a vibrant community of peers. These examples illustrate how engagement through TFN deepens donors' understanding of social issues, strengthens workplace culture, and nurtures the next generation of philanthropists.

TFN Member since 2011

"I first came to a TFN event hoping to learn more about charities and philanthropy. TFN gave me both the knowledge and community I needed. Since then, I've supported around 400 small charities through TFN and sponsored several myself. I've remained a member because not only does TFN help small charities to thrive, it offers people like me a clear pathway into philanthropy."

TFN Member since 2013

"I first discovered Five Talents at a TFN event in 2021 when I learnt about their exceptional work alleviating poverty in rural Africa. After pledging on the night, I committed to regular support for three years. In 2023, I made a larger five year commitment. I've also successfully nominated six small charities whose work I really admire to pitch at TFN events over the years. Together they raised over £75,000, with additional positive outcomes from the exposure. When I received my giving statement last year, I was genuinely amazed to see that I've now supported over 150 small charities through TFN over the course of my membership."

TFN Member since 2018

"I've been a member of TFN since 2018 and to my amazement, in that time I have supported over 75 small charities. I am astonished at the scale of my impact."

TFN Member since 2024

"I first came to a TFN event in February 2024 as a guest of a member. I'd always supported big charities but my time as a trustee showed me how much smaller charities need a platform. Through TFN, I've discovered inspiring organisations I'd never otherwise have known, helping communities in the UK and overseas. I was amazed by how quickly generosity became impact-over £50,000 raised in one evening-and loved seeing younger colleagues getting involved. It inspired me so much I became a member straight away."

Ennismore Foundation Corporate Member

"We've been proud TFN members for many years, supporting hundreds of fantastic small charities. Since the pandemic, we've started bringing our young team to events - not just trustees - to help rebuild a close working culture and give them the chance to donate the foundation's funds directly. We attend two events a year, and the energy is always incredible. This year, two of our team are even running the Athens Marathon to raise money for a brilliant TFN charity, Mazi Housing."

DVS Foundation Corporate Member

"We met Hackney Playbus at the Festive Connector in 2023. We're still in our infancy as a foundation so to be connected to charities like this which align so closely with our interests but which we would not be able to find on our own, is invaluable. We've made two site visits and have funded them for the last two years."

T Rowe Price Corporate Member

"T Rowe Price has been a corporate member of The Funding Network since 2018. In that time we have been able to support some amazing small charities we would not have known about otherwise, and we have hosted five events which have raised around £250,000. Our staff really enjoy taking part in the events and helping out as volunteers. It's a great way for us to use our facilities and resources to help small charities."

Member Feedback

"I have watched people who I know very well change as a result of just being there, just seeing for themselves how a disparate group of people can come together and make things happen, making our world a better place."

"I describe TFN as the best night out in London - and will continue to do so!"

TFN AROUND THE WORLD: WHAT WE DO AND THE IMPACT IT HAS

Through a structured partnership model with civil society organisations, TFN mobilises support for grassroots causes globally with exceptional efficiency.

Partners receive practical training, take part in peer learning, and visit London to experience a TFN event first-hand. Once they have completed the programme, they can apply for small grants to support their first three events. These grants are generously funded by TFN Co-founder, Frederick Mulder.

TFN International began with support from the Charles Stewart Mott Foundation, which recognised the model's potential and invited TFN to work with its grantees in Central and Eastern Europe where it was delivering a major programme of civil society restoration. From those beginnings, it has grown into a global network spanning 30 countries across six continents – including Australia, Peru, Georgia, Spain, Turkey, and Colombia. All funds are raised and distributed locally.

To date, TFN has worked with 32 national partners, which has resulted in 450+ live crowdfunding events based on TFN's model which have raised approximately £9.5 million for grassroots non-profit organisations and registered community groups.

Delivered by just 0.4 FTE staff, TFN International shows how a simple idea can travel and adapt. Through global partnerships, the TFN model connects communities, directing vital funds and support to vulnerable groups. Wherever a TFN event takes place – in a Romanian village hall, a Turkish town, or a bustling Peruvian city – it's instantly recognisable. The warmth, openness, and shared belief in collective giving are unmistakable, as are the smiles on every face. As one elderly participant in Tczew, Poland said: ***"I've lived in this town all my life, and I had no idea such good people were here."***

Moments like this are happening worldwide. Securing TFN International's future is central to our strategy, ensuring the network continues to grow, connect people, and strengthen civil society for years to come.

Photos: TFN events taking place in (below) Pryazha, Russia (Feb 2019), quote from event organiser - *"People don't smile like this in our town"*, Poland (top right), Turkey and New Zealand



HOW TFN IS FUNDED

The Funding Network operates on a balanced and sustainable funding model that combines earned income, individual giving, and grant funding to meet our core costs.

We generate most of our income through our own activities - membership fees, levies on funds raised at events, ticket sales, and donations from members and other supporters. This approach reduces our reliance on grant funding and strengthens our long-term financial resilience. Over the course of this strategy, we aim to move towards a more balanced mix of income sources, increasing the proportion of our costs met through earned income year on year. Growth will be driven by a focus on member recruitment and retention, the launch of a new corporate membership offer, and rising levy income linked to annual increases in funds raised for charity.

We continue to benefit from the generous support of two grant-making foundations, whose funding enables us to develop key programmes and partnerships. These grants have supported the growth of our international work and, more recently, our engagement with companies.

Our funding model is designed so that each income stream

complements and leverages the others, ensuring that no single source carries a disproportionate or unrealistic burden. In a challenging economic environment, this approach provides resilience - but continued engagement and generosity from our members, partners, and funders remain essential to sustaining our impact.

Our cost base is carefully managed, with around 80% of expenditure invested in our small team - the people who manage and maintain the engagement of a vibrant donor and member community, deliver programmes and events, develop partnerships, raise the funds that keep TFN going, and help charities grow and thrive.

Event costs are kept to a minimum thanks to the generous pro bono support of our corporate hosts, enabling us to deliver high-quality experiences at very low cost. At the same time, we are streamlining processes and embracing digital and AI tools to improve efficiency and value for money.



STRATEGIC PLAN 2025-29

Our strategy is grounded in a clear understanding of both the need for our work and the distinct value it brings to small charities, donors and funders and society as a whole. This is set out in our Theory of Change (Appendix 2). It is also informed by the following four key insights:

1. COLLECTIVE GIVING IS GATHERING MOMENTUM

Amid widening social divisions and growing pressure on resources, people around the world are seeking more inclusive and participatory ways to take action in support of their communities, engaging hundreds of thousands of donors. Globally, giving circles (excluding the U.S.) grew by 92% over the past decade*. TFN is well placed to build on this momentum by extending its international reach and supporting more local civil society organisations (e.g. community foundations) across the UK to adopt its collective giving model.

*Philanthropy Together, "The Landscape of Giving Circles," 2023

2. CORPORATE PHILANTHROPY IS CRITICALLY LOW

Seventy-five percent of UK businesses gave nothing to charity last year, and FTSE 100 donations have fallen 34% in real terms over the past decade, even as profits rose nearly 50%. Corporate giving also varies widely across regions - from 41% of businesses donating in the North East to just 12% in the South East. TFN's corporate hosts and members consistently report strong value through staff engagement, CSR delivery, and connections with small charities.

There is a clear opportunity for TFN to grow its corporate membership and become a trusted partner for businesses seeking more effective, inclusive ways to give - particularly outside the South East, where need and appetite are greatest.

3. FUNDING FOR SMALL CHARITIES IS INCREASINGLY FRAGILE

Small charities face mounting financial pressure as grant budgets shrink, costs rise, and competition intensifies. TFN is itself a small charity and, despite working with individual donors and major corporate partners, is not immune to the wider financial pressures facing the sector.

Our mixed income model - including earned income from membership and event activity - helps to cushion us from volatility, but strengthening this balance is essential. Building TFN's financial resilience will ensure we can continue connecting people, funding small charities, and supporting a stronger, more sustainable sector.

4. PHILANTHROPY IS UNEVENLY DISTRIBUTED ACROSS THE UK

Funding for charities remains concentrated in London and the South East*, while need is often greatest elsewhere. In regions such as the North West and Yorkshire & Humber, higher levels of unemployment and economic inactivity leave small charities under greater strain but with fewer resources.

TFN can help address this imbalance by working with regional partners - such as community foundations - to implement its model locally, helping them raise their profile, grow local donor networks, and strengthen small charities in their areas.

*UK Community Foundations, A Place for Philanthropy: The role of local giving in addressing regional inequality and building community resilience (September 2022)

STRATEGIC OBJECTIVES, KEY RESULTS AND DESIRED OUTCOMES

Objective		Strategies	Key Results	Desired Outcomes
GROW MEMBERSHIP	Increase the number and diversity of Personal Memberships (individual, family)	<ul style="list-style-type: none"> • Deliver a targeted marketing campaign to raise awareness of TFN, small charities, and collective giving. • Improve event design to better promote membership. • Conduct outreach to donor-advised funds/wealth advisors/interest groups. • Create a dedicated, search engine optimised (SEO) membership section on the new website. • Reboot Connector Plus to engage larger donors, trusts, and foundations. 	<ul style="list-style-type: none"> • Higher conversion rate of event attendees becoming members. • Annual net growth in total personal and corporate memberships. • Year-on-year increase in income from membership fees. • Year-on-year increase in funds raised for charities through TFN events. 	<ul style="list-style-type: none"> • Greater diversity of membership, tracked through voluntary D&I data. • Broader range of charities nominated and supported, reflecting a more diverse membership base. • Enhanced credibility with funders and partners through demonstrable commitment to diversity and inclusion.
	Increase the number of Institutional Memberships (large corporate, SME, trusts and foundations)	<ul style="list-style-type: none"> • Launch a tiered membership programme with tailored support for top-tier members (e.g. in-house events, website promotion). • Run targeted marketing and outreach campaigns supported by SEO. 	<ul style="list-style-type: none"> • Year-on-year rise in corporate membership income. • Broader range of institutional members (size and industry). • Greater activity and engagement with institutional members. • Increased funds raised via corporate-hosted events. • Established pipeline of new corporate event hosts. 	<ul style="list-style-type: none"> • Broader range of charities nominated and supported. • Stronger credibility with funders through visible D&I commitment.

STRATEGIC OBJECTIVES, KEY RESULTS AND DESIRED OUTCOMES

Objective	Strategies	Key Results	Desired Outcomes
<p>INCREASE IN-PERSON AUDIENCES AT FLAGSHIP CONNECTOR EVENTS</p>	<ul style="list-style-type: none"> • Implement a social media strategy to boost event visibility, share impact stories, and grow engagement. • Use the new website (launching December 2025) with targeted SEO and content marketing to enhance event promotion. • Introduce attendance incentives, such as Members' Guest Vouchers, to drive referrals and first-time attendance. • Target outreach to donor-advised funds, wealth advisors, and interest networks to broaden and diversify audiences. 	<ul style="list-style-type: none"> • Increase in average in-person audience size at Connector events. • Year-on-year growth in funds raised for charities through Connector events. • Growth in TFN's earned income, including levies and paid ticket revenue. • Higher conversion of event attendees to members, resulting in stronger member lead generation. 	<ul style="list-style-type: none"> • Stronger, long-term connections between donors and charities. • Greater awareness of TFN, small charities, and the value of collective giving. • Expanded event capacity, enabling more charities to pitch and the addition of extra events. • High levels of corporate host engagement - including staff volunteering and matched funding - ensuring continued partnership and support.
<p>BUILD A STRONGER NATIONAL PRESENCE</p>	<ul style="list-style-type: none"> • Pilot a "Roving Connector" with a regional community foundation and local business, replicating TFN's successful international model - leveraging TFN's partnership experience to share knowledge, provide the framework and expertise, and equip local partners to deliver the model effectively using their own audiences, networks, and nominated charities. • Evaluate and refine the model, assessing impact and lessons learned to inform wider national rollout. 	<ul style="list-style-type: none"> • By 2027–28, deliver and evaluate at least one Roving Connector event as a model for scaling. • Expand the membership offer to include virtual participation in Roving events nationwide. • Increase accessibility, enabling donors beyond the South East to join London events and contribute to wider impact. 	<ul style="list-style-type: none"> • Charities in high-need areas gain new, long-term supporters. • New entry point to philanthropy for people beyond the South East, joining TFN's collective giving community. • Greater awareness of TFN, small charity impact, and collective giving. • Stronger partnerships with regional foundations and businesses. • Proven model for replication in other regions.

STRATEGIC OBJECTIVES, KEY RESULTS AND DESIRED OUTCOMES

Objective	Strategies	Key Results	Desired Outcomes
LEVERAGE THE GLOBAL COLLECTIVE GIVING MOVEMENT TO SECURE THE NEXT CHAPTER OF TFN INTERNATIONAL	<ul style="list-style-type: none"> Commission a white paper on TFN's influence on community philanthropy across Europe and Latin America. Add a TFN International section to the website, showcasing the latest data, stories, and evidence of global impact. Develop and deliver new training module to share TFN UK's insights and strengthen international partners' practice. Secure a new funding partner to support the next phase of TFN International's growth and sustainability. 	<ul style="list-style-type: none"> White paper published, raising TFN's profile and demonstrating international influence. TFN International impact showcased on new website with up-to-date data and stories. New training module delivered to partners, with measurable participation and uptake. At least one new funding partner secured to support TFN International's next phase. 	<ul style="list-style-type: none"> International partners equipped with tools and resources that strengthen practice and deepen impact. TFN's international value demonstrated, reinforcing its credibility with funders/partners. TFN's model continues to inspire and fuel community philanthropy worldwide. TFN International secures a sustainable path forward - through long-term funding or a responsible wind-down.
STRENGTHEN TFN'S SUSTAINABILITY AND RESILIENCE	<ul style="list-style-type: none"> Grow earned income through a larger, more engaged membership base. Boost levy income by increasing event attendance and funds raised. Develop a Supporter Network to help cover core costs. Secure multi-year funding with a grant funder committed to infrastructure support Embed measurement frameworks to track performance and impact. Plan for continuity through succession planning and reduced dependency on key individuals. Foster an active membership community to broaden support. Promote TFN through thought leadership. 	<ul style="list-style-type: none"> Year-on-year growth in earned income, covering an increasing share of core costs. Supporter Network income targets met and maintained annually. Multi-year funding partnership secured with at least one aligned grant funder. Annual reporting of TFN's impact and KPIs demonstrating transparency and progress. Increased visibility of TFN's role across sector media, reports, and events. 	<ul style="list-style-type: none"> TFN remains resilient to external challenges, sustaining its role as a valued platform for small charities and philanthropy. TFN recognised as a thought leader and vital part of the giving infrastructure. More resources directed to mission delivery, supporting charities and engaging donors, with less reliance on fundraising.

OUR THEORY OF CHANGE

OUR MISSION

To bring people together at live crowdfunding events to raise funds and other forms of support for small charities, grassroots organisations and other nonprofits tackling urgent needs - and to share our model with partners worldwide so they can create the same impact in their own communities.

OUR GUIDING PRINCIPLES

Empowering Connections
Bridging Difference
Acting Transparently
Working Collaboratively
Standing with the sector

WHO WE SERVE

Small UK registered charities, other charitable organisations and the communities they serve
Individual donors, corporate and institutional funders
Our individual, corporate and institutional members
International civil society organisations (CSOs)
Wider society

OUR STRATEGIC GOALS

<p>1. To increase the funding and other forms of support available to small charities.</p> <p>2. To increase awareness of the critical role that small charities play in supporting vulnerable and marginalised individuals.</p> <p>3. To contribute to the growth of inclusive philanthropy in the UK and around the world through the promotion of live crowdfunding and collective giving.</p>
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KEY ACTIVITIES

Live and virtual crowdfunding events, open to the public (TED talk meets Dragons' Den meets auction)
Membership programme with opportunities to increase knowledge and deepen impact
Charity training and support to increase fundraising capacity and impact
Impact measurement, external communications and advocacy
Training and support for international civil society organisations (CSOs) in live crowd funding

KEY OUTCOMES

<ul style="list-style-type: none"> Charities raise funds, get other forms of support and grow networks Donors increase impact by leveraging funds with others Accessible entry point to philanthropy / charitable giving
<ul style="list-style-type: none"> Members donate more and more strategically, and feel greater satisfaction with their impact Members value the community and pooling resources with others Members advocate for TFN and help recruit new members
<ul style="list-style-type: none"> Small charities gain new skills and confidence Small charities are able to access next stage funding (due to proof of concept, increased capacity, validation of work) Small charities benefit from network of peers
<ul style="list-style-type: none"> Increased awareness of the vital work of small charities Increased awareness of the value of collective giving as a mechanism for growing inclusive philanthropy
<ul style="list-style-type: none"> Increased support for small and community based non-profits (outside the UK) International CSO's have increased knowledge and capacity to grow democratised philanthropy Growth in philanthropy

PERFORMANCE INDICATORS

<ul style="list-style-type: none"> Funds raised at events Funds raised after events Pro bono support secured Mailing list sign ups Event attendance New member leads
<ul style="list-style-type: none"> Growth in membership New member "activation" Growth in giving by members Growth in engagement of members
<ul style="list-style-type: none"> Data from 12 month impact reports Participation in alumni programme Longitudinal analysis of funded charities (i.e. still active, growth trajectory)
<ul style="list-style-type: none"> Media coverage Website and social media activity Participation in aligned initiatives (e.g. Philanthropy Together)
<ul style="list-style-type: none"> New and active CSOs trained in and delivering live crowdfunding events Events using the TFN model Event attendance and funds raised Non-profits supported

LONG-TERM IMPACT

<p>1. Small charities more easily access funding and support to increase their impact because:</p> <ul style="list-style-type: none"> They have skills and confidence to advocate for their work and grow networks Their value is better understood More funders want to support them More collective giving models (like TFN's) are accessible to charities and donors <p>2. People facing complex and multiple challenges and who rely on small charities are able to access the help they need</p> <p>3. Collective philanthropy is valued and widely practised, creating inclusive and empowered communities of donors strengthening the fabric of the societies in which they live</p>
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OUR VISION

A world where every person has the support they need to flourish, and every person who wants to help is empowered to do so.

THE FUNDING NETWORK

28 Commercial Street, London, E1 6LS

info@thefundingnetwork.org.uk
+44 (0) 7717 524905

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© Daniel Lewis
info@daniellewisphoto.com

