

STRATEGIC PLAN 2018-2022

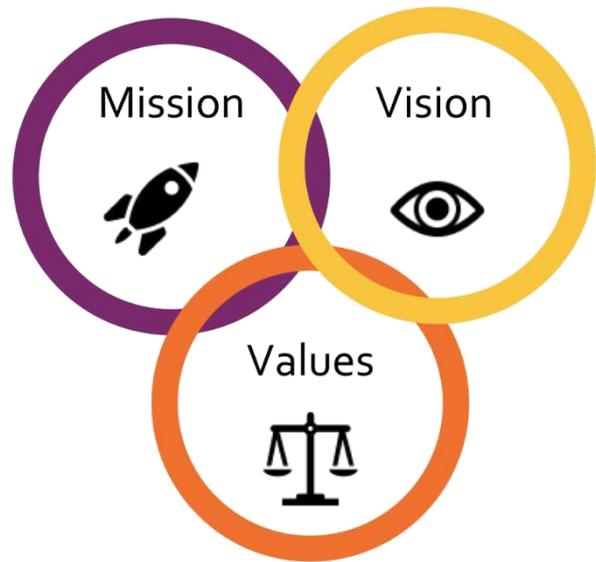


*Members of the Board of Lifes2good Foundation after the inaugural meeting in Farmleigh House on 1st December 2017: Denis Killian, Conor Murphy, Maria Murphy, James Murphy, Dearbhla Fitzsimons with Maurice McQuillan (CEO)
(Board members Zhanna O'Clery and Eoin McKeon not pictured)*

1. VISION

Lifes2good Foundation (L2gF) envisions:

A world where all women and children can live in dignity, fulfilling their potential, in vibrant communities sustained by commitment and innovation.



2. MISSION

Lifes2good Foundation invests in effective organisations that:

empower and educate women and children and increase the impact of community-based initiatives in accordance with the principles of equality and non-discrimination.

3. VALUES

The top value that will guide our own behaviour as a Foundation is **"Integrity"** ("knowing what is right"). We will also:

BE COMMITTED: *Set high standards for your behaviour and stick to them, even when difficult.*

BE COURAGEOUS: *Stand up for what you believe is just and good.*

BE HONEST: *Choose words and actions that are sincere, not misleading.*

BE DISCIPLINED: *Remain dedicated and self-controlled, even when challenged.*

BE RESILIENT: *Learn from mistakes and losses; seize the opportunity to improve.*

The top value to guide us in the work that we do with the partners we support is **"Human Dignity":**

Every individual has an inherent value, is worthy of respect and has the right to live free from exploitation and discrimination. Be prepared to help protect the human dignity of individuals where it is threatened and also to help create the enabling society that can ensure human dignity for all & facilitate potential being realised.

4. FINANCIAL MODEL

COMMITMENT AND FINANCIAL PLANNING

Following the successful sale of the Viviscal product line, by Lifes2good in 2017, James Murphy committed to invest between €15 to €20 million euro in philanthropy in a 10 to 12-year period and he set up Lifes2good Foundation. The foundation strategic planning in 2018 will provide direction for the period to 2021/22, a review will then take place to provide direction to 2026.

SPENDING AND STRUCTURE

The planning figure for spend on L2gF when it is fully up and running, with charitable status and tax exemptions from the Revenue Commissioners, will run between €1 and €2 million euro p.a.

For financial reasons, convenience, and economies of scale L2gF will operate with a light structure and lean on Lifes2good (the business) for support structures (e.g. finance, administration, legal issues, public relations etc). This will be managed between the CEO of L2gF and the CFO of Lifes2good, the business.

The Foundation aims to keep the ratio of Support Costs to Charitable Expenditure at 10%.



*James Murphy articulates his vision to Irish philanthropists
(Farmleigh, 1st December 2017)*

5. CONTEXT

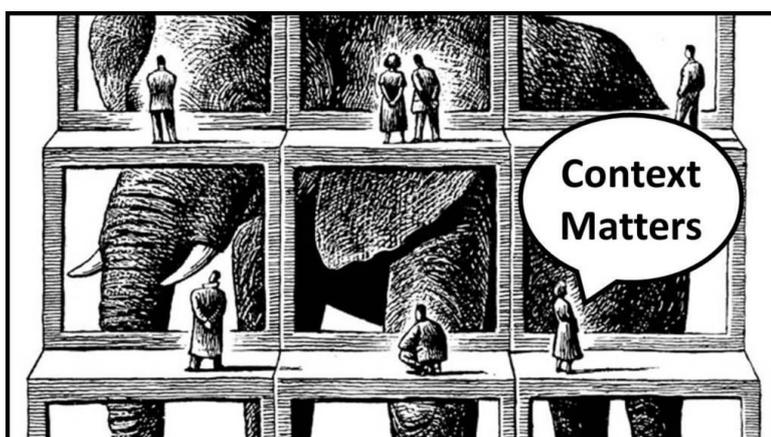
Internal

L2gF has been established as a Company limited by guarantee with no share capital, with a Board providing oversight and a CEO directing operations. The structure is intended to remain light¹.

External

THE COMMUNITY, VOLUNTARY AND CHARITY SECTOR

A well-functioning society is much more than a healthy economy. “A vibrant community, voluntary and charity sector is at the heart of a healthy Society”². But today we are in an era of uncertainty. At a global level there has been significant



recent change. A self-absorbed, nationalistic, and inward-looking voice has filled a gap that disillusion and apathy created. But this void can also be filled in other ways. There are opportunities amidst such turbulence. In Ireland, in the last general election, and in subsequent referenda, dissatisfaction with the political status quo and an appetite for change has been voiced. Such turbulence presents opportunities for innovative organisations to present compelling visions for transformative change.

FOUNDATIONS AND PHILANTHROPY

In the overall global context L2gF is small but still significant. Institutional philanthropy has a global reach, with more than 260,000 foundations in 39 countries³. But assets of individual philanthropies are relatively modest: 90% report assets of less than \$10m & 50% report assets of less than \$1m; foundations have an average annual spend rate of 10% of their assets. So with a planned programme spend of approximately €700k in 2018 L2gF is actually bigger than average.

The Global Philanthropy Report indicates a shift towards collaboration and partnership to achieve impact and prevent duplication of effort. L2gF is already involved in partnerships and is exploring collaboration within the sector.

¹ See section on “Structure”

² The Wheel, Strategic Plan 2017 - 2010

³ Global Philanthropy Report, Harvard Kennedy School, April 2018

In the Irish context L2gF is big. A huge void was left in the Irish philanthropic sector in 2016 as Atlantic Philanthropies finished its grant making. Ireland is unlikely to benefit from another Chuck Feeney but the work of Atlantic can be built on if a number of home grown and international philanthropists choose to address issues in Ireland. While engaged in philanthropy itself L2gF will also encourage philanthropic giving in others.

Ireland has a “proud tradition of giving”. Compared with a mere 58% in the UK or 40% in Germany, 89% of Irish adults give to charity. Despite such high levels of participation in giving, the actual overall level of giving in Ireland is low and the preferred model tends to be one of spontaneous giving in the aftermath of a high profile, media friendly, humanitarian disaster. With only 0.8% of income donated to charity in Ireland, this ranks well below the 2% of income donated in the US. In many countries with a similar government philosophy to Ireland, people are donating more than 1% of their disposable income. Evidence suggests that in Ireland we are not great at planned giving in a systematic way that is more likely to achieve impact and be transformative over time. Philanthropic foundations like L2gF can model best practice in this regard.

There are challenges around public trust in charities in Ireland but the Charity Regulator is working with the sector to address these. In this context it is important that L2gF, which is not beholden to the public or to government, engages with the Regulator & models best practice in governance.

WOMEN AND CHILDREN IN SITUATION OF VULNERABILITY

We recognise unequal power relations between men and women which has led to domination over and discrimination against women. Violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position compared to men.⁴

In Ireland, it is estimated that 1 in 3 women have experienced psychological violence from a partner at some point in their lives and 1 in 4 have experienced physical or sexual violence by a partner or non-partner since the age of 15.⁵



⁴United Nations Declaration on the Elimination of Violence against Women, 1993

⁵In 2012 the EU Fundamental Rights Agency conducted 1,500 face to face interviews with women in Ireland from a national stratified sample as part of a large European wide study on violence against women. The data gathered allowed Safe Ireland to extrapolate this data to ascertain a good indication of prevalence in Ireland

Research shows that 1 in 5 Irish women are sexually assaulted and 1 in 10 Irish men are sexually assaulted. 92% of rape victims knew their perpetrator in advance⁶.

In 2017 35% of Galway Rape Crisis Centre clients were under 25 and only 44% of their clients in 2017 reported to the Gardai.⁷

L2gF will address issues of women and children in situations of vulnerability primarily in Galway / west of Ireland and in focused locations in the developing world.

VIBRANT COMMUNITIES

Ireland is ranked 8th in the 2017 World Giving Index. The indicators of “giving” are donating money, helping a stranger and volunteering time. ⁸ L2gF will support committed people with innovative ideas to support vibrant communities.⁹

In its work to help create, and maintain fair, caring and vibrant communities, sustained by commitment and innovation, L2gF’s primary focus will be on Galway/ west of Ireland rather than dissipating focus by extending this work to the developing world.

6. SECTOR & GEOGRAPHY

SECTOR

The sectors which Lifes2good Foundation (L2gF) will focus on emanate from the vision and the mission of the organisation. The founders are passionate about addressing the issue of women and children in situations of vulnerability and about empowering and educating women and children to break the cycle of poverty, subordination and violence. The founders also have a strongly held belief that vibrant communities make for a healthy society that will empower individuals and reduce vulnerability. Commitment and innovation help build and sustain vibrant communities.

The primary sectoral focus of L2gF is on the empowerment and education of women and children and addressing situations of vulnerability where they arise. The secondary sectoral focus of the foundation is on the growth of vibrant communities,

⁶The SAVI Report http://www.drcc.ie/wp-content/uploads/2011/03/SAVI_Revisited.pdf. Supported by Atlantic Philanthropies. Produced in 2000, revisited in 2002 & 2004 (the most recent major research endeavour on sexual violence in Ireland)

⁷ Galway Rape Crisis Centre

⁸ Vital Signs 2017, The Community Foundation of Ireland

⁹ L2gF sees “vibrant communities sustained by commitment and innovation” as economically thriving, environmentally healthy & socially resilient

recognising that such communities are sustained through commitment and innovation.¹⁰

GEOGRAPHY

 The founders want to give back to the community where James Murphy grew up, where James and Maria Murphy have raised a family and where Lifes2good, the business that generated the money for the foundation, has its HQ.

Therefore, the primary geographic focus for L2gF is Galway / West of Ireland. This means primarily working in and around Galway but also in other parts of Connacht. L2gF will do a minimum of 60% of grant making in Galway / West of Ireland in any one year. In Ireland, L2gF has a dual sectoral focus (outlined above).

Recognising global inequality ¹¹ , the founders also want to contribute in the developing world. This will be primarily restricted to one, or max two, programming countries to maintain focus¹². A maximum of 40% of grant making will be done overseas in any one year. The specific sectoral focus overseas will be on addressing the issue of women and children in situations of vulnerability and about empowering and educating women and children rather than on the broader “community” sector.

7. TIMEFRAME AND STRUCTURE



TIMEFRAME

When Lifes2good Foundation (L2gF) was set up it was envisaged that it would be in existence for approximately 10 years and then cease to exist. Research and lessons learned by others indicate that this will be an effective approach.

At a global level when Atlantic Philanthropies published its top 10 lessons learned in May 2018 they recognised that limited life should bring with it a real sense of urgency and focus.¹³

¹⁰See Para 5 on “The Context”

¹¹ More than 70% of the world adults earn less than €8,500 a year (Credit Suisse, Global Wealth Report, 2017)

¹²L2gF aims to restrict overseas operational programming to one or max two countries. An advocacy focused initiative could be considered in another country(s)

¹³ https://www.atlanticphilanthropies.org/wp-content/uploads/2018/06/Top_Ten_Lessons_5_2018b.pdf

"More foundations are now opting for a "giving while living" approach maintaining that the cost and administrative bureaucracy of maintaining the foundation in perpetuity does not represent an efficient use of funds".¹⁴

From an Irish perspective the ONE foundation maintains that a limited life model ensures "calculated risk taking" because within a specific time period the staff and the board "can drive and own the results they deliver".

The first year of grant making for L2gF is 2018. A strategic plan is being written in 2018 to cover the first five years of operations (2018 to 2022).

During 2022/2023 the first five years of L2gF will be reviewed and assessed. Achievements, challenges and lessons learned will be documented. This will dictate how L2gF will continue or evolve for the second five years of its existence.

STRUCTURE AND IMPLICATIONS FOR PROGRAMMING

From the outset the founders of L2gF were determined to adopt a light structure.



Lifes2good Foundation CEO, Maurice McQuillan signs the foundation's first grant agreement (€42,000) on 11th April 2018 with CEO of the Galway Rape Crisis Centre, Cathy Connolly and staff

Chuck Feeney has always believed that lean operations keep organisations

focused on their core mission and prevent them from getting too diffuse. Atlantic Philanthropies admits that they hired too many people between 2004 & 2010. At its peak Atlantic had 130 people on staff worldwide. They found that when jobs become embedded in an organisation they are hard to eliminate. As a result, when they decided to end grant making they downsized rapidly and found themselves short staffed for the tasks remaining to be completed. Atlantic conclude that when staffing

¹⁴Giving Trends 2017; British Association of Charitable Foundations (https://www.acf.org.uk/downloads/publications/ACF135_Foundation_Giving_Trends_2017_SP_FINAL.pdf)

up or down we should remember the goldilocks principle; find the number that is “just right.”¹³

8. APPROACH (PARTNERSHIP AND COLLABORATION)

APPROACH

The “Approach” covers how Lifes2good Foundation (L2gF) works, who L2gF works with and the work that L2gF supports.

PARTNERSHIP

“Research shows that happiness comes from spending time connecting with others, not just from having, or spending, money”.¹⁵

L2gF is an active funder engaged with partners at all stages of the programme cycle. The foundation provides financial and collegial support. L2gF is committed to partnerships to enhance learning and maximise impact. This includes linking with, and learning from, grantees to improve our own grant making.

L2gF does not implement projects directly itself. Instead it operates in strategic partnership with a small number of effective organisations that reflect L2gF strategic priorities and meet L2gF due diligence standards.

The foundation partners with established organisations. Where it is felt that it could be effective and impactful to partner with a new / smaller / grass roots organisation then an intermediary will generally be used to provide financial and programmatic oversight and any additional technical capacity required.



¹⁵Jennifer Aaker, co-author of *The Dragonfly Effect* and professor, Stanford Graduate School of Business



Lifes2good Foundation Board member, Conor Murphy, visits Bar Elias refugee camp on the Lebanon / Syria border with partner organisations Trócaire and local organisation SAWA on Saturday 10th March 2018

L2gF provides levels of funding appropriate to the context. Ideally the foundation would prefer to be neither the sole donor nor one of very many donors. This is intended to make the project meaningful for both parties and avoid fostering organisation dependency on L2gF. L2gF will not provide more than 50% of any one organisations programmatic budget in any one year, except where a specific individual project is explicitly time bound.

The structure of L2gF dictates the number of partnerships that can be

taken on. The emphasis is on a small number of multi-annual, strategic partners rather than on a large number of ever-changing smaller partners.¹⁶

¹⁶In Year 1, start-up phase, L2gF partnered with 8 organisations. In the ramp up phase this number will not increase significantly . Relationships will be deepened rather than increased in number

COLLABORATION



Maria Murphy and Maurice McQuillan with the CEO of the Community Foundation of Ireland, Tina Roche & CFI staff, after a planning visit on the 29th of May 2018

Collaborating with other foundations “provides the opportunity to make your money work harder through pooling it with other funds”. Such collaboration also offers a chance for a new foundation to “learn philanthropic skills such as how to conduct effective grant making and evaluation”¹⁷ “While collaboration is recognized as an important tool through which to achieve impact and scale, interviewees also noted that such alliances can be difficult to create, manage, and sustain.”¹⁸

L2gF appreciates the value of collaboration and explores opportunities to work with other like-minded foundations to multiply impact and benefit from economies of scale.

“You must learn from the mistakes of others. You can’t possibly live long enough to make them all yourself”¹⁹.

L2gF links with foundations, philanthropists and other development actors to share learning, effect attitudes and influence policy and practice.

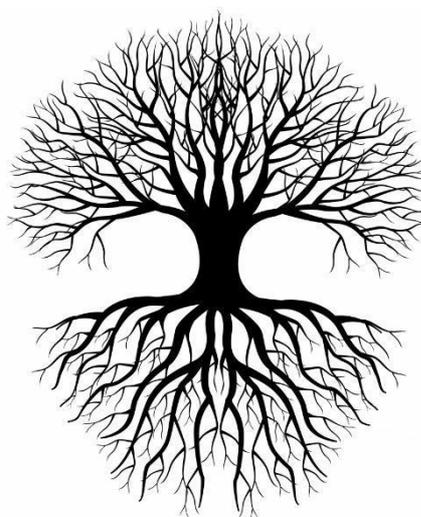
¹⁷ Laura Arrillaga-Andressen ; Giving 2.0; 2012 (See u tube video <https://www.youtube.com/watch?v=EWmno8buWOk>)

¹⁸ Global Philanthropy Report, Harvard Kennedy School, April 2018

¹⁹ The Atlantic Philanthropies; 2020 Hindsight: Top 10 Lessons

ADDRESSING 'CURRENT SUFFERING' VERSUS 'TACKLING ROOT CAUSES'

L2gF's preferred option is to support work that addresses the root causes of problems and has the potential to make meaningful and lasting impact. The foundation supports organisations that take a holistic and long-term approach, organisations that have the capacity to make a measurable and sustainable difference, while accepting that to do so takes time.



However, L2gF will not rule-out supporting work that ameliorates current suffering where that suffering is significant, is located where L2gF works (geographically and sectorally) and where the intervention fits with L2gF strategic priorities.

ANNUAL OR MULTI ANNUAL FUNDING

Learned experience over time forms attitudes. When individual attitudes are aggregated we get a societal norm or level of acceptance. Social change, therefore, does not happen overnight. While some societal issues can be addressed quickly, and with a once off injection of funds, *"most need persistent attention and sustained support over a period of years."*²⁰

In its first year of existence L2gF supported a number of once off interventions on a pilot basis. This was legitimate in an effort to get up and running, test out systems and analyse the probable impact of some potential longer-term partnerships.

Going forward the preferred²¹ funding mechanism is a multi annual funding model with the potential to make substantial and measurable impact over time. L2gF continues to utilise "pilot funding" to assess effectiveness and potential impact before entering in to any multi annual funding arrangement.

*"Multi-year planning should be about achieving better outcomes over time, not merely repeating activities from one year to another. Accordingly, multi - year planning should include a blend of short and long -term activities to support a transformative agenda."*²²

20 Community Foundation of Ireland; www.communityfoundation.ie

²¹"Preferred" means that the foundation intends the majority of funding to flow through this multi annual mechanism

²²Multi Year Humanitarian Funding; The Commitments into Action Series; OECD 2017

9. ARE WE MAKING A DIFFERENCE?

BACKGROUND

The importance of “measuring impact” has become a mantra in philanthropy. Foundations are spending more resources and putting more staff time into evaluation than they did in the past.²³

This is a positive trend but it is also worth questioning if it makes sense for relatively small foundations to try to measure their long-term impact on society? There is also a strong case for more systematic measurement of outputs and outcomes. It is important to identify when it makes sense to measure impact and when it is most effective to focus on measuring outcomes.²⁴

LIFES2GOOD FOUNDATION COMMITMENT TO MONITORING, EVALUATION AND LEARNING

L2gF is intent on making a difference. The foundation is committed to continually improving how we document and analyse what we do and how we apply the learning as we move forward.

L2gF monitoring and evaluation activities are primarily concerned with the quality and outcomes of interventions.

External evaluations will be appropriately used at key moments. L2gF will use evaluations together with networking in the sector and analysis of multiple sources of information to drive decision making.

L2gF cares, not only about what grant funds accomplish, but also about how the foundation does that grant making, how we engage with grantees and improve, as a foundation, over time. Organisational outcomes will be tracked as well as programmatic outcomes.

L2gF will develop and use an unsophisticated Monitoring Evaluation and Learning (MEAL) framework. (The structure and staffing of the Foundation does not allow for complexity in this regard.)

²³Planning for Monitoring, Learning, and Evaluation at Small- to Medium-sized Foundations, A Review. Oak Foundation, July 2016

²⁴ Harvard Business Review, <https://hbr.org/2013/03/lets-be-realistic-about-measur.html>

L2gF collaborates with strategic partners on the ongoing development and implementation of the L2gF MEAL framework.

The L2gF MEAL framework will be designed so that it can be understood and used by all and the results can be communicated to a public audience.



THE GUIDING PRINCIPLES FOR L2GF MONITORING, EVALUATION AND LEARNING EFFORTS

The core values that guide the behaviour of L2gF are *Integrity, Commitment, Courage, Honesty, Discipline* and *Resilience*. These values, particularly the commitment to *Integrity, Courage* and *Discipline* will guide our approach to monitoring, evaluation and learning.

Therefore, we have developed a set of principles which will guide our monitoring, evaluation and learning efforts.



Accessibility and user-friendliness: In a sector, not necessarily populated by development experts, accessibility and user-friendliness will be prioritised over complexity and encyclopaedic coverage.

Learning in partnership: L2gF is essentially a grant making entity. The foundation engages strategic partners in monitoring, evaluation, and learning design and implementation. Processes designed should be valued by grantees rather than seen as an additional administrative burden. It is critical that strategic partners engage meaningfully and gain benefit.



Share learning and amplify impact: By sharing what we learn we can generate value for all stakeholders and help drive impact in the sector.



Encourage curiosity: L2gF encourages learning and experimentation and is not afraid of failure. Initiatives are measured and if we fail then we fail quickly and move on. L2gF will seek insights into successes, failures and new programming possibilities. By learning from what is coming out of our work, and watching how the sector is developing, we will adapt programmatic direction and increase programme impact.

Measure, Learn, Adapt and Share: Programmes supported will have clear and measurable goals and built in feedback loops for tracking progress. When implementing programmes information will be gathered about what works and how the context is shifting, and then these insights will be used to navigate a path forward. As programmes wind down we will reflect upon, capture, and share what we learned and how we did. In our commitment to measuring, learning, adapting and sharing we are holding ourselves accountable.



In 2018 L2gF supported Social Entrepreneurs Ireland to run a Connacht Academy for new social entrepreneurs to help get them up and running

LIFES2GOOD FOUNDATION

STRATEGIC PRIORITIES 2018-2022

1. Recognising the importance of understanding the context and dynamics of domestic and sexual violence, we want to support the education and empowerment of women and girls.
2. Recognising the role of attitudes to domestic and sexual violence in hindering progress towards its reduction, we want to positively influence attitudes in Ireland to domestic violence, sexual based violence and consent and relationships, particularly amongst boys and young men.
3. Recognising the high levels of domestic and sexual violence, we want to help protect and support women and children who are currently in situations of vulnerability.
4. Recognising the value of social entrepreneurship, we want to support imaginative people to nurture exciting ideas to impact on current social issues in Irish communities.
5. Recognising the positive influence of sport and music in Irish communities, we want to widen access and participation particularly amongst girls and young women.



The Board is integrally involved. Maria Murphy and Deputy CEO of COPE, Martin O'Connor, pore over the plans for the development of the COPE Galway new Domestic Violence Refuge on 20th March 2018.