



**RESILIENCE**

**LEARNING FROM THE  
CAF RESILIENCE PROGRAMME**

# WHAT IS RESILIENCE FUNDING?

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## What are they?

What might they look like?    How else can we think about them?

- **Programme costs / direct or delivery costs**

Mosquito nets

Tangible 'things' that 'fix' problems

- **Core costs / overheads**

Logistics officer in London, shipping costs, charity insurances etc

Things that keep the wheels turning/doors open

- **Resilience (or innovation) funding**

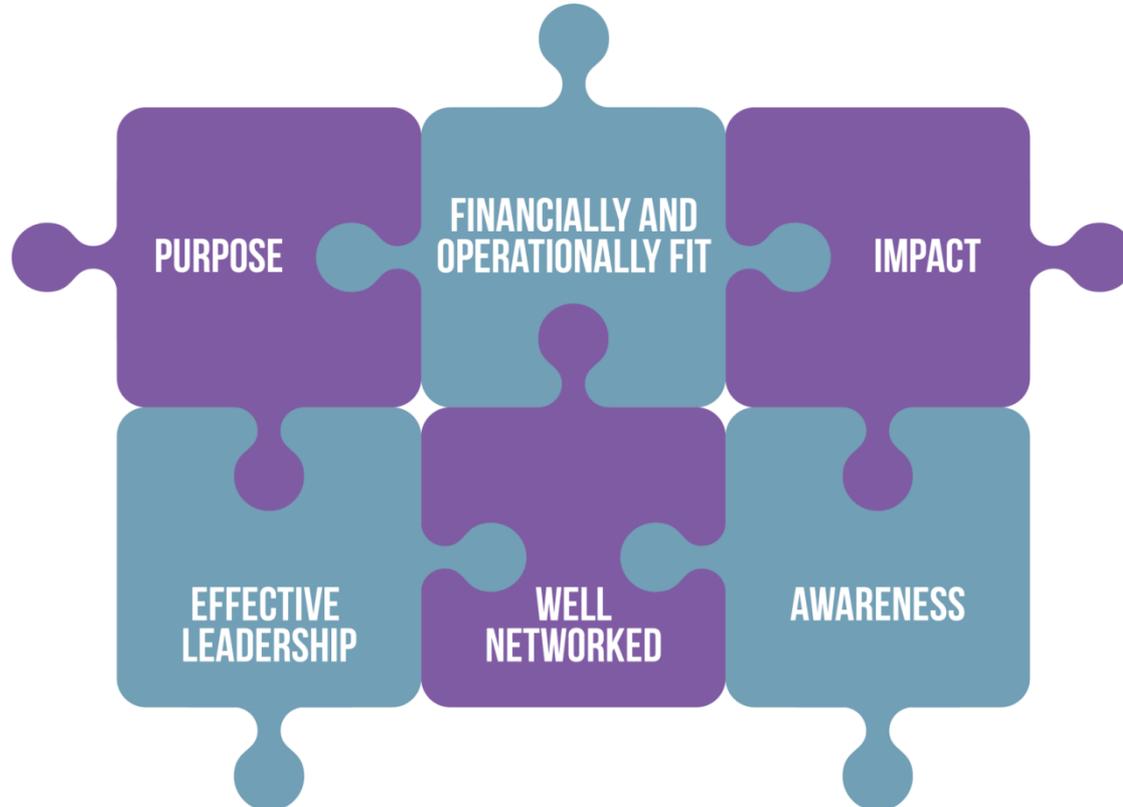
Staff time paid for that lets the senior team consider whether delivering nets is the best way to meet their mission or whether education, digging wells or other interventions might be equally or more useful

Time and space (and often outside help) to think about whether the wheels are turning in the right direction, you have the best route, the right passengers, the most appropriate vehicle . . .

# WHAT IS RESILIENCE?

CAF Resilience's theory of change is that by having the **time** and the **help** to explore their resilience separately and with their peers, charities will be able to work out what resilience means for them and how they can achieve this.

## SIX CHARACTERISTICS OF RESILIENCE



# FUNDER MISMATCH

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“I want to fund a charity with strong safeguarding, good governance, transparent reporting and prudent financial management”

These are overheads!

“Everybody wants excellence from us as a charity, and we want that too, but no one wants to fund the things that create and sustain excellence” Hot Chocolate Trust

Unrestricted funding focuses on funding ‘outcomes’ rather than ‘activities’; it does not replace transparency and accountability.

# CAF RESILIENCE

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## PROGRAMME COMPONENTS

**Three programme components:** funding, advisory support and the relationship between the funder and the grantees.

- **A thoughtful funder** who is interested in each organisation's work and what they stand for; acts as a critical friend to the organisation; and provides a generous and realistic amount of time, money and opportunities to enable the organisations to work on becoming more resilient
- **A thoughtful grantee** who is interested and open to change; acts as a critical friend to the programme; and possesses or develops (through building trust) the confidence to seek help from and challenge the funder.

# FIVE FEATURES OF THE FUNDER RELATIONSHIP

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## REFLECTIVE

## CURIOUS

## COLLABORATIVE

## ALIGNED

## FLEXIBLE

Open to hearing what may not be working within the charity.

Values feedback and ideas from staff and other stakeholders.

Takes time to absorb ideas and suggestions, doesn't dismiss them out of hand.

## REFLECTIVE

Motivated to learn and develop their work

Looks forward to learning from grantees.

Open to hearing how they can do better.

Acknowledges that the charities are the experts in their fields.

Understands their role as being to help the charity do their work well.

“We have a mindset in place that we did not previously, our involvement in the programme has given us the impetus and confidence to think about things differently.”

– Programme participant

# FIVE FEATURES OF THE FUNDER RELATIONSHIP

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## REFLECTIVE

Embraces the opportunity to look inward at the organisation and outward for new inspiration.

Protects and prioritises the time and funding for this.

Includes all stakeholders in the journey to get multiple viewpoints.

Engages with expertise and tries new things.

## CURIOUS

### CURIOUS

Willing to give things a go, try new things

## COLLABORATIVE

## ALIGNED

Genuinely interested in the charity's development and why things improve or don't.

Celebrates where charities have recognised underlying issues then gave time and work to addressing these.

Isn't prescriptive about what the end goals are and how to get there.

## FLEXIBLE

"We have not quite finished our vision plan - as time went on some of it changed, partly due to our new national links. Our plan for year two is different than we envisioned at the beginning, but we think this is part of the process of the CAF Resilience programme; it evolves rather than travels in a straight line!"

- Programme participant

# FIVE FEATURES OF THE FUNDER RELATIONSHIP

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## REFLECTIVE

## CURIOUS

## COLLABORATIVE

## ALIGNED

## FLEXIBLE

Works to achieve a match between what their beneficiaries need and what the funder wants to achieve.

Engages with the process with confidence, knowing their worth.

## COLLABORATIVE

Willing to listen and set own agenda aside

Equally valuing the assets that each side brings.

Demonstrates mutual respect and willingness to set aside roles and agendas and have an exchange.

“Funders want to make a difference in the world, but without us they’re just a big bank account. Money itself doesn’t make that difference. So just getting into our heads that funders need us as much as we need them is helpful for the funded bodies because it helps us to remember our value and hold that confidence. For me, that should always be up there at the heart of the funder-funded relationship.”

- Programme participant

# FIVE FEATURES OF THE FUNDER RELATIONSHIP

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## REFLECTIVE

Stays focussed on resilience development as the way to better meet beneficiaries' needs.

Makes decisions that aren't always easy or comfortable for staff, but understand it's about better delivering their mission.

## CURIOUS

## COLLABORATIVE

## ALIGNED

## FLEXIBLE

### ALIGNED

Having a shared social purpose

Recognises the programme is about enabling the charity to do their core work well, not making them jump through hoops or fit a predefined model.

Believes in the charity's mission and wants to support that.

"Just being able to talk to funders and realise they are just as interested in the outcomes as you are - which you would assume that they are - is so meaningful. But each one needs the other so it has to be co-produced really."

- Programme participant

# FIVE FEATURES OF THE FUNDER RELATIONSHIP

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## REFLECTIVE

Comfortable with working within uncertainty.

Willing to be a part of a programme where the steps are not all defined at the start.

## CURIOUS

## COLLABORATIVE

## ALIGNED

## FLEXIBLE

## FLEXIBLE

Keeps an open mind

Open to hearing from the charity about what they need and adjusting timelines and support as they go.

Willing to start from where the charity is at and provide bespoke support.

Recognising how much time, effort and money it takes to make big changes in a charity.

“We have never worked in partnership with a grantmaking body before in that way so that collaborative feeling of being able to say if something is going wrong is great. That makes you bolder to try new things and not to just stick with what you know you’ll get a good result from.”

– Programme participant

# REFLECTING ON RESILIENCE

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## KEY QUESTIONS FOR CHARITIES

- If you had a 'spare' month working for your charity but didn't have to do your day job, what would be the best use of your time?
- What are the hardest things to get funding for?
- To the people your charity supports, what is the most important part of your work?
- What underlying issues does your charity have that it either doesn't have the time or expertise to fix?
- What's the biggest challenge to your efficiency?

# CAF RESILIENCE

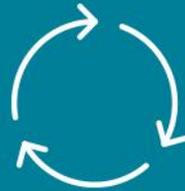
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## AMPLIFYING THE LEARNING

- Report to be released in the autumn
- Share learning within the sector
- Use it to encourage more funders to give in these ways



**SURVIVE.**



**ADAPT.**



**THRIVE.**

Get started at  
[www.cafonline.org/resilience](http://www.cafonline.org/resilience)



Any questions?

[Cafonline.org/caf-resilience](https://cafonline.org/caf-resilience)

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Charities Aid Foundation