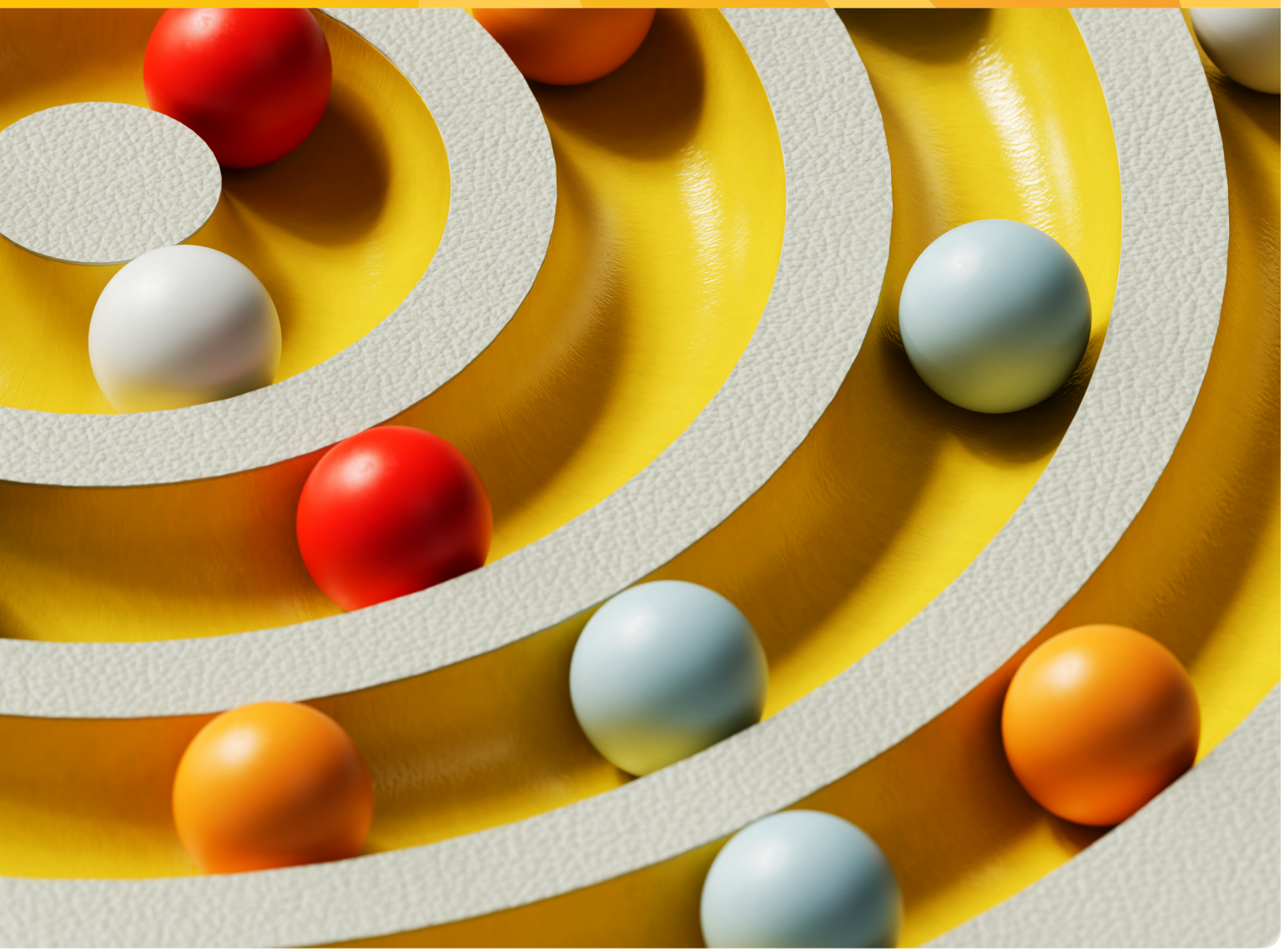
Our commitment to helping build a stronger philanthropic ecosystem

Minderoo Foundation's support for Australia's for-purpose sector



Why we must invest in the philanthropic sector

Right now, too many for-purpose organisations in Australia are competing for limited resources, which impedes their ability to scale what works and collaborate where possible.

Philanthropy has a responsibility to support the capacity and capabilities of the for-purpose sector if we are to see the measurable change we seek:

- **Paying for-purpose organisations for the full costs of delivering impact.**
- **Developing leadership within the sector – not just through formal education but convening peer networks, encouraging new ideas, and funding research where gaps in our understanding exist.**
- **Unlocking greater generosity by building the capability and confidence of those who enable giving, particularly financial advisers and fundraisers in support of the national ambition to double giving in Australia.**

Minderoo Foundation continues to evolve our ways of working informed by listening and engaging with the ecosystem of Australia's for-purpose sector.

We are adopting the 'Pay What It Takes' approach, making changes to our grantmaking practices to cover program costs and indirect expenses. We acknowledge that sustainable change demands full funding for mission-driven work.

Across our priorities, Minderoo Foundation is breaking the cycle of underinvestment, ensuring our not-for-profit, social enterprise and impact investment partners have the resources to thrive, invest in their teams, and build lasting impact.



John Hartman
Chief Executive Officer,
Minderoo Foundation



Kristen Stevenson
Executive Director,
Effective Philanthropy,
Minderoo Foundation

What is Effective Philanthropy?

Effective Philanthropy is the practice of giving time, money, or resources in a way that maximises positive impact.

KEY PRINCIPLES

1
Impact-Oriented Investment
Prioritising causes and organisations that have the greatest potential to create significant, positive change.

2
Evidence-Based Decisions
Using research and data to assess which interventions are most effective.

3
Transparency and Accountability
Supporting organisations that measure results and share progress openly.

4
Catalytic Philanthropy
Aligning giving with long-term goals and broader systemic change.

5
Leveraging Resources
Exploring ways to amplify impact, such as matching funds, collaboration and policy advocacy.

6
Continuous Learning
Adapting based on new data, feedback and lessons learned.

Effective Philanthropy enables Minderoo Foundation to maximise our impact – empowering our people, strengthening our partnerships, and delivering meaningful outcomes for those we serve.

We do this by:

- Deploying our capital more efficiently by unlocking a full spectrum of funding, from grants to commercial investment.
- Embedding an impact measurement approach to enable a long-term, systemic view of impact and foster a culture of learning.
- Providing Field Building funding to support and grow a strong, resilient for-purpose sector.
- Integrating sustainability into our programs and promoting and funding sustainability practices in the organisations we support.
- Building the skills, knowledge, and mindsets needed for an organisation to deliver on its mission.

Field Building and our Theory of Change

Field Building puts Effective Philanthropy into action through strengthening and developing the sector, where it aligns with Minderoo's priorities, by enhancing collaboration, infrastructure and capacity to drive systemic change.

Minderoo Foundation is well positioned to support field building with its financial resources, networks, convening power, advocacy and expertise.

The Foundation's Field Building work is driven by our Theory of Change, developed through deep engagement with the sector to identify and address its needs and secure the impact we seek.

Minderoo Foundation's 2030 strategy focuses our work on addressing systemic barriers to building a bright future across our Focus Areas and Impact Missions and through the view of cross cutting lenses of Climate, First Nations and Gender. Minderoo Foundation's Field Building, partners and ways of working have been intentionally designed with a view to advancing progress across our priorities.

THEORY OF CHANGE CORE PRINCIPLES

1 **Geography**
We are targeting the Australian for-purpose sector, consistent with our focus on driving impact across Australia.

2 **Role**
Minderoo Foundation partners, develops, advocates and builds evidence.

3 **Supporting change agents**
We work with peak bodies and sector intermediaries to support sector capability and collaborate with them to deliver a stronger regulatory and enabling environment through government advocacy.

PARTNERSHIPS AND CAPABILITIES

Our vision is for a strong and resilient for-purpose sector with a focus on building the four sub-sectors of impact investing, not-for-profits, social enterprise and philanthropy.

Our vision for each sub-sector is:

- **Philanthropy** will have grown and matured significantly in Australia, with a collective focus on systemic conditions that entrench social and environmental issues. The sector's ability to take risks and innovate can be leveraged by government, with clear pathways to scaling through policy adoption.
- **Social enterprises and not-for-profit organisations** are equipped with the resources and capabilities for lasting, systemic change. They have access to longer-term, flexible and/or concessionary funding that provides resilience and the ability to invest in organisational capacity. They will have access to data that enables cost effective evaluation and benefit from common impact measurement frameworks that foster learning. There are strong peak bodies that provide effective advocacy and foster collaboration.
- **Impact investing** will have grown and matured significantly in Australia. A diverse range of investors will be assessing risk-and impact-adjusted returns in investment decisions and actively measuring the impact of their portfolios using standardised measurement frameworks. The number and scale of investment opportunities will be significantly greater, enhanced by government policy that recognises positive externalities (e.g. outcomes funding and social procurement). The flow of capital, including concessionary capital, will be facilitated by a sustainable intermediary market.





Foundational Activities	Influence Activities	Intermediate Outcomes		End Outcomes	Broader Outcomes
Convene and engage the sector to deeply understand critical gaps and coordinate strategies	**Invest** in, fund and develop intermediaries	Impact Investing market is larger, more effective and more capital is mobilised	Systems innovation is embedded across the sector Data is collected, shared and used across organisations in the sector	 **The for-purpose sector is more strong and resilient**	 **The for-purpose sector is more impactful**
	Advocate for policy and practice change addressing systemic gaps	Social enterprise and not-for-profit sector is more connected and well equipped	Strategic leadership is provided to and by the sector The sector collaborates more effectively More and better funding of the sector		
		Philanthropy is more generous, connected and systemic	Legal and regulatory environment is supportive Impact measurement, learning and reporting is accessible and adopted by the sector		

Our Work

Our Field Building work seeks to create change for the Sector through three levers:

1

Convening and engaging to deeply understand critical Sector gaps and coordinate strategies to tackle them.

2

Investing and funding in the ability of peak bodies and intermediaries to be vital connectors and providers of capacity building support to the Sector.

3

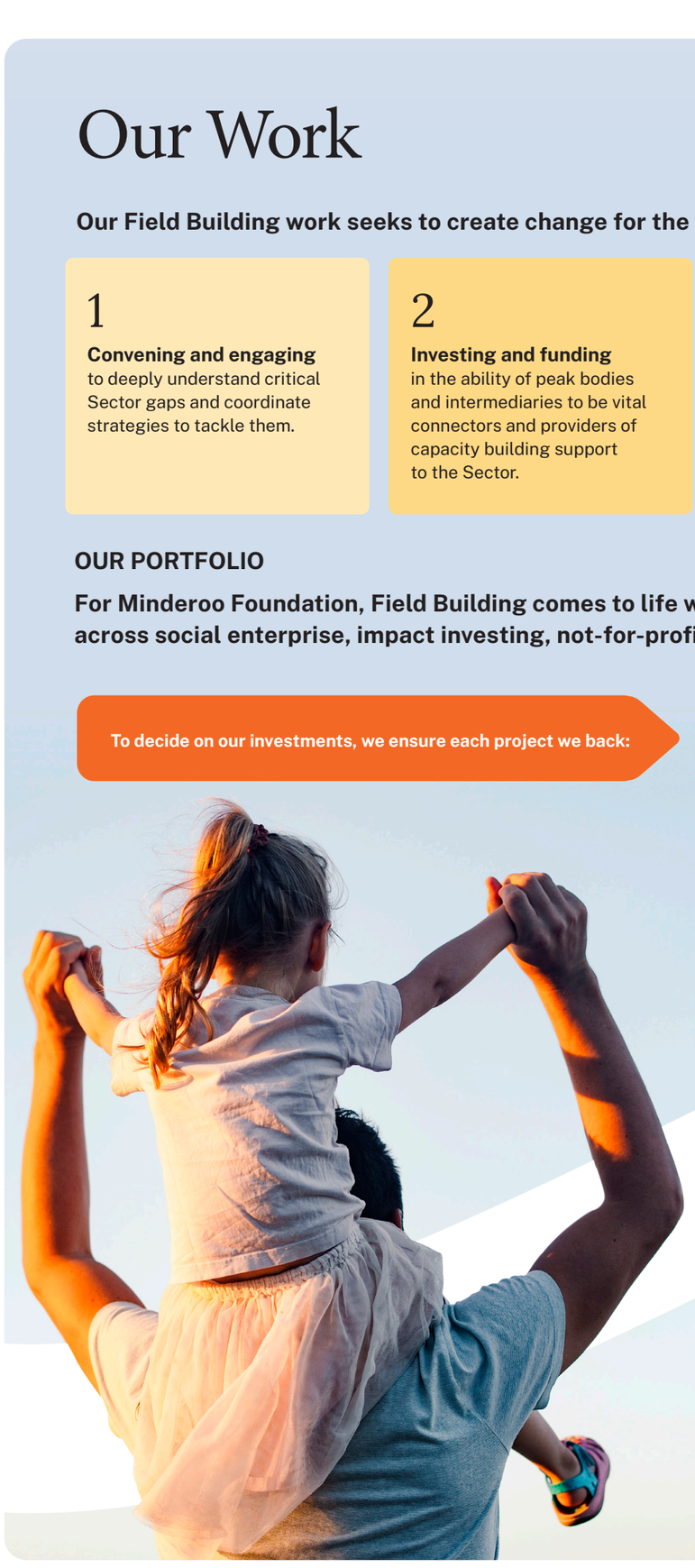
Advocating for policy and practice changes to ensure a modern, fit-for-purpose philanthropic ecosystem.

OUR PORTFOLIO

For Minderoo Foundation, Field Building comes to life when we invest in projects across social enterprise, impact investing, not-for-profit and philanthropy.

To decide on our investments, we ensure each project we back:

- **Fills a critical gap in the ecosystem.**
- **Builds the sustainability of the Sector, not individual organisations.**
- **Aligns to our Theory of Change (e.g. intermediate outcomes).**
- **Supports at least one of the four sub-sectors in Australia, being impact investing, social enterprises, not-for-profit, and philanthropy.**
- **Maintains a clear connection to one or more Focus Areas or Impact Missions.**
- **Works through intermediaries where this is the most effective approach.**



Investments

To date, we have committed more than $20 million in funding for a portfolio of over 45 partners. We have supported a range of initiatives from local pilots to global collaborations.* Together they demonstrate how investing in systems, leadership, and collaboration creates long-term impact.

IMPACT INVESTING

Project	Description	Partner	Term
Endowments for Impact Challenge	Supporting a campaign to expand philanthropy's use of the full spectrum of capital	Reichstein Foundation	1 year
Foundations Group for Impact Investing (FGII)	Providing core support for Australia's impact investing peak group	Philanthropy Australia	3 years
GSG Catalytic Capital Project	Developing an impact valuation methodology with the International Foundation for Valuing Impacts (IFVI)	Global Steering Group for Impact Investing	1 year
Impact Investing Benchmarking Report	Supporting Impact Investing Australia and Centre for Social Impact to develop the 2024 Benchmark Report	Impact Investing Australia	1 year
Repricing Resilience	Developing a resilience-based approach to pricing risk to increase investment flow to less developed nations	Institute for Economics & Peace	1 year
Feasibility & Research Study – Local Investment Fund	Assessing feasibility of Local Investment Funds to provide support to local communities	Regional Australia	1 year
Contributing to Impact Investing Australia's 2030 Strategic Plan	Supporting the acceleration of impact investing in Australia and participating in international efforts to grow the global market	Impact Investing Australia	3 years
UNSW Asia Pacific Impact Investing Research Hub	Supporting the establishment of an Asia-Pacific research hub focused on catalysing the flow of capital towards social and environmental outcomes	The University of New South Wales (UNSW)	3 years

*Partnerships shown are illustrative examples from Minderoo Foundation's Field-Building portfolio and do not represent all current or historical partnerships.

Investments (cont.)

SOCIAL ENTERPRISE

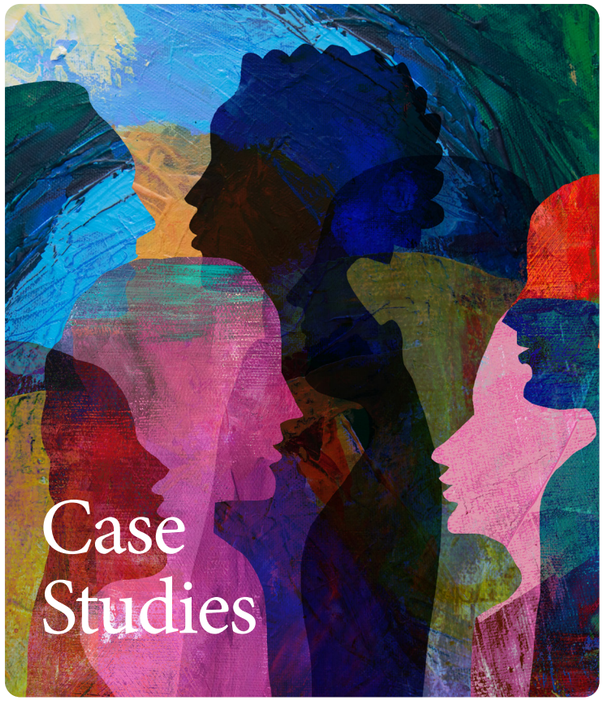
Project	Description	Partner	Term
Seedkit	Scaling a social measurement tool to strengthen impact reporting	Seedkit	3 years
Transitional Charities Pilot	Supporting charities to test new governance models	White Box Enterprises, Social Traders, Queensland University of Technology	1 year
WA Social Enterprise Incubator	Launching an incubator for social entrepreneurs in WA	WA Social Enterprise Council	2 years
WA Social Enterprise Capacity Building	Building strategy, measurement and investment readiness for WA enterprises	Impact Seed	3 years
Contributing to the Social Enterprise National Strategy	Supporting Social Enterprise Australia to work with the sector and lead its national strategy	Social Enterprise Australia	3 years
The Work Integration Social Enterprise (WISE) Initiative	Supporting a peer philanthropy fund that provides pathways for early-stage work integration social enterprises.	English Family Foundation, Greater Melbourne Foundation, Macquarie Group, Minderoo Foundation, Paul Ramsay Foundation, Vincent Fairfax Family Foundation and Westpac Foundation.	2 years
Research into the value of tailored employment programs	Expanding Deloitte Access Economics research into the costs and benefits of tailored employment support programs.	Social Traders	1 year
Impact Investing Legal Toolkit	Developing a practical legal toolkit for impact investing, including templates and case studies	Social Impact Hub	3 years

NOT-FOR-PROFITS

Project	Description	Partner	Term
Ethical Fundraising Pilot	Helping not-for-profits transition away from fossil fuel funding sources	Strategic Grants	1 year
Fundraiser Training	Recruiting and training 400 new fundraisers nationwide	Fundraising Institute of Australasia	2 years
P2P Leadership Expansion	Testing expansion of the peer-to-peer leadership hub model	For Purpose Alliance	1 year
NFP Peak Development	Establishing a national peak body for the not-for-profit sector	Community Council for Australia	3 years
Data Catalyst Network — Phase 2	Advancing pooled data resources for the for-purpose sector	Infoxchange	3 years
Evidence for Public Purpose Network	Establishing a national Evidence for Purpose Network to connect organisations generating, using and translating evidence to help improve policy decision-making, practice and community outcomes.	Centre for Evidence and Implementation	2 years

PHILANTHROPY

Project	Description	Partner	Term
Philanthropy Week	Scaling Australia's celebration of giving nationally	Queensland Gives	1 year
Essential Philanthropic Advisor course credential	Developing a curriculum for financial advisers to champion philanthropy	Future Australian Impact Foundation	1 year
Philanthropic Advice: Research & Modelling	Exploring the potential uplift in giving through more fundraisers and adviser	Impact Economics	1 year
She Gives Campaign	Supporting research and growth of women's giving	Noble Ambition	3 years
First Nations Access to Philanthropy	Convening First Nations staff and hosting Australia's first First Nations philanthropy conference	Barmal Bijiril Foundation	2 years
Seeding Australian Community Foundations	Establishing new community foundations nationwide	Community Foundations Australia	3 years
Collective Giving Report	Understanding and growing collective giving approaches	Philanthropy Australia	1 year
PA Strategic Partnership	Supporting core operations	Philanthropy Australia	2 years
Emerging Philanthropists	Building a next-generation giving community	NEXUS	3 years
System Shift Collaborative	Contributing to an international collaboration on shifting systems for impact	System Shift Labs	3 years
First Nations Knowledge Systems	Investing in First Nations data sovereignty, impact measurement, and culturally informed evaluation practices	Kowa Collaboration	3 years
The Giving Academy	Developing the skills, judgement and confidence to deploy resources more effectively	Centre for Social Impact, University of New South Wales	3 years
Wrap-around Consulting	Providing light-touch consulting service to support the capacity and capability of Minderoo partners	Benefolk, Justice Connect	2 years
National Democracy Innovation Roundtables	Supporting a series of state gatherings with key stakeholders and philanthropic bodies to promote a more resilient democracy	Australian Democracy Network	1 year
Unlocking Governance for Impact	Supporting the expanded delivery of the Centre for Social Impact's Governance for Social Impact course.	Centre for Social Impact, University of New South Wales	3 years
Global Impact Summit	Supporting the delivery of new social impact conference in Australia	Charitabl.	1 year
Philanthropy Week	Providing seed funding to support the delivery of a philanthropy week or celebration of giving in ACT, NSW, NT, SA, WA, and VIC	Hands Across Canberra, Inner North Community Foundation, Fremantle Foundation, Foundation SA and SA Philanthropy, Mparntwe Alice Springs Community Foundation, Sydney Community Foundation	2 years
National DGR Campaign	Supporting a national campaign to deliver much-needed deductible gift recipient (DGR) reform	Justice Connect	1 year



Transitional charities

Goal: Support the financial independence and impact of not-for-profits to establish sustainable revenue streams.

As charities face increasing financial pressures, they must explore alternative strategies for sustainability.

This initiative will leverage the unique expertise of each partnering organisation:

- Queensland University of Technology (QUT) will lead evaluation and create practical tools for charities and social enterprises.
- Social Traders will focus on social procurement opportunities that could seed or grow social enterprises.
- White Box Enterprises will guide participants through the social enterprise development process while collaborating with the partnership to bring more partners to the table.

Together, these efforts will aim to:

1. **Equip charities with self-sustaining strategies:** Enable charities to secure at least 30% of their funding independently through social enterprise or procurement within three years.
2. **Promote growth options:** Support charities in evaluating both social enterprise models and strategic mergers as sustainable pathways.
3. **Strengthen the social enterprise ecosystem:** Build a financially resilient charitable sector that leverages partnerships, procurement and mergers effectively.

Field Catalyst Fund – Seeding Australian Community Foundations

Goal: Establish new community foundations in Australia and provide them with capabilities to start building and investing locally-controlled capital.

Australian communities are facing compounding pressures, from climate disruption and inequality to eroded social cohesion.

Community philanthropy offers a tested model for strengthening local resilience, mobilising community assets, and returning agency to the people closest to the challenges and opportunities of their place. But Australia has lagged behind its global peers, with limited access to community foundations and little coordinated field support.

Community Foundations Australia (CFAus) created a Field Catalyst Fund (FCF) in early 2025 – a collective, systemic investment in the field to unlock the full potential of community philanthropy in Australia. It is a pooled funding mechanism designed to accelerate the growth, sustainability and impact of community-led philanthropy across the country.

It does this by:

- Creating the conditions to support local leadership and the establishment of new community foundations.
- Co-ordinating resources and building infrastructure, capacity and shared learning networks across the sector.
- Inviting collaborative investment in systems leadership - while keeping power and decision-making in community hands.
- Reducing systemic barriers for First Nations and underrepresented communities.
- Aligning with global best practice and the UN Sustainable Development Goals.
- Laying the groundwork for long-term sustainability through public-private co-investment and endowment building.
- Supporting transparency in decision-making processes and communications.

Impact

The establishment of the FCF marked a defining moment in the history of Australia's community foundation movement, signalling the start of a more strategic, connected and well-resourced future.

As of June 2026, there are 72 established community foundations in Australia and an additional 30 in the pipeline – up from 48 at the beginning of 2025. Further evidence of the FCF's impact is outlined in the Learning with the Field report.

Minderoo Foundation's early investment in the FCF paved the way for others, resulting in an aligned collaboration of funders working effectively together to support this collective vision.

First Nations Access to Philanthropy

Goal: Strengthen First Nations' access to philanthropy by convening First Nations leaders, practitioners and communities to shape a future grounded in First Nations-led philanthropy.

Currently, only 1.5% of total philanthropic giving is directed to First Nations programs, with less than 1% reaching Aboriginal and Torres Strait Islander-led and controlled organisations.

In 2025, Minderoo Foundation partnered with Barmal Bijiril to support The Blak Loungeroom National Philanthropy Conference, focused on advancing First Nations' access to philanthropy. Held in early 2026, the conference brought together First Nations leaders, Aboriginal and Torres Strait Islander-led and -controlled organisations, and philanthropic organisations to explore how to progress recommendations relating to First Nations people and organisations, while strengthening pathways to First Nations-led philanthropy.

Social Enterprise Australia

Goal: Support the national peak body for social enterprises to connect and strengthen the sector.

Social enterprises are a key component of the for-purpose sector. As such, Minderoo Foundation's vision is that the social enterprise sector is equipped with the resources and capabilities required for lasting, systemic change, and that strong peak bodies foster collaboration.

As the national peak body for social enterprise, Social Enterprise Australia (SEA) was established to connect, build and advocate for the social enterprise sector, and coordinate its national strategy. It does this to unlock the power of social enterprise, for an economy that puts people and planet first.

Through this Field Building grant, Minderoo Foundation has contributed to SEA's national strategy work, with a focus on growing and strengthening social enterprise identification and aggregating social enterprise sector data.

Together, these efforts will:

1. Support social enterprises to strengthen their capabilities and experience fewer barriers.
2. Empower stakeholders (including policymakers, funders, philanthropists, investors and buyers) to participate in the social enterprise sector.
3. Improve data infrastructure for the Australian social enterprise sector, enabling progress to be tracked over time.

Unlocking Generosity through Financial Advice

Goal: Equip fundraisers and professional advisers with the knowledge, credibility, and confidence to proactively advise and fundraise for giving.

Up to $12 billion* in additional charitable giving could be unlocked by 2030 by addressing two critical gaps in Australia's philanthropic ecosystem: the shortage of trained fundraisers and the lack of specialised, accredited training for professional advisers.

As Australia approaches the largest intergenerational wealth transfer in its history — an estimated $5.4 trillion* — this work is urgent. Without the right people, advice and infrastructure in place, Australia risks missing a once-in-a-generation opportunity.

The Essential Philanthropic Advisor (EPA) program is designed to address this systemic gap.

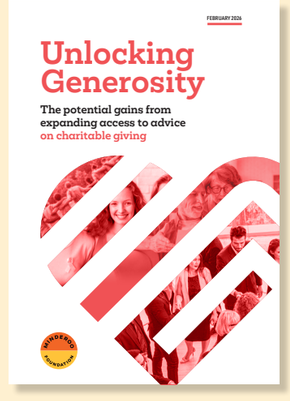
Delivered online through the Finology Institute's digital platform, and supported by the Future Australia Impact Foundation (FAIF) as fiscal sponsor, the program will:

- Cover philanthropic structures, behavioural finance, intergenerational wealth, legal and tax considerations, cultural competence, and ethical frameworks.
- Be CE/CPD-eligible and structured as tax-deductible professional development, with scholarships supported through donor and corporate contributions.
- Aim to deliver 150 credentialed advisers in Year 1; almost 1000 advisers certified by year three.
- Embed a standardised credential that strengthens the philanthropic advisory ecosystem and helps double the volume of capital flowing into the sector.

Supported by the Fundraising Institute Australasia, the Fundraise for Australia course will:

- Identify and train 400 new fundraisers nationwide by 2027.
- Develop a robust, relevant and enduring foundational curriculum for emerging fundraisers.
- Create pathways for career development and progression for newly trained fundraisers in the not-for-profit sector.

***Source: Unlocking Generosity Report – Ruting, B., 2026, Unlocking Generosity.**





Minderoo Foundation and Field Building

To get involved, please contact:
Field Building Team
Email: fieldbuilding@minderoo.org

For more information:
Scan the code at right,
or visit **minderoo.org**

Sign up to the newsletter:
minderoo.org/enews/

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