

wouldn't necessarily focus on any specific client group but would be entirely concerned with the success and replicability of the process of transition. This clarity of focus would ensure that the money is not sucked into paying for acute services no matter how valuable and it would enable us to build up a serious body of experience and expertise.

Ask anyone in the third sector about their long term vision; invariably they will talk about obsolescence, working for the day when they are no longer needed. It's the right mission but press further. What did your organisation do this week, this year to advance that day? Too often the answer is little more than an unhappy shrug. Many funders display a similar disjunction between what they do and what they think they are for.

We know that present trajectories, social, economic and environmental are all unsustainable. These escalating needs cry out for braver, bolder, more challenging leadership from third sector funders driving the shift to prevention and unleashing the triple dividend. We need change that is thoughtful, rigorous, sustained, and ambitious – a measured revolution but a revolution none the less.

Of the 23 strategic priorities declared by the Home Office, Ministry of Justice and Departments of Health and Education, more than half (13) “contain elements of early action” but the proportion of the budget spent early has stuck in recent years at just 6%.

Source: Controller and Auditor General (31 January 2013) Early Action: landscape Review (London: National Audit Office). P 13 Figure 2.
Which Source: National Audit Office analysis of departmental structural reform plans and Youth Justice Board business plan, 2012-2015.
http://www.nao.org.uk/publications/1213/early_action_across_government.aspx



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Ten Things You (Probably) Didn't Know About Philanthropy in Germany

by Michael Alberg-Seberich

1. The number of foundations in Germany has doubled since 1990. According to the German Association of Foundations (www.stiftungen.org) there were 19,551 registered foundations in Germany in December 2012, up from 10,000 in 1990.
2. German foundations have approximately €70 billion (£60 billion) under management and made grants worth around €17 billion (£14.7 billion) in 2012. (As well as foundations, Germany has a large number of charitable trust funds, Treuhandstiftung, many of which will later become foundations.)
3. The largest foundation in Germany, with an endowment of more than €5 billion (£4.3 billion), is the Robert Bosch Foundation (www.bosch-stiftung.de).
4. Germany's largest grantmaker is the Volkswagen Foundation (www.volkswagenstiftung.de), which made grants of €119 million (£103 million) in 2012.
5. Germany has a long tradition of philanthropy. The Fugger Foundation, for example, was founded in 1521 to finance the oldest social housing project in the world, the Fuggerei in the city of Augsburg (www.fugger.de), that still exists today.
6. The legal framework for foundations in Germany is improving, including new tax reliefs for charitable foundations introduced in 2006/07.
7. The city state of Hamburg is the number one location for foundations, by number of foundations, out of the 16 states that make up the Germany Federal Republic.
8. Social investment is taking off in Germany. The Federal Ministry for Family Affairs launched a new programme of support for social enterprises in October 2012.
9. Germany leads in cross-border giving. The judgements made in the European Court of Justice in the Stauffer and Persche cases (2006 and 2009 respectively) revolutionised cross-border giving for Germany, but other EU countries have been slow to catch up.
10. Tithing through church taxes remains important which often leads to Germany receiving a low ranking in global giving comparisons.

