



*Navigating Non-Profit  
Organisations Through the  
COVID-19 Crisis*

*By Chris Wilson  
Partner | Philanthropy & Social Capital*

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# *Introduction*

At Koda we watch as our non-profit clients make the big impactful decisions required to navigate this unprecedented time with tremendous skill and judgement. These decisions impact their staff, beneficiaries and the community more broadly. They are, in some cases, life or death decisions, being made by organisations that are the last line of support for our community's most vulnerable people.

What we have noticed is that they are often making these decisions quickly and in isolation. As we awaken daily to more information that requires more substantial decision making, we want to stop and reflect on what organisations and their leaders have done to date.

This paper draws on the experience of charity executives, who have taken the time to share the actions they have taken, their approach to leadership and thoughts for the future. We have also captured the thoughts of Genevieve Timmons, author of 'Savvy Giving', for the funder's perspective.

There is genuine concern for the non-profit sector and a high probability that organisations will close, resulting in the loss of impactful programs and services. Now is the time for the sector to unite and advocate for its future. We implore those in a relative position of strength to reach out to those facing hardship and offer support.

We hope that this paper is of assistance to you and your organisation as you navigate this stressful, unprecedented and complicated time.

## *Leadership Insights*

Koda would like to thank the following leaders for their insights and for the critical work they do for our community:

- **Jo Swift - *Kids Under Cover*** – Chief Executive Officer
- **Geoff Walshaw - *yourtown*** – Chief Financial Officer & Company Secretary
- **Russell Mason - *Suncare Community Services*** - Chief Executive Officer
- **Mike Wilson - *JDRF Australia*** - Chief Executive Officer

These leaders come from a diverse set of industries; however, it is important to recognise that they represent a small sample of the non-profit sector and their missions, operations, financial positions, programs and circumstances are all unique.

As they manage their organisation through the COVID-19 crisis, here is what these talented leaders had to say on the following topics.

## ***Operations - get ahead of the curve***

Leaders are continuously analysing their operations, accessing the ever-changing environment and pivoting accordingly. They are looking to stay ahead of the curve, quickly testing new ways of operating and implementing before their hands are forced.

Every non-profit organisation is having to respond differently. Organisations like **Suncare Community Services (Suncare)** are at ground zero, providing in-home care for the ageing and those living with a disability or mental illness. For CEO Russell Mason and his team, communication and transparency have been key, contacting every one of their 5000 plus customers (via phone) to see how they are doing. They have been looking to make proactive decisions before their hands are forced, testing call centres to work remotely weeks before having to move administrative staff to remote working.

*“Communicate and plan for six months or more in isolation. Think about how you can do things differently. Think about how you can use technology to help - both for the business and customers.”* **Russell Mason**

With each new day comes a new set of challenges. Purchasing equipment, particularly Person Protective Equipment (PPE) has been a priority for **Suncare**. When it comes to facing challenges, Russell encourages other organisations to be transparent with staff. He gives the example, if you don't have enough PPE, let them know.

Organisations are also looking at the upside. For **Suncare**, this includes seeing the current climate as an opportunity to continue to grow the business and letting government departments know they can take on more clients if others can't.

For Mike Wilson, CEO of **JDRF Australia**, he and his team have been focused on having very open and honest evidence-based conversations within the organisation. Testing and modelling income, looking at costs and identifying skill-gaps that might have emerged in the current crisis. They have also focused on modelling ambiguity, because it's an ever-changing environment. Like **Suncare**, Mike and his team trialled remote working capabilities well in advance. They continue to look to get ahead, trialling new ways of working and operating in anticipation of a prolonged period of disruption.

At **yourtown**, CFO Geoff Walshaw and his colleagues are focused on business continuity, continuing to operate with a business as usual mentality. **Kids Helpline** (recently awarded additional government funding) is an essential service run by **yourtown** that is particularly important in times of widespread community unrest, so they have had to ensure continuity of service delivery, even if this has meant asking staff to come into the offices until it's no longer practicable.

Like Geoff, Jo Swift and her team at **Kids Under Cover** are also considering it business as usual, or as Jo calls it, “*business as unusual*”. They are considered an essential service as part of the building industry, dedicated to preventing youth homelessness through the provision of studio accommodation in family backyards, along with education scholarships.

*“We started with three questions: 1. How do we care for the team? 2. How do we keep them operational? 3. How do we continue to deliver on our mission?”* **Jo Swift**

In anticipation of a COVID-19-related influx of demand for their program, **Kids Under Cover** are trying to ramp up and get through their existing demand for studios as soon as they possibly can. Like the others, Jo and her team are looking to stay ahead of the curve, staying on top of information daily, determined to make big decisions early on. To date this has served them well.

*“I think it's important to remember that everything you implement won't necessarily work. So, at this point you need to be prepared to pivot and adjust, even on some of the big decisions that you've made. It doesn't mean failure, it just means everything's changing so quickly.”* **Jo Swift**

### ***Self-reflection questions***

- Do you have the right people on the right tasks?
- Are you examining new ways of operating before your hand is forced?
- Are you getting ahead of the curve? Are you testing new ways of operating?
- Are you triaging tasks, so the most important are acted on first?
- Do your staff need to be redeployed to more critical tasks?
- Are you looking for opportunities to grow?
- Are you freeing up capacity to accommodate additional demand for your services?
- Are you listening to your staff, customers, beneficiaries and other stakeholders?

## ***Governance - endeavour to stay strategic throughout the crisis***

Many non-profit boards are likely to get drawn into operations throughout the crisis. For some this will be unavoidable, for others this should be limited and the focus should remain on good governance and strategy. The effective use of sub-committees is one tool that can enable boards to remain on task.

A focus for the team at **JDRF Australia** has been to stay ahead of the information curve, keeping their Board fully informed at all times. The **JDRF Australia** Board has been able to maintain their operating rhythm and have managed to find the right balance of being interrogative, without making knee-jerk reactions.

*“Whilst the agenda has changed substantially, the Board has been able to maintain a focus on the future and remain strategic. This has meant testing various new scenarios for the future and fast-tracking strategic investments that will help the organisation through this period and beyond.”* **Mike Wilson**

Mike Wilson believes there is a risk that people lose sight of strategy through this period. Mike is a believer in the idea of *‘never wasting a good crisis’*. If possible, he encourages organisations to prioritise accelerating existing strategic priorities and plans, rather than implementing spur of the moment initiatives that haven’t been well planned for or thought through.

Both **Suncare** and **JDRF Australia** have utilised existing and new sub-committees to delve deeper into operations, allowing their boards to avoid getting bogged down in operating matters and continue to perform their governance role effectively. At **Suncare** this has meant their executive has established a COVID-19 Response Committee and their Board has implemented a Crisis Management Planning Group.

Jo Swift knows her Board is ready to respond if she needs them. She provides regular updates, though is conscious not to fill their in-boxes with white noise. Like Mike, Jo is deep in scenario testing, the results of which she will provide to the Board for their April meeting. The papers are expected to be read so that they can concentrate on discussion, debate and essential decision making.

*“The Board know that if I contact them, then it's absolutely necessary. I recognise they're in the middle of their own version of the crisis as well. So, if I'm calling, it's important, they will know to prioritise that call.”* **Jo Swift**

Jo acknowledges the great difficulty for boards is the *“shifting sands”* of the COVID-19 crisis, with the scenario changing every day. However, she believes whilst it's difficult to plan with any certainty, it's still an important exercise because the thinking behind it is often what is important and sets the tone for collective decision making moving forward.

### ***Self-reflection questions***

- Have you clearly delineated the role of your governance functions versus your operational functions? Does the balance need to shift in the current situation?
- Do you still have your mission and strategy front of mind?
- Are you looking over the horizon? Are you scenario testing and planning beyond today?
- Have you considered fast-tracking strategic investments?
- Are your board and sub-committees getting the right information in the current environment?
- Do meetings need to be brought forward? Are more frequent, shorter and focused meetings more appropriate, for the time being?
- Do you need to consider bringing on new board members (or sub-committee members) with skill-sets useful in the current environment (e.g. health experts)?
- Do you have board agendas that allow for efficient and effective decision making?
- Are you utilising sub-committees effectively?
- Are papers being taken as read so there is adequate time for debate and decision making?
- Are you investing in the fast-tracking of existing strategic priorities or new ones that have emerged? If they are new, have they been well thought through and planned for?

## ***Leadership - open the communication lines and develop others***

In times of crisis, it's important to give people a voice, step up your communication, be open and honest, act methodically and present calmly. Take time to reflect on your own leadership and support others with their leadership.

When it comes to leadership, Russell Mason echoes the call of many, believing transparency through open and honest conversations is key and he encourages other leaders to be as transparent with staff as possible. Mike Wilson's approach to leadership has been similar, focusing on providing open, honest and regular feedback, delivered in a calm manner.

Mike has also concentrated on the leadership of others; two areas of focus have been:

- having the right people in the right roles and maintaining a high level of performance, despite the changing environment.
- working with his managers to assist them with their leadership and helping them consider how to lead their teams in this new environment.

*“Manage the now and make sure you really listen to both your customers and staff. Think about the future and how this is going to fundamentally change the way we do what we do. Think about the problems you are facing - let other people know about these problems, as they may have solutions. Be mindful of others, respectful and patient.” - Russell Mason*

Jo Swift is encouraging other leaders, especially Chief Executive Officers, to be open to being vulnerable, because no one has all the answers. Jo highlights the importance of being honest and open, keeping abreast of all the information, so that you can make the best-informed decision at the time. She encourages bringing the team in on the decision-making process, actively seeking feedback from them, as they're the ones that are living it in the moment.

Jo emphasises the importance of a strong united message from the leadership team. One message, so that it doesn't matter who you talk to, all the staff hear the same thing. Internal communication is paramount, it needs to be constant, even if it means over-communicating at times.

Jo encourages other leaders to be kind to themselves; the reality being that leaders are going to have to make some really difficult decisions over the coming weeks that they know will affect people's lives. In most non-profits, especially in smaller groups, these leaders know the people closely. They know about their lives and the impact their decisions will have on them. So, leaders need to be kind to themselves. It's about their organisation being here at the end of the COVID-19 crisis.

*“I just have to keep reminding myself that this is a marathon not a sprint. So, pace myself, because I know this isn't going to be over any time soon and I might be working seven days a week at the moment, but I need to separate working life over the next couple of weeks, to get the balance back.”* **Jo Swift**

### ***Self-reflection questions***

- Are you taking the time to reflect on and assess your leadership through this period?
- Are you periodically seeking feedback on your leadership?
- Do you have the right leaders in the right roles to manage through the COVID-19 crisis?
- Are you listening to those around you?
- Are you creating room for others to contribute to solutions?
- Are you empowering others to step up?
- Are you keeping an eye out for emerging leaders who are stepping up? Are you considering elevating those leaders?
- Are you leaning on your board for leadership support?
- Are you looking after your own wellbeing?



## ***The workforce - the way we work is changing and so will the workforce***

Non-profit organisations are having to redeploy staff, restructure their organisations and look to bring in new skill-sets to help them navigate this crisis. The crisis also presents an opportunity to bring in talent that otherwise might not have been available or accessible. All this whilst supporting staff to work remotely and ensuring their safety on the front line.

Russell Mason encourages other organisations to “*keep your staff wherever possible*”. At **yourtown**, Geoff Walshaw and team are remaining pragmatic. Knowing there is an increasing level of anxiety amongst staff about their future, they are providing all the assistance they can to allay fears and provide support, be it counselling and/or financial support. However, he concedes “*that after this has passed, we may not need the size of workforce we have now*”.

Mike Wilson at **JDRF Australia** points to the opportunity for the sector to pick up talent that otherwise might have been unattainable. Mike, like many, believes digital transformation will be fast-tracked through the crisis, though the sector may not currently have the skill-set to implement this effectively. With talent becoming available from the for-profit sector, Mike sees this as a timely opportunity to bring in the skill-sets he requires to roll out their digitalisation plans and other strategic priorities.

Jo Swift concedes that her team may not come out of this fully intact and suggests that it is unlikely that many organisations’ workforces will. Therefore, she is worried about what the future team might look like and how they keep the morale of the people that remain within the organisation high, so that they can continue delivering on their mission.

*“Probably the biggest concern I have is the rise in demand for our program with no promise of increased funding. If our team are coming out the other end of this quite battered and suddenly, we're slammed by applications for studios and scholarships. How are we actually going to manage that?”* **Jo Swift**

Like Geoff, Jo is worried about the mental wellbeing of her team and has increased their employee assistance program. They are also trying to instil fun into their routine, maintaining their team trivia online and even including a dance session beforehand for those that want to get up and off their chairs, interact with others and feel energised. Jo is hoping that these little things might relieve some of the stress and anxiety.

### ***Self-reflection questions***

- Has the crisis revealed skill gaps in your organisation?
- Is this an opportunity to bring on talent that otherwise might not have been available or accessible?
- Are you supporting the wellbeing of your staff through this period?
- Are you reaching out to others to understand how they are supporting staff (corporate partners, board members, etc.)? Can you draw on their resources?
- Have you considered surveying staff to get a pulse check on their wellbeing?
- Are you reaching out to other organisations to understand their staffing needs? Could they take on some of your staff on secondment or vice versa?
- Are you exploring ways to have fun and connect the team virtually?
- Are you optimising your volunteers to provide virtual support (fundraising, data entry, etc)?
- Are you adequately across employment laws? Do you need to seek pro-bono or paid advice?
- Do you have the expertise to assess how to optimise the government packages\* available to support your organisation and workforce? Have you considered getting pro-bono support to help you assess all your options moving forward (e.g. accounting firms)?

\*At time of writing, the Commonwealth Government has announced a series of measures. Click the following link to learn more: <https://treasury.gov.au/coronavirus/businesses>

## ***Fundraising - reorganise, pivot and go; don't stop***

For fundraising organisations this is a harrowing time, events are being cancelled, donors are worried about losing income and wealth and corporate partners are facing the real threat of a severe economic recession. Charities are having to pivot fast, altering their fundraising calendars, stewardship plans and income budgets for this new reality.

When it comes to fundraising, the team at **JDRF Australia** are stepping up their strategic priorities. Over the last decade, a move towards government funding has helped underpin the organisation. The next evolution for the organisation has been to diversify their fundraising away from events. Whilst they were well down this path, this strategic priority will now be fast-tracked. Mike and the team are looking to invest more into digital and online fundraising and continuing to build on the momentum they have gained in the individual giving space, particularly major gift fundraising.

Mike is particularly worried about those small-to-medium sized fundraising organisations that may be unsustainable through this period, with no-one ready to save them or pick up their impactful programs and services. For these groups, now is the time to act, to reorganise fundraising, pivot and go. The key message is: don't stop.

Like Mike, Jo is taking what was an “*interesting though small*” component of **Kids Under Cover's** fundraising and is making digital fundraising its top priority.

*“This changes everything for us! I think between the bushfires and now the virus it's certainly going to be a tough year for fundraising in the traditional way.”* **Jo Swift**

Jo Swift and her fundraising team have understood that their donors are likely to be getting inundated with funding requests. Therefore, they have chosen to wait for that initial “*panic period*” to subside before going out to supporters with an ask.

*“We will go to them with something quite tangible. We will let them know that: we are an essential service and therefore we're operating as business as usual; we will continue to build studios as long as the government allows the building industry to continue and we are operating at full capacity; we need them now more than ever.”*  
**Jo Swift**

**When it comes to fundraising, Koda has the following messages:**

- Act now. Speed of response matters. Redeploy resources, bring forward scheduled planning meetings and get highly organised very quickly
- Check your financial position now and revise your cash-flow projections
- Don't stop. Don't abandon your fundraising plans. See them as a lifeline
- Increase your internal and external communications and be empathetic
- Don't waste a crisis. Take any opportunity and actively look for new ones
- Lobby government for sector support and support for people in crisis.

**Genevieve Timmons, author of 'Savvy Giving', has kindly provided the following thoughts for people fundraising for their organisations during the COVID-19 crisis:**

**Collaboration:** If you were ever thinking about collaboration, now is the time. If funders are inundated with proposals, as is no doubt the case in the current crisis, options that offer high impact and value-add will be attractive. In the current environment, the non-profits who are moving nimbly to work together with other groups and cross-fertilise each other are demonstrating acumen and flexibility, offering a relevant approach to shared resources in lean times. But while collaboration and shared plans are an appealing strategy for some, it won't suit every organisation, and can be a lot of work to get right. So only pursue the idea of collaboration if it's something already underway or easily implemented.

**Gratitude:** Gratitude goes a long way in cementing funding relationships and partnerships, especially in times of crisis. Appreciating your supporters, past and present, is an investment in the short and long term, whether they be donors, board members, volunteers, or others who promote your work. Remember people often give because they are seeking a meaningful connection to the work of an organisation and this connection is nourished with expressions of gratitude and being included and recognised for their support.

**Value your peers and the sector:** Funders are not going to be able to support everyone. So, if you are not successful, thanking them while also acknowledging the value of the funding that has gone to your peers demonstrates maturity and a commitment to the wider sector – and leaves a lasting impression with funders, which could lead to future success.

**Carve out your 20 second grab:** When communicating a request for support, whether written or verbal, remember to balance three things in your message to funders to make sure you hit the right notes:

1. Accurate and practical information
2. The creativity and human face of your work
3. The values and the benefit that you are aiming to deliver, that gets you out of bed every day.

### ***Self-reflection questions***

- Are you reassessing your fundraising plans and acting fast enough?
- Are you talking to your top donors about what they expect from you during this period? Are you checking in on them and their families? Do you know what their priorities are?
- Have you considered using this as an opportunity to build on your relationship with your corporate partners? Are you thinking about what value you can add to your corporate partners during this time of unrest?
- Are you actively looking for opportunities to innovate or digitise?
- Are you fast-tracking the parts of your fundraising strategy that remain viable?
- Have you thought through the timing of your donation asks? Will you be able to cut through the noise and get the attention of donors?
- Are you using your database to reach out to lapsed donors and substantial supporters from the past who may still have an affinity for your organisation?

## ***Stewardship - step up your communication***

The crisis has already altered the way we communicate as a society and non-profit organisations are having to keep up. With a crisis comes the opportunity to build trust with your stakeholders. Speak to them through different forums, add value to their lives by supporting their own wellbeing and bring them closer to your mission.

Communication with stakeholders has been critical at **JDRF Australia**, in this period when stakeholders are craving information, Mike has stepped up the communication channels, reinforcing the message to stakeholders that the organisation is committed to the mission (creating a world without type 1 diabetes), no matter what the barriers in front of them.

*“I have taken a very personal approach to communicating with our donors. I think it's important that they hear from the top about what's going on with the organisation.”* **Jo Swift**

Jo Swift’s approach to stewardship to date has been to keep donors and other stakeholders informed and updated, as opposed to making an ask.

*“They need to know that we're going to be there at the end of all of this and it's my job to assure them we will be.”* **Jo Swift**

### ***Self-reflection questions***

- Do you know who your stakeholders are? Are you communicating with them?
- Have you stepped up the information flow to your stakeholders?
- Have you considered who your communications are coming from and who your stakeholders would want to hear from in this time of crisis?
- Are you using this period as a chance to build trust with your stakeholders?
- Are you using this period as a chance to communicate with your stakeholders via different channels?
- Do you have the balance right between keeping donors informed and asking for donations?
- Have you thought about what intellectual property you might have that could help support your stakeholders and their wellbeing through this stressful period?
- Are you communicating authentically? Have you considered a more open or raw approach to communication, to connect genuinely with stakeholders?

## ***Financial management - build conservatism into your forecasts and act now***

As organisations re-cut their budgets and cash-flow forecasts it is imperative that conservatism and prudence is built in. There is genuine concern that much of the non-profit sector is simply not capitalised enough to withstand a crisis of this nature.

For Geoff Walshaw, business continuity involves keeping a close eye on **yourtown's** balance sheet and making sure the organisation remains focused on sound financial management, to ensure its services continue. Geoff is concerned about the income outlook for the community sector - especially government funding.

*“Government funding for the sector may be harder to acquire, but the demand for the service will increase, especially from jobseekers who have barriers to employment, they are likely to find it even harder to secure employment, when so many more skilled workers, find themselves unemployed.”* **Geoff Walshaw**

Mike Wilson is worried that the reserves held by organisations just won't hold up under these unique circumstances, threatening the viability of organisations that derive substantial amounts of income from fundraising.

In recent years, Jo Swift and her Board have been focusing on financial health. Over this period, she has had to justify their reserves to her fundraisers and the need for them to continue to build the income stream. The reserves have always been for “*a rainy day*” and the ability to buy themselves some time. That rainy day is today.

*It was that constant challenge for me to try and help them understand that while it might look like we're awash with cash, we actually have massive liabilities with 580 studios. That if anything happened, we would need to be able to address the needs of those studios.”* **Jo Swift**

For those that are in the fortunate position of having significant reserves or an endowment, the following Koda papers on non-profit investment governance and management may be of value:

- Preparing for the Next Market Crisis: A Checklist for Non-Profit Investment Committees: <https://www.kodacapital.com/docs/koda-capital--preparing-for-the-next-market-crisis--a-checklist-for-investment-committees.pdf>
- Investing for Non-Profits: 10 Investment Lessons for NFPs 10 years on from the GFC: [https://www.kodacapital.com/docs/koda-capital\\_investing-for-non-profits\\_10-investment-lessons-for-nfps\\_november-2018.pdf](https://www.kodacapital.com/docs/koda-capital_investing-for-non-profits_10-investment-lessons-for-nfps_november-2018.pdf)
- Other Koda papers on the topic can be found at: <https://www.kodacapital.com/insights>

### ***Self-reflection questions***

- Are you optimising your cash-flow forecasting? Are you building conservatism into your assumptions?
- Do you have appropriate levels of reserves for the current situation? Have you tested this under various scenarios?
- Are you being realistic about your adjusted budget/cash-flow forecasting?
- Are you preparing for it to get worse before it gets better?
- Are you acting fast enough? Have you brought meetings and discussions forward?
- Will you need to draw down on your reserves or endowment? Have you informed your investment adviser of this? Are you setting expectations with your stakeholders?



## ***Mergers and acquisitions - consolidation in the sector is inevitable***

Just like the for-profit sector, the non-profit sector is going to have winners and losers. It's likely that the strong will attract more attention from governments and donors, with their calls for assistance being heard first. It's imperative that these organisations also use their voice and influence for the sector more broadly. They should be reaching out and looking for ways to support their peers. Otherwise, impactful organisations and their programs and services will collapse.

Russell Mason and his team at **Suncare** have identified that this crisis presents an opportunity to collaborate, with mergers and acquisitions on the radar, as a '*valuable and viable*' opportunity to grow and/or support others in the sector.

*"We know that other community organisations are likely to fare worse than us, we are certainly reaching out to those to see if we can be of assistance."* - **Geoff Walshaw**

Mike Wilson agrees that mergers and acquisitions should be a focus, however, he believes most organisations are, understandably, tied up with the here and now and are likely to miss opportunities such as this. He also believes the sector doesn't necessarily have the skill-set needed to capitalise on merger and acquisition activity, especially in the current environment.

*"There will definitely be mergers and acquisitions and appropriately so. Mergers and acquisitions are still somewhat dirty terms in the non-profit sector, but I think it can bring enormous benefits to the clients that we're all here serving and supporting. If we can be doing that in a bigger and better way, why wouldn't we? I think we'll lose a few organisations along the way and I think there'll also be some really positive mergers out of this."* **Jo Swift**

### ***Self-reflection questions***

- Whilst managing the here and now, are you looking out for opportunities for future growth?
- Have you thought about what merger and acquisition activity might mean for your organisation?
- Have you considered preparing a clear action plan for identifying and implementing potential merger and acquisition opportunities?
- Have you thought about other forms of collaboration?

# Conclusion

The COVID-19 crisis will end and the non-profit sector will get through this. **JDRF Australia, Suncare, Kids Under Cover** and **yourtown** will face hardship and difficult decisions will be required, but they expect to survive. Through the crisis they will reorganise their operations and teams to deliver to their mission in new and innovative ways. Their boards will guide them, manage risks and keep one eye on the future. Mike, Russell, Jo and Geoff will grow as leaders and they will discover new leaders who flourish in this time of uncertainty and upheaval. Their fundraising will come under pressure and they will have to stay close to donors and other stakeholders. They will uncover new opportunities and the crisis will sharpen their fundraising efforts for the future. The strength of their balance sheets and level of reserves will give them comfort that they can see out this crisis and carry on delivering to their mission for decades to come. Of course, this isn't the case for everyone!

What is clear from the leaders interviewed for this paper is that there is genuine concern for the non-profit sector more broadly. The reality for many organisations, especially those reliant on fundraising, is that this is going to be an incredibly tough period. Many groups will struggle to survive and there are question marks over the sector's ability to support those organisations through mergers, acquisitions or other forms of intervention. As a result, Australia may lose some very important and impactful programs, services and organisations. Ultimately, if this is the case, our community will pay the price.

The non-profit sector has always struggled to promote itself collectively, though this is a time for all of us to advocate for the future of the sector. Already we are seeing advocates for the sector emerge and we are encouraged by some early government announcements in support of the sector. We applaud groups like Our Community who are running the #SaveOurSector campaign and the Community Council for Australia for launching the Charities Crisis Cabinet initiative (co-chaired by Susan Pascoe & Tim Costello). We hope that in the coming days, weeks and months these voices come to represent the sector as a whole and that they are heard.

*On behalf of Koda Capital, please take care during these challenging times and remember as much as you look after your organisation, your staff and your beneficiaries, take the time to look after your own health and wellbeing.*

# *About the Author*



Chris is a Koda Partner and founding member of the Philanthropy and Social Capital team. His responsibilities include bringing philanthropic opportunities and solutions to clients. He also provides strategic advice to charitable and non-profit organisations in relation to their governance, endowment practices, capacity building, sustainability, and donor relations activity. Over the last decade in financial services, Chris has worked predominantly with high-net-worth individuals, corporations, and charitable institutions.

Chris is a co-founder and Director of Plus One, an initiative that opens up corporate leadership training to non-profit executives. Chris has previously been Chairman of the Reach Foundation and was a Founding Committee Member of Impact100Melbourne. Chris holds a Masters of Commercial Law, Bachelor of Business (Economics and Finance) and a Diploma in Financial Planning. More recently he completed the AICD's Governance Foundations for Non-Profit Directors course.

## ***Contact Koda Capital's Philanthropy & Social Capital team:***

David Knowles	0429 726 277	david.knowles@kodacapital.com
Chris Wilson	0428 866 607	chris.wilson@kodacapital.com

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