



**BAYES**  
BUSINESS SCHOOL  
CITY, UNIVERSITY OF LONDON

---

## Centre for Charity Effectiveness

---

Postgraduate Certificate:  
Philanthropy, Grantmaking  
and Social Investment  
Course Overview April 2023

[ Always learning ]

Centre for Charity Effectiveness

T: +44 (0)20 7040 5114

E: [charityapps@city.ac.uk](mailto:charityapps@city.ac.uk)

[www.bayes.city.ac.uk/charitymasters](http://www.bayes.city.ac.uk/charitymasters)

# Contents

Postgraduate Certificate in Philanthropy, Grantmaking and Social Investment	1
What sets the Philanthropy, Grantmaking and Social Investment course apart	1
Our students	2
Curriculum overview	3
Philanthropy, Grantmaking and Social Investment Modules	4
Core Modules	5
Year 1 – 2023	6
Year 2 – 2023/24	7
Year 3– 2025	7
The Faculty	8
Philanthropy, Grantmaking and Social Investment Faculty	8
Core Faculty	9
Course Fees	10
Application	10
Centre for Charity Effectiveness	11

# PgCert in Philanthropy, Grantmaking and Social Investment

**This unique course reflects the increasing interest in effective and transparent social funding in both the charitable trust and public sectors. The first course of its kind in the UK and Europe, it was developed in response to the demands of leading funding agencies.**

**The scope of the course is all types of social investment where the emphasis is on social benefit rather than financial return. The course examines the giving of grants and other forms of investment such as loans, endowments, contracts, social bonds and impact investing.**

The course is aimed not only at those already working in some aspect of social funding but also those who want to find out more about the world of philanthropy and social investment, including those making a career shift. Though the course inevitably takes the majority of its examples from the UK it is designed to be international in scope and what you learn is transferable to any culture or jurisdiction.

As a student you will gain an understanding of:

- A broad knowledge and understanding of nonprofit organisations and the external context in which they operate
- The background (history and facts) of the grantmaking and philanthropy sector
- The different models and practices of the sector
- The strategic and tactical decisions that need to be made in philanthropic activity
- The theoretical tools that are critical for social investment including evaluation, impact measurement, risk and operations management
- A range of approaches to key issues presented by major practitioners
- How to design and operate a programme for social investment that will maximise social impact.

## **WHAT SETS THE PHILANTHROPY, GRANTMAKING AND SOCIAL INVESTMENT COURSE APART**

**Practicality:** The programme in Philanthropy, Grantmaking and Social Investment is the only course in the world that give you a complete 'toolkit' for the construction of social investment programmes.

**Future-facing:** The course stays up-to-date with the rapidly changing world of philanthropy and social investment ensuring immediate applicability. It is revised annually and both the external and internal experts change to ensure we address both current and anticipated changes in the sector.

**Both academic and applied:** The course is a high-level academic qualification from one of the world's leading business schools and as such treats the subject as being embedded in wider finance and management studies.

**A rich learning environment:** Course lecturers are among the leading experts in their fields both nationally and internationally and the course has been awarded a teaching prize for excellence. The diversity of our student cohort ensures a rich and stimulating learning environment.

# Our students

All students are highly motivated graduate-level people who bring a wide range of professional competencies, skills and experience from a wide range of backgrounds.

Typically, we ask for:

- A good first degree, normally a 2.1 Honours degree from a British university or an equivalent qualification from a leading overseas institution;
- And three or more years relevant experience. In exceptional cases we will accept those without a degree, provided they have significant and relevant work experience

## **Cathy Elliot**

**Chief Executive, Community Foundations for Lancashire and Merseyside**

I found the PGCert course a very good opportunity to debate and research the issues, trends and practices at this time in the social sector whether driven by legislation, funding or a wish to innovate. The course gave thorough instruction across the field of social sector work, especially grant making.

## **Ciorsdan Brown**

**Grants Officer, The Goldsmiths' Company**

The course was invaluable to me in terms of: practical assignments applicable to my own working environment; access to a wide range of knowledge and teaching and; most importantly, a fantastic and diverse network of colleagues with whom I am still in touch today. I believe I would not have had the confidence to advise my Company on our Strategic Review, had it not been for the course.

# Curriculum overview

**Though the course provides a solid background in the history and theory of philanthropy and grantmaking (with examples both from the UK and abroad), a major component is the application of social investment practice as a business process. Students will develop a clear understanding of the principles and practice of philanthropy and grantmaking and the importance of all aspects of risk assessment, probity of applications, ethical frameworks and relationships with external communities and agencies.**

It is intended that the award, given its uniqueness, will develop into the professional qualification for grant makers.

It is the only postgraduate course offered at Certificate level by Bayes Business School's Centre for Charity Effectiveness (CCE). Bayes CCE inspires transformation and delivers positive change within the nonprofit sector through a mix of educational programmes, consultancy services and convening activities.

The full MSc is taught on a part-time basis over a period of three years if starting with the April intake for the PgCert. Some students complete solely the Postgraduate Certificate, others continue to complete the additional modules for the Postgraduate Diploma, and return to complete the MSc.

The PgCert concentrates on the key skills and knowledge in the area of grantmaking, philanthropy and social investment. The additional four core modules to be completed on the PgDip conversion are common to all of the Centre's postgraduate courses. These core modules provide the essential underpinning of management skills for the specialist modules.

To complete the full MSc, students are required to take the Research Methods for Managers module in the second year. They may then elect to conduct six months of personal supervised research and the presentation of a 15,000 word dissertation. Alternatively, they may choose to attend the Social Enterprise module and the two taught Specialist Pathway modules of one of the other courses as a Taught Masters.

All courses are taught at Bayes Business School and will require attendance one weekend each month commencing on Friday afternoon from 13.00 to 21.00 and finishing on Saturday at 17.30.

Additional attendance will be required (first year only):

- For the Induction on Thursday afternoon before the first teaching weekend in April.
- For Action Learning Set meetings (usually alternate months, on Friday morning of the teaching weekend)

# Philanthropy, Grantmaking and Social Investment modules

## Principles and Practices of Philanthropy, Grantmaking and Social Investment

The aims of the module are to develop a clear understanding of principles of grantmaking and other types of social funding and how these are applied in different institutions in a UK context: public and quasi-public authorities, independent charitable trusts and foundations.

### SYLLABUS

- The settings and context of grantmaking and other types of social funding
- The development of different types of funding institutions, with their income sources, legal structures, and governance
- The different styles and purposes of funding, and alternatives to it
- Key elements and dilemmas of funding: innovation/replication, outputs/outcomes, the funding cycle, evaluation, risk-taking, public/donor expectations.

## Management of Philanthropy, Grantmaking and Social Investment

The aims of this module are to facilitate and enhance understanding of the importance of the management of grantmaking, and other social funding, in all its aspects, in a variety of funding organisations. Also to explore and critique alternative models and methods of funding management.

### SYLLABUS

- Strategic and policy choices for funders
- Planning funding administration
- Promotion and publicity
- Processes
- Assessment and decision-making
- Grant management and monitoring
- Evaluation and strategic planning.

## Shadowing/fieldwork exercise

This module provides a tailored learning experience centred on your learning contract and built around a four to five day negotiated shadowing experience where you will shadow a senior manager in a voluntary sector organisation or take a management consultancy type fieldwork exercise.

### SYLLABUS

- Develop a wider perspective on their role by gaining a deeper understanding of the environment of philanthropy and grantmaking
- Consider the different ethical and environmental issues faced by Funders
- Gain an insight into the funder's role and working practices through observing or in other ways.
- Have the opportunity to extend the learning experience gained through the learning sets and the specialist modules.

These two pages provide a summary of the Philanthropy, Grantmaking and Social Investment Specialist Modules and the core module that students complete for the PgCert. The additional core modules for completion of the PgDip conversion are also noted. Further summaries for other courses' Specialist Modules can be found in their respective course brochures.

# Core modules

## Learning and Understanding the Voluntary Sector

This module aims to enable you to:

- Map out your learning and development needs
- Learn new learning and study skills
- Understand and grasp the skill of working in an Action Learning Set (ALS)
- Understand the historical roots of voluntary action and current policy issues.

**The additional core modules for the conversion to the PgDip are:**

## Charity Accounting and Finance

The aims of the module are:

- To provide you with an understanding of the specialist charity accounting framework grounded in trust law and fund accounting principles and issues of financial management.

## People Management in the Voluntary Sector

The aims of the module are to provide you with an understanding of the:

- Principles of HRM within the specialist context of charities.
- Key developments taking place in the world of volunteering and the implications for involving volunteers in voluntary organisations.

## Marketing and Fundraising

This module aims to enable you to:

- Recognise and use the concepts, underpinning knowledge, skills and techniques to plan and develop marketing and operations systems
- Analyse marketing needs, evaluate marketing plans, in the context of applying marketing concepts to your own organisation.

## Strategy, Diversity and Governance

This module aims to enable you to:

- Develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance.



# Year 1 – 2023

## POSTGRADUATE CERTIFICATE

Module	Date
Induction	13 April 2023
Learning and Understanding the Voluntary Sector	14 – 15 April 2023
Principles and Practices of Philanthropy, Grantmaking and Social Investment	19 – 20 May 2023 16 June 2023
Management of Philanthropy, Grantmaking and Social Investment	17 June 2023 21 – 22 July 2023
Fieldwork exercise	Process to be completed by early August 2023
Course Review Day	01 September 2023

Teaching normally takes place between 13.00 and 21.00 on Friday, and 09.15 to 17.30 on Saturday.

An Action Learning Set session will take place on the Friday morning of each alternate teaching module (June, July and September).



# Year 2 – 2023/24

POSTGRADUATE DIPLOMA CONVERSION  
(DATES TO BE CONFIRMED NOVEMBER 2022)

Module	Date
Strategy, Diversity and Governance	10 – 11 November 2023 08 – 09 December 2023
Marketing and Fundraising	12 – 13 January 2024
Charity Accounting and Finance	09 – 10 February 2024 08 – 09 March 2024
People Management in the Voluntary Sector	19 – 20 April 2024

# Year 3 – 2025

MSC CONVERSION FROM JANUARY 2025  
(DATES TO BE CONFIRMED NOVEMBER 2023)

Module	Date
Research Methods for Managers	24 – 25 January 2025
<b>Masters by Dissertation</b>	
Dissertation submission	18 September 2025
<b>Taught Masters</b>	
<b>All options</b>	
Social Enterprise	21 – 22 February 2025 21 – 22 March 2025
Specialist module 1	May/June 2025
Exam on Charity Accounting and Financial Management option only	04 July 2025
Specialist module 2	June/July 2025

# The Faculty

## Philanthropy, Grantmaking and Social Investment Faculty

### Peter Grant

Dr Peter Grant is one of the UK's leading practitioners in public and charitable funding. After working in the arts, he was Director of an inner-city youth charity for eight years. On the commencement of the National Lottery he moved to Sport England where he devised the first Lottery programme to favour areas of deprivation and was one of the architects of Awards for All. As Director of Operations at the New Opportunities Fund between 1999 and 2005, he developed and delivered over £4.5 billion of funding programmes.

Peter then devised the world's first full masters-level programme in grantmaking and philanthropy at Bayes Business School. He has published widely on philanthropy, CSR, and history (notably the period of the First World War). His definitive book 'The Business of Giving: The theory and practice of philanthropy, grantmaking and social investment' was published in 2011. Peter has also written the definitive study of charity during the Great War, 'Philanthropy and Voluntary Action in the First World War' which was published in 2014. His latest book is 'National Myth and the First World War in Popular Music' came out in 2016.

### Guest Lecturers include:

**Jim Clifford:** CEO and founder, Sonnet Advisory and Impact CIC

**Mubin Haq:** Chief Executive, abrdn Financial Fairness Trust

**Fozia Irfan:** Director of Children and Young People, BBC Children in Need

**Carol Mack:** Chief Executive, Association of Charitable Foundations

**Gerald Oppenheim:** Chief Executive, the Fundraising Regulator

**Kris Putnam-Walkerley:** US author and global philanthropy expert

**Moira Sinclair:** Chief Executive, Paul Hamlyn Foundation

**Paul Streets:** Chief Executive, Lloyds Bank Foundation and Visiting Professor



## Core Faculty

The faculty represents a combination of leading academics and practitioners.

**Dr Justin Davis Smith** is a Senior Lecturer and Academic Leader for the Voluntary Sector Management course. He is also the Course Director for the Charities master's programme. He was previously Chief Executive of Volunteering England, Director of the Institute for Volunteering Research and Executive Director of Volunteering at NCVO. He has over 20 years researching and leading in the volunteering movement and has advised the UK Government and the United Nations on the development of volunteering policy.

**Professor Andrew Hind** is a Visiting Lecturer in Charity Governance and Finance. He is the joint Module Leader for Charity Accounting and Finance and Voluntary Sector Financial Management with Professor Paul Palmer. He was previously the Chief Executive of the Charity Commission and is formerly Editor of the Charity Finance Magazine.

**Dr Rick James** is a Senior Teaching Fellow at Bayes Business School and Academic Leader for the NGO Management programme. He has worked as a Principal Consultant for INTRAC and as an organisational change consultant in Africa, Asia and Europe for 25 years.

**Beverly Jones** is a Senior Lecturer at Bayes Business School co-facilitating the NGO Management specialist modules. She has over 30 years' experience in international development and politics, working with and within the civil society sector, with a strong focus on citizen-state engagement in its different forms, and more recently with governments and multi-lateral organisations.

**Professor Stephen Lee** is Academic Leader for the Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and nonprofit governance issues. He entered the nonprofit sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the sector, he held the post of Director of the Institute of Fundraising (IOF) for a period of eleven years.

**Professor Paul Palmer** is the Academic Leader for the Charity Accounting and Financial Management programme. He is a Founder Trustee of the Honorary Treasurers Forum and has just completed a review for the Charity Commission on CC14 and Social Investment. Previously he worked in senior positions in the nonprofit sector.



# Course fees

The (2022-23) fees for the programme are:

**Year 1 (Postgraduate Certificate):**  
£3,400

**Year 2 (Postgraduate Diploma Conversion):**  
£3,400

**Year 3 (MSc Conversion):**  
£3,900

Fees in each subsequent year of study (where applicable) will be subject to an annual increase of 2%. We will confirm any change to the annual tuition fee to you in writing prior to you commencing each subsequent year of study (where applicable).

First year fees are paid in two instalments. The deposit of £400 must be paid in order to accept the offer, and secure the place on the course. The remainder of the fee must be paid in order to complete registration. If sponsored, the sponsoring charity will be invoiced around the start date of the course. Any deposit paid to secure your place will be deducted from the first instalment.

For those converting to the Postgraduate Diploma the fee of £3,400 is payable on re-registration in January 2023.

For those converting the diploma to MSc the fee of £3,900 is payable as a single payment in year 3.

For any further enquiries, please contact the Charity Programmes Office [charityapps@city.ac.uk](mailto:charityapps@city.ac.uk)

# Application

Apply for the course by completing the online application form, using the Apply Now button on the following page:

[www.bayes.city.ac.uk/study/masters/apply/philanthropy-grantmaking-social-investment](http://www.bayes.city.ac.uk/study/masters/apply/philanthropy-grantmaking-social-investment)

Please attach a current CV and a personal statement to your application to show the breadth and relevance of your experience which it may not be possible to detail on the online form.

Please provide details for one academic and one professional reference or two professional references, depending on which is more relevant to your background in the past 3 - 5 years.

In order to participate fully in the collaborative learning process, all students who have not previously studied in English must sit an IELTS exam. The required IELTS level is an average of 7.0 with a minimum of 6.5 in writing.

If you are not a native English speaker but have been studying in the UK for the last three years it is unlikely you will need to take the test. Please submit a copy of your most recent English language test/qualification along with your application and a decision will be made by the Admissions Panel.

# Centre for Charity Effectiveness

- Our enduring mission is to drive transformation in the sector. We will continue to innovate, enable outstanding leadership, and deliver sustainable change through applied research, professional development programmes and consultancy to both support the sector in the UK and internationally.
- We are the sector's academic convenor. We are the place where students can gain world class Masters degrees, where charity leaders come for cutting-edge professional development and to meet and network with peers and share their experiences and ideas.
- Our inspirational alumni lead some of the UK's most successful charities and return regularly for professional development, consultancy services and networking. They are core to delivering our ongoing mission to drive transformation within the sector and society.

Find out more about us: [www.bayes.city.ac.uk/cce](http://www.bayes.city.ac.uk/cce)


Celebrating over 10 years  
inspiring transformation  
within the nonprofit sector


Centre for Charity Effectiveness  
T: +44 (0)20 7040 5114  
E: [charityapps@city.ac.uk](mailto:charityapps@city.ac.uk)  
[www.bayes.city.ac.uk/charitymasters](http://www.bayes.city.ac.uk/charitymasters)




**Centre for Charity Effectiveness**

Bayes Business School  
106 Bunhill Row  
London EC1Y 8TZ  
T: +44 (0)20 7040 5114  
E: [charityapps@city.ac.uk](mailto:charityapps@city.ac.uk)  
[www.bayes.city.ac.uk/charitymasters](http://www.bayes.city.ac.uk/charitymasters)

 BayesBusinessSchoolOfficial

 Bayes-Business-School

 @BayesBSchool

 BayesBSchool

 @BayesBSchool



City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 17 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.



All the information contained within this brochure was correct at the time of going to print.

