SHORELINE ASIA

ADVISORY • LEARNING • TECHNOLOGY

SHORELINE ASIA / PROFESSIONAL LEARNING

Charity Investment Masterclass

Markets, Performance and Governance

Course programme

Understand investment proposals, interpret results and exercise effective oversight of charitable assets. A practical programme for trustees, Boards, investment committees, executives and finance leaders.

18 learning hours | Six online half-days or three full days

Public and private investments | Risk and performance | Net-zero transition

Applied case exercises and practical tools for investment governance

Shoreline Asia
Charities, trusts, foundations and their professional advisers
Online learning | Adaptable to your organisation and jurisdiction

Contents

01 Programme overview and learning outcomes 3
02 Requirements, markets, products and research 4
03 Risk, performance, mission and net-zero transition 5
04 Governance, providers, reporting and decisions 6
05 Learning experience, delivery and assessment 7
06 Practical resources for everyday use 8
07 Tailoring, research and programme scope 9
08 About Shoreline Asia and next steps 9

The programme at a glance

Focus	What this means in practice
Learning time	18 hours: 16 hours of facilitated learning and two hours of guided individual work within the scheduled sessions. Breaks are additional.
Delivery	Six online half-days, each containing three learning hours, or the same programme over three full days.
Core programme	Twelve modules across six connected sessions. The 150-minute investment-products module spans Sessions 1 and 2.
Dedicated coverage	Private equity and private credit: 90 minutes. Performance interpretation: two hours. Net-zero portfolio transition: two hours, including an exercise.
Practical application	A continuing charity case, investment and research comparisons, policy and provider exercises, a Board recommendation and an action plan.

Designed for experienced professionals with varied investment knowledge. Technical concepts are explained clearly; calculations support judgement and discussion.

Programme overview

Charities invest to support their work, meet commitments and sustain future services. Effective oversight begins with clear decisions about what each pool of money is for, when it will be needed and how much uncertainty the organisation can withstand.

This masterclass connects those requirements with investment markets, products, risk and performance. Participants learn to examine proposals, challenge assumptions and establish clear responsibilities for policy, implementation and review. Private equity, private credit, responsible investment and net-zero transition receive substantive attention.

Who should attend

Trustees, Board and investment committee members, chief executives, finance leaders and senior staff responsible for investment oversight in charities, trusts, foundations and other not-for-profit organisations. The course is also valuable to advisers, accountants and other professionals serving the sector.

What participants will be able to do

Capability	Practical outcome
Define the requirements	Translate purpose, beneficiaries, restrictions, spending and funding needs into clear investment objectives.
Understand investments	Compare public and private proposals by return sources, risks, valuation, costs and access to capital.
Interpret the evidence	Read performance reports and fund research, test comparisons and ask informed questions.
Connect mission and investment	Assess responsible-investment and net-zero proposals against the charity's objectives and available evidence.
Establish sound governance	Develop policies, mandates, responsibilities and reporting that guide decisions and implementation.
Oversee providers and action	Compare advisers and managers, identify concerns and prepare a reasoned recommendation and action plan.

Curriculum

Six sessions build investment understanding progressively and apply it to the decisions a charity needs to make. Each session contains three learning hours.

SESSION 1 / REQUIREMENTS, MARKETS AND CORE PRODUCTS / 3 HOURS

Establish what the money must achieve and understand the investment landscape.

Charity requirements - 60 minutes. Purpose and beneficiaries; operating cash and reserves; spending commitments and donor restrictions; inflation and time horizons; preserving capital or spending it over a defined period.

Investment markets - 60 minutes. How markets and prices work; interest rates, inflation, economic conditions, valuations, currency, behaviour and liquidity; domestic, international, public and private markets.

Core products - 60 minutes. Cash, deposits, government and corporate bonds, equities, property and infrastructure. Distinguish asset classes and strategies from managed funds, ETFs and managed accounts.

Practical focus and output. Prepare the charity's financial-requirements map and compare products by return source, loss risk, cost and access to funds.

SESSION 2 / PRIVATE INVESTMENTS, APPROACHES AND RESEARCH / 3 HOURS

Look beyond headline returns and investment labels.

Private equity and private credit - 90 minutes. Compare ownership and lending, return sources, leverage and fund structures. Examine commitments, capital calls, valuations, fees, distributions, exit arrangements and liquidity restrictions.

Approaches and research - 90 minutes. Active and passive investing; growth, value and other styles; market exposure and manager decisions; beta and alpha. Interpret Morningstar categories, equity and fixed-income Style Boxes, historical star ratings and forward-looking Medalist Ratings.

Practical focus and output. Assess private-investment proposals and compare fund research. Identify differences in share class, geography, date, methodology and costs, then distinguish classification and ratings from suitability for the charity.

Risk, performance and mission

SESSION 3 / PORTFOLIO RISK AND PERFORMANCE / 3 HOURS

Judge investment results in the context of the charity's commitments.

Portfolio risk - 60 minutes. Risk appetite and capacity to absorb loss; diversification, correlation and concentration; liquidity, drawdowns and recovery; the effect of withdrawing money during adverse markets.

Performance interpretation - 120 minutes. Total return, income and capital growth; results before and after fees and inflation; benchmarks and peer groups. Interpret Sharpe and Sortino ratios, volatility, downside deviation, beta, alpha, tracking error and the information ratio.

Cash flows and private investments. Time-weighted and money-weighted returns, internal rate of return, investment multiples and distributions. Examine short histories, selective reporting and valuation practices, with consistent periods, currencies and return definitions.

Practical focus and output. Stress the charity's cash plan, diagnose a performance report and prepare the questions the Board should ask. Calculations are supplied so participants can focus on meaning, assumptions and limitations.

SESSION 4 / RESPONSIBLE INVESTMENT AND NET-ZERO TRANSITION / 3 HOURS

Translate mission-related objectives into practical investment decisions.

Responsible investment - 60 minutes. ESG integration, exclusions, stewardship, thematic and impact investing. Clarify objectives, evidence, trade-offs and the relationship to the charity's purpose and policy.

Net-zero investing - 120 minutes. What net zero means; establishing the baseline; data gaps; objectives and interim milestones; policy and mandate changes; engagement and investment choices; costs, liquidity, diversification and review. Address direct holdings and externally managed or pooled funds.

Practical focus and output. Compare two transition proposals and draft a proportionate plan. Distinguish actual company emissions reductions from changes caused by holdings, financial valuations or data and methodology.

Governance and effective oversight

SESSION 5 / POLICY, GOVERNANCE AND PROVIDER SELECTION / 3 HOURS

Turn investment requirements into clear policy and accountable implementation.

Investment policy and governance - 90 minutes. Objectives, investment constraints, risk and liquidity controls, responsibilities, delegated authorities, reporting and review triggers. Address conflicts, decision records and the relationship between Board policy, provider mandates and actual holdings.

Adviser and manager selection - 90 minutes. Compare service models and evaluate capability, investment and operational due diligence, costs, conflicts, custody, contracts and reporting. Consider the practical requirements for transition, termination and exit.

Practical focus and output. Repair a policy and mandate that do not align, then compare provider submissions using agreed criteria. Prepare a conditional recommendation and identify the evidence still required.

SESSION 6 / REPORTING, CORRECTIVE ACTION AND BOARD DECISIONS / 3 HOURS

Use reporting to decide what needs attention and who should act.

Reporting and corrective action - 90 minutes. Build a Board report covering financial objectives, investment results, risk, liquidity, policy compliance, provider service and adopted responsible-investment or net-zero commitments. Identify investigation, escalation, intervention and record-keeping requirements.

Integrated case and action plan - 90 minutes. Bring together the charity's funding needs, investment proposals, performance evidence, governance and transition decisions. Evaluate a new development, defend the recommendation and agree follow-through.

Practical focus and output. Produce a reasoned Board recommendation, an exception-and-action record and a 30/60/90-day plan for reviewing the participant's own organisation's arrangements.

Learning experience and delivery

Designed for online participation, the programme combines short teaching segments with worked examples, polls, structured discussion, breakout exercises and accessible worksheets. The facilitator explains technical terms and connects them to practical decisions.

Format	Learning and attendance
Six online half-days	Three learning hours per session, plus two ten-minute breaks: a 3-hour-20-minute booking. Sessions can be spaced to allow reflection.
Three full days	Two sessions and six learning hours per day. An example schedule is 09:00-12:20 and 13:10-16:30, including breaks and a 50-minute lunch.
18 learning hours	16 hours of live facilitated work and two hours of guided individual activities within the sessions. Breaks and optional preparation are excluded.

Optional preparation introduces terminology and the case. All core learning and required participant activities take place within the 18 scheduled learning hours.

One case, different charity circumstances

The programme follows the fictional Harbour Community Foundation, which holds operating cash, funds restricted to a forthcoming project and longer-term capital. Each session adds information and a new decision, so the financial map, proposal review, policy and reporting work build on one another.

Variants explore an operating charity with uncertain funding, an endowed foundation with specified donor conditions, and an organisation authorised to spend its capital over a defined period. Participants explain why the same proposal can have different implications in each case.

Assessment and completion

Short knowledge checks and applied exercises provide feedback throughout. The final Board exercise and individual submission assess recognition of financial constraints, investment risk, quality of evidence, mission-related reasoning and decision authority. Each participant completes a practical organisational action plan.

Completion requirements can be agreed for the cohort. The programme does not confer professional licensing or external accreditation.

Practical resources for everyday use

The learning resource pack will include worked examples and adaptable worksheets that connect the course to the organisation's investment process. Participants use these during the sessions and identify how they could be adapted for their own responsibilities.

Resource	How it supports application
Financial-requirements map	Record purpose, restrictions, operating needs, reserves, spending commitments, horizons and capital policy.
Product comparison	Compare asset classes, strategies and vehicles by return sources, risks, liquidity, valuation and costs.
Private-investment questions	Examine commitments, calls, leverage, fees, distributions, valuations, restrictions and exit arrangements.
Research-report reading guide	Separate investment exposure, categories, ratings, assumptions and unanswered suitability questions.
Performance review worksheet	Check definitions, periods, currency, fee treatment, benchmarks and the limitations of reported figures.
Risk and cash-flow scenario	Relate investment losses, funding changes and illiquid commitments to operational consequences.
Responsible-investment and transition plan	Clarify objectives, baseline, evidence, actions, owners, milestones and review arrangements.
Policy and authority checklist	Connect the investment policy with provider mandates, decision rights and reporting requirements.
Provider comparison and cost schedule	Evaluate service scope, capability, costs, conflicts, custody and contractual arrangements.
Board report and action plan	Organise reporting, exceptions, escalation, decision records and the next 30, 60 and 90 days.

Examples are fictional and clearly identified. Participants do not need a paid investment-research subscription to complete the course activities.

Tailoring and implementation

The programme can be adapted to a Board, investment committee or institutional cohort while retaining the complete investment and governance sequence. Scoping confirms the participants, their starting knowledge, organisational circumstances and delivery schedule.

Examples can reflect operating charities, endowed foundations or organisations spending down capital. Localisation addresses legal structure, governing documents, donor conditions, currency, tax, investment vehicles and relevant regulatory guidance. Australian ACNC guidance and the Charity Commission's CC14 for England and Wales are clearly labelled jurisdictional examples.

Informed by professional research

The curriculum draws on current primary sources and established methodologies from CFA Institute, Morningstar, CAIA, PRI, GSIA, IIGCC and relevant charity-governance bodies. Participants learn to distinguish legal requirements, regulatory expectations, voluntary frameworks and research opinion. Use of these sources does not imply endorsement or accreditation.

Selected reference points: CFA Institute | Morningstar methodologies | Net Zero Investment Framework | ACNC | CC14

Programme scope

This programme provides investment education, governance and process guidance. It does not provide personalised investment advice or product recommendations. Decisions on whether to appoint an investment adviser or manager rest solely with the Board or its duly authorised delegate.

About Shoreline Asia

Shoreline Asia combines financial-services consulting, practical learning and technology. Its work spans banking, insurance, bancassurance, financial planning, product development, risk, governance and adviser capability, with an emphasis on applying learning in participants' own organisations.

Start a conversation

Discuss delivery for your Board, investment committee or finance team, and the examples most relevant to your organisation.

admin@shoreline-asia.com | shoreline-asia.com