

W I N G S  
ELEVATING PHILANTHROPY

# Acting Together to Lift Up Philanthropy

WINGS Guidance on How to Build a Supportive Ecosystem



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# Credits and acknowledgements

*Published by WINGS, supported by Sattva, in September 2021.*

<b>WINGS email</b>	info@wingsweb.org
<b>WINGS website</b>	www.wingsweb.org
<b>Sattva email</b>	research.advisory@sattva.co.in
<b>Sattva website</b>	www.sattva.co.in
<b>Sattva researchers</b>	Aarti Mohan, Sanjana Govil, Nikita Damle, Samridhi Puri
<b>Project consultant and co-author</b>	Barry Knight
<b>WINGS coordination team</b>	Nadya Hernández, Bia Mion, Larissa Santos
<b>Country partners</b>	<b>Russia</b> Center for Philanthropy Development The Vladimir Potanin Foundation Contractor: The Moscow School of Social and Economic Sciences Advisor: Elena Malitskaya, President of the Siberian Center for Supporting Public Initiatives  <b>Kenya</b> East Africa Philanthropy Network (EAPN)
<b>Editorial committee</b>	Barry Knight (CENTRIS), Ingrid Srinath (Centre for Social Impact and Philanthropy, Ashoka University), Jean-Marc Fontan (Université du Québec à Montréal), Lawrence T. McGill (Candid), Benjamin Bellegy (WINGS)
<b>Copywriting</b>	Andrew Milner
<b>Design &amp; typesetting</b>	Harshvardhan Gantha
<b>Photo credits</b>	Cover photo by Robert Collins, Dikaseva, The Vladimir Potanin Foundation, East Africa Philanthropy Network, Sattva, and WINGS

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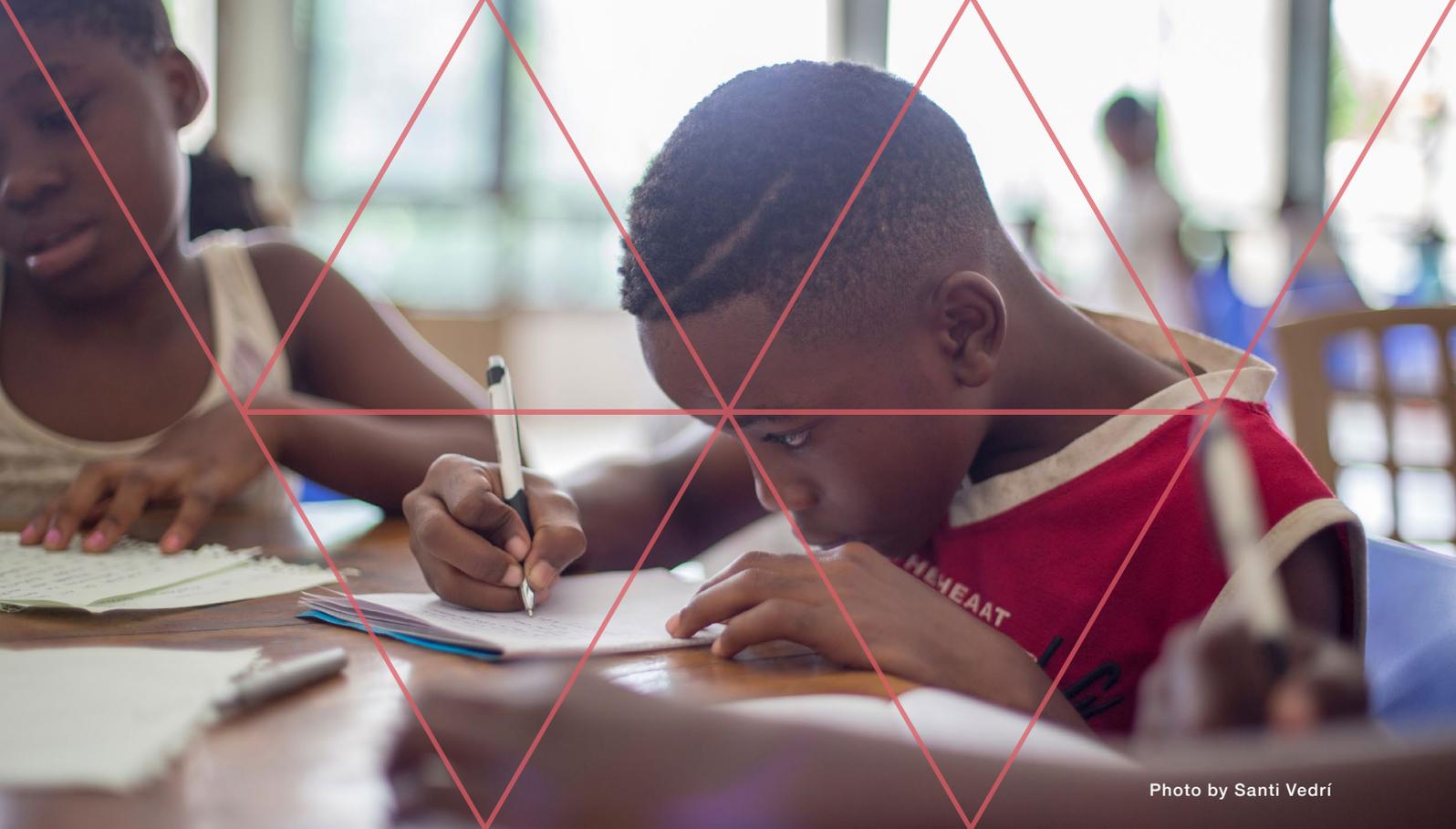


Photo by Santi Vedri

## PART 1

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# Overview of the guide



This guide will help you to organise support to philanthropy in your country or region.

The guidance takes an ‘ecosystem approach’. This means organising a whole system to support philanthropy, rather than leaving what single organisations can deliver to chance. The key is ‘acting together’ to lift philanthropy.

The approach involves building a **philanthropy support ecosystem (PSE)**.

This is defined in the guidance as:

*‘The community of interacting organisations and activities that assist and enable philanthropy to realise its potential.’ (p. 18)*

The guide shows how a PSE can be built. It uses a suite of tools and approaches that can be adapted by people in different countries to build the system that they want, by mapping relationships between organisations and sorting out who does what in order to lift up philanthropy.

The guide is designed to allow for creativity and invention. The goal is to inspire the field by suggesting ways in which its work can be enhanced, rather than providing hard and fast rules. Although specific steps are suggested, these do not imply a rigid process that needs to be followed. Action depends on the context and the particular needs of the philanthropic sector.

## Who is it for?

The guide is for people who wish to #LiftUpPhilanthropy in their country or region.

The main target groups for the guide, therefore, are ‘philanthropy support organisations’ (PSOs). These are sometimes referred to as ‘intermediary’ or ‘infrastructure’ organisations. They provide a variety of services to support and strengthen philanthropy.

### There are three main kinds of PSOs:

- a. PSOs that focus solely on philanthropy
- b. PSOs that support philanthropy, as part of a subset of their main functions
- c. Funders of PSOs

Some examples are included below.

### 1 PSOs that focus solely on philanthropy

- Academic institutions and Think tanks
- Advocacy platforms and experts
- Citizen engagement organisations
- Consulting, advisory and M&E firms
- Donor Advised Funds
- Funding, implementation and learning groups and collectives
- Fundraising and online giving platforms
- Giving movements and collectives
- Information and technology solution providers
- Intermediary, joint and community funds
- Media, knowledge and data sharing platforms

- Geographic networks and associations
- Standards, certification, accreditation and benchmarking agencies
- Thematic networks and associations

## 2 Organisations that enable philanthropy as a subset of their main functions

- Audit firms
- Banks/Wealth management firms
- Data analytics organisations
- Fellowships and talent management organisations
- Incubators and accelerators
- Law firms
- Mainstream consulting firms
- Marketing and PR Firms
- Non-profit organisations
- Social media and technology platforms

## 3 Funders of the support ecosystem

- Government
- Individual funders
- Private institutional funders
- Multilateral and bilateral development finance agencies and other development funders, INGOs

The above list is illustrative, rather than exhaustive. The classification is described in detail in [Part 3](#) of the guidance.

## Benefits of using the guide

Following the guide will enable PSOs to transform what has so far been independent action by a number of separate organisations, to interdependent action by a whole system. Collective action on an organised and systematic basis can address complex problems in a way that single organisations cannot - because they can only address parts of the problem. This means that scaling up effective support to philanthropy will no longer be through the operation of an individual organisation but by a combination of organisations, acting in concert.

At the heart of the guide is the idea of dialogue. The guidance calls for PSOs within the ecosystem to come together to chart the way forward. In itself, this is valuable, because it enhances the chances of the field becoming both more efficient and effective. As Ingrid Srinath, Director of Centre for Social Impact and Philanthropy at Ashoka University puts it,

*“The process has a value in itself, in simply convening people, who might not have ever been convened before or have not been able to step out of their own organisation’s demands.”*

- Ingrid Srinath, Centre for Social Impact and Philanthropy, Ashoka University

Coming together will enable services to philanthropy to be joined up. This means a seamless provision of services - such as the provision of data and knowledge to inform decisions, advice and capacity building to make better use of existing resources, promoting a culture of giving, convening donors for mediation and coordination, and building standards to promote trust within philanthropy. Collective action will reduce duplication and fill gaps in services.

In practical terms, this means acting together to achieve the 4Cs. This is a system devised by WINGS and Dafne, as a way of assessing the added value of support to philanthropy. The 4Cs are:

- **Capacity:** building resources.
- **Capability:** building skills, knowledge and expertise.
- **Connection:** building relationships.
- **Credibility:** building reputation, recognition and influence.

The essential qualities of each of these are set out in the figure below:

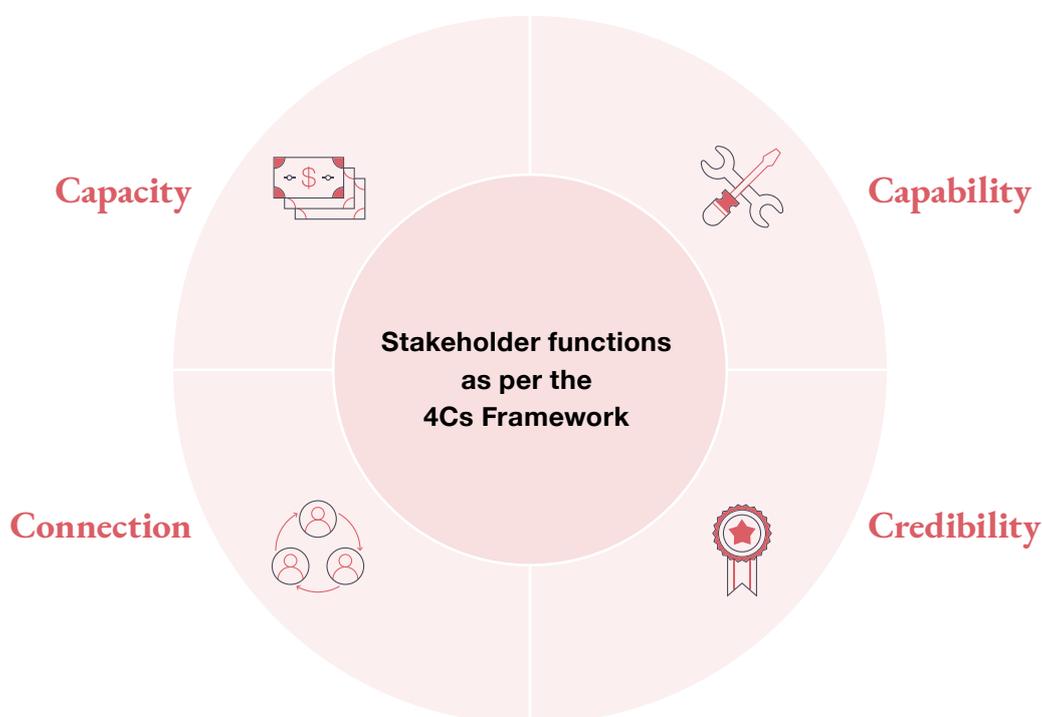


Figure 1: The 4Cs



## Capacity

### 1. Generating human resources:

Providing access to specialised and trained professionals to augment organisational bandwidth and expertise

### 2. Generating financial resources:

Providing platforms, products and services that grow volume and value of funding for the PSE

### 3. Generating digital assets:

Creating and providing access to digital solutions and systems to support organisations



## Capability

### 1. Co-creating and augmenting strategies:

Providing advisory to design new and augment existing organisational or programmatic strategies

### 2. Proving monitoring, learning and evaluation support:

Conducting analyses to diagnose or benchmark an initiative's status or performance against parameters

### 3. Anchoring and supporting implementation:

Providing staff, services and processes to implement organisational or programmatic strategies

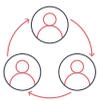
### 4. Creating knowledge, data and ecosystem commons:

Creation and aggregation of knowledge, data and research products to enhance ecosystem know-how and produce evidence for strengthening philanthropy

### 5. Enhancing human potential:

Training, mentoring and enhancing the learning and development of personnel qualified in philanthropy support practices

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## Connection

### 1. Facilitating interaction and inclusive spaces:

Creating opportunities for PSE stakeholders to interact and share diverse perspectives for mutual benefit

### 2. Orchestrating collaborations:

Structuring and managing partnerships, alliances and collective models

### 3. Building and strengthening narratives:

Creating and augmenting organisational or ecosystem narratives to create spaces for dialogue

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## Credibility

### 1. Enhancing reputation and transparency:

Contributing to increased confidence of stakeholders within the philanthropic ecosystem

### 2. Enhancing public engagement:

Engaging and enhancing citizen participation to drive philanthropy development outcomes

### 3. Influencing policy:

Influencing policy environment to enhance philanthropy growth and development

Summing up the benefits of following the guide to develop an 'ecosystem approach', it sets in motion a process to enable the PSE to become more efficient and effective. In particular, the process is designed to:

1. Engage a diverse group – funders, NGOs, PSEs and government – in a collective and systematic approach to strengthen the PSE.
2. Produce a joint view of the strengths, weaknesses, needs and potential of the PSE.
3. Locate gaps and duplication in the current system.
4. Develop a collective vision for the PSE.
5. Identify factors that help or hinder the attainment of that vision.
6. Plan the delivery of the desired system, by setting out a roadmap to do so.
7. Identify the avenues and priorities to promote the importance of investing within the ecosystem.
8. Implement plans together.
9. Assess the added value of the new arrangements.
10. Set in motion a continual process to improve the PSE.

## How the guide was developed

The current initiative builds on work by WINGS on the #LiftUpPhilanthropy campaign. As part of this, WINGS published a **guide** for funders to understand how they could contribute towards 'unlocking philanthropy's potential' and build a strong PSE. For this, funders were encouraged to undertake the mapping of existing PSOs and engage in a collective discussion to identify gaps and opportunities in the country of intervention.

To turn this idea into a practical reality, WINGS embarked on a series of studies with the following purposes:

- 1 **To articulate the role and impact of PSOs** through use of a common language and mutually understandable definitions.

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- 2 **To understand the impact of the existing PSE in India, Kenya and Russia.**

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- 3 **To map networks and relationships within a PSE** which will shed light on how various actors interact with and influence each other. This can be done using social network analyses to map and measure relationships and flows between people, groups, organisations, computers, URLs, and other connected information/knowledge entities.

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- 4 **To enable collaborations and avoid duplication of efforts** by revealing where attention is concentrated and where the gaps are.

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- 5 **To start an international conversation on the importance of strong PSEs** since a taxonomy enables knowledge creation and data comparison across countries, on the state of their PSEs and contributions of their PSOs.

In conducting this work, WINGS had the support of Sattva and Barry Knight as consultants, The Vladimir Potanin Foundation in Russia and the East Africa Philanthropy Network in Kenya as country partners, and a series of experts who formed an editorial committee to provide guidance and feedback.

The studies were:

- [A taxonomy](#)
- [An impact assessment of the PSE in India, Kenya and Russia](#)
- [Guidance on how to map the field](#)
- [Metrics to assess the strength of a PSE](#)

These studies have been brought together to produce guidance about how to build the PSE. The process involved:

1. Using earlier research and practice, pioneered by WINGS, as a baseline from which to develop the guidance.
2. A literature review to set the context for the study and to avoid duplication of efforts.
3. Primary data collection in the form of one-to-one semi-structured interviews with global experts (see Annexure lists).
4. Building a model based on the research.
5. Inputs from two of the WINGS Working Groups: the Lift Up Philanthropy and the Researchers, Academics, and Data Enthusiasts (RADE).
6. Feedback from an independent editorial committee that gave advice and suggestions about how to work through the process.
7. Discussions with funders and prospective users to test the guidance, in advance of publication.

## What is in it?

This document is a reference for building the PSE in your area. It contains various linked components to help with this.

The practice guide is contained in [Part 5: 'How to build the PSE'](#). Other components of the document provide its theoretical and empirical underpinnings. Reference to other parts of the document will give helpful information in support of the guide.

Having given this overview in **Part 1**, the remaining contents are as follows:

### **Part 2: From infrastructure to ecosystem**

Benjamin Bellegy, Executive Director of WINGS, sets out the context for this work, explaining what it will contribute to philanthropy and how it will fit with the development of global support services to lift up philanthropy. He explains the need to move the static framing of 'infrastructure' to the dynamic framing of an 'ecosystem'.

Bellegy covers the role of philanthropy in the modern world and sets out what kind of support is needed to enable it to flourish. He shows that the configuration of the PSE is best developed as the result of a process of collective design from within the country, and that this process is as valuable as the end result. Noting that investment in the philanthropic support ecosystem is frequently overlooked, Bellegy makes recommendations for PSOs, funders and other interested parties. Finally, he urges the need to take action based on this research.

### **Part 3: Understanding the meaning of terms**

This sets out the meaning of key terms, identifies abbreviations used in the report, and offers a taxonomy of PSOs – both by organisational type and by function.

Understanding key concepts and organisational types will help PSOs to develop the PSE, by giving clarity to the terms used. Many words in philanthropy have imprecise meanings that lead to different understandings. In Part 3, we seek conceptual clarity in the effort to build a common terminology of PSE terms and PSO organisations, so that findings may be intelligible, both within the PSE and outside it.

#### **Part 4: Impact of the philanthropy support ecosystem in India, Kenya and Russia**

This describes empirical research to show the characteristics, history and impact of the PSE in three countries. The research is based on a variety of sources, including literature, statistical data and interviews with key informants (see [Annexure 3](#)).

Each country study shows the size and scope of the PSE. Taking account of the country's context, the study assesses the impact of the PSE, using the criteria of the 4Cs. This leads to an assessment of what is working well and what is working not so well, thus enabling recommendations for action, based on empirical data.

Each study shows how the PSE has evolved organically over time. In each case, we can see the emergence of a complex system that, while delivering significant added value to the field of philanthropy, is unplanned, which leads to both duplication and gaps. A systematic review undertaken in each of the countries would be the baseline for a more methodical approach to planning the PSE.

#### **Part 5: How to build the philanthropy support ecosystem**

This gives guidance on how to map the ecosystem.

A four-stage process is suggested. The first step is to develop a team of people to undertake the work and to set objectives. The second step is to adapt the method to local circumstances, by assembling key reports and talking to people with a good knowledge of the sector. The third step is to map the organisations and functions of the PSE and assess the relationships between them. The final step is to develop the vision for the PSE and decide on practical measures on how to pursue it.

#### **Part 6: How to assess the strengths of the philanthropy support ecosystem**

This offers a way of measuring the added value of the PSE. Based on literature and consultations with people in the field, Part 6 offers methods to assess the PSE, by using five-point scales related to the attainment of the 4Cs. Various methods of statistical analysis are suggested.

The results would give the people in PSOs data, on the basis of which they could decide what action to take to enhance the PSE in their country.

#### **Part 7: A call to action**

This sets out the next steps for people who want to begin using this guide and what WINGS can do to help.

#### **Annexure**

A list with resources that support the research process.



Photo by Agnieszka Ziomek

## PART 2

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# From infrastructure to ecosystem

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*by Benjamin Bellegy*



Our world is facing challenges of an unprecedented scale and urgency. It is also filled with incredibly inventive, resilient and hopeful communities, leaders and people seeking to build a happier, healthier, more just and sustainable world. They might do this around the corner or at the UN assembly. They are not waiting for government or business to solve their problems – although they might (and should!) be collaborating with them. They have decided to take action.

These changemakers need support. They need resources, funding, capacity to supplement their own and they need enabling policies. Beyond the huge and too often unnoticed amount of services they provide, they need support to influence the lawmakers and create new socio-environmental and economic systems.

While welfare states are withdrawing globally, exposing further the most vulnerable communities, and while the limits of the private sector in building inclusive and sustainable societies have become obvious, acts of generosity and engagement from institutions, individuals and communities, under the collective head of philanthropy have become incredibly important.

Yet to play their role in bringing about change, these actors must face hard questions about their own models, effectiveness and impact. They must also be stimulated, challenged and catalysed. Just like any living organism, these players are part of an ecosystem that enables them not only to survive but to prosper, that supports them, serves them, and allows them to achieve their goals... or not. It takes a strong, diverse and interconnected ecosystem for them to do this, to achieve impact at a bigger scale, to inform their decisions and avoid duplication, to train their professionals, to build bridges and foster collaboration with peers and with other sectors, to push others to give and give better.

These functions are fulfilled by various and increasingly diverse types of organisations (including networks and donor associations, advisors, academics, advocacy bodies, data dashboards, online giving platforms, collaborative funds, multi-stakeholder platforms, tech support and of course private donors themselves) who benefit from and develop such support ecosystems, also imperfectly called 'infrastructure'. Whatever form they take, to be

effective, these ecosystems have to reflect the local reality and real needs of the field. Given such strong ecosystems, philanthropic actors would see their impact and resources multiplied and the significant acceleration of social change.

WINGS which provides a global platform for these enablers and developers is uniquely positioned to see the important contribution they are making to philanthropy and giving on all continents, and the growing diversity of ways in which they are making it. We are also uniquely positioned to see how much work is required to build robust support ecosystems, especially where they are most needed. Our [past research](#) showed that 80% of the investment in such an infrastructure for the field is made in North America only and that even where the infrastructure is older and denser, it is facing sustainability and articulation issues. We have also seen from the COVID-19 crisis how great the want of such an ecosystem is when philanthropy is not able to flow to those who most need it. Our discussions with the network taught us that, too often, funders who are understandably focused on their specific causes and issues, tend to overlook the tremendous impact and leverage they can have by investing in the broader ecosystem.

This has led us to take up various streams of work over the past few years which aim at raising the awareness of funders (and leaders of PSOs themselves!) and pushing for change:

- Building a new, more inclusive understanding of the field, from being a static, neutral, technical 'infrastructure', to being a living, interconnected and vital 'ecosystem'. This line of work was initiated by the thought paper '[What makes a strong ecosystem of support to philanthropy?](#)'
- Better assessing and communicating the value that these actors are providing. This was begun with the 4Cs framework that looks at the impact of PSOs in the areas of capacity, capability, connections and credibility, and continued by documenting this impact through publicising, for example, individual examples of successful enabling environment initiatives.
- Raising awareness of donors and engaging in multiple discussions through specialised media such as Alliance magazine, convening special funders' meetings, launching a guide for funders, creating a funders' group inside WINGS and

opening membership to foundations and other actors interested in building the field.

- Orchestrating these efforts as part of an overarching #LiftUpPhilanthropy campaign, and connecting the results to broader global agendas such as the resilience of civil societies, the humanitarian and development aid localisation and effectiveness agendas, or the fight against the shrinking of civic space.

We are very proud to share a new milestone in this effort.

I like to think about the research presented here as the crowning achievement of a cycle of reflection and general awareness raising, but also as the founding of a new cycle focused firmly on concrete action. Beyond general debates, how can we provide the tools that will turn reflection into action? And how can we broaden the circle of those interested in unlocking philanthropy's potential, whether they are foundations, PSO leaders, multilateral or bilateral development funders, individuals, academics or corporates, and whether they see their role as activators, thought leaders or investors?

This research presents a set of interconnected components which will help respond to key questions such as:

- What are these ecosystems about, what are they achieving and what does experience tell us about their contribution to long-term social change?
- Which organisations, functions and purposes comprise them?
- How can we collectively assess the potential of philanthropy, giving and private social investment in a given geographic or thematic context? How do we identify the possible levers, priorities and joint actions to unlock this potential?
- How can we truly engage domestic foundations and donors, existing PSO leaders, and other stakeholders interested in local philanthropy's development, in collective reflection and action to reinforce their field for the long term?
- Is there a set of relevant methodological references and tools that can be customised and used by anyone willing to study this sector and engage actors around it?

The main components - which can be accessed together or independently - are:

#### **An open taxonomy of PSOs and their functions:**

This is a living field, which is why a definitive and closed taxonomy would be both difficult and undesirable. In a field approach, what matters most are functions and connections rather than rigid individual organisational categories. At the same time, previous network discussions showed us the need for a common language and examples of organisational forms we have observed to date in order to make this complex field easier to understand. This taxonomy is proposed as an imperfect and ever-evolving categorisation which can serve as a global reference, but is best used when adapted to particular sets of circumstances.

#### **Case studies looking at the impact of the PSE over the years in India, Kenya and Russia:**

The last element is a set of case studies which aim to illustrate what the collective impact of the support ecosystem has been over the years in these three countries. They are making tangible contributions which, however, usually remain unnoticed. They help us appreciate in concrete and documented terms what these PSEs are actually enabling. The cases also give an idea of what would be possible with more intentional and strategic support.

They include research on policies that have been influenced by the PSE, they reflect the perception of leaders in the field who have seen the changes over decades, and highlight very specific initiatives that have been noticed for their impact. The collective, intangible and long-term nature of the contributions does not always allow us to establish direct causation. But through a web of indications, facts and perception, the country-cases draw a telling picture of the critical role these ecosystems have played in generating more private resources for the common good. We hope they will also inspire readers to action and lead more actors to undertake similar case studies in their context.

#### **A participatory PSE mapping methodology:**

The first two components are ultimately designed to support this third component which is the key element of the broader research. In order to move from information and knowledge to action, we need a

way to engage stakeholders of the philanthropy and giving field so that they own the reflection and can lead the actions that will reinforce their ecosystem. As there are no recipes and as ecosystems need to be built from the ground up, based on the field's needs, the PSE stakeholders are the only ones who can identify the gaps, the potential and the actions to be undertaken. Attempts to build an 'infrastructure' from the outside or with the leadership of too few actors have often led to unsustainable and inadequate ecosystems, especially when local actors were not leading the initiatives.

With this ecosystem mapping methodology we invite the broadest possible range of stakeholders (foundation leaders, especially of domestic but also of international foundations, philanthropy and giving support organisations and networks, government, multi- and bilateral funders, INGOs, the private sector, NGO network representatives, fundraisers, academics, etc.) to collectively define the needs and produce a plan of action. These will cover questions such as: what functions are fulfilled and which ones are not yet? Where should the priorities lie? Is the ecosystem diverse, inclusive and interconnected enough and does it respond to the resourcing needs of civil society and social change? Could we create new synergies between existing actors? What kind of individual and collective initiatives could help address these needs?

The process is as important as the outputs, if not more so, and this mapping methodology is meant to be an inclusive and dynamic engagement tool, rather than a template for research. It includes some desk research, surveys, and more importantly workshops and meetings with stakeholders. We propose a collectively owned and led process with a central role for domestic actors.

As for the other methodological components of the research, we hope and encourage the adaptation and permanent improvement of the proposed methodology so we can learn from those who engage in such collective exercises in different parts of the world.

#### **A perception tool to assess the perceived strengths and relevance of a given PSE:**

Initially, we were planning to develop an index that would allow users to compare ecosystems and understand where the most pressing needs for reinforcement (and corresponding potential for

impact) are. But we know there is no fixed and ideal support ecosystem, and it would be incorrect to imply that such a model exists and that every single country should have the same ecosystem. We feel that what matters most is the perception that the stakeholders of a given ecosystem (domestic and international foundations and donors, PSO leaders, civil society representatives, etc.) have of it. We also felt it would be useful for them to know how other ecosystems perceive themselves and that a common framework is needed for comparison and exchange. It is in this spirit that we are proposing a set of indicators and elements to look at when assessing support ecosystems.

As you can see, these four components have been designed for action. If you find them interesting we will be disappointed. What we hope is that they actually trigger change!

**If you are a funder**, we hope you will consider investing in such mappings and perception tools exercises in your geography and/or area of interest. Although we encourage taking a broad lens to the ecosystem, these tools can also be focused on one area, for instance to look at ways to strengthen local philanthropy to combat climate change in Indonesia or to reinforce community assets mobilisation in Uganda. Beyond supporting or participating in the implementation of the new tools, we hope the content will stimulate your reflections on how to multiply impact by investing in the support ecosystem and consider how you can apply such an ecosystem lens throughout your work.

**If you are a PSO or academic centre**, we hope you will propose the implementation of these tools to your partners and peers and play an active role in either coordinating or contributing to such collective efforts. We believe PSOs have a lot to gain from such efforts. Instead of competing through individual fundraising efforts, collective mappings represent a great opportunity for the broader ecosystem to benefit from more attention, strategic thinking and hopefully, more investments for all to pursue their mission more effectively.

**If you are simply interested in philanthropy and civil society resourcing**, we hope this will enrich your perspective and help you better understand the role and importance of the ecosystem that indirectly but

critically supports social change. Strengthening the giving and philanthropy fields can be done in many different ways and through simple individual acts, such as contributing knowledge and reflections, challenging existing models and applying an ecosystem lens to one's involvement in the social sector.

To all of you who are curious to explore these new tools, we hope you will get in touch with us to let us know what you are learning, to tell us how you think these frameworks can be improved to better capture and serve your reality.

This research follows a 'new power' approach. Its success will be in how it is used, adapted and owned. If you tell us the tools were not adapted to your reality

and you have improved them, we will see it as a great success. And we will learn from you.

In concluding this introduction, I would like to express our deep gratitude to those who have made the research possible, in particular the Sattva team, our partners for the country cases, East Africa Philanthropy Network and The Vladimir Potanin Foundation's Philanthropy Development Center, as well as the Editorial Committee. Putting this together has been a great journey. The rest is up to you.

If properly owned and implemented in various contexts, these tools and mappings could be game-changing for philanthropy, and by ripple effect for social change across the globe.



**BENJAMIN BELLEGY**  
Executive Director, WINGS



Photo by Christina @ wocintechchat.com

## PART 3

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# Understanding the meaning of terms

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*Definitions, abbreviations and taxonomy*



## Why we need to have a better understanding of the words we use

Philanthropy support organisations (PSOs) can play important roles in philanthropy, but their contributions are often not either articulated or appreciated. One of the reasons for this is the lack of a common understanding of what PSOs are and the different roles that they play.

Recognising this gap in understanding, WINGS has developed a globally applicable and locally adaptable taxonomy, with the support of Sattva. This is designed to enable more international dialogue, on the roles and contributions of PSOs in different ecosystems. This taxonomy builds on the [WINGS 4Cs framework](#), developed in partnership with Dafne, in 2017, to classify the contributions of PSOs in enhancing the capacity, capability, connection and credibility of philanthropy.

## Purpose

This part of the research attempts to define philanthropy support ecosystems (PSEs) and to classify and define PSO entities and their functions. The purpose is to foster the use of a common language and mutually understandable definitions.

This taxonomy is not intended to impose one classification system or language across different regions. Instead, it is intended to enable further dialogue, across the breadth and depth of the field. Readers are strongly encouraged to share feedback and recommendations to strengthen its efficacy and relevance in local contexts. Please share your comments via email to [info@wingsweb.org](mailto:info@wingsweb.org).

## Defining the central items of the study

There are three concepts at the heart of this study. These are ‘philanthropy’, the ‘philanthropy support ecosystem’ and the ‘philanthropy support organisation’. These are defined as follows:

### **What is philanthropy?**

Philanthropy refers to the practice of giving time, money, experience, skills and or talent, all with the altruistic objective of improving human welfare. It includes individual giving by everyday givers and high net-worth individuals, or institutional giving through corporates, foundations and other specialised institutions.

### **What are philanthropy support organisations (PSOs)?**

Philanthropy support organisations, sometimes referred to as ‘intermediary’ or ‘infrastructure’ organisations, include entities that provide a variety of services to support and strengthen philanthropy in a region or around a theme. PSOs usually do not directly fund or implement philanthropic programmes themselves, but rather provide services to support those that do. That said, some philanthropic funders do provide ecosystem support services too, so the distinction is not always clear-cut.

### **What is a philanthropy support ecosystem (PSE)?**

The community of interacting organisations, functions and activities that assists and enables the achievement of philanthropy’s potential by nurturing its capacity, capabilities, connection and credibility.

## Abbreviations

<b>ACPSI</b>	Africa Centre for Philanthropy and Social Investment
<b>APN</b>	Africa Philanthropy Network
<b>AVPN</b>	Asian Venture Philanthropy Network
<b>CAF</b>	Charities Aid Foundation
<b>CSIP</b>	Centre for Social Impact and Philanthropy
<b>CSR</b>	Corporate Social Responsibility
<b>EAPN</b>	East Africa Philanthropy Network
<b>IDR</b>	India Development Review
<b>IFMR</b>	Institute for Financial Management and Research
<b>HNWI</b>	High Net-Worth Individual
<b>ISDM</b>	Indian School of Development Management
<b>JPAL</b>	Abdul Latif Jameel Poverty Action Lab
<b>KCDF</b>	Kenya Community Development Foundation
<b>M&amp;E</b>	Monitoring & Evaluation
<b>NGO</b>	Non-Governmental Organisation
<b>PR</b>	Public Relations
<b>PSE</b>	Philanthropy Support Ecosystem
<b>PSO</b>	Philanthropy Support Organisations
<b>RDF</b>	Russian Donors Forum
<b>SESOK</b>	Social Enterprise Society of Kenya
<b>SSIR</b>	Stanford Social Innovation Review
<b>UN</b>	United Nations
<b>YSB</b>	Yunus Social Business

## Research methods

*“Some of these words go over your head as someone on the ground level - It isn't a commonly used word in my day to day type of work.”*

— Janet Mawiyoo, Kenya Community Development Foundation

To ensure that the WINGS taxonomy is rooted in a deep understanding of various ecosystems and provides for fluid and flexible classification of PSOs, field experts, practitioners and researchers across the globe were consulted at every stage of the development process, the main steps of which are outlined below:

### STEPS

- 1 **Literature review** of past efforts undertaken by WINGS, Candid and Centre for Social Impact and Philanthropy (CSIP) to understand existing taxonomy classifications.
- 2 **Review of entity focuses, functions and clients** as articulated by 32 PSOs globally to develop a new preliminary framework.
- 3 **Semi-structured interviews with 25 global experts** in the following categories to validate the framework (See [Annexure 5](#) for a complete list):
  - a. Heads of networks or platforms that convene stakeholders in philanthropy
  - b. Current heads or directors of research units and academic institutions on philanthropy
  - c. PSE enablers (Funders, and PSOs): Practitioners previously interviewed, or panellists at PSE forums, or member of global networks with 10+years' experience
- 4 **Editorial committee consultations on a regular basis** to gain regular feedback and suggestions on the development of the functions and entity-based classifications.
- 5 **A survey to which 65 organisations responded in 14 countries** including Israel, Senegal, Romania, Brazil, India, Russia and Kenya, to validate the widespread use and relevance of the taxonomy (See [Annexure 1](#) for a complete list).

## Types of PSOs

The PSE is made up of support organisations, funders and implementing organisations. Most of the support organisations tend to be PSOs, and are often referred to as “infrastructure” organisations.

PSOs within a PSE can fall into three large buckets:

- 1 **PSOs that focus on philanthropy**
  - Academic institutions and think-tanks
  - Advocacy platforms and experts
  - Citizen engagement organisations
  - Consulting, advisory and M&E firms
  - Donor advised funds
  - Funding, implementation and learning groups and collectives
  - Fundraising and online giving platforms

- Giving movements
- Information and technology solution providers
- Intermediary, joint and community funds
- Media, knowledge and data sharing platforms
- Geographic networks and associations
- Standards, certification, accreditation and benchmarking agencies
- Thematic networks and associations

## 2 Organisations that enable philanthropy as a subset of their main functions

- Audit firms
- Banks/wealth management firms
- Data analytics organisations
- Fellowships and talent management organisations
- Incubators and accelerators
- Law firms
- Mainstream consulting firms
- Marketing and PR Firms
- Non-profit organisations
- Social media and technology platforms

## 3 Funders of the support ecosystem

- Individual funders
- Private institutional funders
- Multilateral and bilateral development finance agencies and other development funders, INGOs

This section categorises PSOs in each of these buckets according to the entity focus they see themselves in, for example, network, think-tank, consulting firm.

### 1. PSOs that focus solely on philanthropy

The section below looks at those organisations whose main purpose is to support the development and effectiveness of the philanthropy and giving field.

Table 1: Organisations whose main purpose is to support the development and effectiveness of the philanthropy and giving field

Entity focus	Definition	Examples
<b>Academic institutions and think-tanks</b>	An institution or organisation that grants degrees or diplomas or provides executive education for the development of talent for the philanthropic sector and/or conducts research on philanthropy and giving.	<ul style="list-style-type: none"> <li>• Centre for Social Impact and Philanthropy, Ashoka University, India</li> <li>• Centre for Strategic Philanthropy, Cambridge Judge Business School, United Kingdom</li> <li>• Centre on African Philanthropy and Social Investment (CAPSI), University of the Witwatersrand, Johannesburg, South Africa</li> <li>• Centro de Filantropia e Inversiones Sociales (CEFIS), Universidad Adolfo Ibáñez, Chile</li> <li>• Lilly Family School of Philanthropy, Indiana University, USA</li> </ul>

Entity focus	Definition	Examples
<b>Advocacy platforms and experts</b>	Platforms or groups that lobby for or provide expertise for others to advocate for an enabling policy environment for philanthropy.	<ul style="list-style-type: none"> <li>• <i>Asia Policy Forum, (Asian Venture Philanthropy Network), Asia-Pacific</i></li> <li>• <i>France Generosites, France</i></li> <li>• <i>“F20 Foundations”, G20</i></li> <li>• <i>Philanthropy Advocacy, Europe</i></li> <li>• <i>SDG Philanthropy Platform, Global</i></li> <li>• <i>TrustLaw, Global</i></li> <li>• <i>The International Center for Not-for-Profit Law (ICNL), Global</i></li> </ul>
<b>Citizen engagement organisations</b>	Organisations that encourage and create a platform for strengthening of non-financial private resources for the common good, such as time, expertise, and all forms of volunteering.	<ul style="list-style-type: none"> <li>• <i>International Volunteer HQ, New Zealand/Global</i></li> <li>• <i>iVolunteer, India</i></li> <li>• <i>Make a Difference, India</i></li> <li>• <i>National Volunteer &amp; Philanthropy Centre (NVPC), Singapore</i></li> <li>• <i>Pro Bono Economics, United Kingdom</i></li> <li>• <i>United Nations Volunteers, Global</i></li> </ul>
<b>Consulting, advisory and M&amp;E firms</b>	Social sector firms who provide advice to PSE stakeholders for a fee on issues like strategy, programme implementation, internal organisation and governance, and so on.	<ul style="list-style-type: none"> <li>• <i>Bridgespan Group, USA Global</i></li> <li>• <i>CivSource-Africa, Uganda/Africa</i></li> <li>• <i>Instituto para o Desenvolvimento do Investimento Social (IDIS), Brazil</i></li> <li>• <i>Sattva Consulting, India/Global</i></li> </ul>
<b>Donor advised funds</b>	Private funds administered by a third party and created for the purpose of managing charitable donations on behalf of an organisation, family, or individual.	<ul style="list-style-type: none"> <li>• <i>Charities Aid Foundation (CAF), United Kingdom/Global</i></li> <li>• <i>Fidelity Charitable Donor-Advised Fund, USA</i></li> <li>• <i>Silicon Valley Community Foundation, USA</i></li> </ul>
<b>Funding, implementation and learning groups and collectives</b>	A group of actors, sometimes from different sectors, collaborating to solve a particular social problem, using a structured form of collaboration, centralised infrastructure, dedicated staff and processes with shared measurement, communication and activities.	<ul style="list-style-type: none"> <li>• <i>Asia Philanthropy Circle, Singapore/Asia-Pacific</i></li> <li>• <i>Co-Impact, USA/Global</i></li> <li>• <i>Dasra Giving Circles, India</i></li> <li>• <i>Global Partnership for Education, Global</i></li> <li>• <i>Network of European Foundations, Europe</i></li> <li>• <i>SDG Partnership Platform, Kenya</i></li> </ul>
<b>Fundraising and online giving platforms</b>	Platforms and enablers which raise funds and generate capital for philanthropy and social causes.	<ul style="list-style-type: none"> <li>• <i>Global Giving, Global</i></li> <li>• <i>Ribon, Brazil</i></li> <li>• <i>Tencent Charity, China</i></li> </ul>
<b>Giving movements</b>	Organisations that promote the giving and generosity culture.	<ul style="list-style-type: none"> <li>• <i>ELLAS: Mujeres y Filantropía, Argentina</i></li> <li>• <i>Giving Tuesday, USA</i></li> <li>• <i>Giving Pledge, USA/Global</i></li> <li>• <i>The Funding Network, United Kingdom</i></li> </ul>
<b>Information and technology solution providers</b>	Organisations providing professional services designed to facilitate the use of technology to bring in efficiencies in systems and processes for donors and end users.	<ul style="list-style-type: none"> <li>• <i>Charity Digital, United Kingdom</i></li> <li>• <i>Italia non profit, Italy</i></li> <li>• <i>TechSoup, USA/Global</i></li> <li>• <i>Tech For Good, Global</i></li> </ul>
<b>Intermediary, joint and community funds</b>	Grantmaking public charities or intermediaries that bring together, maintain and administer the financial resources of multiple donors to support a specific cause, type of population or regional community.	<ul style="list-style-type: none"> <li>• <i>Community Development Venture Capital Alliance, USA</i></li> <li>• <i>Foundation Mozaik, Bosnia</i></li> <li>• <i>Fundo Elas, Brazil</i></li> <li>• <i>Kenya Community Development Foundation, Kenya</i></li> <li>• <i>Singapore Community Foundation, Singapore</i></li> </ul>

Entity focus	Definition	Examples
<b>Media, knowledge and data sharing platforms</b>	Digital or print platforms which seek out, cultivate and disseminate the best in research, data and practice based knowledge on issues of relevance to philanthropy and giving actors in their target audience.	<ul style="list-style-type: none"> <li>• <i>Alliance Magazine, United Kingdom/Global</i></li> <li>• <i>Candid, USA</i></li> <li>• <i>China Foundation Center, China</i></li> <li>• <i>India Development Review, India</i></li> <li>• <i>Stanford Social Innovation Review (SSIR), USA</i></li> <li>• <i>Yishan, China</i></li> </ul>
<b>Geographic networks and associations</b>	Organisations that bring together PSE stakeholder segments or all PSE stakeholders (funders, implementing social purpose organisations, PSOs, government) in a specific geography to share knowledge and encourage collaboration.	<ul style="list-style-type: none"> <li>• <i>Africa Philanthropy Network (APN), Africa</i></li> <li>• <i>Asian Venture Philanthropy Network (AVPN), Singapore/Asia-Pacific</i></li> <li>• <i>Council on Foundations, USA</i></li> <li>• <i>European Foundation Centre, Europe</i></li> <li>• <i>Group of Institutes, Foundations and Enterprises (GIFE), Brazil</i></li> <li>• <i>Russian Donors Forum, Russia</i></li> </ul>
<b>Standards, certification, accreditation and benchmarking agencies</b>	A state-controlled or privately supported agency authorised to grant accreditation to PSE stakeholders like non-profit institutions to enhance their credibility and that of the sector.	<ul style="list-style-type: none"> <li>• <i>GiveIndia, India</i></li> <li>• <i>Guidestar (Candid), Global</i></li> <li>• <i>Pakistan Center for Philanthropy's Certification Programme, Pakistan</i></li> <li>• <i>Viwango, Kenya, Sub-Saharan Africa</i></li> </ul>
<b>Thematic networks and associations</b>	Organisations that bring together PSE stakeholder segments or all PSE stakeholders (funders, implementing social purpose organisations, PSOs, government) focused on a common cause or interest to share knowledge and encourage collaboration.	<ul style="list-style-type: none"> <li>• <i>ABCR - Brazil Fundraisers Association, Brazil</i></li> <li>• <i>Ariadne, Europe</i></li> <li>• <i>Australian Environmental Grantmakers Network, Australia</i></li> <li>• <i>Dafne – Donors and Foundations Networks in Europe, Europe</i></li> <li>• <i>International Funders for Indigenous Peoples (IFIP), USA</i></li> <li>• <i>Rede de Filantropia para a Justiça Social, Brazil</i></li> </ul>

## 2. Organisations that enable philanthropy as a subset of their main functions

As the PSE grows and PSOs evolve to take on more functions and serve more stakeholders, their entity focus widens. Additionally, the need for specialised services increases, which attracts several mainstream organisations to step in and provide services to the philanthropic sector. The section below looks at the various entity focuses of intermediaries that enable the growth of philanthropy in the PSE as part of (but not focus of) their functions.

Table 2: Organisations that enable philanthropy as a subset of their main functions

Entity focus	Definition	Examples
<b>Audit firms</b>	Organisations which review a company's governance and operations, including its social responsibility and impact on society.	<ul style="list-style-type: none"> <li>• <i>KPMG, Global</i></li> <li>• <i>PWC, Global</i></li> </ul>
<b>Banks/wealth management firms</b>	Organisations offering financial management services such as strategic planning, and asset management to philanthropic institutions or individuals, and implementing social purpose organisations.	<ul style="list-style-type: none"> <li>• <i>I&amp;M Bank, Kenya, Sub-Saharan Africa</i></li> <li>• <i>Barclays, Global</i></li> <li>• <i>Pence Wealth Management, USA/ North America</i></li> </ul>

Entity focus	Definition	Examples
<b>Data analytics organisations</b>	Organisations which undertake or enable the analysis of raw data in order to make conclusions about that information and enable decision making.	<ul style="list-style-type: none"> <li>• <i>Candid</i></li> <li>• <i>Accenture Analytics, Global</i></li> <li>• <i>Data Science for Social Good, USA/North America</i></li> <li>• <i>DataKind, Global</i></li> <li>• <i>SAS Insights, Global</i></li> </ul>
<b>Fellowships and talent management organisations</b>	Organisations or programmes that develop, find and recruit employees to enhance the efficiency of PSOs and other PSE stakeholders.	<ul style="list-style-type: none"> <li>• <i>Amani Institute, Kenya, Global</i></li> <li>• <i>Ashoka Changemakers, India, Global</i></li> <li>• <i>JobsforGood, India</i></li> <li>• <i>Third Sector Partner, India</i></li> <li>• <i>Indeed, Global</i></li> <li>• <i>LinkedIn, Global</i></li> </ul>
<b>Incubators and accelerators</b>	Incubators provide crucial support and mentoring in the early years of a social enterprise to speed up their development.	<ul style="list-style-type: none"> <li>• <i>Echoing Green, Global</i></li> <li>• <i>Fledge, Global</i></li> <li>• <i>Villgro, India</i></li> <li>• <i>Yunus Social Business, Global</i></li> </ul>
<b>Law firms</b>	Provide legal advice and assistance to PSOs and other PSE stakeholders, sometimes on a pro bono basis.	<ul style="list-style-type: none"> <li>• <i>Centre for Advancement of Philanthropy, India</i></li> <li>• <i>iProbono, Global</i></li> <li>• <i>The Law Firm for Non-Profits, USA</i></li> </ul>
<b>Mainstream consulting firms</b>	Firms who provide advice to PSE stakeholders, but which are not dedicated advisers on issues like strategy, programme implementation, internal organisation and governance, etc. as part of their work for a fee	<ul style="list-style-type: none"> <li>• <i>McKinsey, Global</i></li> <li>• <i>BCG, Global</i></li> </ul>
<b>Marketing and PR firms</b>	Organisations that manage and spread public awareness of the value and work of PSE stakeholders, advocating for their interests, mobilising public support in their favour and protecting them against reputational risks.	<ul style="list-style-type: none"> <li>• <i>APCO Worldwide, Global</i></li> <li>• <i>Good Kenyan, Kenya</i></li> <li>• <i>Matrix India Entertainment (Matrix Bay), India</i></li> <li>• <i>Ogilvy and Mather, Global</i></li> </ul>
<b>Non-profit organisations, networks and support organisations</b>	Organisations dedicated to furthering a particular social cause (environment, gender, poverty, and so on) by strengthening the philanthropic environment through activities and strategies such as capacity building services for local partners on fundraising, mobilising local assets, building bridges with private funders, or advocacy in favour of enabling policies for donations.	<ul style="list-style-type: none"> <li>• <i>Child Rights and You (CRY), India</i></li> <li>• <i>Impact Hub, Global</i></li> <li>• <i>Our Future Foundation Poland, Europe</i></li> <li>• <i>Social Enterprise Society of Kenya (SESOK), Kenya/Sub-Saharan Africa</i></li> <li>• <i>Civicus, Global</i></li> <li>• <i>Voluntary Action Network India (VANI), India</i></li> <li>• <i>West Africa Civil Society Institute (WACSI), West Africa</i></li> </ul>
<b>Social media and technology platforms</b>	Computer-mediated technologies that facilitate the creation or sharing of information, ideas and support donations, fundraising outside of the main purpose of the corporation.	<ul style="list-style-type: none"> <li>• <i>Tencent, China</i></li> <li>• <i>Alibaba, China</i></li> <li>• <i>Facebook, Global</i></li> </ul>

### 3. Funders of the support ecosystem

Foundations and other philanthropic funders are not PSOs as such, and are not usually included in this classification. However, they can sometimes act as PSOs when they fund the support ecosystem and/or provide support services themselves, so the distinction is not always clear-cut. Additionally, other private, public, and multilateral funders can play an important role as investors in the development of the support ecosystem. The section below looks at the focus of such organisations.

Table 3: Funders of the support ecosystem

Entity focus	Definition	Examples
<b>Government</b>	Government departments that fund, administer or implement government programmes and policies relating to philanthropy.	<ul style="list-style-type: none"> <li>• Civic Chamber of Russian Federation, Russia</li> <li>• Ministry of Corporate Affairs, India</li> </ul>
<b>Individual funders</b>	Individuals that provide financial and non-financial support to other organisations and sometimes individuals. This could include High Net-Worth Individuals (HNIs) and everyday givers.	<ul style="list-style-type: none"> <li>• Azim Premji, India</li> <li>• Doug Miller, USA</li> <li>• Laurence Lien, Singapore</li> <li>• Jack Ma, China</li> <li>• Everyday givers</li> </ul>
<b>Private institutional funders</b>	Organisations that provide financial and non-financial resources to enable the development of philanthropy and giving. This could include corporate, independent and family foundations.	<ul style="list-style-type: none"> <li>• CS Mott Foundation, USA</li> <li>• Fondation de France, France</li> <li>• Narada Foundation, China</li> <li>• Sawiris Foundation for Social Development, Egypt</li> <li>• The Vladimir Potanin Foundation, Russia/Global</li> </ul>
<b>Multilateral and bilateral development finance agencies and other development funders, INGOs</b>	Bilateral aid is funding given directly from one foreign government. Multilateral aid is provided by different governments and organisations. These, together with International NGOs (INGOs) sometimes invest in specific aspects of the ecosystem.	<ul style="list-style-type: none"> <li>• Bilateral cooperation agencies (USAID, JICA, etc.)</li> <li>• EU Devco, Europe</li> <li>• United Nations (UN), Global</li> <li>• United Way, Global</li> <li>• Comic Relief, UK</li> </ul>

**While this taxonomy proposes a classification system, the reality on the ground is likely to be different as not every organisation can neatly fit into pre-defined brackets.**

A PSO may see itself as operating in more than one category. Responses of 50 PSOs who participated in the survey to validate the use and relevance of the taxonomy across Russia, Kenya and India, revealed that across the countries, the median number of entity focuses an organisation strongly identified is two, whereas the median number of entity focuses an organisation somewhat identifies with ranges from three to five, as seen in the table below.

Table 4: Country wise entity-focuses of PSOs

	Kenya	India	Russia
<b>Number of focuses organisations strongly identified with</b>	2	2	2
<b>Number of focuses organisations somewhat identified with</b>	3	5	5
<b>Popular entity focuses</b>	Funders and Knowledge sharing platforms	Knowledge sharing platforms, Advocacy platforms, Consulting firms, Networks	NGOs and funders
<b>Missing entity focuses</b>	N/A	PR Firms	Accreditation agency, Audit firms, Banks, and Talent management organisations

*“PSE is surprisingly similar in different parts of the world, so if a taxonomy is diverse enough it will probably hit the bill everywhere. However, language may be a different thing and will have to be looked at in the moment of translation.”*

— Maria Chertok, CAF Russia

Survey results showed that most PSOs that identified as ‘networks’ also tended to identify as ‘knowledge sharing platforms’, and some organisations that provide multiple types of advisory services identified as ‘consulting firms’ as well as ‘M&E firms’, ‘technology solution providers’, and so on. Additionally, different entity focuses are interpreted differently in different cultures and are unlikely to be uniformly adopted across regions. Factor analysis of the survey data in Russia, India and Kenya revealed eight broad categories as summarised in the table below.

Table 5: Emerging entity focuses of PSOs across India, Russia and Kenya

Emerging categories	Constituent PSOs
<b>Professional service organisations</b>	Audit firms, banks/wealth management firms, incubators, law firms, M&E firms, media, PR firms
<b>Grassroot organisations and collectives</b>	Advocacy platforms, citizen engagement organisations, collectives, law firms, research groups/think tanks, technology solutions, social sector/mainstream, NGOs
<b>Networks and advocacy organisations</b>	Advocacy platforms, collectives, incubators, knowledge sharing platforms, networks
<b>Knowledge and consultancy firms</b>	Advocacy platforms, consulting firms, data platforms, M&E firms, media, research groups /think tanks
<b>Data and information organisations</b>	Accreditation agencies, data platforms, technology solutions, funders
<b>Talent and leadership development</b>	Fellowships and talent management organisations
<b>Academia</b>	Academic institutions and incubators
<b>Citizen engagement bodies</b>	Academic institutions, citizen engagement organisations and networks

This table does not account for certain categories of PSOs such as donor advised funds, corporates, community foundations and joint funds that were added after analysis of the survey data. This classification by entity focus is meant to be a first attempt and is expected to evolve through application. The results from the field go to show that more PSOs groupings and entity focuses are likely to emerge as this taxonomy is adopted, applied and strengthened over time. This section classifies PSOs by the functions they serve, for example, generating resources, strengthening knowledge and data, and so on.

## PSO functions

This section classifies PSOs by the functions they serve, for example, generating resources, strengthening knowledge and data, and so on.

Most organisations working in the philanthropy support ecosystem perform a number of functions. For the purpose of this classification, these are grouped according to the 4C framework that looks at the contributions PSOs make to enhancing the ‘4Cs’:

- 1  **Capacity** Generating organisations' financial, human and infrastructure resources for philanthropy.
- 2  **Capability** Enhancing philanthropy outcomes by strengthening organisational strategies, implementation, knowledge, data and skills.
- 3  **Connection** Creating forums/platforms/networks for collaboration, peer-learning, and action in pursuit of a common purpose at the ecosystem level.
- 4  **Credibility** Enhancing the reputation, transparency, recognition and influence of philanthropy at an ecosystem level among the government and wider society.

## 1. Capacity

Generating organisations' financial, human and infrastructure resources for philanthropy.

Table 6: PSE needs and PSO functions in terms of capacity

PSE needs	Functions served by PSOs to meet PSE needs	Examples of the functions
<b>Generating human resources</b>	Providing talent recruitment services	Talent acquisition firm sourcing professional applicant for the role of a grant manager
	Providing access to other organisations' professional services	Incubators providing grantees access to legal or other professional services
<b>Generating financial resources</b>	Conducting fundraising programmes or campaigns to promote the culture of giving	A fundraising platform running a fundraising campaign for NGOs, or a high net-worth individuals pledge
	Conducting business development activities	A PR firm generating press attention for a foundation's latest work attracting more donors to the campaign
	Conducting financial planning and fund management	A donor advised fund managing charitable donations on behalf of organisations, families, or individuals
<b>Generating digital assets</b>	Developing technology solutions for an organisation	A technology solution provider developing a software to allow foundations to closely track grants disbursement
	Standardising organisational systems and processes	A mainstream consulting firm developing a process flow and checklist for a foundation's grantee due diligence process

## 2. Capability

Enhancing philanthropy outcomes by strengthening organisational strategies, implementation, knowledge, data and skills.

Table 7: PSE needs and PSO functions in terms of capability

PSE needs	Functions served by PSOs to meet PSE needs	Examples of the functions
<b>Co-creating and augmenting strategies</b>	Designing organisational or programme strategies	A social sector consulting firm working with an NGO to develop a roadmap to meet its financial requirements for the next financial year
	Providing organisation/programme/CSR/philanthropy strategy advisory	A consulting firm running a design thinking workshop to augment a foundation's programme implementation strategy
	Undertaking impact monitoring, evaluation and assessments	A consulting firm conducting scenario planning workshops for a government agency launching a new scheme for philanthropy support
	Designing or strengthening organisation models	An incubator fleshing out a viable business model for a social enterprise grantee that is entering a new market
<b>Monitoring, learning and evaluation support</b>	Conducting impact monitoring, evaluation and assessments	An M&E firm creating metrics and collecting data to understand the impact of an operating foundation's programme
	Conducting a stakeholder needs assessment	A donor advised fund evaluating the needs of grantees to enable strategic grantmaking for a corporate foundation
	Running an organisational diagnostic assessment	A wealth management firm benchmarking the financial health of a foundation via a standard questionnaire
<b>Anchoring and supporting implementation</b>	Providing programme implementation services	Consulting firm deploying their team to implement a project for a corporate's short-staffed Corporate Social Responsibility (CSR) unit
	Developing operational systems and processes	A mainstream consulting firm developing a process flow and checklist for a foundation's grantee due diligence process
<b>Creating knowledge, data and ecosystem commons</b>	Creating or aggregating a body of evidence or data	A funding database conducting nationwide data collection on the volume of philanthropy within a sector, for example, gender funding
	Conducting research and developing knowledge documents	A think-tank undertaking a primary research project and generating data and insights for ecosystem strengthening
	Creating frameworks and communities of practice	An academic institution developing a toolkit on community trust building
<b>Enhancing human potential</b>	Developing new educational course material	A mainstream academic institute offering coursework on marketing for philanthropy
	Strengthening leadership, management and operational capability through training	Fellowships for professionals in philanthropy to enhance their professional growth and experience
	Providing education and academic certification	An academic institution offering a program focused on support services for philanthropy

### 3. Connection

Creating forums/platforms/networks for collaboration, peer-learning, and action in pursuit of a common purpose at the ecosystem level.

Table 8: PSE needs and PSO functions in terms of connection

PSE needs	Functions served by PSOs to meet PSE needs	Examples of the functions
<b>Facilitating interaction and inclusive spaces</b>	Creating member-focused networks and platforms	A knowledge sharing platform creating an online forum for gender funders to share resources and form connections
	Organising PSE stakeholder convenings	A thematic network curating an annual conference to bring together education funders and grantees to discuss challenges in the sector
	Providing inclusive spaces and platforms for diverse voices	A geographic network creating a platform for community feedback on a regional challenge
<b>Orchestrating collaborations:</b> Structuring and managing partnerships, alliances and collective models	Structuring partnerships and collectives	A consulting firm that is managing a development impact bond
	Negotiating and managing multi-stakeholder interests	A law firm that facilitates negotiations among funders embarking on a partnership
<b>Building and strengthening narratives</b>	Providing branding, visibility and communication support	A marketing firm that builds and maintains a foundation's website and social media presence
	Sharing news and thought leadership	A knowledge sharing platform that hosts content for spreading awareness on developments in local philanthropy
	Developing narratives and collective spaces	A thematic network that convenes key stakeholders to generate awareness on the potential role of philanthropy in driving change in the sector

### 4. Credibility

Enhancing the reputation, transparency, recognition and influence of philanthropy at an ecosystem level among the government and wider society.

Table 9: PSE needs and PSO functions in terms of credibility

PSE needs	Functions served by PSOs to meet PSE needs	Examples of the functions
<b>Enhancing reputation and transparency:</b> Contributing to increased confidence of stakeholders within the philanthropic ecosystem	Developing accreditation, transparency and benchmarking standards and norms	Accreditation agency developing a rating system to evaluate the credibility of social purpose organisations
	Providing due diligence, legal, compliance and auditing services	A standards and certification firm undertaking due diligence to evaluate a grantee's credibility for a foundation
	Providing PR services	A PR firm developing a strategy to address reputational risks resulting from a social purpose organisation's public campaign

PSE needs	Functions served by PSOs to meet PSE needs	Examples of the functions
Enhancing public engagement	Enhancing public participation, active citizen engagement and trust in civil society	A citizen engagement organisation enlisting support from the public for implementation of a program
	Building issue awareness on civic issues among the public	A media platform creating public awareness on the importance of enabling policies and environment for philanthropy and civil society
	Mobilising field action, advocacy and lobbying	An advocacy organisation organising a public rally or march to illustrate the role of foundations in tackling gender inequality
Influencing policy	Informing policy and ecosystem recommendations	A think-tank publishing an evaluation of the policies influencing philanthropy
	Establishing policy and legal frameworks for philanthropy	A foundation association submitting a policy brief to a national ministry on tax laws for individual donations

It is important to note that while this taxonomy looks at ideal types of functions in theory, the reality on the ground is likely to be different as not everyone neatly fits into these categories. Survey findings reveal that across India, Russia and Kenya, the median number of core functions provided by an organisation is two or three, whereas the median number of auxiliary functions provided by an organisation ranges from four to six, as seen in the table below.

Table 10: Country wise functions of PSOs

	Kenya	India	Russia
<b>Number of core functions provided</b>	3	3	2
<b>Number of auxiliary functions provided</b>	4	5	5.5
<b>Popular core functions</b>	Building and strengthening narratives, Enhancing human potential, Enhancing reputation and transparency, Facilitating interaction and inclusive spaces	Creating knowledge, data and ecosystem commons	Enhancing reputation and transparency
<b>Popular auxiliary functions</b>	Co-creating and augmenting strategies and Generating human resources	Influencing policy and Facilitating interaction and inclusive spaces	Influencing policy

*“It is important to define and study the entire ecosystem. However, this operation is not a goal in itself. It is a way to understand who we are instead of merely putting organisations into boxes. The boxing system might not work as organisations usually perform a variety of functions.”*

— Oksana Oracheva, The Vladimir Potanin Foundation

This classification is meant to be a first attempt and is expected to evolve through application. Results from the field go to show that overlaps and commonalities across PSO functions are likely to emerge as this taxonomy is taken and applied across regions.

# Applying and strengthening this taxonomy

As mentioned earlier in the report, this taxonomy does not intend to impose one classification system or language across regions. It is intended as a starting point for further dialogue, to bring out global similarities and regional variations. It will be strengthened by debate and application. Field experts, practitioners and researchers consulted highlighted the following areas to consider for strengthening the tool:

## 1 How can the taxonomy accommodate language and culture variations?

Even within the same language, interpretation of words can differ. For example, some countries may commonly adopt the term “philanthropy” while others prefer to use the term “giving”. Additionally, what comprises giving may vary from one community to another.

*“Sometimes, words in our sector mean many things, and in different contexts and regions, they are likely to be misinterpreted. We need a short description to let people know what the various terms mean, so that everyone is on the same page.”*

— Smarinita Shetty, India Development Review

## 2 How can the taxonomy evolve in parallel with the PSE to stay relevant?

The development and growth of the PSE also affects the relevance of a common language. As new entities and functions are added, the meanings of words change. Additionally, as a PSE evolves in time, the composition of entity types, functions and stakeholders served in the ecosystem also changes.

## 3 How can the taxonomy be meaningfully applied in daily work?

Taxonomies can sometimes appear as or be reduced to jargon that may not work effectively in everyday situations. This research effort has attempted to address this concern through multiple consultations with practitioners in different countries, though variations remain. In addition, as PSEs increase in complexity, new terms arise. These need to be noted and added to later versions of this taxonomy.

*“I am not sure if it is possible to develop a common language. I may only use such language in an international forum, not in daily work.”*

— Janet Mawiyoo, Kenya Community Development Foundation

Readers are strongly encouraged to share their feedback and recommendations on these areas and others to strengthen its efficacy and relevance across local contexts. Please share feedback via email to [info@wingsweb.org](mailto:info@wingsweb.org).



Photo by Caleb Hernandez Belmonte

## PART 4

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# Impact of the PSE in India, Kenya & Russia

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*Country case studies*



We want to thank our country partners, the East Africa Philanthropy Network (EAPN) in Kenya and the Centre for Philanthropy Development, The Vladimir Potanin Foundation in Russia for their continued support and guidance on this report. We also want to acknowledge the support of The Moscow School of Social and Economic Sciences, and the guidance of Elena Malitskaya, the President of the Siberian Centre for Supporting Public Initiatives, in compiling the Russia Case Study.

We are also grateful to 65 leading organisations from India, Russia and Kenya's philanthropy support ecosystem who generously shared their expertise and insights for this report (see Annexures [1](#) and [2](#) for a complete list of interviews).

## The study

This study examines philanthropy support organisations (PSOs) in India, Russia and Kenya, to understand their role in driving the growth and development of philanthropy, of giving, and private social investment in these countries. The study examines the development of the sector in each country, by assessing its size, scope and other characteristics. There is some attempt to understand the individual and collective impact of PSOs in each country.

To enable consistency across the three countries, we have used the definitions of terms used in [Part 3](#) of this report.

Through the analysis of existing data and literature, as well as interviews and surveys with 65 PSOs and their clients in these three countries, the study takes a deep dive into the proven and perceived impact of PSOs on philanthropy; the factors contributing to PSOs' evolution; the progress and challenges that PSOs have made by describing and measuring their impact, and recommendations for PSOs and their investors in order to further increase their impact. [Annexure 1](#) provides a full list of interviews for the Case Studies and [Annexure 3](#) provides details on the research methods used.

## The need for knowledge sharing on the role, value and impact of PSOs

A robust support ecosystem for organisations in the philanthropy sector is fundamental to support the front-line work of civil society organisations. PSOs provide the research, professional training, policy advocacy and governance support that helps funders and non-profits develop their capabilities across functions which include the generation of financial, human and digital resources, strategic planning and implementation and operational management.<sup>1</sup>

Although their work can be catalytic, it often occurs behind the scenes. Its impact is therefore hard to track, which can lead to underappreciation and an overall lack of support for PSOs, which ultimately poses a risk to the advancement of philanthropy itself.

Previous WINGS research has found that the field is underfunded with 72 per cent of PSOs facing sustainability issues, and, in particular, that investment is unevenly distributed across the globe. Eighty per cent of the expenditure of the field is made in North America alone, leaving a number of regions with few resources to support an ecosystem that is weak or attenuated, and it is precisely in those areas, where philanthropy is emerging and in need of encouragement, that those resources are most needed. Even where the support ecosystem is more established and dense, it is facing a number of issues that require thoughtful and strategic investment from funders in order to build an interconnected and sustainable support ecosystem. The result of these deficiencies is huge untapped potential for the sector. Better understanding

of the difference such ecosystems have made over time is therefore critical both to help us appreciate their importance and to learn how to create the conditions in which such ecosystems – and consequently philanthropy itself – can flourish.

As a first step towards addressing this gap in understanding the impact PSOs can have, WINGS developed a framework in partnership with Dafne which looks at the outcomes created by PSOs in the areas of capacity, capability, connection and credibility. The so-called 4Cs framework helps PSOs identify and showcase their contributions and move towards a common language to communicate them.

-  **Capacity** Generating organisations' financial, human and infrastructure resources for philanthropy.
-  **Capability** Enhancing philanthropy outcomes by strengthening organisational strategies, implementation, knowledge, data and skills.
-  **Connection** Creating forums/platforms/networks for collaboration, peer-learning, and action in pursuit of a common purpose at the ecosystem level.
-  **Credibility** Enhancing the reputation, transparency, recognition and influence of philanthropy at an ecosystem level among the government and wider society.

This study builds upon the WINGS 4Cs frame to look more closely at the evidence, and at field practitioners' perceptions, of the impact of PSOs in three countries, India, Kenya and Russia. These were chosen because they represent three different contexts, and where there is less data sharing compared with more highly developed regions, such as North America and Western Europe.

### Intended audience and uses of this study

By charting the proven and perceived impact of PSOs, the study hopes to generate more support for PSOs in different ecosystems and to recommend practicable ways for them to increase their impact. The study also aims to benefit funders of the Indian, Kenyan and Russian PSEs by demonstrating returns from previous investments and identifying future investments that could further improve PSO impact in these regions. Finally, the study hopes to stimulate further research into the impact of PSOs in other geographies around the world.

Please contact [info@wingsweb.org](mailto:info@wingsweb.org) if you would like to engage in such research or share your feedback on this study.

## Executive summary

After examining the data and speaking to between 15 and 25 stakeholders in each country, it is clear that PSOs have contributed to the advancement of philanthropy in India, Kenya and Russia over the past few decades. Philanthropy has improved in each of these countries in terms of capacity, capability, connection or credibility, and investments in PSOs have contributed to these improvements. Although it is not always possible to draw a straight line between PSOs' work and specific improvements in philanthropy at an ecosystem level, focus areas of investment in PSOs align with areas of improvement in philanthropy and, conversely, areas which have seen little investment in PSOs align with deficiencies in philanthropy. For example, the majority of investments in PSOs in India have been in crowdfunding platforms for non-profits and charitable causes (e.g. GiveIndia), knowledge sharing organisations (e.g. Dasra) and NGO due diligence platforms (e.g. Guidestar India), whereas there have been fewer investments in collaborative platforms such as networks (the country still lacks an established network of funders which would correspond to, say, the Association of German Foundations or the Council on Foundations in the US). In turn, data shows and practitioners agree that philanthropy's capacity, capabilities and credibility have improved following those investments, but connection remains an area of Indian philanthropy that needs attention. By contrast, funders have invested in the growth of networks, and collaboration among community foundations in Kenya, which has resulted in a better connected and coordinated philanthropy ecosystem compared to other parts of Africa.

### Attribution and contribution

As noted, the effects of philanthropic initiatives are notoriously hard to measure and this is even more so for PSOs who more often aim to act upon the whole of the ecosystem, than on individual organisations. Sceptics might argue that the growth of PSOs follow the development of philanthropy, rather than vice versa and that they proliferate where philanthropy is advanced and rich enough to afford them. This seems almost perversely counter-intuitive and given the remarks in the previous paragraph, the most likely explanation is that, at a minimum, philanthropy and PSOs have a mutually supportive relationship.

There seems no doubt that sometimes PSOs can have a big and directly attributable impact. Let's take one example, the European Venture Philanthropy Association (EVPA). Its founders' intention was to introduce the practice of Venture Philanthropy (VP) to Europe at a time when it was little known there. Instead of setting up VP funds, they deliberately created an association to promote it and to try to build the field. It now has 320 members and the practice of VP has become widely understood and adopted.

That said, the general problem remains and respondents repeatedly mentioned the difficulties – and expense - of ascribing remote effects to immediate actions. The step-by-step guide on [how to build the PSE](#) that forms part of this toolkit will help to indicate the state of health of both the PSE and the PSOs that comprise it and thus help guide users in determining or assessing their impact. The [PSE Metrics Tool](#), also part of this toolkit, will help to assess the perceived strengths and relevance of a given PSE.

Attributable impact becomes clearer when you examine the direct outcomes and knock-on effects of specific PSOs, as we do below, such as The Russian Donors Forum and Charities Aid Foundation (CAF) Russia, and the East Africa Philanthropy Network (EAPN) and Kenya Community Development Foundation (KCDF). However, attribution and outcomes measurement remain challenging for many PSOs, particularly those that are younger than five years' old. PSOs tend to measure their impact in terms of outputs rather than outcomes, particularly in impact areas such as connection where outcomes are less tangible. In all three countries, PSOs that have been successful at tracking and reporting their impact are seen by stakeholders in their country as the PSOs with the greatest impact.

There are also differences in the impact of PSOs across the three countries:



## India

PSOs have mushroomed in India since the 2000s, after private philanthropists invested in their growth, and regulations such as the mandatory Corporate Social Responsibility (CSR) law created a demand for technical experts. Investor focus on donations platforms, NGO due diligence platforms, academic institutions, knowledge sharing and monitoring, learning and evaluation services have led to proven and perceived shifts in philanthropy's capacity, credibility and capabilities. Connection appears to be lacking in the ecosystem, with many practitioners stating a need for more collaboration and quicker coordination across the ecosystem, particularly in the wake of the COVID-19 pandemic.



## Kenya

International support in the 1980s and 90s and favourable policy shifts in the 2000s laid the groundwork for PSO growth in Kenya. The growth of networks such as EAPN and community foundations such as KCDF has led to a well-coordinated PSE, and investments in technology platforms and mobile giving have helped grow philanthropic resources. Practitioners noted room for improvement in credibility and capability-building initiatives, calling for stronger leadership-building initiatives, data sharing and actionable research to enhance decision-making.



## Russia

Russian philanthropy went from small sums in the 1990s to USD 2.5 billion in 2016, spurred by government support, the growth in corporate giving, the rise of community foundations and of donations platforms; however, the foreign agents law was cited by many as a setback. Emphasis on data and knowledge sharing has led to increased measurement and documentation of PSO impact compared to India and Kenya. Fragmentation of views and approaches was noted as a concern, leading to challenges in making a coordinated ecosystem response to a number of questions, including the attitude to government involvement in the philanthropy sector.

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Some common challenges emerged across the three countries, such as re-imagining the role of PSOs in a post-COVID world, measurement and attribution of PSO impact, and diversifying the impact of PSOs across remote regions and smaller stakeholders. Attention to these areas could help to increase the impact of PSOs in the three countries.

# India case study

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## India summary

### Indian philanthropy has grown in its Capacity, Capability and Credibility.

1. Philanthropy's capacity has grown in terms of the total financial and human resources available.
2. Philanthropy's capabilities have grown through institutional, strategic giving and knowledge sharing.
3. Philanthropy's credibility has improved with a growth of databases providing information and verifying the activities of NGOs.

### Investments in PSOs contributed to this growth in philanthropy.

1. The 1980s and 1990s saw the formalisation of NGOs through government action and increased fundraising efforts that created a greater need for PSOs.
2. The formalisation of the NGO sector was followed by the entry of large international funders and high net-worth Indian philanthropists in the 2000s, who invested in PSOs.
3. Investments made in PSOs in the 2000s bore fruit in the 2010s, as policies encouraged public-private sector collaborations, technology enabled everyday giving, HNWI philanthropy increased, the talent pipeline strengthened and platforms for collaboration arose.
4. COVID-19 has created unprecedented resource crunches for PSOs, but offered an opportunity for collaboration on an unprecedented scale, with mainstream organisations joining the fray.

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact. While most organisations seem to track their outcomes on philanthropy's capacity and credibility, but stop at measuring outputs for connection and capability.

### Specific contributions of PSOs to the growth of philanthropy.

1. PSOs made work in the sector a viable career option and provided tools for philanthropy's growth.
2. PSOs catered to the growing demand for strategic, outcome-oriented philanthropy and established methodologies and best practices for impact measurement.
3. PSOs brought in transparency to the functioning of the sector through mainstreaming and data-building efforts.

### Zooming in on the life-cycles and journeys of specific PSOs and their initiatives highlights attributable impact as well as knock-on effects.

1. Dasra Giving Circles demonstrate how connection can create knock-on effects for capacity, capability and credibility in the ecosystem. Over ten years, Dasra has organised 11 Giving Circles that have raised USD 5.6 million for non-profits directly.
2. After cracking NGO due diligence in India, GiveIndia has grown to become India's largest donations platform and played a catalytic role in Facebook enabling donations in India, by taking care of backend due diligence.

## The difficulties of impact measurement could mean that PSOs are creating more impact than the data suggests.

1. PSOs 'see' impact in more areas than they provide functions, but 'measure' impact in half the areas.
2. Impact is clear when it is easy to measure and consciously tracked as in capacity and capability.
3. PSOs can track what they directly execute, but not what their work further enables or influences. There is a struggle in determining the difference between attribution and contribution.
4. The age of an organisation also plays an important part in demonstrating impact, in two ways. Impact was more evident for older PSOs but tracked more closely by younger PSOs.

The demonstrated impact of PSOs highlights the positive outcome of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.

### Recommendations for PSOs

1. Funders see PSOs evolving from bandwidth to technical support providers.
2. PSOs are also seen as valuable in terms of the field experience they bring.
3. PSOs bring together a diverse network of stakeholders, which is seen as an asset.
4. Actionable research seen as a means to meet the evolving needs of funders.
5. Distribution of PSO support across regions and players seen as key for impact.

### Recommendations for funders

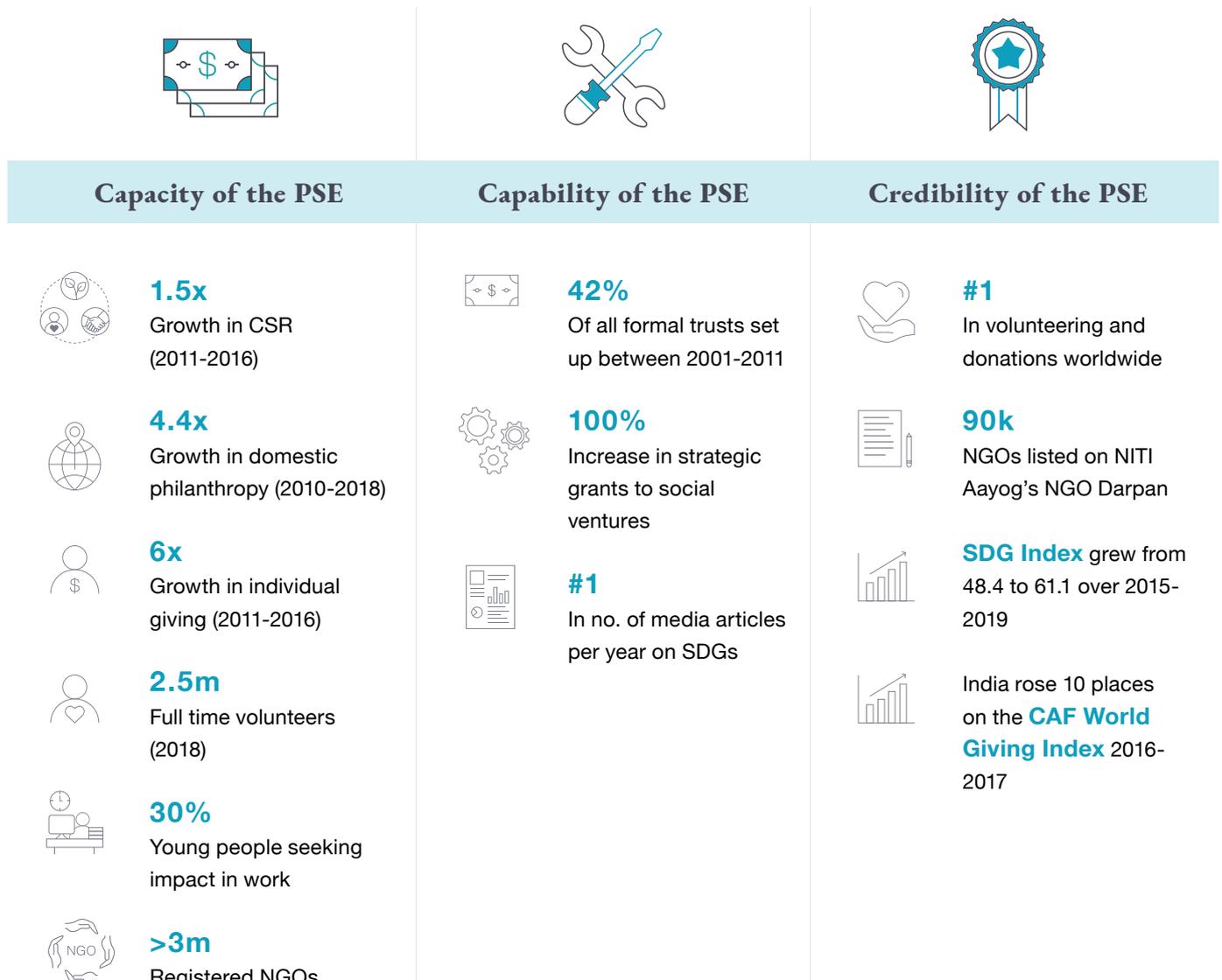
1. Investment in PSO initiatives that increase connection in philanthropy.
2. Investment in PSOs to create actionable, open source research for decisions.
3. Investment in advocacy to ensure government stakeholder buy-in and support for the growth of philanthropic actors.
4. Innovative thinking about sustainable business and funding models for PSOs.



# Growth of philanthropy in India

Data shows and field practitioners agree that Indian philanthropy has grown in its **Capacity, Capability and Credibility**.

Figure 2: Capacity, capability and credibility of philanthropy in India's giving ecosystem



Source (from left to right): India Philanthropy Report (2017), Everyday Giving in India (2019), DownToEarth (2015), Giving with a Thousand Hands (2017), NITI Aayog (2020), India Philanthropy Report (2020), CAF World Giving Index (2018)

**Philanthropy's capacity has grown in terms of the total financial and human resources available.**

**Domestic philanthropy grew by six times between 2011 and 2016, alongside slowdowns in international funding.**<sup>2</sup> While Corporate Social Responsibility (CSR) and foreign funding grew by one and a half times and 2.4 times respectively between 2011 and 2016, individual philanthropy has seen a sixfold growth over the same period, from USD 800 million to USD 4.8 billion (INR 60 billion to INR 360 billion).<sup>3</sup> A few philanthropists account for the bulk of this increase, such as Azim Premji, who alone contributed upwards of 75 per cent of the funds raised through domestic philanthropy in 2015-16.<sup>4</sup> Additionally, philanthropy has been moving towards a more planned and structured approach, enabled by a stronger ecosystem.<sup>5</sup>

“In the last 5 years, corporates have evolved from being cheque writers, to being more strategic, thereby maximising their social impact by leveraging not just their CSR funds, but also their expertise. Corporates are also more willing to collaborate with Sarkar and Samaaj to create greater social change, together.”

— Priya Naik, Samhita

**Non-profits are estimated to employ nearly 7.2 million people, while the automobile or IT sectors employ 5 million each.**<sup>6</sup> Every year, there are approximately 20,000 applicants for fellowships and in 2018, the sector engaged 2.5 million full-time volunteers.<sup>7</sup> Despite the growing talent pipeline in philanthropy, supply does not meet demand. Of the 609 social organisations listed with Arthan Careers, 70 per cent struggle to fill positions. Sattva's Careers in Impact found that 42 per cent of the job postings requiring 5-10 years' experience, and 15 per cent of those requiring 10-20 years are not taken, which could be because people who want to work in the social space do not have the requisite skills or because the smaller salaries provided by the social sector act as a deterrent.<sup>8</sup>

“A milestone in the ecosystem evolution was when formal courses, and development, were taken more seriously as an education choice.”

— Kashyap Shah, The Bridgespan Group

**India has seen a growth of databases providing information and verification on the activities of NGOs.**

**There is more authenticated information on NGOs. Over 90,000 NGOs are listed on NITI Aayog's NGO Darpan.**<sup>9</sup> According to the Central Bureau of Investigation, India has over three million NGOs, which translates to four NGOs per 1,000 urban population and 2.3 per 1,000 rural population.<sup>10</sup> There are more NGOs than hospital beds per capita in India. In addition to the 90,000 officially registered and verified NGOs listed on NITI Aayog's NGO Darpan, several support organisations are working towards providing verification services to NGOs which increases both trust and donations received.

**India ranks low on the Sustainable Development Goals (SDG) Index but has shown recent improvement.**

India scored 48.4 on the SDG Index in 2015, a figure which had risen to 61.1 by 2019 due to improvement in some SDGs<sup>11</sup>, such as Affordable and Clean Energy and Industry, Innovation and Infrastructure. India also rose ten places on the Charities Aid Foundation (CAF) World Giving Index between 2016 and 2017, which reflects India's improved individual giving in terms of money, time and helping a stranger.<sup>12</sup>

**Philanthropy's capabilities have grown, evidenced by the institutionalisation of funds towards more strategic giving and increased knowledge sharing.**

**Forty-two per cent of all legalised formal trusts and funds in India were set up between 2001 and 2011.**<sup>13</sup>

Many of these were set up by a growing number of young donors. The 2014 Hurun Philanthropy List noted that donors added to the list in 2014 were on average seven years younger than those on the list in the previous year. Fifty-seven per cent of these young donors expressed their desire to increase giving. Studies show that younger donors were also more strategic in their giving, more likely to operate their own programmes and more likely to offer not only money but organisational and management skills, leadership, etc.<sup>14</sup>

Additionally, many new entrepreneurial philanthropists are leveraging social ventures as a means of transforming society. Strategic, knowledge-based and high-engagement grants to social ventures have also seen a 100 per cent rise from large international donors such as Gates Foundation, Dell Foundation, Omidyar Network etc. between 2000 and 2014.<sup>15</sup>

**India's largest NGOs have demonstrated scale in funding, but the big group of smaller NGOs require more support.**<sup>16</sup> Child Rights and You (CRY), one of India's oldest and largest NGOs, saw a growth in donations raised by roughly four fold over ten years (2000-2010). Similar trends were observed in terms of reach and cost efficiencies by Goonj and Akshaya Patra.

**Indian media has among the highest number of articles per year on the SDGs.**<sup>17</sup> Knowledge building efforts have seen a rise, with the entry of specialised organisations. Experts across the Indian PSE also shared that the amount of research undertaken in this sector has increased, both in terms of knowledge produced and the outlets through which it is publicised.

## Contribution of PSOs to that growth

**Data shows and the field agrees that investments in PSOs contributed to this growth in philanthropy over the same time period.**

Figure 3: PSOs' contribution to the growth of the capacity, capability and credibility of philanthropy in India



Source: Interviews with 30 field practitioners in 2020

**The 1980s and 1990s saw the formalisation of NGOs through government action and increased fundraising efforts that created a greater need for PSOs.**

India has a history of volunteer and civil society organisations dating back to Independence in 1947. However, formalised NGOs came into existence in the 1980s, when poverty worsened and received increased international and government attention following a national emergency. With greater visibility came fundraising from public donations for NGOs like CRY, which in turn created the need for stronger fundraising, implementation support and increased public engagement through organisations such as Global Giving, GiveIndia and Voluntary Action Network India (VANI) that grew throughout the 1990s.

The 1980s and 90s were also an important period for knowledge-building PSOs, with the influence of researchers such as Rajesh Tandon, who set up Participatory Research in Asia (PRIA), and Pushpa Sundar, who has studied and promoted Indian philanthropy for over 30 years.

### The formalisation of the NGO sector was followed by the entry of large international funders and high net-worth Indian philanthropists in the 2000s, who invested in PSOs.

Interview respondents shared that during this period, large international funders such as the Bill and Melinda Gates Foundation (BMGF) (2003) and the Omidyar Network (2008) entered the Indian philanthropic landscape. This period also saw the entry of successful Indian businesspeople such as Ajay Piramal, Rohini Nilekani and Azim Premji into philanthropy. These funders brought in large volumes of funds which also created a need for more intermediaries and stronger ecosystem infrastructure to deploy these funds effectively.

They also helped to legitimise the practice of hiring technical experts, following the practice of philanthropy in the global north and corporate spheres. Towards the turn of the decade, these funders also made specific investments in PSOs to enable their growth. For example, Omidyar's grant to Dasra (see below) in 2011 enabled the organisation to scale and hire more talent.

### Investments made in PSOs in the 2000s bore fruit in the 2010s, accelerated by a combination of policy, socio-economic and technology drivers.

**Policies encouraging public-private sector collaborations were introduced, creating a need for strategy, implementation and evaluation support.** India introduced mandatory reporting on CSR contributions in 2014, which was the most commonly quoted inflection point in the interviews with field experts. Respondents also shared that the former Education Secretary of India, Anil Swarup's emphasis on NGO-government partnerships during his tenure, triggered growth for many non-profits. These government initiatives resulted in an increased demand for monitoring and evaluation, consulting services for corporates and strategy and implementation support for scaling NGOs.

*“When the CSR law was introduced, money didn't go to PSOs but to NGOs. These NGOs then realised the need for support organisations to help them and the funders who were open to this kind of funding have been instrumental in the development of the PSE.”*

— Smarinita Shetty, India Development Review

**This period also saw the growth of the middle class and high net-worth individuals, boosting everyday giving and philanthropy.** Upper/high and middle-income households are expected to double by 2030 and high net-worth individual (HNWI) households by 2022.<sup>18</sup> The growing wealth of the nation has been an important driver for the growth of philanthropy.

**Advances in technology have enabled convenient everyday giving.** Combined with growing disposable income, developments in technology contributed to a mushrooming of fundraising platforms such as Ketto, Milaap, DonateKart and #GivingTuesdayIndia. Online giving channels are growing at roughly 30 per cent per year and over the next few years, e-commerce and mobile platforms are expected to grow by 15 times, crowdfunding is predicted to grow six times and payroll giving by twice its current size.<sup>19</sup> There has also been an uptake in Unified Payments Interface (UPI) as a mode of payment. Data from Danamojo, showed that in March 2018, just three per cent of donors used UPI as a medium. In March 2019, this number jumped to over ten per cent.<sup>20</sup> The fundraising platforms we spoke with mentioned tech evolution in payments as a key driver behind their growth.

**There has been a growing talent pipeline for the development sector.** Many interview respondents mentioned a growing pipeline of high-quality talent. This was attributed to several factors, including a

growing desire for purpose-driven careers among young people, greater recognition of development sector experience by business schools and mainstream employers, and the establishment of development sector-focused academic institutions and qualifications such as Azim Premji University (APU), Indian School of Development Management (ISDM), Ashoka University and others.

**Platforms for collaboration, strategic alliances, networks and convenings also arose during this time.** Platforms such as Daan Utsav, Dasra Giving Circles, India Philanthropy Initiative (IPI), Asia Venture Philanthropy Network (AVPN), Sankalp, Dasra, EdelGive Education Coalition, BMGF Tribal Health Collective India Skills and Maharashtra Village Social Transformation Mission were established bringing together various philanthropic actors and creating synergies.

Additionally, in 2019, a working group was constituted under the Securities and Board Exchange of India (SEBI) to develop the Social Stock Exchange (SSE) for social enterprises and voluntary organisations to raise capital through debt, equity and mutual funds.<sup>21</sup> This development is expected to create demand for new PSO services, including funder mobilisation, strategy and evaluation.

### **COVID-19 and the adverse effects of lockdown in 2020 have created another inflection point for India's PSE.**

COVID-19 brings unprecedented resource crunches for NGOs and PSOs, as it is estimated that the CSR funding that is typically available for NGOs would reduce between 30 and 60 per cent in 2020.<sup>22</sup> This will require more collaboration and agility from PSOs.

**On the positive side, the crisis offers an opportunity for collaboration on an unprecedented scale and to an unprecedented degree, with mainstream organisations joining the fray.** Over 43 funders, corporate leaders, members of over 56 funds, and 11+ organisations have supported India's Action COVID-19 Team (ACT) Grant with donations in their personal capacity. Over 15 organisations are collaborating in this initiative to provide sustained operational support. iForIndia became the world's biggest live fundraiser on Facebook by raising approximately USD 574,470 (INR 4.3 crore) online at the time of writing. Additionally, Charcha, a platform for collaboration and knowledge sharing, put together by 26 partners including funders, donors and PSOs, brought together 500 speakers in parallel events. This collaboration attracted over 20,000 visitors and 10,000 views from 50 countries.

The recent Foreign Contribution (Regulation) Amendment (FCRA) Bill, 2020 brings in increased restriction to the receipt of foreign funds and also seeks to prohibit the transfer of FCRA funds to other persons or organisations. The bill also brings in additional regulations to the functioning of civil society organisations while shifting the power in the favour of the government. While the exact effects of this amendment are yet to be seen, it is expected to slow down the growth that the ecosystem has seen over the past few years.

Most of India's development, therefore, in terms of PSOs and the growth of philanthropy, has been in recent years. In the larger scheme of things, the ecosystem remains underdeveloped, especially in enabling the capability and connection of philanthropy organisations. The PSE remains fragmented and there is limited knowledge about the size and credibility of philanthropy in a statistically reliable form. While much has been achieved, much also remains to be done to build a strong PSE.

## Impact of Indian PSOs across 4Cs

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact.

Organisations commonly cited in interviews as the PSOs with the highest impact were also the ones able to describe that impact across at least three, and often all four, of the 4Cs.

The table below indicates how different PSOs that participated in this study articulated their impact, either on public platforms or in interviews. It is important to note that organisations such as Dasra, GiveIndia and Guidestar India, who were able to describe their impact across three to four of the 4Cs were also those that were cited most frequently in interviews as the PSOs that have had a significant impact on the growth of philanthropy.

*“In terms of PSOs/PSO collectives who have had a significant impact, for a long time there was only Dasra. Over the past few years though things have changed significantly and there are several PSOs in the ecosystem now.”*

— Smarinita Shetty, India Development Review

*“GiveIndia was one of the first Indian entities to work on establishing credibility and trust in the social sector in India through their thorough due diligence processes.”*

— Kavita Mathew, GlobalGiving

Table 11: Impacts of Indian PSOs in the 4Cs

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums, platforms or networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Dasra (1998)</b>	<b>Volume of funds influenced:</b> <sup>23</sup> USD 80 million by funders  <b>Number of funders engaged:</b> <sup>24</sup> 3,500	<b>Number of reports published:</b> <sup>25</sup> 70+  <b>Number of leaders empowered p.a.:</b> <sup>26</sup> 180+	<b>Number of giving circles:</b> <sup>27</sup> 11 circles mobilised USD 5.6 million since 2010	<b>Additional volume of funds leveraged through NGO due diligence:</b> <sup>28</sup> USD 15.1 million for Giving Circle investees
<b>GiveIndia<sup>29</sup> (1999)</b>	<b>Volume of funds raised:</b> USD 60 million (INR 450)	<b>Number of people reached through Campaigns:</b> 4.5 million in 23 states	<b>Number of stakeholders connected:</b> 1.3 million donors, 150 corporates	<b>Number of NGOs verified for due diligence:</b> 1,250
<b>Guidestar/Giving Tuesday (2009)</b>	<b>Increase in volume of donations:</b> <sup>30</sup> 6.7 in a year to USD 1.3 million (INR 10 crores)		<b>Number of stakeholders connected:</b> <sup>31</sup> 460 NGOs and 23 collaborator platforms	<b>Number of people engaged in giving and volunteering:</b> <sup>32</sup> 1.2 million  <b>Number of NGOs listed on database:</b> <sup>33</sup> 10k online, 60k offline.
<b>Daan Utsav<sup>34</sup> (2009)</b>				<b>Number of people engaged:</b> <sup>35</sup> 6 million across 200 cities
<b>Sankalp (2009)</b>		<b>Number of enterprises discovered:</b> 1.5k	<b>Number of stakeholders connected:</b> Connected over 500 investors to 1.8k ventures	
<b>Center for Advancement of Philanthropy (1986)</b>				<b>Number of compliance solutions:</b> <sup>36</sup> 32k for 1.5k NGOs
<b>Tata Institute of Social Sciences (TISS - 1936)</b>	<b>Percentage of students placed</b> TISS 100%; APU 90% <sup>37</sup>			
<b>Azim Premji University (APU - 2010)</b>	<b>Number of offers to students:</b> IRMA 314 to 233 graduates <sup>38</sup>			
<b>Institute of Rural Management, Anand (IRMA - 1979)</b>				

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums, platforms or networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Gandhi Fellowship/ Teach for India/Make a Difference (2006-2008)</b>		<b>Number of fellowship applicants:</b> <sup>39</sup> 20k per year		
<b>Centre for Fundraising</b> <sup>40</sup> (2013)		<b>Satisfied NGOs over 6 years</b> 200+  <b>Project delivered</b> 330+		
<b>Charities Aid Foundation</b> <sup>41</sup> (1998)	<b>Number of donors:</b> 200k+  <b>Funds raised:</b> USD 33.5 million (INR 250 crores +)		<b>Number of corporate partners</b> 300	<b>Number of validated verified:</b> Due diligence on 2,100+ NGOs
<b>Donate Kart</b> <sup>42</sup> (2016)	<b>Volume of funds:</b> USD 4.6 million (INR 35 crores) 2 million donors	<b>Number of NGOs provided for:</b> 800+		
<b>EdelGive Foundation</b> <sup>43</sup> (2008)	<b>Volume of funds influenced:</b> USD 20 million INR 150 crores	<b>Number of NGOs supported:</b> 130 small & mid-sized		<b>Percentage employees engaged:</b> 85%
<b>Global Giving</b> <sup>44</sup> (2008)	<b>Volume of funds raised p.a.</b> USD 38.6 million  <b>Donors engaged</b> 92k +		<b>Number of partners engaged:</b> 993	
<b>India Development Review</b> <sup>45</sup> (IDR - 2017)		<b>Number of articles published:</b> 700+ in 3 years  <b>Number of mainstream channels carrying IDR stories:</b> 61  <b>Number of states and union territories reached:</b> 35		
<b>iVolunteer</b> <sup>46</sup> (2001)			<b>Number of non-profit partners:</b> 300+	<b>Number of volunteers engaged</b> 17,000
<b>Nudge Lifeskills Foundation</b> (2015) <sup>47</sup>		<b>Grant multiplier:</b> 15x  <b>Number of non-profits supported:</b> 45	<b>Number of partners:</b> 50+	
<b>Dhwani Rural Information Systems RIS</b> <sup>48</sup> (2012)	<b>Number of tech solutions created:</b> 90	<b>Number of organisations supported:</b> 40		

As a cumulative result of the efforts taken across 17 PSOs, at least USD 238 million has been raised over the last 20 years. More than 10,000 funding recipients have been verified and over 2,500 non-profits have been supported by philanthropy, 20,000 fellowship applicants have joined the development sector every year and over 700 articles on philanthropy and development have been published. There are today, over 44 collaboratives, connecting over 1.3 million donors and over 7.2 million people are engaged in giving or volunteering.

Source: Interviews with organisation representatives, organisation websites and documentation

Organisations seem to track their outcomes on philanthropy’s capacity and credibility, but stop at measuring outputs for connection and capability.

The table above shows that for capacity and credibility, impact indicators often measured outcomes such as volume of funds raised or the number of NGOs verified. However, in the case of connection and capability, impact indicators focused largely on outputs, such as the number of people brought together and the number of research reports created. Similar observations were made in the interviews, as field practitioners shared their perceptions on PSO contributions, as highlighted below.

## PSE perceptions of PSO impact

**Practitioners’ perceptions align with the data, and lend nuance to the specific ways in which PSOs have contributed to the growth of philanthropy.**

Practitioners believe that PSOs have enhanced philanthropy’s capacity by making work in the sector a viable career option and by providing tools and mechanisms for philanthropy to grow.

**Increased awareness brought by PSOs has influenced funders to increase the volume of funds.**

PSOs have played a role in influencing the way people give, what they give to, and how much they give. Field practitioners shared that PSOs have played an important role in increasing the awareness of funders which has ultimately influenced a growth in funding in the country.

**Increasing opportunities have attracted a larger talent pool to this sector.** In the past, professionals entering the development sector could only choose to work in either a grassroots NGO or in a large international development finance institution (DFI) such as the World Bank. Practitioners interviewed believed that PSOs have played a role in making impact-driven careers a viable option for the younger generation. Additionally, academic institutions such as IRMA, ISDM and Ashoka were also cited as playing a significant role in building the sector and ensuring a steady inflow of talent.

*“I want philanthropy to go beyond meeting social need and deprivation and to contribute to progress by backing innovation and talent.”*

— Pushpa Sundar in an interview with WINGS<sup>49</sup>

Practitioners also said that PSOs enhance philanthropy’s capability by catering to the growing demand for strategic, outcomes-oriented philanthropy and by establishing methodologies and best practices for impact measurement.

**Provision of technical support has enabled the scaling of non-profits.** Practitioners highlighted the importance of external support in the form of fund raising and monitoring and evaluation for the growth and scaling of non-profits. Respondents also linked the role PSOs play in the growth of philanthropy to the role investment bankers play in helping companies manage the process of raising financing for their activities in the corporate sector.

**Increased research efforts have enhanced the availability of information pertaining to this sector.**

The availability of increasing open source literature on philanthropy was seen as a key contribution across PSOs interviewed.

*“Bridgespan reports are great to go through. Ashoka University’s Centre for Social Impact & Philanthropy (CSIP) also has a couple of research studies on this topic. I know that Azim Premji Philanthropic Initiatives (APPI) has done studies in the past on individual giving. Even Nilekani Philanthropies has a report on crowdfunding.”*

— Kavita Mathew, GlobalGiving

Practitioners also noted the ways in which PSOs have contributed to the credibility of philanthropy by bringing in transparency to the functioning of the sector.

**Mainstreaming and data-building efforts of PSOs are contributing to the credibility of, and trust in the sector.** Practitioners noted that over the years, the engagement of mainstream organisations in the sector through networks and other PSOs has contributed to the credibility of this sector. Additionally, the role of organisations such as Guidestar India and GiveIndia whose compilation of databases of trusted NGOs brings increasing credibility was highlighted across interviews. However, there is scope for PSOs to help create a favourable policy environment for philanthropy.

## Zooming in on the life-cycles and journeys of specific PSOs and their initiatives highlights attributable impact as well as knock-on effects.

### PSO case studies: Dasra

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**Dasra Giving Circles demonstrate how connection can create knock-on effects for capacity, capability and credibility in the ecosystem.**

In 1999, Dasra was founded with the objective of supporting non-profits to grow and have an impact on a greater scale. The organisation began its work by incubating NGOs like Magic Bus and Villgro, which have over the years emerged as strong players in the PSE.

To date, Dasra has also produced 70+ research reports, and has worked with 500 corporates, foundations and philanthropists to direct over USD 80+ million (INR 500+ crores) towards the development of India.<sup>50</sup>



**In 2010, Dasra launched the Dasra Philanthropy Week to promote collaboration in pursuit of impact at scale.**

Over ten years, this event has brought together non-profit leaders, philanthropists, foundations, policymakers and other key stakeholders to discuss the way forward for India's development.<sup>51</sup> As part of the Philanthropy Week, the Dasra Philanthropy Forum was established to serve as a platform to showcase diverse and innovative models for social change in India, from non-profit-led solutions at the community level, to multi-stakeholder collaborations in partnership with the government, bringing these initiatives to a wider community that could apply these approaches in a global context.



**India's largest collaborative giving effort, Dasra Giving Circles, emerged out of the Forum.**

A circle typically comprises ten donors who each commit USD 20,000 to 25,000 per year for three years to a pooled fund.<sup>52</sup> Prior to the convening of the circle, Dasra undertakes a detailed mapping of a specific sector (education, gender, nutrition, sanitation, etc.) and also develops a list of non-profits who are using effective approaches to the given issue, on the basis of which, one is chosen by the Giving Circle for support. Quarterly reporting based on an adaptation of the balanced scorecard performance measurement tool is issued to the giving circle to inform them of the investees' progress.

*“Giving Circles are a networking opportunity to understand a broader range of issues and how other donors look at their philanthropy.”*

— Nakul Toshnival in an *interview* with Giving Circles Asia



**Over ten years, Dasra has organised 11 Giving Circles that have raised USD 5.6 million for non-profits directly.<sup>53</sup>**

Eighty-five per cent of the pool of these Giving Circles is deployed as expansion grant capital to the NGO. The remaining 15 per cent is used to cover the cost of Dasra delivering 250 days of non-financial support, through mentoring and technical advice, to the investee over the three-year funding cycle.<sup>54</sup> One such example of a Dasra giving circle is highlighted below:

‘Making the Grade’ Giving Circle committed USD 140k in grant aid over a year to Mukhtangan – an NGO which provides teacher training to women in urban slums to equip them for sustainable careers and improve educational outcomes. Additionally, the NGO had access to 80 days of Dasra’s consulting services. As a result of the efforts, the women who were trained went on to contribute 40 per cent of the income of their respective households and Mukhtangan was able to raise an additional \$1.2 million<sup>55</sup>.



**Giving Circle support lends credibility to non-profits, allowing them to raise more funds.**

Through association with the Dasra Giving Circle, donors have also leveraged USD 15 million in additional funding. Additionally, the last three giving circles have seen contributions from 12 members from outside of India, from Houston, Singapore and London.<sup>56</sup>

## **PSO case studies: GiveIndia**

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**After cracking NGO due diligence in India, GiveIndia has grown to become India’s largest donations platform and played a catalytic role in Facebook enabling donations in India, by taking care of backend due diligence.**

GiveIndia was founded in April, 2000 as an online donation platform with the objective of enabling givers to support a cause of their choice through NGOs that have been evaluated for transparency and credibility. At the time of writing, GiveIndia mobilises contributions of over USD 60 million (INR 450 crore) from 1.3 million donors and 150 corporates, to support 1,250+ non-profits and affect 4.5 million lives across 23 states in India.<sup>57</sup>



**In 2000, GiveIndia developed the first non-profit screening and reporting mechanism in India.<sup>58</sup>**

To bridge the trust gap between funders and NGOs, GiveIndia designed a rigorous due diligence process, covering legal compliance, financial and impact checks for each donation made to any non-profit, a process which included in-person visits to beneficiaries and feedback reports. This was particularly important in the Indian context, where NGOs struggle with public mistrust.

A donor was provided with an exemption receipt as soon as he or she completed their donation transaction. The amount was then disbursed to the NGOs. Every donation was tracked closely through reporting structures, supplemented by field visits to both the recipient and the intended beneficiary community to ensure both the credibility of the requested donation amount and its actual disbursement. Following this, periodic updates with photos and relevant information provided to the donors to ensure complete transparency.



**The credibility thus established enabled GiveIndia to mobilise funding through various channels.**

GiveIndia developed into India's first online philanthropy marketplace. In 2003, they launched the corporate Payroll Giving Program, which grew increasingly popular thanks to the ease and accessibility of the platform which enables direct engagement with users' chosen beneficiaries.<sup>59</sup> By 2006, payroll giving had doubled and in 2007, online giving passed the USD 227k (INR 1.7 crores) mark.<sup>60</sup>



**In 2009, GiveIndia integrated collaboration efforts into its strategy for fundraising with the launch of the India Giving Challenge.**

India's first online donation event raised USD 121.7k (INR 91 Lakhs) from 5,000 donors. In 2012, the organisation held its first Givers Summit where over 70 members convened to gain and provide exposure and awareness of the different aspects of philanthropy.<sup>61</sup>



**In 2017, GiveIndia received additional investment from Amit Chandra and support from BMGF put them on the global stage.**

The reach of GiveIndia has continued to broaden and they have played a key role in enabling the ecosystem to respond to the challenges created by COVID-19. GiveIndia was also a critical stakeholder in supporting Facebook donations in India following the outbreak of the pandemic by acting as a back-end due diligence platform, which had been one of the key factors limiting Facebook's entry into Indian philanthropy.

Initiatives under Facebook Fundraisers such as the Social-For-Good-Live-a-thon featured over 150 partners from across the country, representing over 350 million followers cumulatively. Another initiative, iForIndia became the world's biggest live fundraiser on Facebook by raising USD 573k (INR 4.3 crore) online (and counting). It collected USD 133.7k (INR 1 crore) in donations in 45 minutes, the second crore in 2 hours and the third in 4 hours.<sup>62</sup>

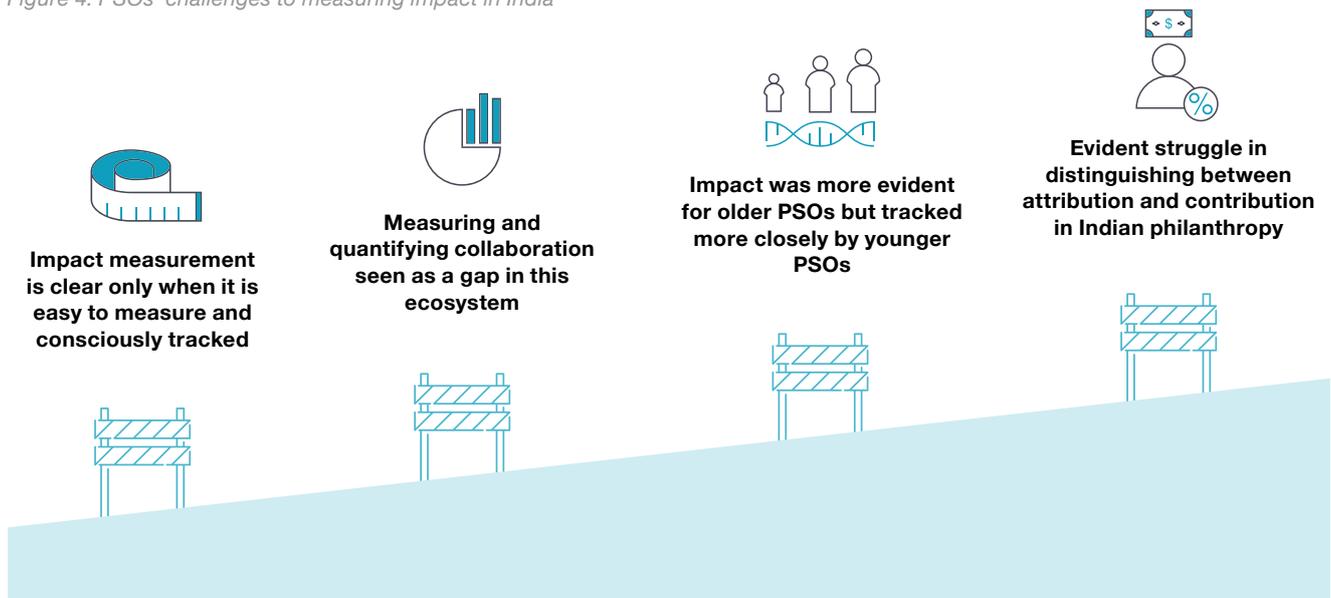
## Challenges faced by PSOs in achieving and measuring impact

**The difficulties of impact measurement could mean that PSOs are creating more impact than the data suggests.**

**Our survey shows that PSOs 'see' impact in more areas than they provide functions, but 'measure' impact in about half those areas.**

PSOs typically provide an average of three core functions and five auxiliary functions. However, respondents may not necessarily see the impact in all of those functions. This is especially true since, although PSOs see some impact in as many as five of their function areas, they typically measure impact in only two of them. This was most evident in the case of functions related to connection, where 17 respondents were providing the function, but only 15 were seeing/measuring impact. The translation of action to tangible impact was highest within capacity and credibility where all respondents providing the function were able to see/measure impact.

Figure 4: PSOs' challenges to measuring impact in India



Source: Interviews with 30 field experts

### Impact is clear when it is easy to measure and consciously tracked, as in capacity and capability.

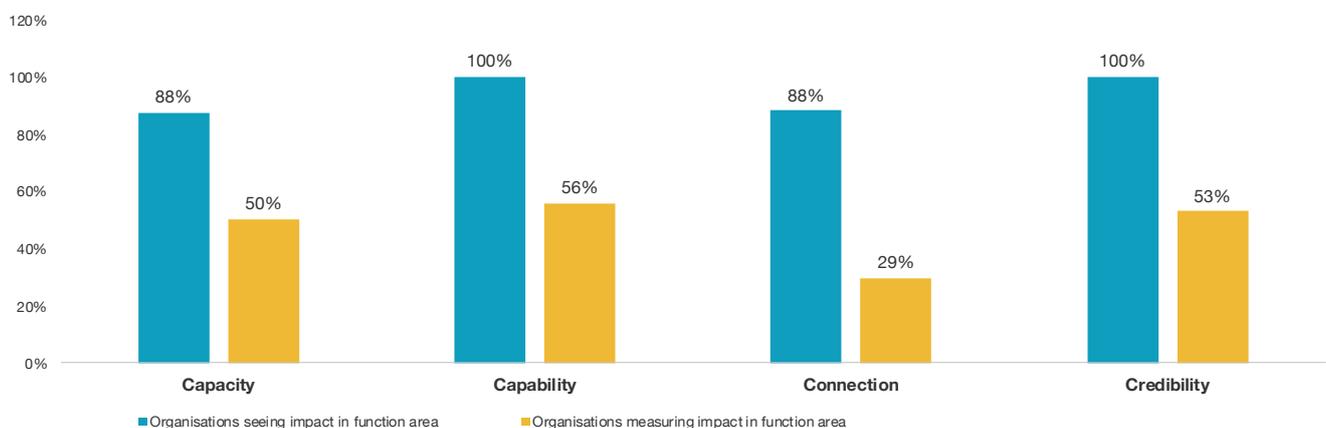
Fifty-six per cent of survey respondents measured impact of functions related to capability, followed by those related to credibility (53 per cent) and capacity (50 per cent). However, only five respondents measured the impact of functions to do with connection.

### In 2009, GiveIndia integrated collaboration efforts into its strategy for fundraising with the launch of the India Giving Challenge.

India's first online donation event raised USD 121.7k (INR 91 Lakhs) from 5,000 donors. In 2012, the organisation held its first Givers Summit where over 70 members convened to gain and provide exposure and awareness of the different aspects of philanthropy.

### These challenges with impact measurement affect stakeholder perceptions of PSO impact.

Figure 5: PSOs seeing and measuring impact in the 4Cs function areas in India



Source: Survey responses across 19 Indian PSOs

At an aggregate 4Cs level, only 50 per cent of respondents across all categories were measuring impact in the spaces where they were providing the function either in a core or auxiliary capacity. The only exception was in the case of connection where only five people were measuring impact, though 17 of them were providing the function in either a core or auxiliary capacity.

On a smaller scale, amongst functions provided within the 4Cs, the biggest difference in the translation of seeing to actually measuring impact is noted within ‘creating knowledge, data and ecosystem commons’, ‘generating digital assets,’ and ‘orchestrating collaborations,’ with nine more people seeing impact than measuring it. Functions such as ‘influencing policy’, ‘building and strengthening narratives’ were least measured.

**PSOs can track what they directly execute, but not what their work further enables or influences. The struggle in determining the difference between attribution and contribution is evident in the PSE.**

Indicators of impact for functions such as network building or organising grapple with challenges of quantification, since ‘second-order impact’ created through convenings or knowledge sharing is difficult to attribute. Responses from interview conversations reflect that, while the intended impact at first hand is directly attributable, impact which is relatively further removed is hard to identify and measure. While the attribution of direct impact seems possible, assessing it at an ecosystem level once again brings us to the perennial difficulty of attribution and which cannot be easily quantified.

Given this difficulty, it might be worth PSOs’ while to consider whether they need or should try to quantify certain impacts.

*“If you want attribution, don’t be in this ecosystem.”*

— Venkat Krishnan, India Welfare Trust

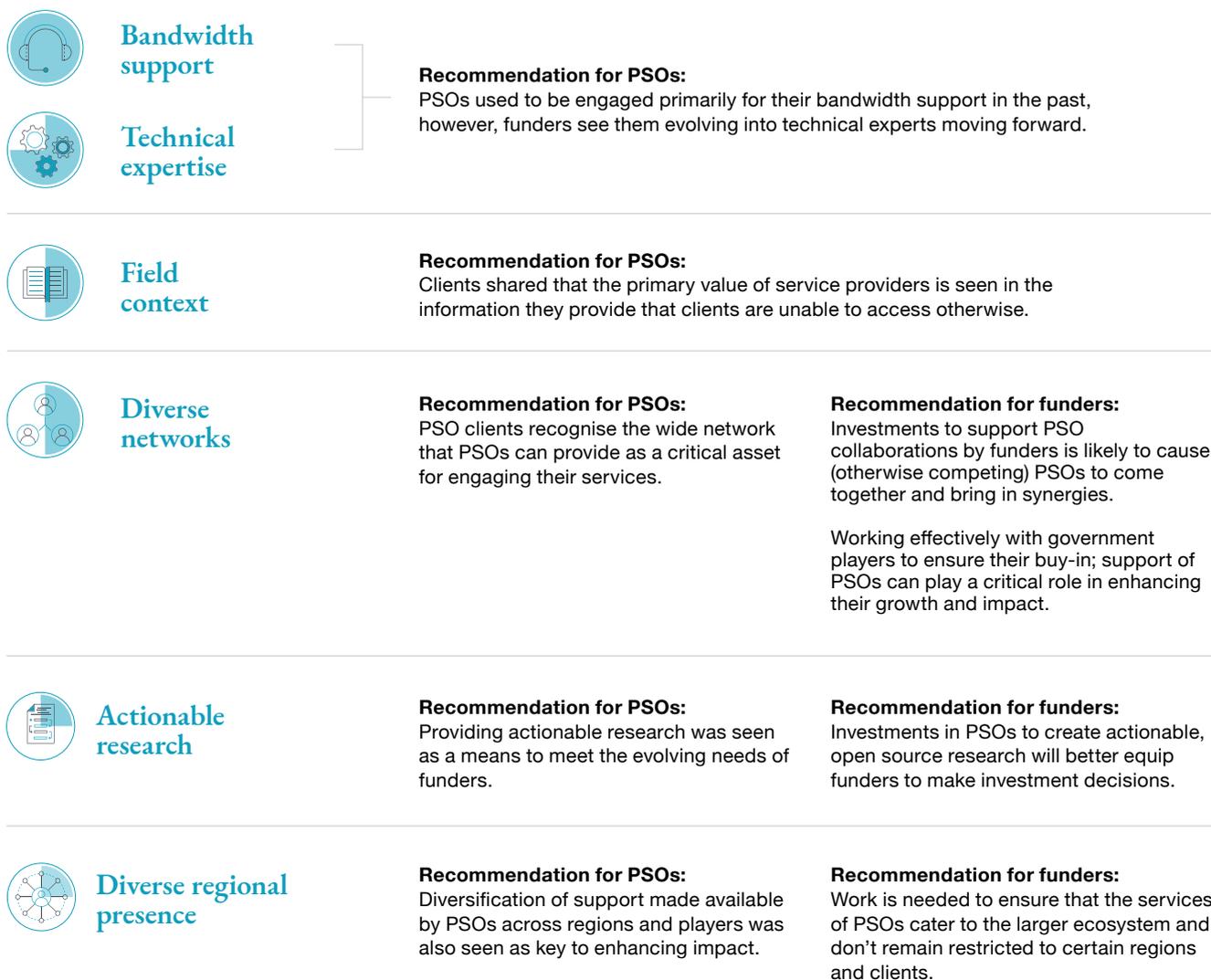
**The age of an organisation also plays an important part in demonstrating impact, in two ways. Impact was more evident for older PSOs but tracked more closely by younger PSOs.**

Evidence of impact is noticeably clearer for PSOs who have been in the ecosystem for 15 years or more and their experience within the PSE means that their impact is frequently mentioned by other stakeholders. However, PSOs established five to ten years ago are more likely to measure impact and do so in more areas than their older counterparts.

# The way forward

**The demonstrated impact of PSOs highlights the positive outcome of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.**

Figure 6: Recommendations for Indian PSOs' progress in bandwidth support, provision of technical expertise, field context, actionable research, diverse connections and regional variations



## Recommendations for PSOs

Conversations with consumers of PSO services revealed six key reasons why stakeholders engage PSO services and the value they hope to gain from them: bandwidth support (to supplement gaps in human, information and other resources), technical expertise, context on working in the development sector, access to a wide and diverse network, research that enables concrete action and diverse regional presence. Conversations revealed that PSOs have been able to add some of these values better than others.

**While PSOs used to be engaged primarily for their bandwidth support, funders see them evolving into technical experts moving forward.** Clients said that they often seek to engage the services of PSOs when they need specialised skills. In cases where they are faced with a technical issue, they often take on partners according to the challenge at hand. They shared that they typically value the variety of expertise that they can get by engaging a PSO.

*“Initially, PSOs were engaged purely for bandwidth/implementation support, and not due to external expertise. As funder portfolios grew, they needed to outsource functions.”*

— Vidya Shah, EdelGive Foundation

**PSOs are also seen as valuable in terms of the field experience they bring.** Clients shared that the primary value of service providers is seen in the information they provide that clients are unable to access elsewhere. Funders also shared that in some cases, the mismatch between implementing and funding organisations can create frustration for both, and the role of PSOs can be critical in bringing the grassroots perspectives to funders, and ensuring a clear alignment between both parties.

**PSOs also bring a diverse network of stakeholders to the table, which is seen as an asset for clients.** PSOs typically provide varied services to a wide range of clients and regularly engage with funders, implementers and governing bodies. PSO clients recognised this wide range of contacts as a critical asset, but believe that PSOs can leverage this for the ecosystem more effectively than they do at present.

*“The biggest value is the wide network that PSOs have, but it is underutilised.”*

— Gautam John, Rohini Nilekani Philanthropies

**Providing actionable research was seen as a means to meet the evolving needs of funders.** Most clients agreed that the availability of research and information in this sector has seen great improvements, and that there is now a large amount of ecosystem-level knowledge that is open source. However, they also pointed out that there was a need to move towards putting that information into practice.

*“There is far more data and knowledge resources available now, but it needs to be leveraged for more effective and responsive decision making and improving sectoral practices.”*

— Priya Naik, Samhita

**Distribution of PSO support across regions and players was also seen as key to increasing impact.** Clients shared that they valued the regional diversity and the ability of PSOs to serve diverse stakeholders. Some clients said that while India, for a developing world country, has a relatively strong support ecosystem, the support available is often limited only to larger metropolitan areas and a select set of funders and large NGOs.

*“Even if it seems like there are many PSOs today, their services are restricted to a few large NGOs and funders in the sector.”*

— Smarinita Shetty, India Development Review

## Recommendations for funders

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A key insight from the interviews was the importance of the role of funders in enabling the growth of PSOs. As seen in the example given above, Omidyar’s investment in Dasra enabled them to hire the right talent and to scale. Many cited the role of specific philanthropists in growing the ecosystem, such as Amit Chandra who has been a trustee of the Tata Trusts, a founder/board member of Ashoka University, a board member of GiveIndia and The Akanksha Foundation, and a member of the advisory boards of Bridgespan India and the Centre for Social Impact & Philanthropy. Other philanthropists such as Ashish Dhawan, Rohini Nilekani and Azim Premji were cited for their focus on strengthening the ecosystem through academic institutions, data and knowledge-sharing platforms and narrative building. Interviewees also highlighted non-financial support for PSOs that has enabled their growth, such as the BMGF providing access to the global stage for donations platforms during their Greater Giving Summits.

**More investment is needed in PSO initiatives that can increase connection and coordination in philanthropy.**

A key learning for the ecosystem in the wake of COVID-19 was the importance of a coordinated response in times of crisis. The absence of a nodal body or network to bring private philanthropy together was cited as one of the reasons that the outpouring of donations exceeding USD 1 billion were channelled through a government fund, PM CARES, rather than going to private philanthropy and grassroots NGOs. Beyond the context of the pandemic, stakeholders were unanimous about the need for greater collaboration. While field experts acknowledged that collaboration exists and has accelerated since COVID-19, it occurs in smaller pockets and may not be sustained beyond the context of an emergency such as the pandemic where all stakeholders are strongly aligned on providing immediate relief. The result is that both funders and PSOs continue to work in silos, with varying theories of change, which makes the ecosystem appear fragmented and unable to work in a concerted way.

*“We are better as a country at starting things, than joining things. The fact that we are stratified on so many different parameters—language, caste and ecosystem—doesn’t help.”*

— Ingrid Srinath, Centre for Social Impact and Philanthropy, Ashoka University

**Investment in PSOs to create actionable, open source research will better equip funders to make investment decisions.** Funders shared that they often have limited knowledge of ground realities and limited collaboration and knowledge-sharing makes it difficult to understand what civil society needs. Increased investment in academia and specialised research organisations could help supplement this knowledge gap.

*“More work needs to be done at the funder level. Now the good thing is there is a lot of ecosystem level knowledge that is open source. Now we have to figure out how it can be more action-oriented. Make it recommendation-based.”*

— Vidya Shah, EdelGive Foundation

**Investment in advocacy and effectively working with government stakeholders to ensure their buy-in and support of philanthropic actors can play a critical role in increasing the growth of philanthropic actors and their impact.**

A recent publication by Ingrid Srinath and Ashish Karamchandani highlights the role of facilitators, mediators and advocates in responding to various national needs, especially in light of the global pandemic.<sup>63</sup> Yet, with the impending resource crunch, it is estimated that this sector will take the biggest hit and the longest time to bounce back. While governments have intervened in other countries to provide relief to the non-profit sector, this has not been true for India. Beyond the context of the pandemic, some stakeholders pointed to the complex and challenging regulatory environment for non-profits as one of the barriers to philanthropy’s growth at an ecosystem level.

**Innovative thinking about sustainable business and funding models for PSOs is needed to enable them to cater to the larger ecosystem, and not remain restricted to better-off clients.** Several stakeholders pointed out that PSOs’ services can be prohibitively expensive for smaller, less well-off organisations. PSOs explained that one of the key reasons for this is the challenge of sustaining a revenue-based business model in the development sector. PSOs are often unable to work with a broader array of clients because smaller funders and NGOs are typically unable to cover their costs and support their growth. Innovation in business models and growth capital for PSOs could unlock significant value.

## Conclusion

Overall, investor focus on donations platforms, NGO due diligence platforms, academic institutions, knowledge sharing and monitoring, learning and evaluation has led to proven and perceived shifts in philanthropy’s capacity, credibility and capabilities since the 2000s. Certain gaps in the PSE highlight the need for increased technical expertise and actionable research. Additionally, respondents recognised the tremendous need to enhance connection in the ecosystem, with many practitioners stating a need for more collaboration and quicker coordination across the ecosystem, particularly in the wake of the COVID-19 pandemic.

# Kenya case study

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Promoting philanthropy in East Africa

# Kenya summary

## Kenyan philanthropy has grown in its capacity, connection and credibility.

1. Philanthropy's capacity has grown in terms of the financial resources raised through international funding and technology enabled domestic giving.
2. Kenya's largest networks have demonstrated breadth of reach and are recognised as key contributors to mobilising political change for improved philanthropy.
3. Kenya has seen an increase in the number of verified NGOs and improvements in global giving scores, contributing to the credibility of philanthropy.

## Favourable policy support and international investment in PSOs contributed to this growth.

1. In the 80s and 90s, International foundations laid the groundwork for the establishment of domestic community philanthropy organisations and networks.
2. The 2000s were marked with policy changes that helped open up Kenyan civic space, and support the establishment and growth of PSOs, that had begun in the 80s.
3. Investments of international foundations and favourable changes in policy, enabled the establishment and growth of PSOs, accelerated by the growth of the middle class, HNWIs and businesses and advancements in technology.
4. The philanthropy sector's response to COVID-19 in Kenya has been to leverage strong networks to draw on the capacity of the ecosystem.

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact. Stakeholders recognise the role of PSOs in enhancing the capacity and connection of philanthropy, but see a greater role for PSOs in building credibility.

## Specific contributions of PSOs to the growth of philanthropy.

1. Enhanced capacity through tools and mechanisms to increase volume of domestic funds and bringing in talent to the sector.
2. Enhanced capability by supporting the co-creation of strategies for implementation on the ground.
3. Enhanced connection by creating synergies for operation on the ground through networks.
4. Enhanced credibility of philanthropy by engaging effectively with the public and the government to bring about favourable policy changes.

## Zooming in on the life-cycles and journeys of specific PSOs, their attributable impact and knock-on effects become clearer.

1. East Africa Philanthropy Network one of the oldest network organisations operating in Kenya, has partnered with members to increase philanthropy's capacity and capability and bring about favourable policy changes.
2. Kenya Community Development Foundation, has influenced an increased volume of domestic philanthropy and through capacity and capability efforts, strong networks have been forged.

## PSOs create more impact than just in the areas where they provide functions, yet the lack of clarity on the right approach to measurement makes it difficult to demonstrate that impact.

1. Connection was seen as a strong area of impact in Kenya, credibility posed a challenge in both seeing and measuring impact
2. Overarching challenge of defining what impact means for an infrastructure organisation.

3. Struggle with defining the second degree of impact due to high partner dependence.
4. The variable nature of work limits standardised measurement.
5. Selection between quantitative and qualitative measures also make measurement challenging.
6. Time is also needed in impact measurement and the ecosystem is relatively young in Kenya.

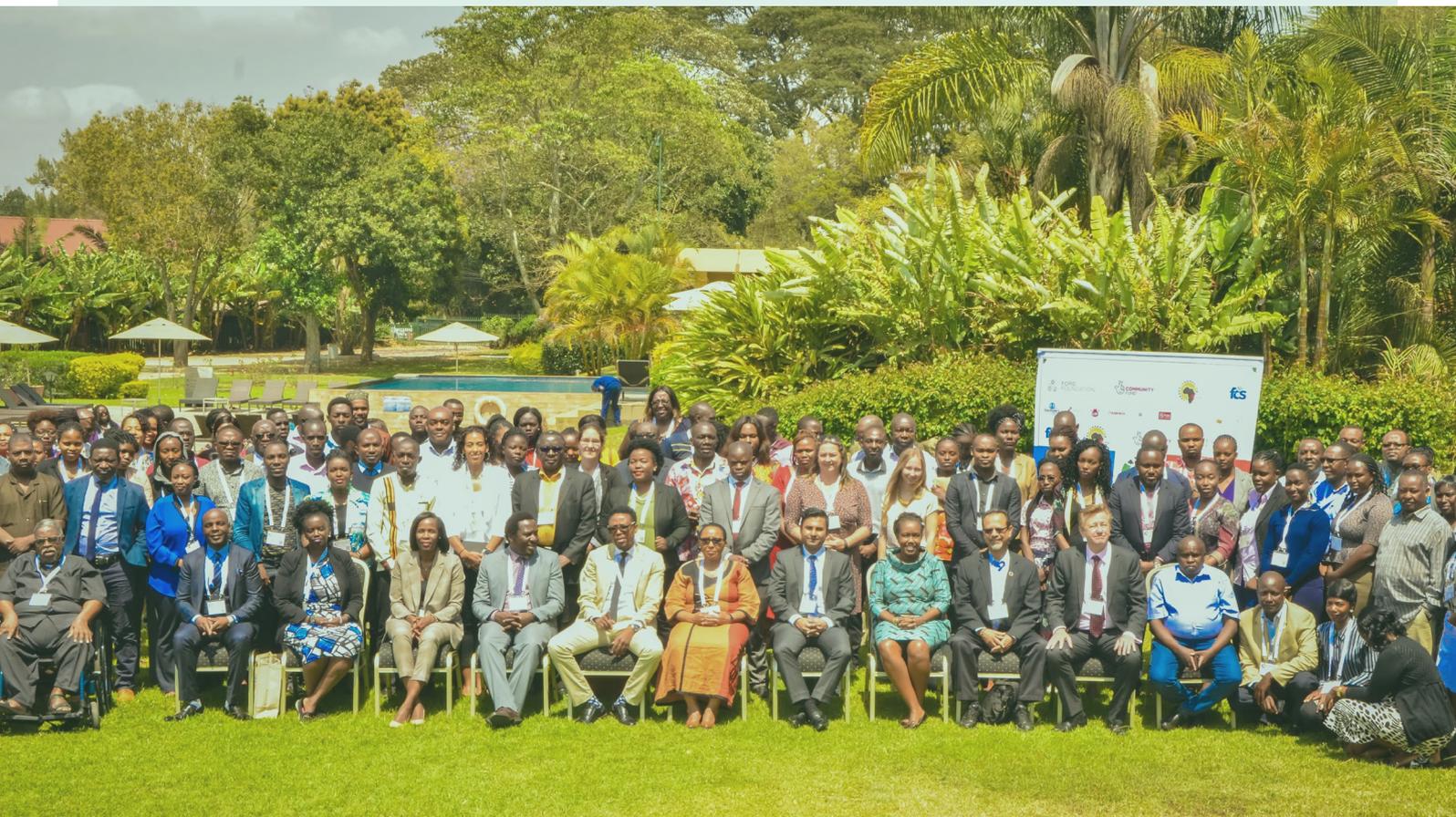
**PSOs and stakeholders recognise areas where they could be having a greater and deeper impact if provided with additional funding and support.**

#### **Recommendations for PSOs**

1. Current demand for capacity and capability services is being met by funders themselves.
2. Demand for improved documentation and sharing to inform stakeholder decision-making.
3. Need for trained leadership is increasingly recognised across the sector.
4. Means of establishing credibility needed to usher in transparency and accountability.
5. Diversification of support of PSOs across regions and players also seen as key for impact.

#### **Recommendations for funders**

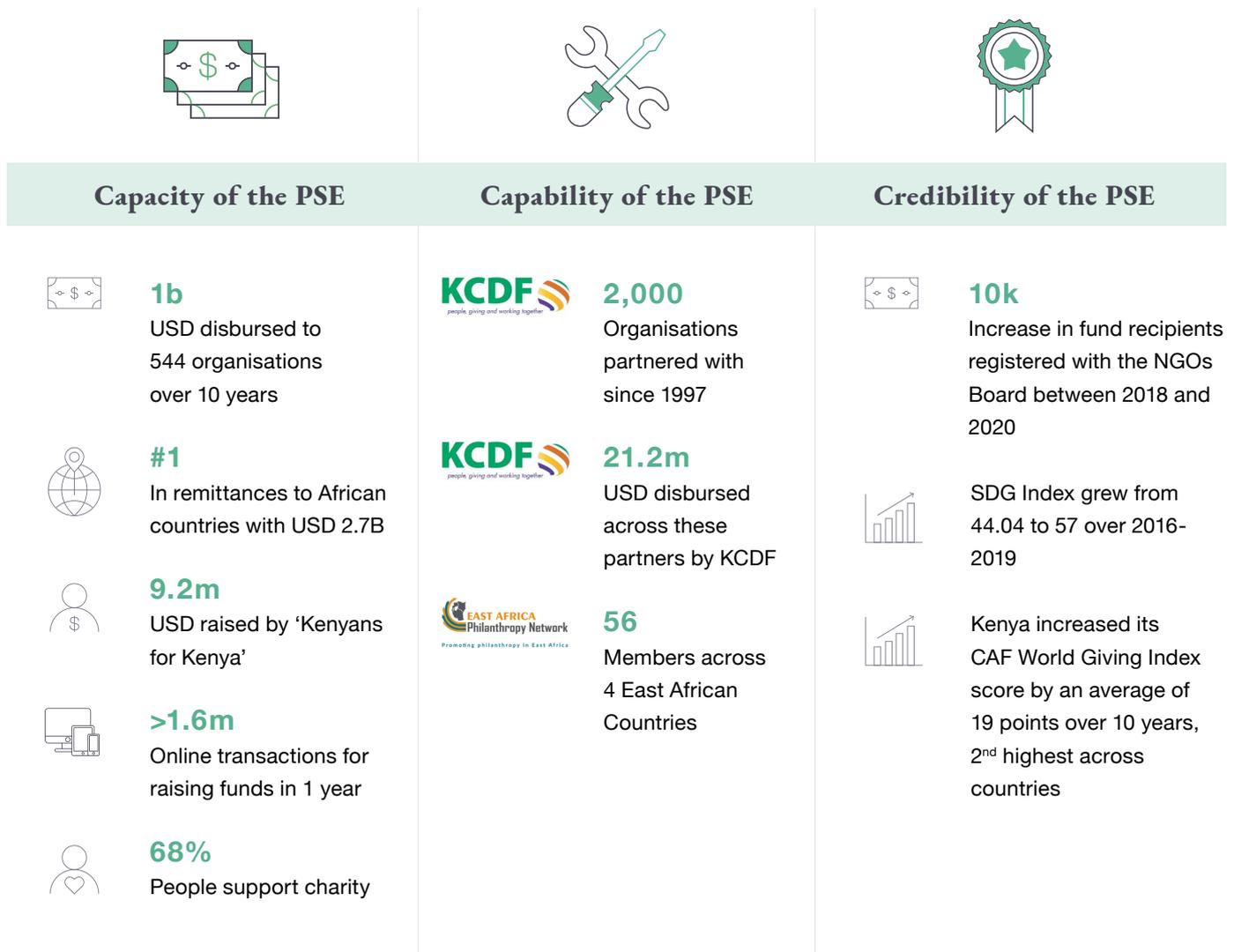
1. Increased investment to increase the reach, clientele and impact of PSOs.
2. Additional support to make PSO services more affordable, so that smaller organisations can use those services and grow.
3. Investment in PSOs to leverage technology is an opportunity for PSO growth.
4. Investment in knowledge creation and sharing to enable the growth of the PSE's credibility.
5. Investment in the development of senior staff with a strong background in the field.



# Growth of philanthropy in Kenya

Data shows and field practitioners agree that Kenyan philanthropy has grown in its Capacity, Capability and Credibility.

Figure 7: Capacity, capability and credibility of philanthropy in Kenya's giving ecosystem



Source: Investing in the Sustainable Development Goals in Kenya (2017) Growing Giving in Kenya, Tanzania and Uganda (2020), World Bank (2019), Sustainable Development Report (2019)

## Philanthropy's capacity has grown in terms of the total financial and human resources available.

**International funding has been an important source of money, bringing in over USD 1 billion in ten years.** The Foundation Centre, now Candid, has estimated that 23 US grantmaking organisations directed more than USD 1 billion in funding to 544 organisations in Kenya over the ten years up until 2013.<sup>64</sup> Additionally, Kenya received personal remittances worth USD 2.72 billion in 2018, more than any other single country in eastern Africa.<sup>65</sup>

**Domestic philanthropy has grown with the growth of the middle class.**<sup>66</sup> With accelerated economic growth, especially after the political changes in 2002, the middle-income group has risen to approximately 45 per cent of the population in Kenya,<sup>67</sup> and individual philanthropy is widely practised. As of 2020, 62 per cent of the Kenyan population give philanthropically, to the extent of 22 per cent of their monthly income.<sup>68</sup> Social entrepreneurship is also increasingly popular in Kenya, with an estimated 44,000 social enterprises in the country.<sup>69</sup>

“There have been an increasing number of high net-worth individuals in Kenya and the region and there has been a growing trend of generosity in the country.”

— Evans Okinyi, East Africa Philanthropy Network

**The use of technology and mobile giving platforms has enabled online, everyday giving.** In 2011-12, the ‘Kenyans for Kenya’ campaign raised approximately USD 9.2 million (KES 1 billion), a significant portion being raised through M-Pesa. Since then, online giving has been an increasing trend. In 2017-18, 1619.97 million transactions raised USD 34.6 billion (KES 3,747.33 billion), compared to the USD 33 billion (KES 3,574.43 billion) raised in 2016-17.<sup>70</sup>

“The continued hands-on tackling of issues affecting the ecosystem by the PSOs. There are also elements around technology, the use of online platforms in giving and receiving support, crowdfunding and the rest.”

— Tom Olila, Strategic Connections

“Kenya has an advanced system to allow for the flow of money, even to encourage giving, through M-Pesa and other mobile money transfer platforms. This works well for grassroots giving.”

— Shaun Samuels, SGS Consulting

**Volunteering is strong (though largely undocumented).** The National Volunteerism Policy has been established to provide guidelines on efficient and effective coordination, management and sustenance of volunteerism in Kenya and to ensure that it is embedded in national economic policies.<sup>71</sup>

**A strong presence of networks in Kenya has played a critical role in enhancing the connection of philanthropy.**

**Kenya’s largest networks have demonstrated breadth of reach and are recognised as key contributors to mobilising political change for improved philanthropy.** Kenya Community Development Foundation (KCDF) has forged partnerships with 2,000 organisations since 1997 distributing USD 2.1 million (KES 2.3 billion) among these partners.<sup>72</sup> East Africa Philanthropy Network (EAPN) has 56 members in four East African Countries and has worked with these partners and in collaboration with like-minded networks including the CSO reference group and the national CSO certification mechanism, Viwango, to advise the government committee on the Public Benefits Organisations (PBO) Act in 2013 and on its current implementation.<sup>73</sup>

“There have been noticeable trends especially at the level of general CSOs who have been grouping themselves into various thematic groups to tackle various developmental issues.”

— Evans Okinyi, East Africa Philanthropy Network

**Kenya has seen an increase in the number of verified NGOs and improvements in global giving scores, contributing to the credibility of philanthropy.**

**There has been a 53 per cent increase in the number of non-profits registered.** According to the International Center for Not-for-Profit Law, there were 6,500+ NGOs registered with the NGOs Coordination Board in Kenya in 2018.<sup>74</sup> This increased to 10,000 NGOs by 2020.<sup>75</sup> Additionally, societies, including charitable societies, churches, welfare societies, political parties etc. (currently around 70,000) can now be established under the Societies Act, and trusts are incorporated under the Trustees Act.

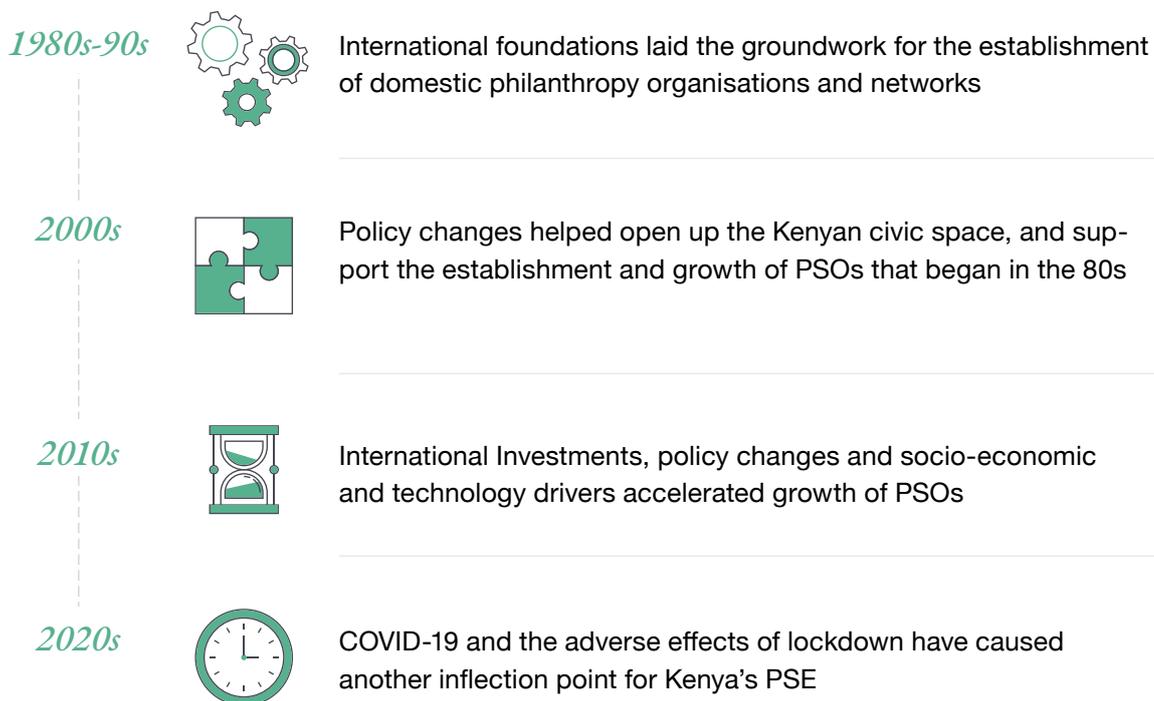
Grassroots organisations, which include self-help groups and community-based organisations (CBOs), also operate primarily at the village and community level. These organisations also incorporate the tradition of community self-help, fundraising and development events called Harambee, a Swahili word meaning pulling or working together.<sup>76</sup>

**Kenya ranks low on global indices but has seen some of the most significant global improvements over the years.** On the 2019 CAF Giving Index score, Kenya was the most improved country overall, with an increase of 19 points over the previous year, the second highest increase globally. On an aggregate score over ten years, Kenya ranks 11.<sup>77</sup> The SDG Index for Kenya also grew from 44.04 to 57 over the period 2016-2019.<sup>78</sup>

## Contribution of PSOs to that growth

**Both the data and interview respondents suggest that favourable policy support and international investment in PSOs contributed to the growth in philanthropy over the same time period.**

Figure 8: PSOs' contribution to the growth of the capacity, capability and credibility of philanthropy in Kenya



Source: Interviews with 17 field experts

**In the 80s and 90s, international foundations laid the groundwork for the establishment of domestic community philanthropy organisations and networks.**

**Most foundations and trusts were founded by external entities and depended on external donor funding.** Targeted international philanthropic support from the Ford Foundation, United States Agency for International Development (USAID), Aga Khan Foundation, Rockefeller Foundation, etc. in the early 1980s played a critical role in setting the tone for present-day philanthropy, said field practitioners. International funding also contributed to the founding of local and indigenous foundations like KCDF and regional PSOs like the Senegal-based Trust Africa that caters to the Kenyan PSE as well.

*“From the bilateral level in Kenya, the Ford Foundation has been very instrumental in nurturing and pushing for the establishment and proper running of PSOs at various levels.”*

— Melvin Chibole, Kenya Community Development Foundation

**This groundwork produced a form of community philanthropy fund which generated the need for services to deploy and manage these funds.** Interview respondents shared that there was a recognised need to reduce dependency on external sources of funding and a strong demand to mobilise community efforts to build and maintain basic infrastructure in the economic development, health and education sectors. Community-based philanthropy began to grow, bringing the need for innovative ways to fund and manage financial flows, including matching grants, property rentals and for-profit income-generating investments.

**In the mid-1980s, the first global conference on the enabling environment was also hosted by the Aga Khan Development Network in Kenya.**<sup>79</sup> This was a crucial first step towards developing networks in the Kenyan PSE. That conference led to the Nairobi Declaration which included recommendations for legal and fiscal incentives to promote greater social investment.

**The 2000s were marked with policy changes that helped open up Kenyan civic space, and support the establishment and growth of PSOs that had begun in the 80s.**

**The opening up of the civic space in 2002 and the adoption of the constitution in 2010 enabled the formation of associations.** Field practitioners said that the transformation of the government system from authoritarian to multi-party rule in 1992, supplemented by the replacement of the independence party with an optimistic and open government in 2002, spurred substantial growth in the sector.

Changes to the constitution of Kenya in 2010 called for greater checks on the central government, and transferred the responsibility for services such as healthcare and education from national to local authorities. The constitution also highlighted the right to freedom of association, allowing for the formation of CSOs.

In 2013, Kenya introduced the Public Benefits Organisations (PBO) Act aimed at ensuring a transparent and efficient regulation of civil society, setting out clear rules on their registration and creating a system of incentives in support of organisations conducting public benefit activities. The full impact of this move is yet to be seen in the ecosystem.

*“The key turning points for the sector is the adoption of the CSO reference group guidelines in 2008, the constitution in 2010.”*

— Clement Nganga, Allavida Kenya

**The changing economic and political environment during this time also allowed for the establishment and growth of social enterprises.** According to a British Council report, social enterprises began to develop in Kenya after the year 2000, when the economic downturn and dwindling support from the international donor community prompted a new way of attempting to solve social and environmental challenges.<sup>80</sup>

Today, Kenya, particularly Nairobi, is a hub for social investing and social enterprises. The country has a strong innovative capacity, ranking 50th worldwide. Innovations such as the mobile money transfer system M-Pesa, are globally recognised and have established a base for further innovative business models with social and economic impact.<sup>81</sup>

**Investments of international foundations and favourable changes in policy, enabled the establishment and growth of PSOs, accelerated by a combination of socio-economic and technology drivers.**

**The 2010s saw the growth of the middle class, high net-worth individuals (HNIs) and businesses,** many of whom saw their philanthropic activity either begin or accelerate over the period 2010-20 as the region's economy has picked up. There were also large-scale remittances from overseas Kenyans during this period.

This resulted in an increase in more formal giving aimed at addressing specific issues and creating impact.

*“Not easy to single out individual ones but there has been a collective movement from both the old foundations and the new one, both from the corporate world and private Civil Society Organisation (CSO) movement.”*

— Chilande Warrande, Viwango

**Advances in technology have also enabled an increase in digital philanthropy.** Because of their convenience, the use of online and mobile platforms for giving and receiving support and crowdfunding has increased. The volume of mobile phone money transfers increased from 1,577.68 million transactions to 1,619.97 million transactions in the period 2017-18. This represents an increase of 2.68 per cent and 4.84 per cent in volume and value, respectively, according to the Central Bank of Kenya.<sup>82</sup>

### **As in India and elsewhere, COVID-19 and the adverse effects of lockdown have created an inflection point for Kenya’s PSE.**

As was the case in India, COVID-19 has highlighted the need for the actors in the philanthropy space to collaborate. The crisis has also put the spotlight on the greater role that some large-scale PSOs could play in supporting smaller PSOs and NGOs in a time of crisis. Philanthropy has also been seen as critical to supporting the work of government in such times, but in a way that affirms its own identity and independence.

**The philanthropy sector’s response in Kenya has been to leverage strong networks to draw on the capacity of the ecosystem.** African Venture Philanthropy Alliance (AVPA) has enabled over 350 investors, organisations and other implementers in Kenya, Nigeria and South Africa to coordinate their efforts via informal platforms.<sup>83</sup> The National Business Compact on Coronavirus (NBCC), a coalition of networks from the private sector and civil society raised roughly USD 648.3k (KES 70.2 million) from 14 partners.<sup>84</sup> Safe Hands Kenya is a mission-driven alliance of Kenyan business and civil society organisations that has raised over USD 1 billion to reach 1.3 billion people in two months.<sup>85</sup>

Overall, as of August 2020, Kenya has mobilised USD 1.7 billion through local donations from individuals and the private sector.<sup>86</sup>

**Moving forward, most respondents highlighted the need for a framework to respond to crisis situations.** The lack of back-up or contingency plans across PSOs and NGOs was seen as a key gap limiting the response of the PSE to the crisis.

## **Impact of Kenyan PSOs across 4Cs**

### **Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact.**

**Organisations that recorded impact across all 4Cs were typically organisations established before the 2000s.**

Survey findings showed that 100 per cent of respondents saw impact where they provided functions for building the PSE capability, capacity and connection. Only 75 per cent saw impact in credibility-related functions. An overview of the impact created by PSOs can be seen in the table below.

Notably, though not surprisingly, organisations such as EAPN, KCDF and Aga Khan Foundation, who were able to articulate their impact across three to four Cs were also the PSOs that were cited most frequently in interviews as having had a significant impact on the growth of philanthropy.

While the majority of respondents substantiated the impact they were seeing with numbers, outcome-related indicators were put down by organisations such as Aga Khan Foundation, EAPN and KCDF who have been in the ecosystem for a long period of time, know the history of the sector’s development and have the data for its growth. They also have a more holistic understanding of the ecosystem, compared with players who entered the process later.

Table 12: Impacts of Kenyan PSOs in the 4Cs

	Capacity	Capability	Connection	Credibility
<b>East Africa Philanthropy Network (EAPN) (2003)</b>	<b>Number of partners funded through GivingTuesday:</b> <sup>87</sup> 60	<b>Number of foundations, trusts and philanthropies enabled with data:</b> <sup>88</sup> 90+	<b>Number of member organisations:</b> <sup>89</sup> 56  <b>Number of countries engaged:</b> <sup>90</sup> 4	<b>Policy enabled:</b> <sup>91</sup> PBO Act (2013) to define structures, laws, and guidelines for setting up and running public benefit organisations
<b>Kenya Community Development Foundation</b> <sup>92</sup> <b>(1997)</b>	<b>Volume of grants to community- led projects:</b> USD 21.2 million (KES 2.3 billion)	<b>Amount of funding for capacity development:</b> USD 692.6k KES 75 million	<b>Number of partnerships:</b> 2,000 (within Kenya)	<b>Number of perpetual funds handled:</b> 28
<b>Aga Khan Foundation (Yetu)</b> <sup>93</sup> <b>AKF (1974)</b> <b>Yetu (2014)</b>	<b>Number of local fundraisers enabled:</b> 86 <b>Volume of funds raised:</b> USD 1.52 million KES 165 million	<b>Number of organisations enabled with knowledge, skills and attitude changes:</b> 236	<b>Number of CSOs in growing community practice established:</b> 650	<b>Number of CSOs fundraising on the E-philanthropy platform:</b> 100+
<b>Kenya Philanthropy Forum</b> <sup>94</sup> <b>(2015)</b>	<b>Number of foundations enabled in data management capacities and access to knowledge:</b> 80		<b>Number of members foundations:</b> 70+	
<b>Viwango</b> <sup>95</sup> <b>(2011)</b>	<b>Number of organisations whose capacity gaps and plan of improvement has been developed:</b> 20		<b>Number of membership organisations:</b> 40	<b>Number of organisations certified:</b> 14 (1 gold, 5 silver and 8 bronze)  <b>Number of organisation ‘to be’ certified:</b> 23  <b>Policy enabled:</b> PBO Act (2013)
<b>SDG Partnership Platform</b> <sup>96</sup> <b>(2017)</b>	<b>Volume of financial aid and in-kind catalytic support:</b> USD 5.8 million		<b>Number of foundations connected:</b> 70+  <b>Number of connected pathways:</b> 4	
<b>Good Kenyan Foundation</b> <sup>97</sup> <b>(2017)</b>		<b>Number of cohorts trained:</b> 7  <b>Number of students trained:</b> 100  <b>Number of mentors enrolled:</b> 70  <b>Number of scholarships awarded:</b> 8		

	Capacity	Capability	Connection	Credibility
<b>Africa Venture Philanthropy Association<sup>98</sup> (2018)</b>			<b>Number of members:</b> pan-Africa (54 countries) + 52 countries outside	<b>Network affiliation:</b> Europe (EVPA - HQ in Brussels with 254 members) and Asia (AVPN HQ in Singapore with 503 members)
<b>Segal Family Foundation<sup>99</sup> (2008)</b>	<b>Volume of grants:</b> USD 12 million  <b>Number of investments in social enterprises:</b> 20* *2019 reported	<b>Funds granted as part of the social impact incubators programme:</b> USD 2 million (2013-2015)  <b>Capacity-building resources:</b> USD 2 million	<b>Number of partners:</b> 223	
<b>Strategic Connections<sup>100</sup> (1998)</b>			<b>Number of actors collaborated with</b> 500	
<b>UNDP</b>	<b>Volume of funds mobilised in 2018:</b> USD 40.8 million			<b>Number of regulations on mining developed and enacted:</b> 14

Over the years, the PSOs covered in the table above have raised at least USD 81 million, with USD 4.7 million directed to capacity development. Their work has enabled 326 organisations with data and knowledge, trained over 1,100 students, certified over 37 organisations and forged over 2,000 partnerships across 100 foundations and 500 other PSE stakeholders. The relentless efforts of the PSOs have also resulted in the enactment of the PBO act.

Source: Interviews with organisation representatives, organisation websites and documentation

## PSE perceptions of PSO impact

**Stakeholders recognise the role of PSOs in enhancing the capacity and connection of philanthropy, but see a greater role for PSOs in building credibility.**

**Practitioners believe that PSOs enhance capacity by supporting the growth of local philanthropy and channelling professionals into this sector.**

**An increased availability of tools to increase volume of domestic funds.** Large international foundations like the Aga Khan Foundation and the Rockefeller Foundation have been pushing for the growth of philanthropy in the country and region. As a result, the sector is beginning to see more focused philanthropy, and sustained local philanthropy, where organisations are reducing their dependence on international funding and looking more at domestic sources of funding. There have also been developments in technology, leading to the use of online platforms in giving and receiving support and crowdfunding for domestic philanthropy.

*“Huge amounts of cash raised locally and in-kind giving has demonstrated impact.”*

— Cynthia Onyango, Aga Khan Foundation

**Social enterprises run by professionals are creating job opportunities and bringing in talent to the sector.** Field experts believe that an increasing number of professionals graduating from universities are now entering the philanthropy space. In addition, more of them are looking to social entrepreneurship as a means of self-fulfilment and an opportunity to contribute to the growth of the ecosystem.

*“The educational system has produced professionals, who are working in this space and opening firms.”*

– Janet Mawiyoo, Kenya Community Development Foundation

Practitioners also note that PSOs enhance capability by supporting the co-creation and augmentation of strategies for implementation on the ground.

**PSOs have enabled organisations to co-create and enhance on the ground strategies.** Of international funders in Kenya, the Ford Foundation has been instrumental in nurturing and pushing for the establishment and proper running of PSOs at various levels. Community philanthropy is also increasing and PSOs are working on innovative ways to fund and manage financial flows.

*“It’s because of small institutional philanthropy, we see a shift to formalisation.”*

– Evans Okinyi, East Africa Philanthropy Network

**PSOs are also recognised for their diverse, on-the-ground know-how that comes from working with a varied network of stakeholders.** Most PSOs typically work with different stakeholders and can bring learning from across the spectrum, which is seen by clients as a valuable addition.

PSOs have also contributed to the connection of philanthropy, according to practitioners, by creating synergies on the ground for the operation of philanthropists and CSOs through networks.

**Multi-stakeholder networks have helped to optimise resources and efforts by enabling collaboration.** These enable the shaping of a philanthropy space driven by a common agenda. They are also bringing together existing PSOs, high net-worth individuals and business to practise organised philanthropy. They have also played an important role in gaining the necessary traction across various levels of government.

*“Networks help optimise resources and efforts to achieve the Sustainable Development Goals (SDGs) by enabling effective collaboration with the broader ecosystem.”*

– Arif Neky, SDG Partnership Platform

PSOs have contributed to the credibility of philanthropy by engaging effectively with the public and the government to bring about favourable policy changes.

**There has been a strong trend of PSOs advocating for favourable legal and policy changes.** PSOs have engaged effectively with the government and these efforts have culminated in the passing of the Public Benefit Organisations (PBO) Act which is yet to be operationalised. The level at which networks have gained access to both government and the other stakeholders, the commitments made so far and the plans for the future are extensive. How far they can be carried into effect remains to be seen, but there is no doubt about PSOs’ intention and ambition in this respect.

## Zooming in on the life-cycles and journeys of specific PSOs, their attributable impact and knock-on effects become clearer.

### PSO case studies: EAPN

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East Africa Philanthropy Network (EAPN), one of the oldest network organisations operating in Kenya, has partnered with members to increase philanthropy's capacity and capability and bring about favourable policy changes.

EAPN aims to increase collaboration of local players to promote local resourcing and effective grantmaking.

Beginning in 2001, the Ford Foundation Office for Eastern Africa convened a series of meetings of eight regional trusts and foundations in an initiative called the East Africa Foundations Learning Group, which laid the foundation first for the East Africa Association of Grantmakers (EAAG), which then in 2003 became the East Africa Philanthropy Network (EAPN). EAPN aims to increase collaboration among local players to promote local resourcing and effective grantmaking. Its membership is drawn from family trusts, community and corporate foundations and other types of grantmaking and non-grantmaking organisations interested in promoting local philanthropy in East Africa.<sup>101</sup>

*"EAPN is one of the strongest networks in the region that provides support to the ecosystem."*

– Shaun Samuels, SGS Consulting

**Over the years, partners have also benefited from capacity and capability support.** Under the leadership of EAPN, GivingTuesday was launched in Kenya, bringing together over 120 organisations and individuals to profile, encourage and celebrate the culture of local philanthropy in East Africa. EAPN has also recently developed and launched an online platform, the East Africa Philanthropy Data Portal, used by 120+ foundations, trusts and philanthropic actors. The Association provides capacity building for its members on various topics including, board development, strategy, fundraising, grantmaking and financial management.

*"EAPN has played a significant role in not only bringing together the existing PSOs but also encouraging the work done by individual PSOs."*

– Evans Okinyi, East Africa Philanthropy Network

**EAPN was also able to leverage its members' networks and their resources to drive favourable policy change for the sector.**

EAPN, along with local foundations and partners including Aga Khan Foundation, Chandaria Foundation, Ford Foundation, Kenya Community Development Foundation and Ufadhili Centre for Philanthropy, brought together a committee of experts and devised recommendations for the government and worked with them and other CSOs to drive the passing of the PBO Act, which covers the entire public benefit sector and will provide for better regulation and coordination of the sector.

EAPN has also advocated for an improved tax environment for philanthropy in Kenya. As a result, donations are now 100 per cent tax-deductible.

## PSO case studies: KCDF

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**Kenya Community Development Foundation, established by international funders has developed to take a greater role in connection and capability building.**

Formed in 1997 as a public philanthropic institution, with support from organisations such as the Aga Khan Foundation and Ford Foundation, the intention behind the Kenya Community Development Foundation (KCDF) was that it should become a resource for development that was not entirely dependent on foreign aid. The organisation is supported by four to five international donors per year and 10-15 local supporters, including Kenyan individuals, families and companies.<sup>102</sup>

**KCDF's theory of change is premised on the idea that rapid and enduring change is possible when communities are able to initiate their own solutions to their development challenges and to harness and grow their own resources.**

As a result of this belief, KCDF spends between 25 and 35 per cent of its resources annually on capacity development to help grow local institutions which will continue to ensure sustainable development in local communities. A total of USD 2.9 million (KES 751 million) has been disbursed for capacity development.<sup>103</sup> Among other things, these sums help develop thoughtful, long-term collaborations with other actors such as governments, non-profit organisations, the business sector and individuals to achieve social justice. These collaborations also result in increased research and advocacy.

*“The creation of knowledge in Kenya has become stronger, which wouldn't have been possible had KCDF not existed.”*

— Evans Okinyi, East Africa Philanthropy Network

Sustainability is at the heart of KCDF's work. In line with this approach, the foundation continues to grow an endowment fund whose proceeds are invested in KCDF's work with communities. KCDF also partners with organised communities and individuals who invest their funds alongside KCDF's endowment fund. KCDF now manages 28 perpetual funds maintained by community organisations and families.<sup>104</sup>

**The work undertaken by KCDF has influenced an increase in the volume of domestic philanthropy.**

Donors support KCDF through a range of restricted and unrestricted funding as well as through KCDF's community endowment fund, which KCDF uses to award grants to initiatives identified through a careful analysis of Kenya's development needs. KCDF helps to facilitate funder objectives by providing a contextual understanding of Kenyan development issues and access to local stakeholders. Since 1997, it has awarded over USD 21.2 million (KES 2.3 billion) in grants to community-led projects in line with KCDF's focus areas, livelihoods, education, environment and natural resource management, effective governance, institutional effectiveness and e-learning.<sup>105</sup>

**As part of the various capacity and capability efforts, strong networks have been forged.** By means of direct and indirect engagements with grantees, KCDF has forged partnerships with over 2,000 organisations in Kenya since its foundation.

*“Through the KCDF model, the entire community is engaged.”*

— Bhelinkosi Moyo, Africa Centre for Philanthropy and Social Investment, Wits Business School

**The impact of one of the key funder initiatives - the Yetu Initiative - was also highlighted.**

Yetu ('Ours' in Kiswahili) is funded by the Aga Khan Foundation and USAID. Yetu enables CSOs to build better community engagements, strengthen linkages and trust with like-minded Kenyan organisations, businesses, foundations, governments and individual citizens.

Yetu fosters a stronger ecosystem for Kenyan CSOs through a collaboration, learning and adapting (CLA) approach in both design and implementation of interventions that promote local development. Over the years, Yetu has:<sup>106</sup>

- Enabled 86 Kenyan CSOs to launch local fundraising campaigns raising over KES 165 million (USD 1.52 million) for local development;
- Improved the knowledge, skills, and attitudes of 236 organisations on local fundraising through blended learning;
- Established a growing community of practice of over 650 local CSOs and mobilised private sector contributions of expertise and resources; and
- Developed and deployed an e-philanthropy platform - over 100 Kenyan CSOs have shared learnings on the platform and fundraised for local development courses.

*“The Yetu Initiative has had a few significant milestones...especially the mobilisation of local communities into the self-development of their own areas and projects of their own interest.”*

— Cynthia Onyango, Aga Khan Foundation

**Over the last ten years, the PSE has seen the entry of newer specialised PSOs to fill service gaps in the ecosystem.**

**The SDG Partnership Platform** was set up in 2017 to optimise resources and efforts to achieve the SDGs by enabling effective collaboration with the broader philanthropic ecosystem.

Since its establishment, the SDG Partnership Platform, has mobilised USD 5.8 million in financial and in-kind catalytic support from a range of multilateral, bilateral, philanthropic and private sector partners. It has connected over 70 foundations and identified four pathways through a system design multi-stakeholder process to accelerate Early Childhood Development (ECD) in Kenya.<sup>107</sup> This is focused on supporting caregivers in receiving and understanding the latest science on ECD, designing and testing innovative and scalable models, and designing and testing demand-driven business models.

**Viwango, established in 2011, was also recognised for its role in building credibility** during the interviews which has enabled increased impact in:

*“Generating financial resources, enhancing human potential, facilitating interactions and inclusive spaces, orchestrating collaborations, enhancing public engagement and influencing policy.”*

*The intended outcomes have been the increased level of trust that the organisations have gained and the growing fraternity of PSOs with a higher rating. In addition, there has been increased stability within the CSO sector in Kenya, a phenomenon that was unheard of before Viwango came into being. It has been a long tedious journey but as it starts to grow and bear fruit.”*

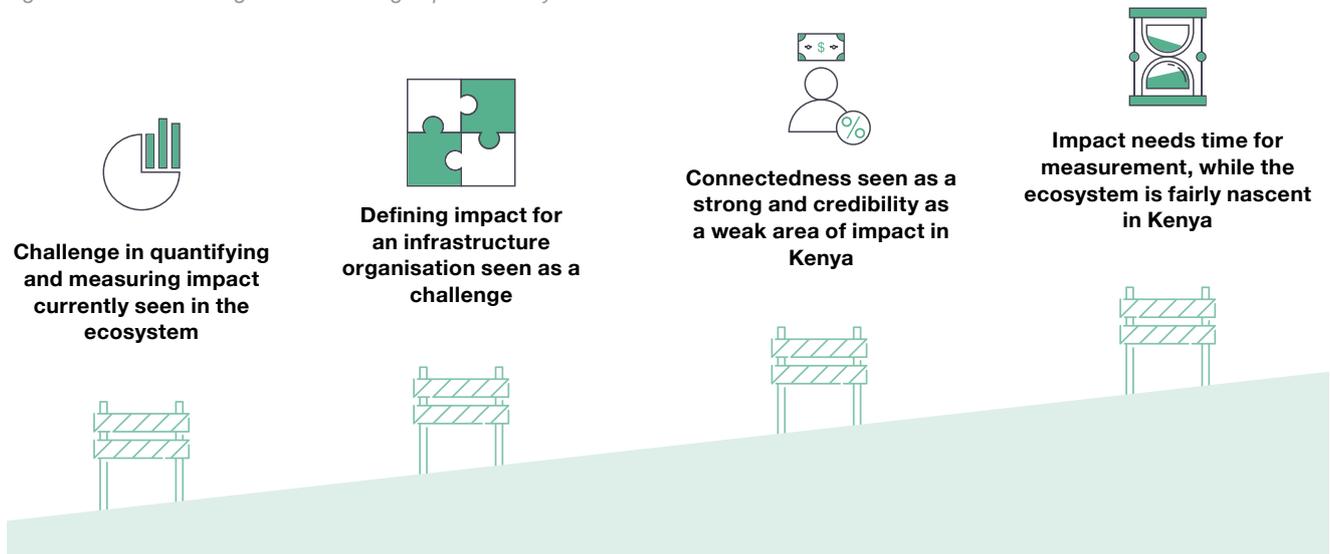
— Chilande Warrande, Viwango

**M-Changa**, founded in 2012, is an online and mobile fundraising platform for individuals, organisations and businesses based in Nairobi. Between 2013 and 2018, M-Changa has assisted 28,000 projects to raise USD 5 million.<sup>108</sup> In 2018, M-Changa entered into a partnership with Global Giving to strengthen community-led philanthropy in Kenya, as well as to drive more international resources to local partners.

# Challenges faced by PSOs in achieving and measuring impact

PSOs create more impact than just in the areas where they provide functions, yet the lack of clarity on the right approach to measurement makes it difficult to demonstrate that impact. However, the impact of PSOs is likely to strengthen as new organisations grow.

Figure 9: PSOs' challenges to measuring impact in Kenya



Source: Interviews with 17 field experts

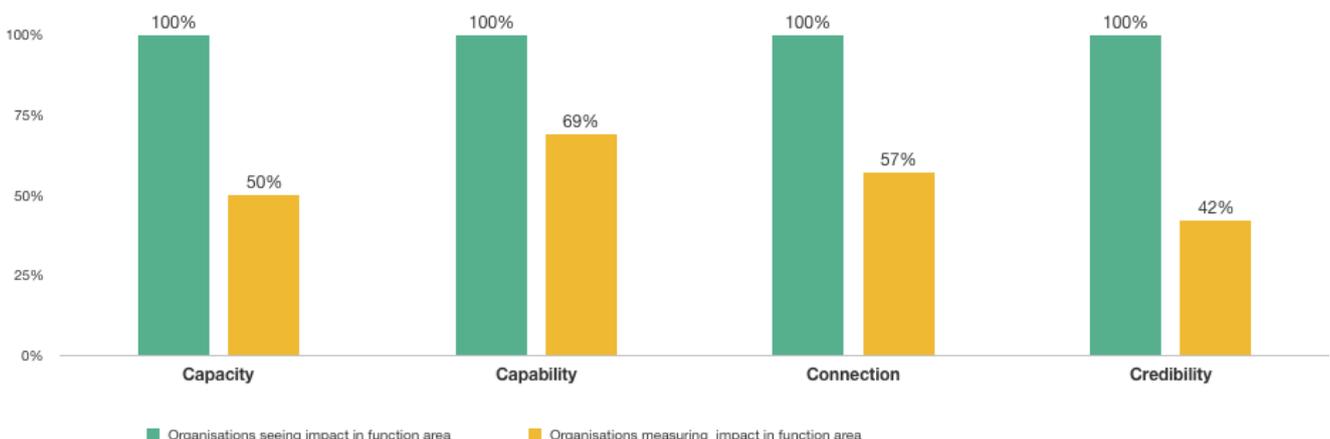
PSOs see impact in as many as five function areas, however, the translation of ‘seeing’ to ‘measuring’ impact often only happens in three of those areas.

On an average, PSOs typically provide three core and four auxiliary functions.

A hundred per cent of respondents providing capacity, capability and connection functions and 75 per cent of respondents providing credibility functions saw impact in their function areas. However, when it came to actually measuring impact, these percentages were below 70 across all the 4Cs, and lowest for credibility.

## Connection was seen as a strong area of impact in Kenya while credibility posed a challenge in both seeing and measuring impact

Figure 10: PSOs seeing and measuring impact in the 4Cs function areas in Kenya



Source: Survey of 14 Kenyan PSOs

All 14 respondents saw an impact in connection, 13 in capability, 12 in capacity and only 9 in credibility, which ranked lowest in both impact seen and measured. Of the 12 respondents providing credibility functions, only five were measuring impact.

In terms of the themes under the broad 4Cs heads, the biggest difference between seeing and measuring impact was noted in 'Enhancing public engagement' and 'Facilitating interaction and inclusive spaces' (7). This was followed by 'Co-creating and augmenting strategies and orchestrating collaborations' (6), 'Building and strengthening narratives', 'Generating human resources' and 'Providing monitoring, learning and evaluation support' (5). Additionally, 'Generating digital assets' was a function provided by five but measured by none.

### PSOs acknowledged that they struggle with the overarching challenge of defining what impact means for an infrastructure organisation.

**PSOs struggle with defining the second degree of impact due to high partner dependence.** PSOs shared that while they served clients in the philanthropic sector, they were unable to map the impact on the growth of the PSE, beyond the immediate service provided by them.

**The variable nature of work limits standardised measurement.** PSOs said that while different tools and systems were available to measure impact, standardisation was difficult because of the varied nature of the programmes they run and the consequent diversity in the results obtained.

**Lack of clarity on incorporating quantitative and qualitative measures for impact also made measurement challenging.** Stakeholders agreed that impact needs to be viewed as a matter of causality and needs a mix of qualitative and quantitative methods. PSOs also shared that while standard monitoring and evaluation (M&E) tools help measure impact, there is also an increased need to incorporate learnings about impact from the ground and use other methods of measuring which include the well-being of individuals, and levels of happiness and gratitude which may not be captured by any M&E tools.

PSOs also recognised feedback from ecosystem stakeholders as an effective tool for tracking impact.

*“Measuring impact is one of those areas that the Foundation has had to invest in heavily and unlike other organisations that do this through quantitative measures, Ford has matrices running through assessments that are qualitative in reflection of the work that we do.”*

— Hannah Ahere, Ford Foundation

### Time is also needed in impact measurement and the ecosystem is relatively young in Kenya.

A higher proportion of the PSOs that were established over 15 years ago were found to be measuring impact. Most PSOs noted that with the kind of work they do, it takes time to see the intended and unintended outcomes of their work.

*“Development is not instant coffee; it takes time. The work around influencing and creating impact in society, that is long term and has ripple effects across many sectors.”*

— Arif Neky, SDG Partnership Platform

PSOs also shared that this long-term outlook is important to ensure effective resource allocation and to drive improved implementation. This is additionally challenging for corporate crossovers who have defined outcomes indicators in their main line of business.

## The way forward

**PSOs and stakeholders recognise areas where they could be having a greater and deeper impact if provided with additional funding and support.**

Conversations with PSOs' clients highlighted that most PSO services have been effectively provided by funders and networks over the years. Only in recent times, have newer specialised PSOs emerged to fill in the service gaps in the ecosystem.

Stakeholders identified six distinct areas which newer PSOs could focus on to add value to their work moving forward:

Figure 11: Recommendations for Kenyan PSOs' progress in bandwidth support, provision of technical expertise, field context, actionable research, diverse connections and regional variations

	<h3>Synergies through networks</h3>	<p><b>Recommendation for funders:</b></p> <p>There is a need for increasing investments in the growth of PSOs to multiply their reach, clientele and impact.</p>
	<h3>NGO capability building</h3>	<p><b>Recommendation for PSOs:</b></p> <p>There is a growing demand for capacity and capability services which are currently being undertaken by funders themselves.</p>
	<h3>Talent, data, research</h3>	<p><b>Recommendation for PSOs:</b></p> <p>While knowledge generation has increased, there is a demand for improved documentation and sharing to inform stakeholder decision making.</p> <p><b>Recommendation for funders:</b></p> <p>There is a need for funders to invest in the development of senior staff with a strong context of the field.</p>
	<h3>Strategy financial management</h3>	<p><b>Recommendation for funders:</b></p> <p>Investments in PSOs to leverage technology is an opportunity for PSO growth. Across conversations with experts, technology emerged as a strong contributor to the growth of PSOs. There is a need for funders to invest in the growth of smaller, development sector focused, local PSOs to bring on-ground experience.</p>
	<h3>Affordable services</h3>	<p><b>Recommendation for PSOs:</b></p> <p>Diversification of support made available by PSOs across regions and players was also seen as key to enhancing impact.</p> <p><b>Recommendation for funders:</b></p> <p>There is a need to enhance the affordability of PSO services to enable smaller organisations to use their services and grow.</p>
	<h3>Transparency standards</h3>	<p><b>Recommendation for PSOs:</b></p> <p>There is a growing perception that the sector lacks transparency and accountability, which highlight the need for credibility mechanisms.</p> <p><b>Recommendation for funders:</b></p> <p>Knowledge creation and sharing is an area needing additional support which can enable the growth of the PSEs credibility.</p>

Source: Interviews with 17 field experts

**The growing demand for capacity and capability services is often being met by funders themselves.** PSO clients shared that networks and foundations have been increasingly working on capacity and capability building. For example, an initiative by C.S. Mott Foundation aims to map out the community foundation ecosystem, and develop knowledge in that area, where currently no data is available. Aga Khan Foundation along with CAF has also undertaken a study to map the growth of giving in East Africa. The ecosystem highlighted that most of these needs are often not met by the market and supplemented by funders and foundations.

*“Most of our academic and research work is as consultants. A lot of the grantmaking organisations have also developed the capacity to provide services and advice to their partners. We are now seeing a few individual Africans who are building their capacity to support resource building, product management, etc.”*

— Dr. Stigmata Tenga, Africa Philanthropy Network

**While knowledge generation activities have increased, there is a demand for improved documentation and sharing to inform stakeholder decision-making.** PSO clients noted that some of the barriers experienced at the beginning were to do with the lack of knowledge in the sector and its flow in a coordinated manner.

However, as mentioned above, there are now initiatives underway to map the growth of, for example, community foundations. EAPN has undertaken research on the tax environment in the region and has been working to advocate/develop systems to record and capture philanthropy in an organised manner through, for example, the revenue authority. KCDF has established a dedicated Policy, Research and Advocacy Programme and also hosts the Tax Incentives Initiative, a collaborative of several institutions engaged in working towards a more enabling legislative environment for philanthropy through a combination of research and advocacy.

While most stakeholders agreed that knowledge generation has increased, they shared that it is often hampered by absence of documentation and its publicisation. There is no central point for gathering data on philanthropy and for using it to demonstrate how philanthropy has contributed to the growth of the country and the region. At the same time, there was no coordination of the best practices developed by those working in the field. In addition, there has been the big issue of organisations working in silos, duplicating efforts and engaging in unnecessary competition.

*“We are not so good in terms of documentation and narrative. We want to see more stories of philanthropies.”*

— Evans Okinyi, East Africa Philanthropy Network

**The need for trained leadership is increasingly recognised across the sector.** PSOs highlighted that people are increasingly pursuing careers that they see as providing meaning and purpose over and above personal benefits and they are often drawn to the non-profit sector.

Respondents noted that the educational system has produced professionals, who are working in this space and even opening their own firms. However, they also pointed out that there is an ever-growing demand for leadership in the sector, which is only partly met, to mobilise more resources to meet the sector’s various and increasing needs. **There is a growing perception that the sector lacks transparency and accountability so means of establishing credibility are needed.**

According to the literature, the PSE struggles with poor compliance standards, weak accounting of sources of donations and insufficient monitoring of the social impact of donations received. Philanthropy as a subset of the civil society sector is making efforts to differentiate itself from the broader sector in order to strengthen its credibility and visibility and separate itself from these criticisms. In this effort, credible NGO sector review and certification processes would help immensely.

“PSOs shared that the specified areas of operation and input through the standardised system have indicated that organisations are eager to find themselves at a level where they can be recognised and enter into a fraternity of certified organisations.”

— Chilande Warrande, Viwango

**Diversification of support made available by PSOs across regions and players was also seen as key to enhancing impact.** Eastern Africa is one of the fastest-growing regions in the world. But the advantages of this growth do not reach all people. Millions are excluded from key institutions and opportunities. Political and economic power has long been built around individuals, families, and networks rather than around public institutions. Civil society and the public must have opportunities to participate in decision-making, and to work in partnership with the government and the private sector and the region’s large youth population must be empowered to advance change in their communities, their countries, and Eastern Africa at large. PSOs have a growing role here, helping to develop the PSE which, in turn, can strengthen civil society organisations to play a greater role in addressing the region’s challenges. This will mean greater responsiveness and accountability of PSOs to the larger PSE, including to smaller players.

## Recommendations for funders

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**PSOs need increased investment to increase their reach, clientele and impact.** PSOs highlighted their sustainability as the biggest challenge they face. There is a short list of funders willing to invest in the growth of civil society and non-profits. While some PSOs have identified means of supplementing their income, most struggle with paucity of funds. Some elements of infrastructure like academia are able to secure research grants, but there is a need to encourage donor agencies to consider how best they can invest, and enable PSO sustainability.

“Everyone speaks about agency, voice and power. But no one is willing to invest in building and leveraging these assets.”

— Shaun Samuels, SGS Consulting

**PSO services need to become more affordable, so that smaller organisations can use those services and grow.** PSO clients pointed out that for specialised services such as legal support, they look for external service providers. However, often, these are not social sector-specific. Banks typically offer philanthropic advisory services to HNWI clients. Large international consultancies are hired for capability services. However, most of these mainstream services are expensive and beyond the reach of all players in the PSE. Additionally, hiring mainstream organisations to develop and support strategies is of limited value, as most of these firms don’t have experience in the development sector and charge high fees.

There is an increasing need for funders to invest in the growth of smaller, development sector-focused, local PSOs who can bring more relevant experience.

“Hiring consultants/advisory depends on the size of the organisation and the funding, because most organisations aren’t as large, and won’t engage their services.”

— Dr. Stigmata Tenga, Africa Philanthropy Network

While some efforts are being made to advance this area of work, there is still significant scope for innovation and development.

**Investment in PSOs to leverage technology is an opportunity for PSO growth.** In conversations with experts, technology emerged as a strong contributor to the growth of PSOs. In Kenya, mobile money transfers and the potential they offer for e-giving are getting more noticed. The literature shows technology devised for extended family remittances can be adapted to electronic philanthropy for non-profits.<sup>109</sup> This is a formidable task because Kenyan diaspora philanthropy, like African diaspora philanthropy more generally,

is personal and relationship-based. As the new Kenyan websites fostering family-based remittances and international fund transfers such as SimbaPay and M-Changa become more widely trusted, they could add e-philanthropy services to funnel support to Kenyan-based non-profits.

While this area of work is already drawing increased attention, again, there is still significant scope for investment. **Knowledge creation and sharing is an area needing additional support which can enable the growth of the PSE's credibility.** At the core of this issue is the lack of available information about Kenyan philanthropy and its contribution to development. PSOs noted the importance of collecting such data and sharing it among all PSOs, so that key actors can respond to situations from a data and evidence-based perspective. Simply put, if philanthropy itself is not tracking its own contribution to the development ecosystem, then no other sector can be expected to understand the role it plays nor the expertise that it possesses. This lack of data and information has primarily resulted from lack of capacity to collect, analyse, and publicise it, something which can be supplemented through targeted stakeholder intervention.

**Lastly, there is also a need to invest in the development of senior staff with a strong background in the field.** PSOs shared that the recruitment, training and retention of qualified staff is a challenge and a funder focus in this area will enable the organisations to bring in and retain the necessary staff with local knowledge and expertise.

## Conclusion

Much progress has been made in enabling the capacity of philanthropy in Kenya. International support in the late twentieth century and favourable policy shifts in the 2000s laid the groundwork for PSO growth in Kenya. The growth of networks such as EAPN and community foundations such as KCDF has led to a well-coordinated PSE, and investments in technology platforms and mobile giving have helped grow philanthropic resources.

However, persistent gaps present an opportunity for enhancing the potential of PSOs, especially in building the credibility and capability of philanthropy. Stronger leadership-building initiatives, data sharing and actionable research are needed to enhance decision-making in the sector. At the same time, compliance standards, review and certification for philanthropy can go a long way to establishing the identity and effectiveness of philanthropy.

# Russia case study

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## Russia summary

### Russian philanthropy has seen growth across capacity, capabilities, connection and credibility.

1. Philanthropy's capacity has grown through individual donations, tech enabled giving and movements such as GivingTuesday and giving circles.
2. Philanthropy's capability has been demonstrated by the growing availability of data and knowledge.
3. Russia has seen a growth in the number of registered NGOs and improvements across some global indices, contributing to the credibility of philanthropy.
4. Philanthropy's connection can be evidenced by the growing number of participants at events.

### Government and international support for PSOs contributed to the growth in philanthropy.

1. Investments by the state and the entry of international organisations in the 1980s-1990s laid the foundation of Russian Philanthropy, forming the first set of PSOs.
2. The investments of the 1990s saw returns with an increase in the number of NGOs and foundations in the 2000s, which continued to evolve to meet the changing economic and policy needs.
3. The implementation of the foreign agents law saw the exit of foreign funders which set back the development of the sector, but also enabled the growth of smaller, state supported PSOs.
4. COVID-19 has led to the development of non-state elements of Russian philanthropy and the formation of multiple collaborations to respond to the crisis.

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact. The ecosystem is seeing or measuring impact across all the 4Cs and is aware of the impact created by its constituent parts. Organisations do not refrain from undertaking activities outside of their goals if they believe that those activities would support their goals in the long run.

### Specific contributions of PSOs.

1. Enhanced capacity by enabling access to finance for a wide range of organisations.
2. Enhanced capability by catering to the demand for technical, information and technological support.
3. Established credibility through the transparent functioning of the resource centres, which are recognised as key players by respondents.

### Zooming in on the life-cycles and journeys of specific PSOs, attributable impact becomes clearer.

1. The Russian Donors Forum is an association of the largest grantmaking organisations connecting more than 55 member organisations, leveraging its competitions and networks to bring in the professionalism and transparency needed to establish philanthropy's unique identity.
2. CAF Russia has become a backbone of the philanthropy development in the country paving new ways to increase giving and establish industry standards.

Although the ecosystem is seeing or measuring impact across all 4Cs, stakeholders pointed to some persistent challenges in measuring impact outcomes.

1. Impact measurement at an ecosystem level is challenging due to its resource-intensive nature.
2. PSOs often found it easy to measure outputs and challenging to evaluate the outcome and impact.
3. Impact could not be directly connected to the work of a single PSO.

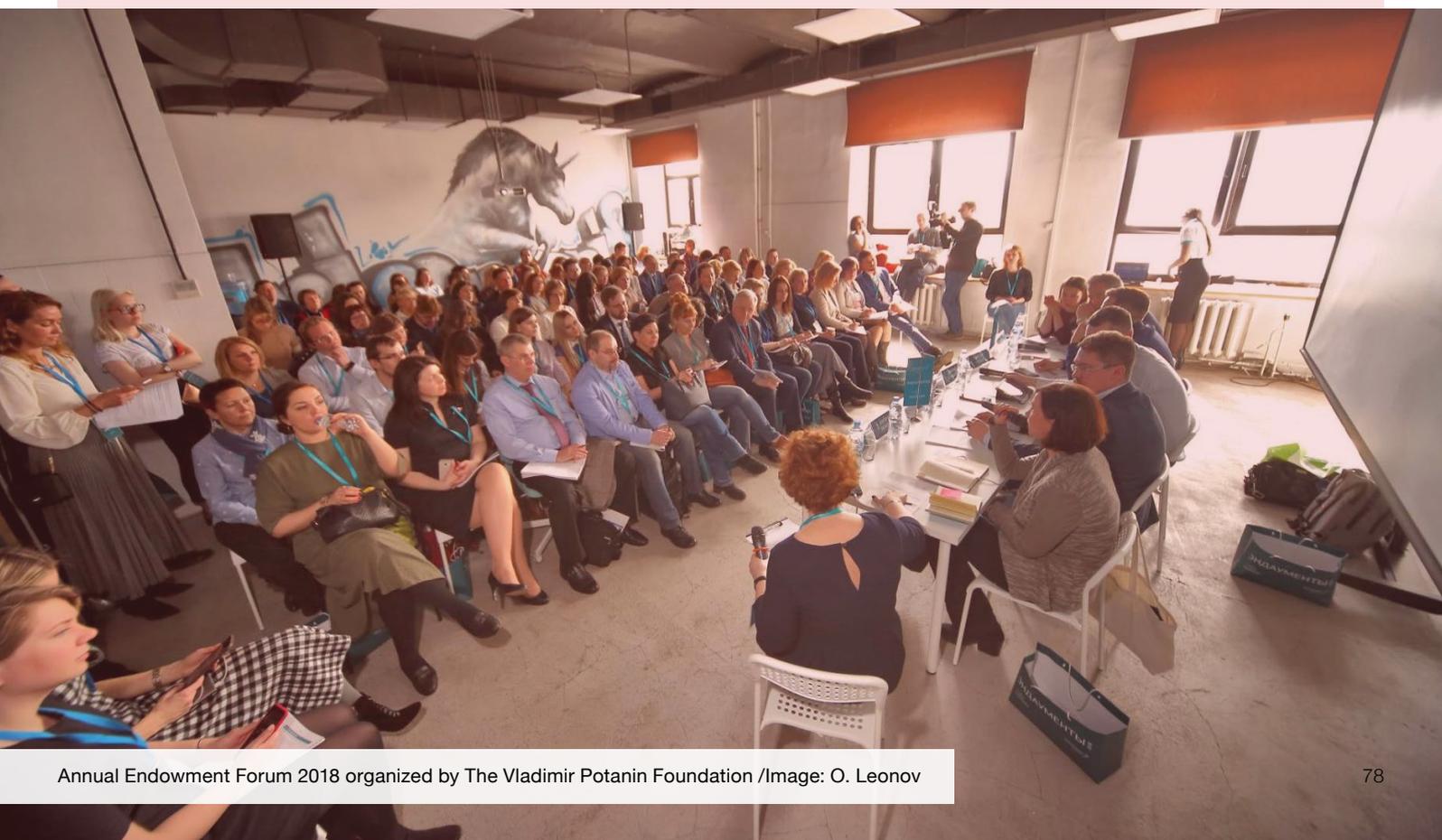
**The demonstrated impact of PSOs highlights the positive outcomes of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.**

#### **Recommendations for PSOs**

1. Increasing support for generating financial resources.
2. Additional support in building synergies through networks and collaborations.
3. Skill training to supplement shortage of adequately skilled professional staff.

#### **Recommendations for funders**

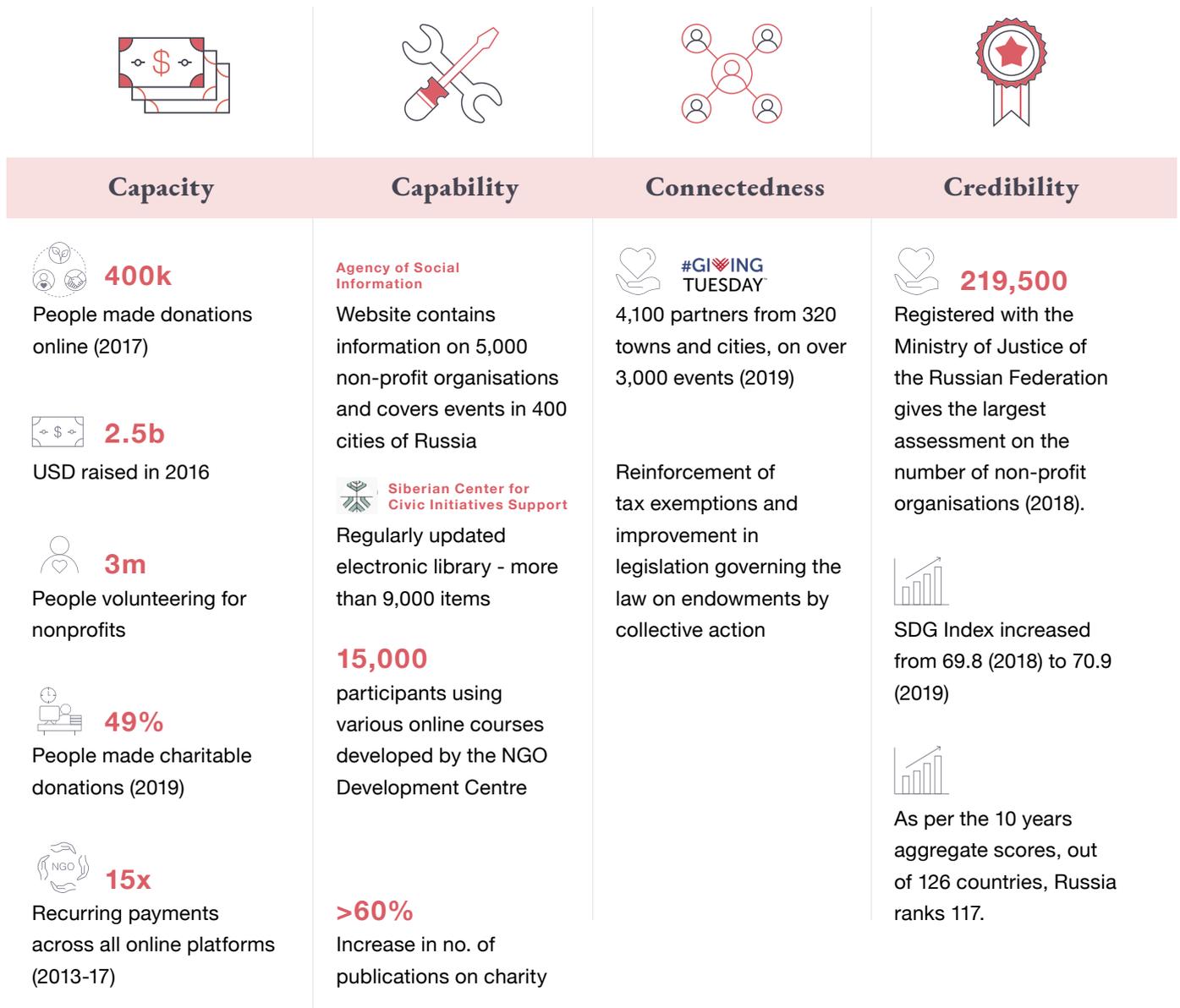
1. Investment in accreditation and standardisation services to increase transparency.
2. Funding for smaller organisations and PSOs in smaller towns and villages to enable PSOs to cater to the larger ecosystem.
3. Investment in the development of a common language and framework for the ecosystem.
4. Active engagement with the government to align interventions with sector requirements.
5. Investment in reliable statistical data and supporting infrastructure to create data sources.
6. Support for smaller charities amidst the drop in funder attention in the light of COVID challenges.



## Growth of philanthropy in Russia

Both data and the views of practitioners suggest that Russian philanthropy has grown significantly in its capacity over the last 30 years, which has enabled growth in its capabilities, connection and credibility.

Figure 12: Capacity, capability and credibility of philanthropy in Russia's giving ecosystem



Source: Government of Russia (2019), Research of private donations in Russia (2020), Insights shared by CAF Russia, The Sustainable Development Report (2020), CAF World Giving Index (2019)

Russian philanthropy's capacity in terms of financial resources grew in the early 1990s, and laid a strong foundation for improving the sector's capability, connection and credibility.

Russian philanthropy grew from the modest beginnings of domestic giving in the early 1990s, when the numbers were negligible, as individual donations subsequently grew dramatically, amounting to **USD 2.5 billion (RUB 160 billion) by 2016.**<sup>110</sup> The total 'donation market' is estimated at between USD 5.4 billion and USD 7.3 billion and includes corporate donations, foundation giving and giving by individuals.<sup>111</sup> Fifty per cent of institutional spending on charitable and social projects was by the corporate segment and there was a 13.7 per cent increase in federal allocations<sup>112</sup> for the support of socially oriented

non-profit organisations in the period 2017-18. A similar effect was seen in volunteering, where, according to the Ministry of Economic Development, almost three million Russians volunteer for socially oriented non-profit organisations.<sup>113</sup> This was also accompanied by growth in the number of community foundations across Russia, whose number increased from 45 to 70, a 56 per cent growth between 2014 and 2018.<sup>114</sup>

*“When we started to discuss this 15 years ago, everyone said, “Let’s speak about grants, let’s write”, and now 2/3 of the conference time we discuss methods of work with private donors, recurrent payments, and volunteer fundraising.”*

— Anna Orlova, NGO Development Centre

**Technology has enabled and stimulated giving with over 400,000 people donating online by 2017. Global movements such as GivingTuesday and giving circles also gained momentum as a means to encourage giving.**<sup>115</sup> Forty-nine per cent of Russians made charitable donations in 2019<sup>116</sup> and these are likely to have been part of a pattern of recurrent donations rather than one-offs, as Russian philanthropy experienced an increase in recurring payments across all online platforms between 2013 and 2017 by a multiple of 15. Over USD 1.1 million (RUB 800 million) were raised by online platforms to support NPOs.<sup>117</sup>

*“From the point of view of philanthropy, I believe an important point that emerged and developed is the appearance of various platforms. Here I can name platforms for collecting private donations: “Dobro” at Mail.ru, “Blago.ru” and “Nuzhna Pomosh.”*

— Anna Orlova, NGO Development Centre

**Philanthropy’s capability has been demonstrated by the increased availability of data and knowledge.**

**Since 2008, publications on charity have increased by over 60 per cent, with an average of 3,000 publications per month.**<sup>118</sup> Most of these publications are posted on the internet. The Siberian Civic Initiatives Support Centre, for example, has a regularly updated library with over 9,000 items<sup>119</sup> and databases created by organisations such as the Agency for Social Information have details on over 5,000 non-profit organisations across 400 Russian cities.<sup>120</sup> PSOs are also utilising online methods for capacity building. The NGO Development Centre reported 15,000 participants making use of the various online courses developed by them.<sup>121</sup>

**Russia has seen a growth in the number of registered NGOs and improvements across some global indices, contributing to the credibility of philanthropy.**

**As of 2018, 219,500 NGOs were registered with the Ministry of Justice of the Russian Federation, the largest assessment of the number of the country’s non-profit organisations.**<sup>122</sup> Transparency is a growing trend in Russia. The country’s score on the SDG Index increased from 69.8 in 2018 to 71.9 in 2019.<sup>123</sup> On a ten-year aggregate score of the World Giving Index, however, out of 126 countries, Russia ranks 117.<sup>124</sup>

*“Another trend is towards transparency. NGOs have already developed a request for clear rules of the game and government organisations, who had their own non-transparent system of NGO support, several years ago did not understand at all why this is needed and why they should describe these strange rules, have started to be involved in this.”*

— Olga Drozdova, Agency for Social Information

## Philanthropy's connection can be evidenced by the growing number of participants at events.

**Philanthropy-related events have drawn greater participation over the years.** From 900 partners in 1,500 events, in 124 cities in 2016, GivingTuesday grew to 4,100 partners in 3,000 events in 320 cities by 2019. Community foundations are considered to be the most connected philanthropic organisations.<sup>125</sup> Collaborative initiatives have also led to favourable policy changes, and the reinforcement of tax exemptions in 2020 and improvements in legislation governing endowments in 2020 were achieved through the collective action of philanthropy players.

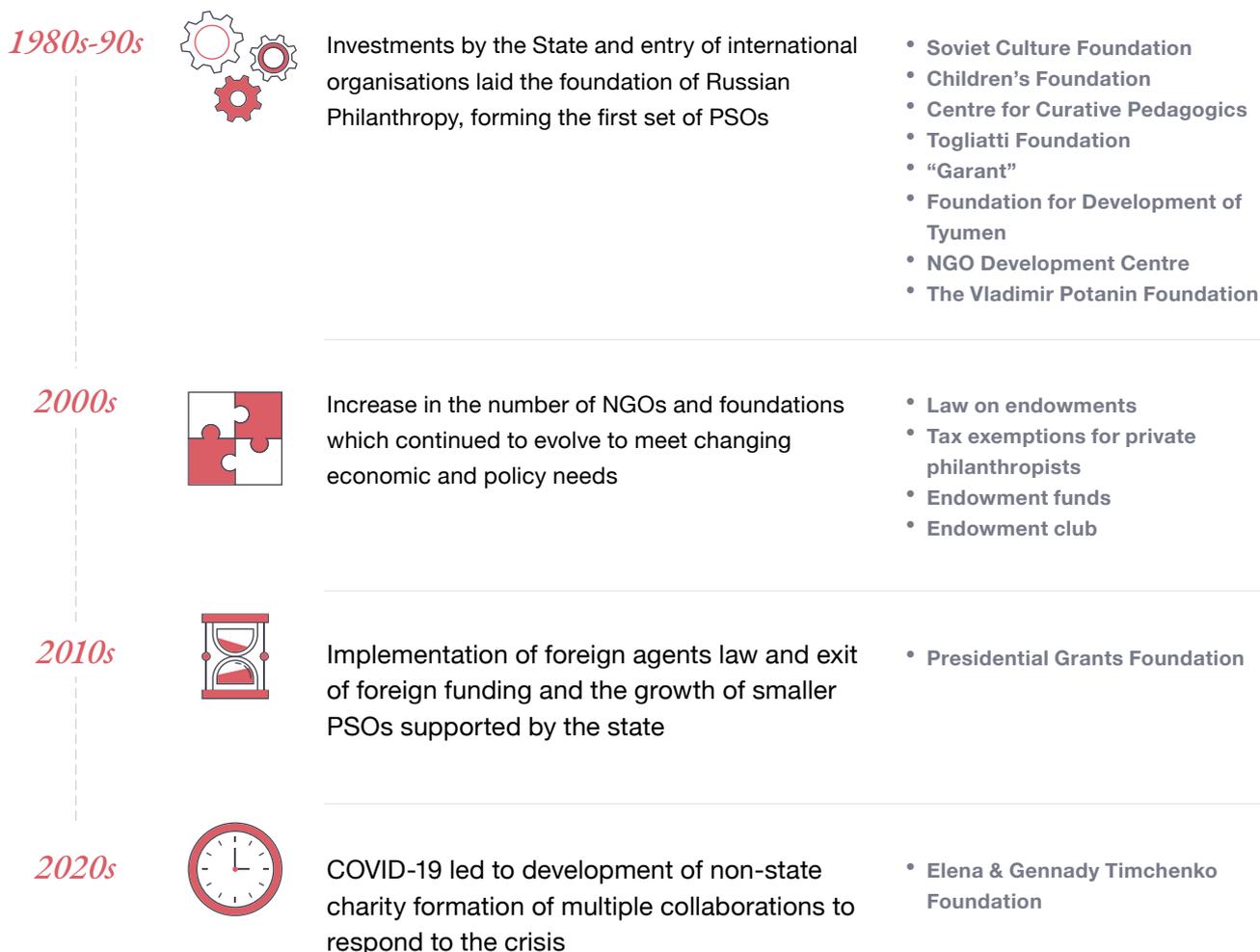
*“Partnerships help us thrive. Generally there are internal and external barriers that often prevent us from cooperation with other ecosystem players in the field of social enterprise support. But when we take a stand and overcome those, the resulting joint efforts allow us to attract a wider and more diverse group of participants and provide multiple forms of support to them. When two organisations work on a joint programme its efficiency is much higher than when we do it all by ourselves.”*

— Ekaterina Khaletskaya, Impact Hub Moscow

## Contribution of PSOs to that growth

**Both data and practitioners' views suggest that government and international support for PSOs contributed to the growth in philanthropy over the period in question.**

Figure 13: PSOs' contribution to the growth of the capacity, capability and credibility of philanthropy in Russia



Source: Interviews with 17 field experts

## **1980s-1990s: Investments by the state and the entry of international organisations laid the foundation of Russian Philanthropy, forming the first set of PSOs.**

Russian philanthropy was kick-started by the opening of two foundations, namely the Soviet Culture Foundation and the Children's Foundation in 1987 by the then General Secretary of the Communist Party of the Union of Soviet Socialist Republics (USSR), Mikhail Gorbachev. This initiative marked the abandonment of the view that charity and philanthropy are not needed in a socialist state.

In the early 1990s, international funders such as USAID (1992) and CAF (1993) entered Russian philanthropy and were seen as instrumental to the development of the ecosystem. CAF Russia, in particular, has played a critical role in setting up community foundations and enabling philanthropy in Russia from the start. This was followed by the development of supporting infrastructure bodies such as non-profit resource centres and community foundations that have also taken on philanthropy support roles, like Togliatti Foundation (1996), "Garant" (1996) and the Foundation for Development of Tyumen (1999). Experts noted that the early non-profit resource centres were internationally funded by grants of long enough duration to enable the launch of large-scale projects and develop internal competencies. Some of these organisations evolved into durable PSOs over a period of time. For example, "Garant", in the early 2000s, launched a new activity for raising local sources for support of social organisations.

## **2000s: The investments of the 1990s saw returns with an increase in the number of NGOs and foundations in the 2000s, which continued to evolve to meet the changing economic and policy needs.**

The early 2000s saw the rise of private foundations, corporate foundations, iconic media houses and the acceptance of the use of CSR to support the development of some civic initiatives and/or organisations. There was a marked rise in giving following the privatisation of state-owned companies and the accumulation of great wealth by the so-called 'oligarchs' and other entrepreneurs.<sup>126</sup>

The rising number of NGOs (see above) was put to a test by the economic crisis of 2008-9 and the growing policy influence of the state, which led to a rising demand for NGO services and activities, prompting them to seek new donors and intensify activities with volunteers. By 2008, the first online giving platform 'Blago.ru' was started by CAF Russia. In 2010, the site saw a growth in the number of donations of 127 per cent over the previous year and in 2011, an increase of 64 per cent over 2010.<sup>127</sup>

The law on endowments was adopted in 2006 and some tax exemptions for private philanthropists were envisaged. When the endowment legislation came into force in the following year, 15 endowment funds were established.<sup>128</sup> The endowment principle is developing thanks, among other things, to the activities of The Vladimir Potanin Foundation and the national Concept for Promotion of Charitable Activities and Volunteer Movement in the Russian Federation, which was developed (with active participation of NGOs) and ratified in 2009. The main stages in the subsequent development of the endowment idea have been as follows. In 2009, an endowment club was initiated by the Potanin Foundation at the Russian Donors' Forum. In 2012, an education programme, 'Endowments: Growth Strategy', was started by The Potanin Foundation in partnership with the Russian Donors' Forum. Most recently, in November 2019 the government approved a new Concept of Assistance to the development of charitable activities in the Russian Federation for the period up to 2025.<sup>129</sup>

## **2010s: The implementation of the foreign agents law saw the exit of foreign funders which set back the development of the sector, but also enabled the growth of smaller PSOs who were supported by the state.**

In 2012, under the so-called foreign agents law, organisations were now required to register as 'foreign agents' if they were engaging in any forms of political activity and were receiving foreign funding. The resultant exit of a number of foreign funders was partly compensated by initiatives such as the Presidential Grant Fund (2017). Federal allocations to the social sector, including those from the new Fund, went up by 13.7 per cent from USD 141 million (RUB 10.3 billion in 2017) to USD 166.7 million (RUB 12.2 billion in 2018).

“Another critical point was massive exit of international organisations from Russia. Many new local organisations emerged at that time. Now it is possible to say that their influence has grown, that volunteer movement as such is supported by the state authorities.”

— Alexandra Boldyreva, Russian Donors' Forum

**2020: COVID-19 has led to the development of non-state elements of Russian philanthropy and the formation of multiple collaborations to respond to the crisis.**

**Non-state charity has become more significant in Russia, with the COVID-19 crisis appears to have stirred the ultra-wealthy to action,** and many individuals have given large donations during the pandemic, among them The Vladimir Potanin, Alisher Usmanov and Gennady Timchenko.

**Coalitions have sprung up to address capability and awareness gaps for NGOs and people dealing with the impact of COVID.** ‘The care is here’ coalition by Elena & Gennady Timchenko Foundation brought together 231 organisations to share information/technology and establish hotlines for elderly people. 81,500 elderly people have received support. Seven NGOs from different fields have come together to create the ‘Neighbours project’ - a web resource with materials and instructions for non-profits and people on how to help their neighbours and ‘Play For Russia’ organised by corporate and government stakeholders along with PSOs raised over USD 354k for regional hospitals and health workers fighting COVID-19.<sup>130</sup> While PSOs have been quick in pivoting their response, funders have also risen to the occasion by offering flexibility in grants to address evolved market needs.

“We have more information to process and readers’ interest has increased as well. People are interested in what happens, what actions are taken, what initiatives exist, how to get a volunteer’s pass, how to help health workers, etc. So, this information is in demand.”

— Olga Drozdova, Agency for Social Information

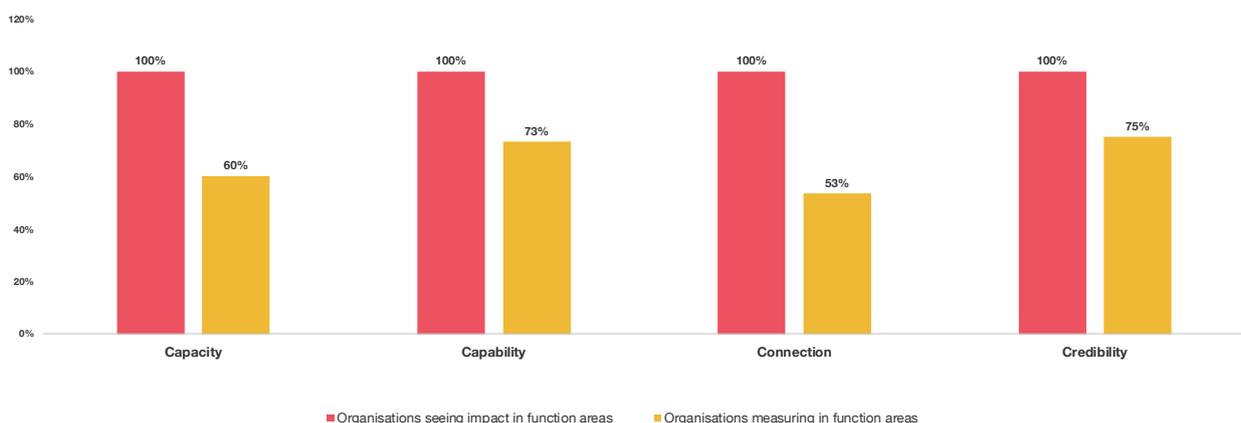
## Impact of Russian PSOs across 4Cs

**Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact.**

**The ecosystem is seeing or measuring impact across all the 4Cs.**

**The survey results demonstrated that the ecosystem is aware of the impact created by its constituent parts.** All respondents were seeing, and at least 50 per cent of them were measuring, impact across all categories. In the areas where they provided core or auxiliary functions. Moreover, the aims and outputs of organisations are clear which helps them articulate their impact on Russian philanthropy.

Figure 14: PSOs seeing and measuring impact in the 4Cs function areas in Russia



Source: Interviews with 17 field experts

**Organisations do not refrain from undertaking activities outside of their goals if they believe that those activities would support their goals in the long run.** For example, the 16 funders surveyed are involved in service provision above and beyond the provision of financial resources. The Vladimir Potanin Foundation has set up five endowment knowledge hubs and last year set up the Centre for Philanthropy Development. As a result of this overlap, some philanthropic organisations have dual roles as funders and as PSOs – hence the inclusion of the Potanin and Timchenko Foundations in the table below.

Table 13: Impacts of Russian PSOs in the 4Cs

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums/platforms/networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Elena &amp; Gennady Timchenko Foundation<sup>131</sup> (2010)</b>	<p><b>Funds raised in 2018 for ‘active generation’ grants competition:</b> USD 490k (RUB 36 million)</p> <p><b>Funds enabled for socio-cultural transformation by grantees:</b> USD 1.8 million (RUB 135.82 million)</p>	<p><b>Evidence-based practices supported:</b> 163</p>		<p><b>End beneficiaries:</b> over 114,000</p> <p><b>People engaged:</b> 24,000+</p> <p><b>Indirect beneficiaries:</b> over 400,000</p>
<b>The Vladimir Potanin Foundation<sup>132</sup> (1999)</b>	<p><b>Grants and scholarships distributed:</b> USD 8.8 million RUB 649 million (2019)</p> <p><b>Grantees supported:</b> 56 organisations, 946 professionals, 643 students (2019)</p>	<p><b>Philanthropic Leadership Platform:</b> Russia-Europe: 20 leaders annually</p> <p><b>Endowment Knowledge Hubs (established and funded):</b> 5</p> <p><b>Centre for Philanthropy Development:</b> established in 2019</p> <p><b>Researches supported:</b> 11 (2019)</p> <p><b>Digital data portal on social problems supported and launched:</b> www.tochno.st.</p>	<p><b>Professional public events:</b> 58 (2019)</p> <p><b>Events participants:</b> 292,409 (2019)</p> <p><b>Grantees, partners, experts:</b> over 35,000</p>	<p><b>Press readers reached (across all interventions):</b> 745 million</p> <p><b>People engaged across social media:</b> over 17,000 (2019)</p>
<b>Dobro.mail.ru<sup>133</sup> (2013)</b>	<p><b>Verified charities collected on the platform:</b> 193</p> <p><b>Projects successfully fundraised for:</b> 1424+</p> <p><b>Number of people engaged:</b> 257,000 people over 4 years</p>	<p><b>People helped to do good:<sup>134</sup></b> 854,850</p>		<p><b>Projects checked and authenticated:</b> 168</p>
<b>CAF<sup>135</sup> (1993)</b>	<p><b>Grants and donations distributed:</b> USD 3.9 million RUB 293 million (May 2018-April 2019)</p> <p><b>NGOs and municipal institutions supported:</b> 123 (May 2018-April 2019)</p> <p><b>Community foundations supported:</b> 76 (May 2018-April 2019)</p> <p><b>Growth in online donations to NGOs made via donation platforms on #GivingTuesday:</b> 2 times in 2018 (from USD 17-34k or RUB 1.3 to 2.6 million) and 3 times in 2019</p>	<p><b>Consulting projects for business and private donors:</b> 17 (May 2018-April 2019)</p> <p><b>Non-profits consulted on media campaigns:</b> over 200 (since 2009)</p> <p><b>NGO professionals trained on marketing communications:</b> over 400 (since 2009)</p> <p><b>Articles published:</b> 200 by 40 authors published in philanthropy.ru e-magazine (May 2018-April 2019)</p> <p><b>Publications of #GivingTuesday:</b> 2,500+ (2019)</p>	<p><b>Partners joined #GivingTuesday launched in 2016:</b> 4,100, from 320 towns and cities, on over 3,000 events (2019).</p> <p><b>Regional community campaigns held in 2019 as part of #GivingTuesday:</b> 7</p> <p><b>Inter-regional and regional community foundation alliances currently existing in Russia:</b> 6</p>	<p><b>Socially active media:</b> over 50 advertising campaigns for non-profits implemented since 2009</p>

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums/platforms/networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>“Garant”<sup>136</sup> (1996)</b>	<p><b>Amount raised for implementation of projects since inception:</b> &gt;USD 4.7 million (RUB 350 million)</p> <p><b>Grant competitions organised since inception:</b> 100+</p> <p><b>Projects funded since inception:</b> 1,000+</p> <p><b>Total sum of funding for those projects:</b> USD 953k (RUB 70 million)</p>	<p><b>Seminars and training conducted for specialists of NGOs:</b> 1,500</p> <p><b>Persons participated in training:</b> &gt; 30,000</p>	<b>Charity marathons conducted:</b> 7	<b>Citizens participated (from Arkhangelsk and Arkhangelsk region):</b> >25,000 per event
<b>Russian Donors Forum (RDF)<sup>137</sup> 1996</b>		<p><b>Enabled reporting of organisations:</b> Reference Point competition of NGOs annual public reports was launched by the Donors Forum in 2004. More than 300 non-profit organisations participated since inception</p> <p><b>Repository of Best Practices in philanthropy</b> launched in 2019</p>	<p><b>Members:</b> 54 (2020)</p> <p><b>Competition ‘Leaders of Corporate Philanthropy’:</b> 170+ Russian and foreign companies operating in Russia participated over 11 years</p> <p><b>Participants of ‘Focus Philanthropy’:</b> 280+ over 8 years across 46 regions.</p>	<p><b>Photos, photo stories and infographics, videos and posters as part of ‘Focus Philanthropy’:</b> &gt;1,300 (since 2012)</p> <p><b>Law enabled:</b> one of the key achievements of the Donors Forum was building a community of endowed foundations in Russia and advocating for an endowment law</p>
<b>The Siberian Civic Initiatives Support Center<sup>138</sup> (1995)</b>	<p><b>Number of organisations supported:</b> 721 non-profits within the project, Cooperation of Resource Centers in 2019, 425 consultations delivered</p>	<p><b>Regularly updated electronic library. Items in the library:</b> 9,000+</p> <p><b>Events held within the project, Cooperation of Resource Centres:</b> 62 in 2019</p> <p><b>Educational events for (community leaders, social entrepreneurs, active citizens):</b> 23 for 47 people held in 2019</p> <p><b>Trainings for 45 non-profit key employees</b> 4 held in 2019</p> <p><b>Internet-platform (created in 2019) for local communities with</b> 17 neighbour centres registered there</p> <p><b>Number of articles disseminated on project Cooperation of Resource Centres:</b> 231 in 2019 with 1,993 people informed</p>	<b>Number of actors participating in the project, Cooperation of Resource Centres</b> 945 representatives of 29 Russian regions in 2019	
<b>Moscow School of Professional Philanthropy<sup>139</sup> (2018)</b>	<b>First cohort of students successfully completed the course:</b> 26 (2019)		<p><b>Alumni community:</b> 60+ people (2020)</p> <p><b>Expert community:</b> 100+ people (2020)</p>	

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums/platforms/networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Agency of Social information<sup>140</sup> (1994)</b>		<p><b>Proportion audience informed:</b> 22% of non-profit leaders</p> <p><b>Number of publications:</b> 8,799 publications in 2019 (incl. 2,795 news)</p> <p><b>Number of participants in Communication and Innovation School (webinars):</b> 204 participants from 93 cities (2019)</p> <p><b>Number of interviews published for cross-media project 'NGO Profi' (supported by The Vladimir Potanin Foundation):</b> 24 interviews with non-profit leaders and 45 materials published by the partners in 2019</p>		<p><b>Media mentions:</b> 3,397 (2019)</p> <p><b>Subscribers in Social media:</b> Over 20,000</p> <p><b>Unique website visitors:</b> 1M+ (2019)</p> <p><b>Number of charities supported in social advertising:</b> 9 in 2019</p> <p><b>Number of correspondents:</b> 37 covering 590 cities</p>
<b>NGO Development Centre<sup>141</sup> (1995)</b>	<p><b>Organisations supported:</b> 793 (2019)</p> <p><b>Professionals supported:</b> 8,330 representatives of non-profits and initiative groups (2019)</p>	<p><b>Educational events for non-profits:</b> 67, including 3 online courses with 5,969 participants (2019)</p> <p><b>NGO Kitchen:</b> community platform and data base for professionals</p> <p><b>Number of newsletters on non-profits:</b> 49 for 3,125 subscribers (2019)</p> <p><b>Number of newsletters on social entrepreneurship:</b> 18 for 1,203 subscribers (2019)</p>		<p><b>Website visitors of NGO Kitchen:</b> 24,042 (2019)</p> <p><b>Website visitors:</b> 12,330 (2019)</p> <p><b>Subscribers in V Kontakte social media:</b> 5,274 (2019)</p>

Over the years, the featured PSOs have helped channel at least USD 20 million, generated over 15,000 capability building resources and trained over 30,000 personnel. More than 65 events engaging 200,000 people have been curated and one law has been introduced.

Source: Interviews with organisation representatives, organisation websites and documentation

An overview of impact tracked shows that for capacity and credibility, impact indicators often measured final outcomes such as the volume of funds raised, or the number of NGOs verified. However, in the case of connection and capability, impact indicators focused largely on outputs, such as the number of people brought together and the number of research reports created, and not on the final outcome of these indicators on philanthropy. Similar observations were made in the interviews, as practitioners shared their perceptions of PSO contributions, as highlighted below.

**PSOs primarily selected credibility functions as core functions of their organisation, followed by connection, capability and capacity.** Enhancing reputation and transparency was the most popular core function (10) which seems to have paid dividends in that there is **growing credibility across the sector, where primary research suggests that transparency and flexibility are acknowledged assets of the philanthropic sector.**

PSOs have demonstrated impact in enhancing capacity by enabling access to finance for a wide range of organisations and enhancing capability by catering to the growing demand for technical, information and technological support.

**As noted above, in Russia, much more than in the other two countries studied, there is much more overlap between funders and PSOs. As a result, some organisations that fall into the PSO category are heavily involved in financial provision.** Organisations are dependent on these for funding as well as for assistance on methodological and informational needs.

*“PSOs provide substantial financial resources and it is possible to follow their impact just by the number of projects, initiatives, institutionalised activities supported. Activities of these foundations have the largest return which may be traced.”*

— Anna Orlova, NGO Development Centre

While organisations are providing financial support on one hand, there are also organisations providing ‘systemic training’ on the other hand which increase the skills in technology and improves professionalism in the philanthropy sector in Russia. Technology support for the sector in the form of tools for collecting and processing individual donations, for work with clients, etc. and basic information and technology (IT) support is also seen as extremely important. One of the oldest organisations in Russia involved in this is the Agency for Social Information. Experts also mentioned projects such as the Teplitsa Socialnykh Technologii (Greenhouse for Social Technologies) which are known to almost every NGO working in this field. They provide IT technologies support. Russian philanthropy also has volunteer projects, for example, The Rybakov Foundation has a project where volunteers help non-profit organisations with technological issues called ‘Philtech’.

*“CAF, for example, invested a lot both in education and in financial support. The Vladimir Potanin Foundation – it finances serious strategic programmes for a long time. Speaking of technology providers – the Teplitsa Socialnykh Technologii (Social Technologies Greenhouse) offers many technologies to implement in philanthropy organisations.”*

— Marina Mikhailova, “Garant” Centre for Social Technologies (Arkhangelsk)

*“Anyone who is interested in starting a new initiative is far more likely to succeed if there is relevant information available to assist them. Philanthropy support organisations will provide them with not only legal support on getting started, but also some basic background information on non-profits and volunteer associations and their best practices.”*

— Alena Meshkova, Konstantin Khabensky Charity Foundation

**PSOs establish credibility through the transparent functioning of the resource centres, which are recognised as key players by respondents.**

Transparency is acknowledged by stakeholders in Russian philanthropy as an enabler of trust in philanthropy organisations and the sector at large and primary findings suggest these are highly developed in the sector, although it might be that government foundations have a lower degree of flexibility than their non-government counterparts.

*“The largest resource centres for NGOs – the “Grani” from Perm, the “Garant” from Arkhangelsk, The Siberian Civic Initiatives Support Center...and The “Podari Zhizn” (Gift of Life) Foundation....thanks to such organisations, extremely transparent ones, the level of trust in philanthropy organisations and the non-profit sector in general increased significantly.”*

— Elena Ivanitskaya, Ministry of Economic Development of the Russian Federation

## Zooming in on the life-cycles and journeys of specific PSOs, their attributable impact becomes clearer.

### Case study: The Russian Donors Forum

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The Russian Donors Forum is an association of the largest grantmaking organisations operating in Russia and as of 2020 connects more than 55 member organisations<sup>142</sup>. The Forum leverages its competitions and networks to bring in the professionalism and transparency needed to establish philanthropy's unique identity.

The first meeting of the Russian Donors Forum, a group of foreign charitable organisations working in Russia took place in 1996. However, it was only in 2002 that it was formalised and registered as a legal entity.<sup>143</sup>

**Bridging ecosystem gaps - fostering credibility.** Early in its life, the Russian Donors Forum realised that one of the major criticisms of Russian philanthropy was its lack of transparency and the delayed introduction of reporting tools which are fundamental enablers of clarity and visibility within the sector. The group therefore diversified its area of operation to address this issue.

'Tochka Otshcheta' (Reference Point), a competition for NGOs based on their annual public reports was launched by the Forum in 2004. As a part of this project, the Forum produced a transparency rating of non-profit organisations in collaboration with their partners from the 'big four' accounting firms.<sup>144</sup>

*"A source we may use (to assess industry notions on measuring impact through quantifiable objective indicators) is materials of the competition organised by the Donors Forum. It is possible to trace at least the number of participants, themes and subjects, and subsequently assess the input of the companies and see whether the trend is positive or negative and determine the areas of cash infusions. One of the criteria traced in the competition is the specific social impact of a segment of NGOs."*

— Anna Orlova, NGO Development Centre

**The competition has continued to develop.** 252 reports were submitted to the 2018 competition and 280 reports to the 2019 event.<sup>145</sup>

In a further move to encourage professionalism and integrity, the Forum also runs an initiative called 'Repositoryy Luchshih Praktik' (Repository of Best Practices), whereas leaders of corporate philanthropy come together to determine best practices of businesses in corporate philanthropy, CSR and sustainable development for social impact. **The total amount of funds that 32 companies spent in 2018 to support various external social initiatives amounted to USD 777.9 million (57.5 billion RUB), reflecting a growth in capacity.**

The Russian Donors Forum also carries out a project aimed at visualising philanthropic activities called the 'Obiektivnaya Blagotvoritalnost' (Focus Philanthropy). **Since 2012, more than 1300 photos together with powerful stories behind the scenes have been shared through this project.**<sup>146</sup>

*"In order to build something that might even last beyond our own lives, we believe there is a need to invest in three elements: individuals, creative ideas and institutions that are crucial to implementing the ideas leaders have."*

— Oksana Oracheva, The Vladimir Potanin Foundation

## Case study: CAF Russia

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**CAF Russia has become a backbone of the philanthropy development in the country paving new ways to increase giving and establish industry standards.**

*“CAF played the role of showcasing what a good infrastructure organisation can do for the sector. This role has been recognised and appreciated by different stakeholders - government, donors, NGOs”*

— Maria Chertok, CAF Russia

### The sculptor of ‘capacity’ for Russian philanthropy

CAF Russia was initially established in 1993 to build the emerging civil society sector through free consultations on legal and accounting issues and fundraising, a library of resources and training for NGOs across Russia. In late 1990s, CAF Russia started focusing on creating an environment, which encouraged Russian emerging donors to give. In 1998, CAF Russia established the first corporate giving program in the country and was involved in the creation of Russia’s first Community Foundation. There are now over 80 community foundations (CFs) across Russia and bringing significant resources to their communities.

*“CAF has not only introduced community foundations, it supported development of these foundations, planted and nursed them. Some of them died, some of them would develop without CAF’s assistance, but many of them would never appear without it. So it is fair to say that the community foundations model emerged in Russia thanks to CAF. Now these foundations develop themselves, but this just shows efficiency of CAF – this model survived after they stepped aside.”*

— Marina Mikhailova, “Garant” Center for Social Technologies (Arkhangelsk)

While community foundations were being fostered by CAF, there was special emphasis on alliances to advance their development through peer-to-peer connections. Due to these efforts, four community foundation alliances exist in Russia. One of them – in the Perm region - has become an experimental ground for the development of rural CFs in Russia.

### Working toward increasing the volumes of giving CAF Russia introduced payroll giving in Russia and helped to establish the first private foundation in the country.

Its on-line giving platform [www.blago.ru](http://www.blago.ru) launched in 2008 was the first of its kind in the country paving the way for successful growth of platform solutions that triggered the development of mass giving. In 2018, USD 6.8 million (RUB 40 million) was raised through platforms in Russia – 20 times more than in 2013. 70% of Russians give to charity and more than 50% of donations are made on-line.

### Increasingly, CAF Russia is seeking to move the dial on the engagement of ordinary Russians in charitable giving. To this end, CAF Russia has successfully brought #GivingTuesday to Russia in 2016.

#GivingTuesday has also become a tool for bringing different civil society players together (over 4000 partners took part in the campaign in 2019) and growing connectedness through civic campaigns led by community foundations. It also increases volumes of giving (donations through on-line platforms grow 2-3 times on the day) and credibility of the sector - in 2019 GivingTuesday inspired over 2500 media publications.

Giving culture depends on the credibility of the sector. In order to enable charities to earn public trust, CAF Russia introduced validation and detailed reporting on the donations it processed, making such transparency an industry standard. By providing advice, managing programmes on behalf of donors, producing research and guidance publications and practicing impact management CAF Russia has increased overall standards

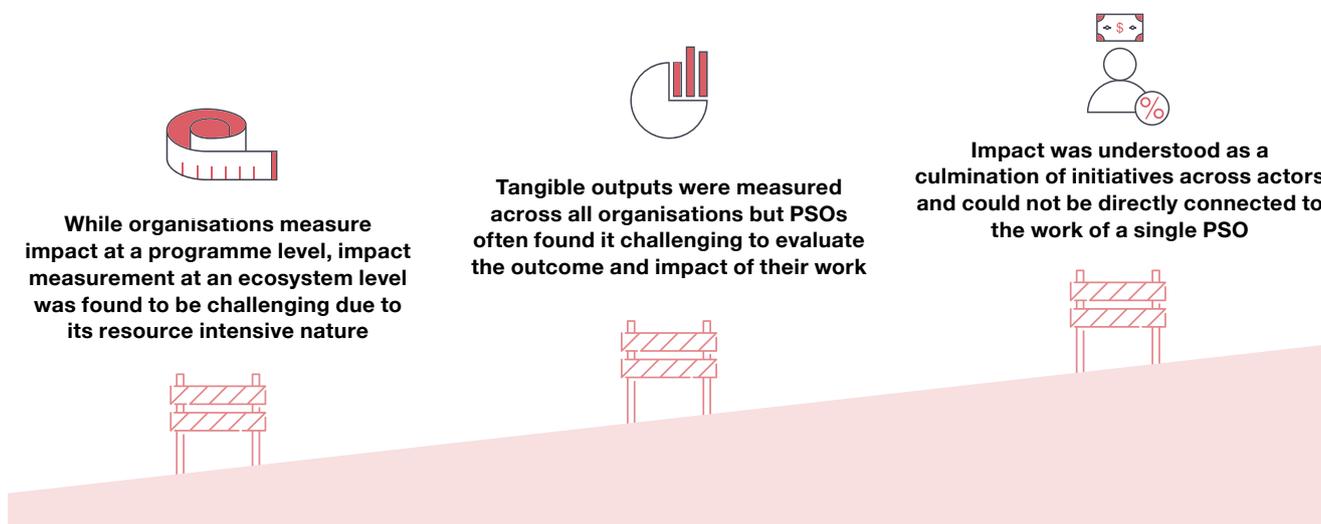
of institutional philanthropy. Over time, CAF Russia incubated over a dozen of private foundations and CSR programmes, helping them to develop strategically, demonstrating impact and giving confidence to their donors to start permanent institutions.

**CAF Russia has become a model of a successful infrastructure organisation that inspired other groups and influenced donors to make infrastructure support their priority. Largely due to CAF Russia's example and efforts, Russia now enjoys a diverse philanthropy ecosystem – from large government-supported institutions to cutting-edge IT-based platform solutions, to local community foundations in remote rural areas.**

## Challenges faced by PSOs in achieving and measuring impact

**Although the ecosystem is seeing or measuring impact across all 4Cs, stakeholders pointed to some persistent challenges in measuring impact outcomes.**

Figure 15: PSOs' challenges to measuring impact in Russia



Source: Interviews with 17 field experts

**While organisations measure impact at a programme level, impact measurement at an ecosystem level was found to be challenging due to its resource-intensive nature.**

Primary findings suggest that there is a need for an infrastructural body which is a source of statistical data at a sector level. While programmatic indicators can be created, data for any sectoral analysis are lacking because of the resources involved in producing them.

*“Any kind of research of any efficiency is a quite resource-consuming project, especially if we want reliable data.”*

— Anna Orlova, Board Chairperson, NGO Development Centre

**Tangible outputs were measured across all organisations but PSOs often found it challenging to evaluate the outcome and impact of their work.**

While areas of finance can be measured, influence and social impact are more difficult to assess. PSOs find it is hard to choose one metric representing qualitative changes and to convey how the knowledge and skills they acquired helped them to develop their organisation. PSOs were able to map indirect impact using certain metrics, however, they found it impossible to apply ‘unified indicators’ for measuring impact for everybody.

Impact was understood as a culmination of initiatives across actors and could not be directly connected to the work of a single PSO.

Organisations say that they cannot trace ‘where there is their work, and where there isn’t’. One might develop certain metrics for assessing impact, but the scope of these is limited, owing to the multiplicity of players and similarity of work and organisation objectives. It remains difficult to trace direct causation and to say whether or not an idea is attributable to the work of one single organisation. This is an effect of ‘synergies’.

“A number of factors taken together contribute to an overall effect, and it is almost impossible to detach one single factor. For example, many of our grantees receive both our grants and grants from the Presidential Grant Fund. How would you measure individual contribution towards impact?”

— Oksana Oracheva, The Vladimir Potanin Foundation

## The way forward

**The demonstrated impact of PSOs highlights the positive outcomes of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.**

Figure 16: Recommendations for Russian PSOs’ progress in bandwidth support, provision of technical expertise, field context, actionable research, diverse connections and regional variations



### Fundraising support

#### Recommendation for PSOs:

PSO services are most sought after for the support provided in generating financial resources.



### Need for networks

#### Recommendation for PSOs:

PSO clients value the synergies achieved through networks and collaborations, an area where PSOs can provide additional support.

#### Recommendation for funders:

Given the important role of the State in Russian philanthropy, there is a need for active engagement with the government to align interventions with sector requirements.



### Accountability/ transparency

#### Recommendation for funders:

Users of PSO services also recognise the need of accreditation and standardisation services for bringing in transparency and accountability to the sector.

Investments in the development of a common language and framework for the ecosystem can be seen as a first step towards achieving common goals.



### Data management

#### Recommendation for funders:

Funding for smaller organisations, and PSOs in smaller towns and villages can enable PSOs to cater to the larger ecosystem.



### Professionalism

#### Recommendation for PSOs:

PSOs can play an important role in filling the professionalism gap noted by clients in the sector.



## Access and reach of PSO services

### Recommendation for PSOs:

Diversification of support made available by PSOs across regions and players was also seen as key to enhancing impact.

### Recommendation for funders:

Work is needed to ensure that the services of PSOs cater to the larger ecosystem, and don't remain restricted to certain regions and clients.

There is a need for investment in reliable statistical data and supporting infrastructure to create such data sources.

Source: Interviews with 17 field experts

## Recommendations for PSOs

Conversations with PSO service users show that their engagement with PSOs has evolved over the years and they now see the role of PSOs as that of specialised service providers. They identified six types of value that PSOs add. Most often, this is through fundraising support, however, differing views prevail on whether or not PSOs add value through accountability/transparency enhancing services.

### PSO services are most sought after for the support they provide in generating financial resources.

Advice and support on raising funds is an important service provided by PSOs. As an illustration of this, organisations which do not receive any support from PSOs, such as RDF, Dobro.Mail.ru and the Siberian Center for Supporting Public Initiatives said that they do not require any support from PSOs.

PSOs themselves often need support in fundraising or generating financial resources, and find fundraising liable to variations according to the income levels of citizens and their ability to provide support. It may also not be a sustainable option for PSOs to depend entirely on big donors for support for each project. Hence, it is advisable for organisations to explore mixed methods of donor funding and wider public fund-raising.

*“Perhaps our dependence on big donors is a barrier, and our inability to find a key to sustainability. We are very sensitive to external support. We depend on the project-based system. But we are both an NGO and a mass medium. And this duality is on the one hand helpful, as it is our uniqueness, and on the other hand it is an obstacle, as we are not always able to “fit” our activities as a mass media into the project-based logic. If the system of NGO support were not only project-based and grant-based, we probably would feel better and easier.”*

— Olga Drozdova, Agency for Social Information

### PSO users value the synergies achieved through networks and collaborations, an area where PSOs can provide additional support.

While some social sector organisations have already taken advantage of cooperation and partnerships, many still believe that further effort is needed to improve the status of collaboration within Russian philanthropy. However, the sector is at least acknowledging the gap and is moving to address it. Collaborations created by technology and digital means of engagement can accelerate networks and public giving. This also creates a medium for NGOs to fundraise directly from the public, a step forward especially during the current pandemic when transition from competition to synergy is crucial.

*“In ‘ordinary’ times one of the missing resources is a resource to unite, communicate, build alliances and partnerships. Such permanent resources in our infrastructure are few and far between.”*

— Anna Orlova, NGO Development Centre

*“The most important thing is probably cooperation. The sector is highly competitive and everybody competes for resources.”*

— Ekaterina Khaletskaya, Impact Hub Moscow

## Staffing needs

Skills training is an area throughout the Russian PSE that needs attention. PSOs themselves struggle with a shortage of adequately skilled professional staff. One recommendation for PSOs would therefore be to ensure that the staff is trained to suit their jobs and to encourage ‘on-the-job’ training, if required to increase capacity.

*“This lack of competence is what slows down our capacity to do new things and try new ideas. What certainly helps is the existence of a professional team within the company, the support of the management and the understanding that this is the right and necessary cause that helps our company to develop.”*

— Svetlana Ivchenko, Norilsk Nickel

## Recommendations for funders

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### **Users of PSO services also recognise the need for accreditation and standardisation services in order to increase the transparency and accountability of the sector.**

Another area, widely acknowledged by PSO service users as one in which they needed support, is transparency. Secondary literature and primary findings suggest that there is still a need for developing trust in the NGO sector. This can be created by the development of accreditation and standardisation, an area explored by CAF in its interventions.

*“We wanted to introduce a more sensible, transparent and trustworthy mechanism for NGOs, as previously it was not transparent and NGOs thought that it was worthless to participate because the money would be allocated to the “cronies”. It was important to change this and we succeeded. The level of trust is higher now. NGOs apply to us much more frequently.”*

— Igor Sobolev, Presidential Grants Foundation

### **Funding for smaller organisations and PSOs in smaller towns and villages can enable PSOs to cater to the larger ecosystem**

There is prevalent regional and resource bias within the Russian philanthropy sector and while support amenities have been developed they may not necessarily reach small towns, and cities and might remain concentrated in certain places, as with the case of resource allocation, which is centred on a few big players. Smaller organisations in remote areas suffer from these disparities.

*“The opportunities have been also developed, but they often do not reach small towns and villages, they are concentrated in regional centres and big regional cities...certainly, financial support in the form of grantmaking and allocation of financial resources is very disproportionate.”*

— Anna Orlova, NGO Development Centre

### **Investment in the development of a common language and framework for the ecosystem can be seen as a first step towards achieving common goals.**

Primary findings suggested that alliances, collaborations and partnerships of all kinds have increased, but the sector is still in need of lobbying tools, and is yet to devise a common language. It was also noted that while this need exists, thought leadership and resources to make it fit for common use will be required. Existing collaborations and partnerships could be leveraged to collectively oversee this task.

**Given the important role of the state in Russian philanthropy, there is a need for active engagement with the government to align interventions with sector requirements.**

Currently the sector lacks a clear stance on state influence. It needs to align on how it interprets the pros and cons of state intervention and what way forward it should seek for smooth collaborative functioning of the state and philanthropy.

**There is a need for investment in reliable statistical data and supporting infrastructure to create such data sources.**

**Moving forward, in light of COVID-19, it will also be important to ensure that smaller charities are supported and kept afloat amidst the drop in funder attention towards ‘other’ pressing issues within the society.**

Despite a significant increase in philanthropy in the recent months, experts foretell a severe shortfall in funding in the coming year, which could potentially force smaller charities to close with research showing that overall, charitable donations could fall by 30-40 per cent this year. More than 40 per cent of Russians who donated to charity in 2018 did so in cash at a public event — all of which have now had to be cancelled. The latest statistics follow warnings from NGOs that only 5 per cent of the country’s foundations and charities have enough resources to cover a lengthy disruption to their incomes caused by the pandemic.

## Conclusion

The early 1990s marked the beginning of domestic philanthropy in Russia. Three decades later Russian philanthropy has grown significantly. The availability of data and knowledge, an increase in the number of NGOs, and of participation in public events, and rising credibility of philanthropy in the country have also been positive contributors to this growth, along with government and international support for PSOs. These organisations, over the years, have demonstrated impact which highlights the positive outcomes of various investments which can be further sustained, scaled and diversified.

However, Russian philanthropy continues to face challenges in measuring its impact, owing to the resources required to do so and the difficulty in attributing impact. The ecosystem shows potential and scope for improvement if aided by PSOs and funders. While fundraising and financial support remain most sought after, there is a need for improvement in the services for smaller players within the ecosystem, professionalism and data management. COVID-19 has highlighted the gaps within Russian philanthropy and its support ecosystem, but, at the same time, has created an opportunity for further strengthening the ecosystem.



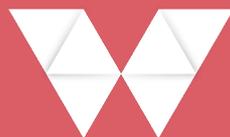
## PART 5

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# How to build the philanthropy support ecosystem (PSE)

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*Working it out together: Engaging philanthropy actors  
in mapping and strengthening their own ecosystem*



## Introduction to the process

Part 5 offers a step-by-step guide on how to build the PSE.

This should be treated as an outline guide to be used creatively, depending on local context. The process will depend on the resources available, which include time as well as money. This should be seen as a creative and organic process of development, rather than a fixed and mechanical project. The guide gives an organisational framework, as compared to a blueprint.

The first question to arise is ‘who should start the process?’ There is no firm answer to this question, but the most obvious conclusion is that it should be people and organisations, who want to see more efficient and effective philanthropy. The examples of PSEs, given in [Part 4](#), show that there will be organisations that are already working on this. Harnessing these organisations and inviting them into a process designed to enhance their work is a good starting point. Interested organisations will likely include PSOs and both domestic and foreign funders, though this could also include government, universities, civil society organisations and private sector organisations. The precise arrangements will depend on the context, but whoever takes the lead should ensure that relevant people and organisations are included as part of the process.

### The guide gives four stages:

#### STAGES

- 1** [Stage 1](#) is about getting going. It is a self-organising process, deciding who will be involved in a process that, in order to be successful, has to be inclusive of all main interests. The outcome of this stage is to form a steering committee.
- 2** [Stage 2](#) is about exploring the terrain. This involves getting to grips with data on the state of philanthropy support and talking to people in the know. The examples from India, Kenya and Russia indicate the kind of material that should be collected and that makes a good baseline for following up. Finally, this stage involves reviewing the guidance and planning how it can be applied locally.
- 3** [Stage 3](#) is about mapping the field – finding out which PSO is doing what, how they relate to one another, what in the field is working well and what could be improved. This stage involves building a collective vision of the potential of the PSE.
- 4** [Stage 4](#) is about developing a roadmap of what actions to take in order to realise the collective vision and beginning the task in earnest.

# The four stages of mapping the philanthropy support ecosystem

1



## Select a team and set goals and intended outcomes

Design workshops with core team and experts to establish objectives, outcomes and participants of the mapping

2



## Adapt guidance to local context

Desk research and participatory workshops with core team and experts to understand the current state of philanthropy, existing gaps and adaptations to mapping tools

3



## Map the PSE

1. Launch meeting to present the study to PSOs and PSE stakeholders and define a collective vision for philanthropy

2. Co-creation workshop to share the live map with PSOs and PSE stakeholders to identify key actors and missing actors, strengths and gaps in the ecosystem

4



## Develop next steps to strengthen PSE

Co-creation workshop with PSOs emerging as key actors from the mapping process to identify priority action areas and define a collective vision and roadmap for a strong PSE

### **Suggested participatory tools for mapping the PSE and defining a collective vision for philanthropy:**

1. Participatory Social Network Analysis to generate a social network mapping
2. Co-creation workshops to assess the social network map and identify key actors and missing players
3. World Cafe format workshops to identify gaps and strengths
4. Scenarios and brainstorm workshops to identify potential solutions or roadblocks

# STAGE 1: Select a team and set goals and intended outcomes

<b>Objective</b>	<ol style="list-style-type: none"><li>1. To define the objectives and desired outcomes of the mapping exercise</li><li>2. To define the roles of those leading and conducting the mapping exercise through each of the stages</li><li>3. To list the PSE stakeholders in the exercise, and set out the nature of their participation</li></ol>
<b>Expected outputs</b>	A document outlining objectives and overall outcomes, steering group roles and study participant numbers and roles
<b>Key participants</b>	<p><b>Primary role:</b> Steering group</p> <p><b>Support role:</b></p> <ol style="list-style-type: none"><li>1. Academic advisors</li><li>2. Other experts</li></ol>

## Key questions to ask participants during this stage:

### 1 What is the composition of the team required to undertake this methodology at each stage?



#### *Suggestions and Tips:*

The process should use the principles of participatory research and the steering committee should include people with expertise in this area.

### 2 What outcomes should be achieved and what are the principles necessary to achieve them?



#### *Suggestions and Tips:*

Allow different outcomes to emerge from the mapping, since different PSE stakeholders have different needs.

Some outcomes might include:

- **For PSOs:** To identify their roles, demonstrate their value, map opportunities for collaboration, and increase engagement and support for the work.
- **For NGOs and operating foundations:** To understand the types of support available in order to maximise impact.
- **For international implementers and funders:** To stimulate the accumulation of local resources in the interests of long-term sustainability and strengthen geographic areas with weak support for philanthropy.
- **For researchers:** To better understand the philanthropy landscape and to identify levers to strengthen it.

### 3 Which PSE stakeholders must be involved to ensure that the exercise is both participatory and meets its objectives? What kind of participation is required from each stakeholder at each stage?



#### *Suggestions and Tips:*

Ideally, the PSE stakeholders who participate in the study should be:

- **PSOs:** across all 4Cs (capacity, capability, credibility, connection)
- **Funders:** of all types, individual, institutional, domestic and international.
- **Government:** policy makers and implementation agencies
- **Umbrella Civil Society Organisations:** that are able to contribute from a 'beneficiary' perspective.

Choose participants that are as representative of the geography, of the kinds of philanthropy and of the various beneficiaries as possible.

### 4 In what ways does the guidance need to be adapted to achieve the intended outcomes?



#### *Suggestions and Tips:*

Ensure that the steering group works with the different needs and interests of different stakeholders and that it aims to reconcile these needs and interests in the drafting of the objectives for the work.

### Suggested steps, tools and methods to apply to answer questions:



#### **Step 1**

Conduct preliminary design workshops



#### **Step 2**

Call for inputs online and/or through workshops



#### **Step 3**

Conduct final design workshop



#### **Step 4**

Share document with WINGS

#### STEPS

1

**Conduct preliminary design workshop(s)** for the steering group to align internally and produce a 'design document' based on the results.

2

**Call for inputs online and/or through workshops** from academic advisors and PSE experts on the mapping exercise design document. Prepared by the steering group in Step 1.

3

**Conduct final design workshop** for steering group to incorporate feedback provided in Step 2 and finalise the mapping exercise design document.

4

**Share document with WINGS at [info@wingsweb.org](mailto:info@wingsweb.org)** in order to address any queries, and to enable the ecosystem approach to supporting philanthropy to evolve globally.

## STAGE 2: Adapt guidance to local context

Stage 2 adapts the guidance, including the taxonomy and metrics tool to the local context. This is important to ensure relevance of the process for key stakeholders.

---

<b>Objective</b>	Adapt the guidance to the local context of philanthropy
<b>Expected outputs</b>	A document that tailors the guidance to local circumstances
<b>Key participants</b>	<p><b>Primary role:</b> PSE experts – people with long experience and good knowledge of the philanthropic support ecosystem. This might include:</p> <ul style="list-style-type: none"><li>• Heads of networks or platforms that convene stakeholders in philanthropy</li><li>• Researchers, academics on philanthropy: current head or director of research units and academic institutions on philanthropy</li><li>• PSE enablers (funders and PSOs): practitioners previously interviewed, or panellists at PSE forums, or member of global networks with good experience</li></ul> <p><b>Facilitator role:</b> Steering group</p>

---

### Key questions to ask participants during this stage:

#### 1 What is the level of maturity of the PSE in the region?



*Suggestions and Tips:*

Evaluate the performance of the PSE in the country, based on available data and use the WINGS 4Cs framework and the tool in [Part 6](#) of this guidance to assess the added value of the work

#### 2 What is the extent of data available and what are the gaps within the PSE?



*Suggestions and Tips:*

Bring the data together in one place and incorporate all sources, including expert views and knowledge

#### 3 To what degree does the taxonomy fit the characteristics of the PSE?



*Suggestions and Tips:*

Stick to the guidance as much as possible, making adjustments to the taxonomy, based only on local context. This will help to develop a globally relevant and widely applicable methodology

### Suggested steps, tools and methods:



#### Step 1

Conduct thorough literature review and data mining exercises



#### Step 2

Identify PSE experts



#### Step 3

Initiate participatory workshop(s)



#### Step 4

Share document with WINGS

### STEPS

1

**Conduct a literature review and a data mining exercise** to identify:

1. The nature of the PSE
2. The strength of existing data that can be mapped and what else might be necessary to complete the mapping exercise

2

**Identify PSE experts** with long experience and good knowledge of the philanthropic support ecosystem. This might include:

- Heads of networks or platforms that convene stakeholders in philanthropy
- Researchers, academics on philanthropy: current head or director of research units and academic institutions on philanthropy
- PSE enablers (funders and PSOs): practitioners previously interviewed, or panellists at PSE forums, or member of global networks with good experience

3

**Initiate participatory workshop(s)** with experts using methods such as:

1. **Delphi method:** This involves an iterative survey of experts. Each participant first completes a questionnaire and is then given feedback on the whole set of responses. Following this, experts are required to provide explanations for views that diverge significantly, from other participants. This process is repeated to achieve consensus.
2. **Scenarios workshops:** These develop outline descriptions of potential future challenges and gaps encountered, while carrying out the mapping exercise. This can help compensate for data scarcity in the planning stage
3. **The World Café:** This creates a café ambience, in which participants discuss a question or issue in small groups around tables. At regular intervals, the participants move to a new table. One table host remains and summarises the previous conversation for the new table guests. Thus, second and successive conversations are informed by ideas generated by earlier participants.

4

**Revise and share the new guidance with WINGS at [info@wingsweb.org](mailto:info@wingsweb.org) in order** to allow the taxonomy to evolve as a living document. Share both the changes and the reason for them to enable WINGS to revise the guidance to make it more sensitive to local variations.

## STAGE 3: Map the PSE

Step 3 develops a map of the PSE, showing the key relationships, and assessing its strengths and weaknesses. It will identify gaps in provision, roadblocks to development and will generate insights about how challenges could be met.

---

<b>Objective</b>	To undertake the mapping of the PSOs and other PSE stakeholders in a country, identifying strengths and weaknesses
<b>Expected outputs</b>	Publicly available mapping of the PSE of a country
<b>Key participants</b>	<b>Primary role:</b> PSOs and PSE Stakeholders <b>Facilitator role:</b> Steering group

---

Ensure that the most dominant PSOs and PSE stakeholders are included, along with a sample of representative others. Ensure that no centrally important actors are excluded.

### Key questions to ask participants during this stage:

#### 1 What is the current state of the PSE?



*Suggestions and Tips:*

Break this question into sub-questions:

- a. How would we describe philanthropy in the country?
- b. What are the gaps in philanthropy?
- c. How can we fill those gaps?

---

#### 2 What are the various entity types through which PSOs operate?



*Suggestions and Tips:*

Check the entity type from the categories, as listed in the adapted taxonomy.

---

#### 3 Which PSE stakeholders do these PSOs serve?



*Suggestions and Tips:*

Ideally, PSE stakeholders could include:

- **Funders:** high net-worth individuals, corporate donors, family foundations, community philanthropy organisations, international funders/corporate agencies, NGOs (international and domestic)

## 4 Which PSE stakeholders do these PSOs engage with?



### *Suggestions and Tips:*

Ideally, PSE stakeholders could include:

- **Funders**
  - **Government:** policy makers and implementation agencies
  - **Civil society/umbrella NGOs** that could contribute in building a picture from a 'beneficiary' perspective.
- 

## 5 What are the other PSOs that support organisations could collaborate with and what is the nature and frequency of collaboration?



### *Suggestions and Tips:*

Check the PSO types from the adapted [taxonomy](#).

---

## 6 What functions do PSOs perform? Which are the dominant (top 5-10) ones?



### *Suggestions and Tips:*

Check the functions from those listed in the adapted [taxonomy](#).

---

## 7 How important and frequent are these functions to PSE stakeholders?



### *Suggestions and Tips:*

For rating the importance of PSO functions, the following classification is suggested. Clients are asked which of the following categories best fits their view:

- Functions that are central to your success so far,
- Functions that are important but not central,
- Functions that are fairly useful, or
- Functions that are not useful/not relevant.

For rating the frequency of engaging PSO functions, the following scales are suggested. Clients are asked which of the following categories best fit their view:

- Engaged at least once a month,
- Engaged once a quarter,
- Engaged once a year,
- Not engaged.

The respondents are to examine the list of functions attached in the Annexure and rank them, based on the suggested scales

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## 8 What values or types of assets do PSOs create for PSE stakeholders?

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## 9 What is the geographical distribution of the network of PSOs? Are areas outside the capital and large cities well-served?

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## 10 How does the current ecosystem serve different forms of philanthropy?

## Suggested steps, tools and methods to apply to answer questions:



### Step 1

Online or in-person launch meeting to start mapping and define a vision for philanthropy



### Step 2

Build a questionnaire



### Step 3

Implement the questionnaires through a mix of online and offline methods



### Step 4

Feed data into a social network analysis software



### Step 5

Co-creation workshop to share the live map with key players



### Step 6

Update the live map



### Step 7

Analyse additional data collected in the questionnaire



### Step 8

Publish the document and share it with WINGS

## STEPS

1

### Online or in-person launch meeting to

- a. Present the mapping initiative.
- b. Introduce and engage participating stakeholders and incorporate any feedback.
- c. Define a collective vision for philanthropy.

2

### Build a questionnaire to answer the following questions:

1. What are the various PSO entity types in the ecosystem?
2. Which philanthropic actors do these PSOs serve?
3. What are the other PSOs that support organisations collaborate with? What is the nature and frequency of collaboration?
4. What functions do PSOs perform for the philanthropic actors and PSE stakeholders? Which are the top 3 functions?
5. How important and frequent are these functions to PSE stakeholders? These questions can be answered using the [rating scale](#).
6. What is the added value to PSOs for their stakeholders? (Open-ended question).
7. What is the distribution network of PSOs and are all areas of the country served?
8. Does the PSE serve all forms of philanthropy?

3

**Implement the questionnaires through a mix of online and offline methods** across all PSE stakeholder types (PSOs, funders, government, and implementers):

1. **Offline:** Administer the questionnaire at multi-stakeholder workshops, while noting responses by a show of hands or filling out the questionnaire. Responses are then manually fed into the analysis software.
2. **Online:** Circulate the questionnaire online to all PSE stakeholders using a Google Sheet, or a similar live document connected to analysis software.
3. **Mixed Method:** Administer the questionnaire in person, across stakeholder types at a conference or workshop and collect the data on a Google Sheet, or similar live document connected to analysis software.

Mixing online and offline approaches is recommended, in order to capitalise on the benefits of both means of data collection.

Offline data collection allows for more dialogue and greater clarity in terms of selection.

Online data collection allows for greater anonymity, self-identification and can be scaled across a larger audience.

4

**Feed data into a social network analysis (SNA) software** such as [kumu.io](#) or **NVIVO 12** to generate a social network mapping and understand the critical nodes within the PSE. It is recommended that two types of SNA maps are generated from the data collected:

1. Map of the functions provided and used in the ecosystem
2. Map of the key organisations in the ecosystem and their nature and frequency of engagement

Ideally, plan to update the data collection and mapping at a regular frequency.

A note on Social Network Analysis written by Barry Knight is provided in [Annexure 7](#).

5

**Conduct a co-creation workshop** to share the live map with key players, identifying them and gaps in the philanthropy support ecosystem:

1. Present the landscape of PSOs and other key stakeholder in the PSE.
2. Identify key connectors and enablers within the ecosystem.
3. Understand their role and degree of influence on the other players in the ecosystem.
4. Identify existing links and collaboration between PSOs in the ecosystem .
5. Identify missing nodes, and funding gaps that are critical to the growth of the facilitators, by using the World Cafe format (described on [page 101](#)) to identify gaps and strengths.

6

**Update the live map** based on learnings from the workshop.

7

**Analyse additional data collected** collected in the questionnaire, in order to identify trends and relations within the PSE.

8

**Publish the document and share it with WINGS** at [info@wingsweb.org](mailto:info@wingsweb.org) and with the ecosystem in general.

## STAGE 4: Next steps to strengthen the PSE

Once the mapping has been made publicly available, use stage 4 to bring ecosystem stakeholders together and build a collective view on how the PSE should develop.

---

<b>Objective</b>	Engaging key ecosystem players, as identified through the mapping exercise, to build a collective view on how the PSE should develop.
<b>Expected outputs</b>	Draft a roadmap for collective action, collaboration and initiatives to meet the gaps in the ecosystem, informed by the results of the PSE mapping exercise.
<b>Key participants</b>	<b>Primary role:</b> PSOs and PSE Stakeholders  <b>Facilitator role:</b> Steering group/PSO lead.

### Key questions to ask participants during this stage:

#### 1 How has the understanding of the current and desired state of philanthropy in the region evolved based on the learnings from the mapping exercise?



*Suggestions and Tips:*

Present the findings from the mapping exercise and the vision for philanthropy as defined in the previous state to invite inputs from new players that have been added to the room.

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#### 2 What are some of the potential ways in which these gaps can be addressed by the key actors in the PSE?

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#### 3 What are some of the models that can be adopted to address these gaps?

---

#### 4 What are the time, resource and knowledge commitments undertaken by stakeholders to address these gaps?

---

#### 5 How can the stakeholder engagement be sustained to assess the impact of interventions and to continue progress?

## Suggested steps, tools and methods to apply to answer questions:



### Step 1

Conduct a co-creation workshop with key players



### Step 2

Define the collective vision and roadmap to implementation



### Step 3

Share document with WINGS



### Step 4

Hold regular meetings with stakeholders to continue and track progress

## STEPS

1

**Conduct a co-creation workshop with key players** identified in step 1 to identify potential interventions to strengthen the PSE. The following tools can be used in the course of this workshop:

- 1. Open space to set agenda:** This allows attendees to help develop the agenda for a given session (or a whole workshop) rather than being given an already developed agenda by the workshop/conference organisers.
- 2. Brainstorm session to develop solution:** A brainstorming session is a tool for generating as many ideas or solutions as possible to a problem or issue. It is not a tool for determining the best solution to a problem or issue, but it can effectively engage audiences.

2

**Define the collective vision and roadmap to implementation**

1. Map the assets in the room.
2. Articulate engagement opportunities and potential intervention models and strategic partnerships .
3. List the commitments of all participants and develop implementation timeframes.
4. Identify tracking and evaluation techniques that have the buy-in of all stakeholders in the room.
5. Establish monitoring mechanisms to ensure that progress is continued and the collective effort remains active and effective.
6. Scenarios workshops can be used to identify potential roadblocks in intervention: a Scenario workshop will involve narrative descriptions of potential future challenges and gaps encountered while carrying out the interventions. This can help account for regional variations and data scarcity in the planning stages. This can be particularly useful in identifying key interventions and potential challenges in implementation.

3

**Publish country PSE development vision document and share it with WINGS** at [info@wingsweb.org](mailto:info@wingsweb.org) and the ecosystem at large.

4

**Hold regular meetings to keep the community of stakeholders alive** and to track progress as per agreed measures.

## How to apply and strengthen the tool

Field experts, practitioners and researchers consulted highlighted the following areas to consider in strengthening the methodology in future:

### 1 Value the process

What keeps the methodology relevant is the fact that it initiates dialogue, which in itself is an outcome worth achieving.

*“The process has a value in itself, in simply convening people, who might not have ever been convened before or have not been able to step out of their own organisation demands.”*

- Ingrid Srinath, Centre for Social Impact and Philanthropy, Ashoka University

### 2 Create appropriate engagements with participants

The participatory approach to ecosystem mapping, envisioning the future of the ecosystem means that players are aligned and equipped to fill ecosystem gaps through concerted efforts.

*“Key interlocutors are important, so if we start looking at the country that will be selected, we can have interviews with these interlocutors and develop a first form of mapping of the philanthropic ecosystem in the country identifying the key sectors and the key players.”*

- Jean-Marc Fontan, Université du Québec à Montréal

The mapping methodology in itself is a call for the ecosystem to come together and chart the way forward. The methodology calls for volunteers willing to undertake this exercise. Users are strongly encouraged to share their feedback and recommendations on the exercise to strengthen its efficacy and relevance across local contexts. Please share feedback via email to [info@wingsweb.org](mailto:info@wingsweb.org).

## Keeping in touch with WINGS

The process of mapping involves a call for the ecosystem to come together and chart the way forward. It involves volunteers stepping forward to undertake this exercise. Once underway, the steering committee is strongly encouraged to share feedback and recommendations to strengthen the efficacy and relevance of the exercise, across differing local contexts.

Please share feedback via email to [info@wingsweb.org](mailto:info@wingsweb.org).



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## PART 6

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# How to assess the strengths of the philanthropy support ecosystem (PSE)

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## Why we need to measure the PSE

The philanthropy support ecosystem (PSE) incorporates a diverse set of organisations and functions. They range from networks that bring funders together for a common cause, through research firms that provide data to enable funding decisions, academic institutions that develop talent for the philanthropic sector, to funding platforms that collect donations for non-profits.

This support ecosystem can make or break philanthropy's impact in a region, but in order to develop it, tools are needed to assess its strengths and weaknesses. Tools such as the [Lilly Family School of Philanthropy's Global Philanthropy Environment Index](#) and the [Centre for Asian Philanthropy and Society's Doing Good Index](#), have played a pioneering role in this area by capturing the state of politics, regulation and other factors which affect the development of philanthropy in a region. This tool intends to complement their work by providing metrics and a methodology to capture more specifically **stakeholder perceptions of the PSEs they operate in.**

The perceptions of key philanthropic stakeholders and decision-makers can have as much influence on strategies to strengthen PSEs as hard data. This tool suggests indicators, a framework and a methodology to identify and categorise the perceived strengths, needs and potential of a PSE. It is intended to be applicable (with modification) in different countries and regions in order to build a collective regional narrative and enable global dialogue on strengthening PSEs.

### Potential uses of the metrics tool on PSE perceptions

This tool was based on consultations with 44 field experts, practitioners and researchers representing 42 organisations and 16 countries (see [Annexure](#)). They noted the following potentially useful applications:

- 1 To open a channel for communication**  
Creating dialogue among multiple stakeholders to participate in strengthening the PSE.
- 2 To develop a collective understanding of the PSE**  
Enable PSE stakeholders to develop the understanding needed to curate a collective narrative.
- 3 To create opportunities for PSOs**  
PSOs can identify ways to develop and demonstrate their value and generate new demands for their services.
- 4 To enable contextualised comparisons across PSEs**  
To celebrate the uniqueness of a given PSE and allow for transfer of learnings between PSEs with similar contextual factors.

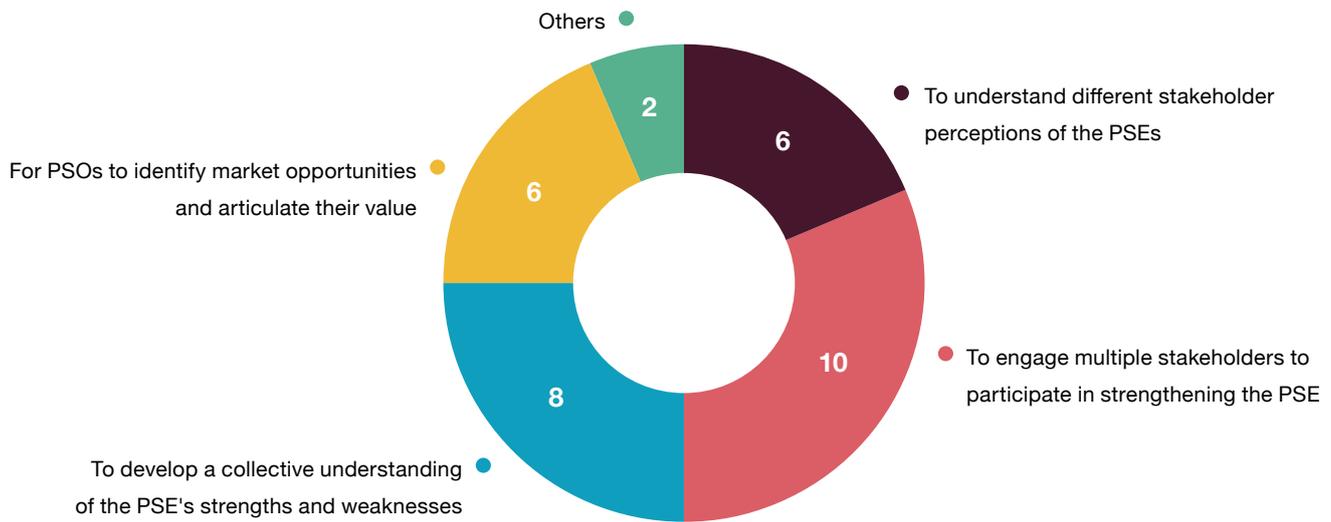


Figure 17: Live poll results on potential value added by this tool

## Research methods

The following main steps were used to develop this tool.

### STEPS

- 1 Literature review to frame hypotheses**  
 An initial framework and set of potential indicators were compiled based on a review of existing indices and methodologies to understand philanthropic environments. These included the Global Philanthropy Environment Index, the Doing Good Index, and WINGS & Dafne's '4Cs framework', which groups the key result areas of PSOs according to their contribution to the development of the capacity, capability, connection and credibility of philanthropy.
- 2 First round of expert consultations to validate hypotheses**  
 A group consultation with a six-member global Editorial Committee, and 25 individual semi-structured interviews were conducted with experts to test initial hypotheses. The experts consulted included heads of networks and convening platforms, researchers, academics, funders and PSOs with over 10 years' experience.
- 3 Analysis and tool development**  
 Based on feedback from the expert consultations, the framework, indicators and application methodology for this tool were refined and the five key result areas were developed - overall perceptions on the capacity, capability, connection, credibility and diversity of a PSE.
- 4 Second round of practitioner consultations**  
 The detailed version was shared with members of WINGS 2.0 Affinity Group of practitioners and RADE Group of researchers, academics and data experts. The tool was then presented to 21 practitioners drawn from the 2.0 Affinity and RADE Groups over a webinar to collect feedback and conduct live polls on the credibility of the tool and feasibility of its application.
- 5 Tool finalisation**  
 Inputs from the second round of consultations were used to finalise the tool and identify ways to strengthen it further.

# Guidelines for use

## Overview

A detailed list of the tool's indicators, sub-indicators and scoring framework can be found in pages [114-123](#) of this document. Here is an overview of considerations for those wishing to apply it.

It should be noted that this is a preliminary attempt which is expected to evolve through use. Readers are strongly encouraged to apply the tool, and share feedback and recommendations to strengthen its efficacy and relevance in their local contexts. Please share feedback via email to [info@wingsweb.org](mailto:info@wingsweb.org).

The tool consists of five key result areas: the perceived capacity, capability, connection, credibility and diversity of the PSE. Each of these key result areas is further broken down into a set of indicators as indicated by the figure below.

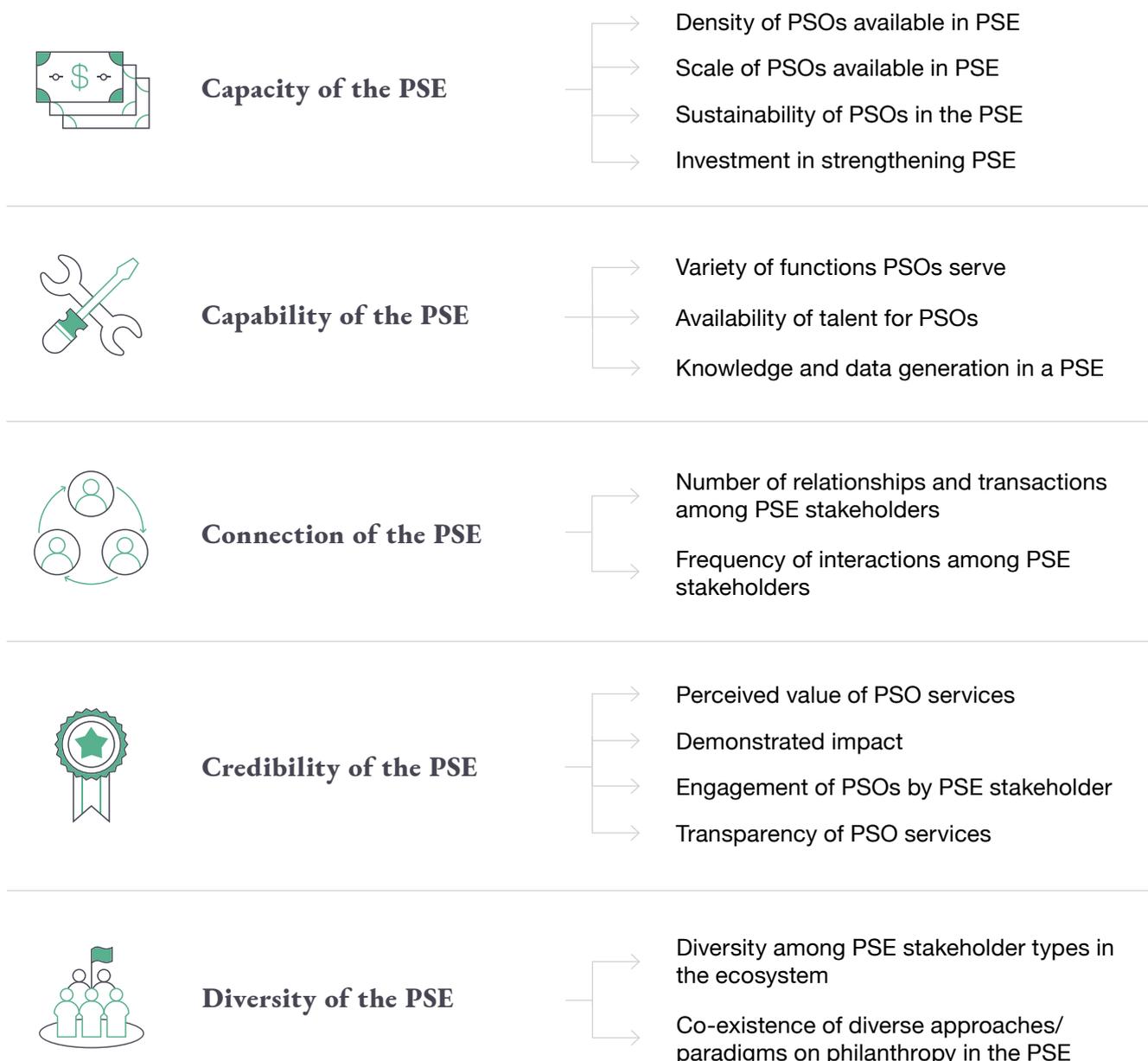


Figure 18: Overview of key result areas and indicators

- 1 Each indicator is broken down further into a suggested list of sub-indicators. These sub-indicators are not meant to be either exhaustive or prescriptive. They can be modified and contextualised to suit the PSE to which the tool is applied.
- 2 The application methodology for this tool asks for qualitative data in the form of users' views and opinions, from which the users will be asked to make a quantitative assessment according to a scoring system, explained below as both numbers and narrative. This is necessary for an accurate and nuanced understanding of ecosystem perceptions. Thirty PSE stakeholders is regarded as the minimum number for a robust analysis, though in more densely populated PSEs, the more key PSE stakeholders consulted, the better the overall picture will be.

## Phases of application

Individuals and organisations that wish to use this tool are encouraged to reach out to [info@wingsweb.org](mailto:info@wingsweb.org) for support in the process. The tool can be applied in two phases:

### Phase 1: Contextualising the tool and collecting data

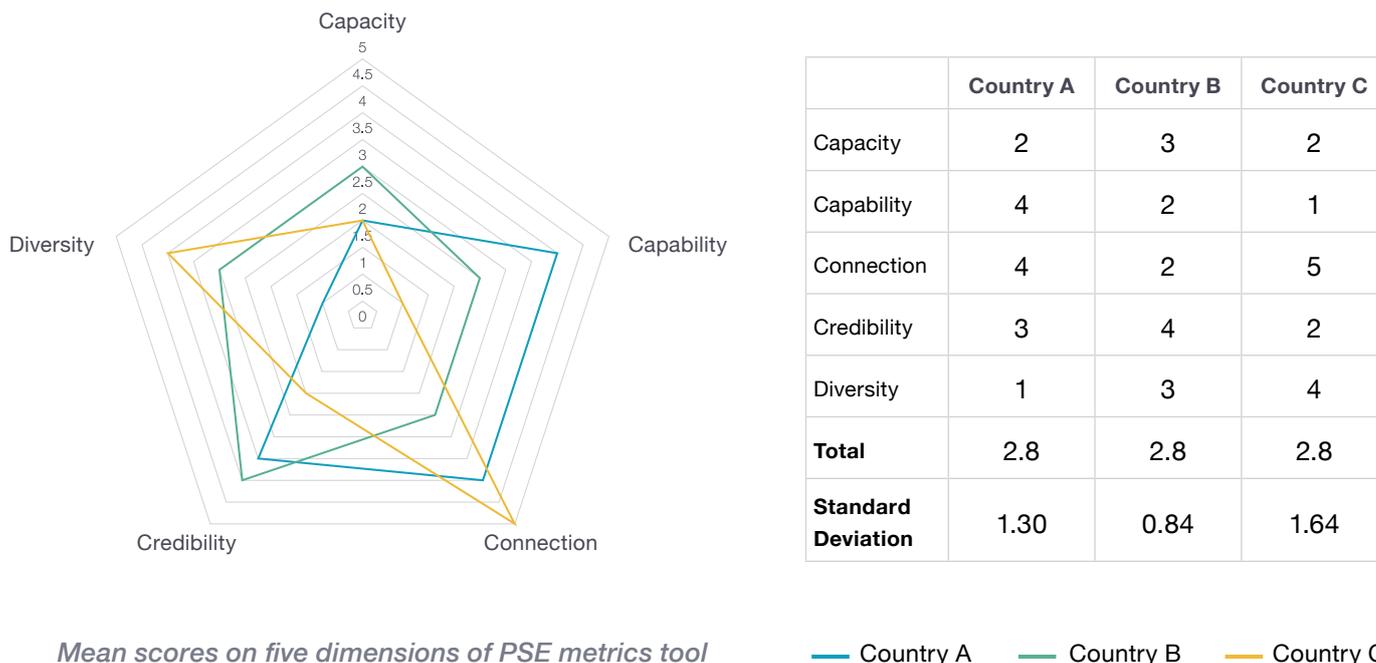
- 1 Refine the list of suggested sub-indicators based on their relevance to the local context.
- 2 Identify at least 30 stakeholders to collect data from. A mix of PSE stakeholders such as leaders of funding institutions, government, non-profits, social enterprises and PSOs is ideal. Administer the tool to the sample using a consistent method, such as one-on-one semi-structured interviews, focus group discussions, workshops or surveys.
- 3 Request stakeholders to do the following:
  - a. Briefly describe their perceptions on each indicator. The sub-indicators can be used to form an opinion on the indicators.
  - b. Assign a weight to each indicator based on its relevance to the health of a PSE.
  - c. Provide a score of 1-5 for each indicator based on closeness to the range of scenarios described as 'Nascent' to 'Ideal'.

### Phase 2: Evaluating the results

- 1 Use different statistical measures to analyse the scores and weights provided by stakeholders on each indicator. While a weighted mean across indicators and the five key result areas can give a broad idea of the state of a PSE in a country, means can be misleading unless used in conjunction with other measures like standard deviation. The example in Figure 3 below shows that the mean across three countries might be 2.8, even though each country is scored very differently in each of the five key result areas. Standard deviation offers a way to understand the variation between countries.
- 2 Once the data has been collected and mapped to the indicators, it will be important to identify which indicators are significant and their relative interrelation to ensure that what the tool is measuring is coherent. Some means which might be useful for establishing this inter-relation are:
  - a. **Cronbach's alpha** is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items.
  - b. **Factor analysis** is a stepwise technique that is used to reduce a large number of variables into a smaller number of factors. This technique extracts maximum common variance from all variables and puts them into a common score. Factor analysis can only be used if there is sufficient common variance which is tested in a number of analyses for eligibility.

- 3 Analyse the qualitative descriptions to add nuance to quantitative insights. Disseminate findings and insights widely in the PSE to stimulate thinking and dialogue and generate support to address its needs, which is the tool’s main purpose. Discussion will also help build a collective narrative on the way to realising the PSE’s potential.
- 4 Analysis and insight from initial application of the tool need to be shared so that it can be refined. Sharing the weights assigned to indicators, and statistical analyses of interrelationships between indicators will be useful in creating the next iteration of the tool. The qualitative responses on each indicator can help refine and contextualise the scenario descriptions, ‘Nascent’, ‘Ideal’, etc.

Figure 19: Illustration of the need to use multiple statistical measures



## Metrics tool indicators and scoring criteria

### Instructions to respondents:

- 1 Please briefly describe the state of your philanthropy support ecosystem on each of the ‘Indicators’ listed below. The suggested sub-indicators are meant to assist you in framing your description. To be clear, we are also aware that scoring will be based on perceptions rather than hard data, so even where, for example, a sub-indicator might ask about the number and type of PSOs, there is no expectation that respondents will be able to provide precise information, nor is this necessary to the working of the tool.
- 2 Please score your philanthropy support ecosystem on a scale of 1-5 based on closeness to the scenarios described in the tables below.

As noted earlier, this is a first instance of what we intend to be a developing method. In order to develop it further, it would be helpful if you could also note how relevant you believe the indicators are (i.e. ‘not relevant’, ‘somewhat relevant’, or ‘very relevant’) to assess the strengths and weaknesses of a PSE and share the information with WINGS at [info@wingsweb.org](mailto:info@wingsweb.org).



KEY RESULT AREA

## Capacity of the PSE

CAPACITY OF THE PSE

INDICATOR

### 1. Density of PSOs available in the PSE

SUGGESTED SUB-INDICATORS

1. Number and type of PSOs by entity
2. Number of PSOs per social organisation in the country
3. Number and type of PSOs per function served
4. Number of PSOs that are international
5. Number of PSOs that are working in urban areas compared to rural areas/remote areas
6. Perceptions of PSE stakeholders on all of the above

Table 14: Potential scenarios for the density of PSOs available in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
The number of PSOs available to each PSE stakeholder type is insufficient across the country	The number of PSOs available to some PSE stakeholder types is sufficient in some regions of the country	The number of PSOs available to some PSE stakeholder types is sufficient in most regions of the country OR A sufficient number of PSOs are available to most PSE stakeholder types, but only in some regions of the country	A sufficient number of PSOs are available to most PSE stakeholder types and across most regions of the PSE	A sufficient number of PSOs are available to most PSE stakeholder types across most regions of the PSE, and PSE stakeholders are aware of their availability

CAPACITY OF THE PSE

INDICATOR

### 2. Scale of PSOs available in the PSE

SUGGESTED SUB-INDICATORS

1. Size or proportion of population reached by PSOs
2. Volume of funds influenced by PSO services
3. Perceptions of PSE stakeholders on all of the above

Table 15: Potential scenarios for the scale of PSOs available in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
PSOs contribute directly or indirectly to less than 10% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to 10-20% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to 20-35% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to 35-50% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to more than 50% of total funds available for philanthropy, or community reached by philanthropy

## INDICATOR

**3. Sustainability of PSOs available in the PSE**

## SUGGESTED SUB-INDICATORS

1. Number of PSOs surviving on a fee-for-service model
2. Number of PSOs dependent on grant funds
3. Number of PSOs who have stayed relevant for over 10 years
4. Number of PSOs 10 years old or older versus number of PSOs that are less than 5 years old
5. Perceptions of PSE stakeholders on all of the above

Table 16: Potential scenarios for the sustainability of PSOs available in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSOs are unable to sustain their business models for more than 10 years, either through grant funding or revenue generation	Some PSOs are able to survive for more than 10 years due to grant funding	Some PSOs survive and grow for more than 10 years based on a mix of grant support and revenue generation	Most PSOs survive and grow for more than 10 years based on a mix of grant support and revenue generation	Most PSOs survive and grow for more than 10 years based on their revenues, and are not dependent on grant funding

## INDICATOR

**4. Investment in strengthening the PSE**

## SUGGESTED SUB-INDICATORS

1. Volume of funding invested in the growth of PSOs in a year
2. Number of funders investing in PSOs
3. Number and diversity of funders investing in strengthening the PSE
4. Extent of partnerships and coordination among PSO funders and policymakers described above in strengthening the PSE
5. Number of intermediary funds in the country
6. Perceptions of PSE stakeholders on all of the above

Table 17: Potential scenarios for the investment in strengthening the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most funders are unconvinced of the need to invest in strengthening PSOs and the PSE	Some funders are investing limited amount of funds in the strengthening PSOs and the PSE	Some funders and policymakers are investing limited amount of funds in the strengthening PSOs and the PSE	Most funders and policymakers invest high volume of funds and enable the growth of PSOs and the PSE, but co-ordination between these funding efforts is limited	Most funders and policymakers invest high volume of funds and enable the growth of PSOs and the PSE, demonstrating coordination and alignment on collective actions needed for PSE growth



KEY RESULT AREA

## Capability of the PSE

CAPABILITY OF THE PSE

INDICATOR

### 1. Availability of experienced leadership

SUGGESTED SUB-INDICATORS

1. Number of PSOs that have experienced leadership
2. Number of PSOs that have an active board
3. Perceptions of PSE stakeholders on all of the above

Table 18: Potential scenarios for the availability of experienced leadership

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSOs have leadership that is new to the sector, with less than 5 years of experience	The number of functions available to PSE stakeholders are limited but participating PSOs can provide a range of these functions  Some PSOs have leadership with 5-10 years of experience	The number of functions available to PSE stakeholder are limited but participating PSOs can provide most of these functions  Most PSOs have leadership with 5-10 years of experience	A sufficient number of PSOs are available across all categories of functions but PSE stakeholder would have to engage multiple PSOs to meet their needs  Some PSOs have leadership with over 10 years of experience	A sufficient number of PSOs are available across all categories of functions and a single PSO is able to cater across a range of functions  Most PSOs have leadership with over 10 years of experience

INDICATOR

### 2. Availability of talent for PSOs

SUGGESTED SUB-INDICATORS

1. Proportion of development sector workforce employed by PSOs (in PSE development)
2. Proportion of total volunteers employed by PSOs (in PSE development)
3. Number of independent institutions providing talent for PSE development
4. Number of mainstream professionals crossed over to PSE development
5. Number of channels available to solicit people into PSE development
6. Number of volunteering platforms that channel talent to social sector
7. Availability of benchmarking data of social sector salaries and growth
8. Presence of specialised curriculum on philanthropy and giving for PSE development
9. Perceptions of PSE stakeholders on all of the above

Table 19: Potential scenarios for the availability of talent for PSOs

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSOs have few staff and there is a limited inflow of volunteers and individuals qualified under PSE specific certifications through few select institutions  There are few channels to solicit volunteering and employment	Some PSOs have few staff and there is a limited inflow of volunteers and individuals qualified under PSE specific certifications through few select institutions  Number of channels to solicit employment and volunteering remain limited	Some PSOs are fully staffed and there is a consistent inflow of volunteers and individuals qualified under PSE specific certifications through limited number of institutions  Number of channels to solicit employment and volunteering are growing	Most PSOs are lightly staffed but there is a consistent inflow of volunteers and individuals qualified under PSE specific certifications through numerous institutions  There are many channels to solicit employment and volunteering	Most PSOs are fully staffed and there is an abundant inflow of volunteers and individuals qualified under PSE specific certifications through numerous institutions  There is an abundance of channels to solicit employment and volunteering

CAPABILITY OF THE PSE

## INDICATOR

**3. Knowledge and data generation in a PSE**

## SUGGESTED SUB-INDICATORS

1. Number of publications released every year focusing on social economy
2. Number of PSO knowledge-sharing platforms available within the PSE
3. Proportion of PSOs maintaining:
  - websites
  - blog pages/article sharing platforms
4. Number of convenings held per year
5. Presence of indices/benchmarks/tools that can be used by social economy
6. Perceptions of PSE stakeholders on all of the above

Table 20: Potential scenarios for the knowledge and data generation in a PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSOs do not maintain an online presence or generate knowledge and there are a limited number of reports, knowledge sharing platforms and convenings	Some PSOs have an online presence and generate knowledge but there are a limited number of reports, convenings and knowledge sharing platforms to provide access to PSO stakeholders	Most PSOs have an online presence and regularly generate knowledge and reports which are made available to PSO stakeholders across a limited number of knowledge sharing platforms and convenings	Most PSOs have an online presence and regularly generate knowledge and reports which are made available to PSO stakeholders across a few number of knowledge sharing platforms and convenings	Most PSOs have an online presence and regularly generate knowledge and reports which are made available to PSO stakeholders across an abundant number of knowledge sharing platforms and convenings



## KEY RESULT AREA

**Connection within the PSE**

## INDICATOR

**1. Number of relationships and transactions among PSE stakeholders**

## SUGGESTED SUB-INDICATORS

1. Number of partnerships/collaborations/collectives within the PSE
2. Average registrations/memberships per networking platforms/collaboration initiatives within the PSE
3. Number of partnerships that are cross-entity
4. Regional concentration of PSO collaborations
5. Perceptions of PSE stakeholders on all of the above

Table 21: Potential scenarios for the number of relationships and transactions among PSE stakeholders

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSE stakeholders are not part of any collective, creating impact in silos	Some PSE stakeholders are part of collectives/partnerships, but only in certain regions of the country and these are not cross-entity collaborations	Some PSE stakeholders are part of a collective in most regions of the country and have been able to achieve some impact by mobilising each other OR A sufficient number of collectives/partnerships exist among most PSE stakeholder types, and are cross entity collaborations, but only in some regions of the country	Most PSE stakeholders are part of a collective and have been able to achieve some impact through mobilising each other	Most PSE stakeholders are part of a collective and have been able to achieve sufficient impact through mobilising each other

INDICATOR

**2. Frequency of interactions among PSE stakeholders**

SUGGESTED SUB-INDICATORS

1. Number of collaborative initiatives, projects, or other interactive platforms initiated in a year
2. Number of convenings/gatherings/events in a year
3. Perceptions of PSE stakeholders on all of the above

Table 22: Potential scenarios for the frequency of interactions among PSE stakeholders

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
The PSE is characterised by scattered interactions among select actors within a category of PSE stakeholders	The PSE is characterised by scattered interactions among most actors within a specific category of PSE stakeholders	The PSE is well connected with there being frequent interactions among a specific category PSE stakeholders	The PSE is well connected with there being frequent interactions across most categories PSE stakeholders	The PSE is well connected with there being consistent and frequent interactions across all categories of PSE stakeholders



KEY RESULT AREA

**Credibility of the PSE**

INDICATOR

**1. Perceived value of PSO services**

SUGGESTED SUB-INDICATORS

1. Number of PSOs that have consistent funders/partners
2. Average years of PSO-Funder relationships within the PSE
3. Perception of value of PSO leadership by PSE stakeholders and mainstream market
4. Perception of PSE stakeholders on all of the above

Table 23: Potential scenarios for the perceived value of PSO services

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSE stakeholders are unconvinced of the value of any function provided by PSOs	Most PSE stakeholders are unconvinced of the value of any function provided by PSOs, with a few exceptions	Some PSO stakeholders see the value in engaging PSO services across some functions	Most PSO stakeholders see the value in engaging PSO services across some functions	Most PSO stakeholders see the value in engaging PSO services across all functions

## INDICATOR

**2. Demonstrated impact**

## SUGGESTED SUB-INDICATORS

1. Number of PSOs with developed impact indicators and measures in place
2. Average growth in the number of PSOs per year within the PSE
3. Average percentage of noted funding growth within the PSE
4. Number of PSOs publishing their impact stories
5. Number of PSOs with an evolved M&E
6. PSE stakeholder perspective on growing knowledge sharing, impact creation and awareness of sectors requiring more funding within the PSE
7. Perceptions on the extent of application of the UN SDG framework
8. Perception of PSE stakeholders on all of the above

Table 24: Potential scenarios for the demonstrated impact

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Little to no growth in the number of PSOs and PSE funding with most PSOs not having a systematic, structured way of documenting impact	Some growth in the number of PSOs and PSE funding with some PSOs having a systematic, structured way of documenting impact	Consistent growth in the number of PSOs and PSE funding with some PSOs having a systematic, structured way of documenting impact OR Some growth in the number of PSOs and PSE functioning with most PSOs having a systematic, structured way of documenting impact	Consistent growth in the number of PSOs and PSE funding with most PSOs having a systematic, structured way of documenting impact	Exponential growth in the number of PSOs and PSE funding with most PSOs having a systematic, structured way of documenting impact

## INDICATOR

**3. Engagement of PSOs by PSE stakeholders**

## SUGGESTED SUB-INDICATORS

1. Average number of PSOs engaged by PSE stakeholders
2. Number and type of functions where PSO services are engaged by stakeholders
3. Perceptions of PSE stakeholders on all of the above

Table 25: Potential scenarios for the engagement of PSOs by PSE stakeholders

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSE stakeholders do not engage the services of PSO across most functions	Some PSE stakeholders do not engage the services of PSO across most functions	Some PSE stakeholders engage the services of PSO across some functions	Most PSE stakeholders engage the services of PSO across most functions, but willingness to pay is low	Most PSE stakeholders engage the services of PSO across most functions and are willing to pay for them

## INDICATOR

**4. Transparency of PSO services**

## SUGGESTED SUB-INDICATORS

1. Number of PSOs having legal status and/or certification
2. Number of PSOs sharing legal documentation, registrations, etc. with PSE stakeholders
3. Number of PSOs sharing financial documentation with PSE stakeholders
4. Number of PSOs sharing details of relevant material developed as part of projects or otherwise with other PSE stakeholders
5. Existence of code of ethics in the PSE
6. Perceptions of PSE stakeholders on all of the above

Table 26: Potential scenarios for the transparency of PSO services

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSOs are uncertified and do not create and share legal/regulatory/financial documents with PSE stakeholders. There exists no code of ethics for PSOs	Few PSOs in the PSE are certified. Some PSE stakeholders have access to some of the legal/regulatory documents and awareness of the code of ethics for PSOs is limited.	Some PSOs are certified and most PSE stakeholders have some access to the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is limited OR Most PSOs are certified and some PSE stakeholders have some access to the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is limited	Most PSOs in the PSE are certified and most PSE stakeholders have access to some of the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is widespread	Most PSOs in the PSE are certified and most PSE stakeholders have easy access to most of the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is widespread



## KEY RESULT AREA

**Diversity within the PSE**

## INDICATOR

**1. Diversity among PSE stakeholder types in the ecosystem**

## SUGGESTED SUB-INDICATORS

1. Presence/absence of PSE stakeholder categories
2. Differences in the number of organisations representing each of the PSE stakeholder categories
3. Number of PSOs serving both, rural and urban areas
4. Perceptions of PSE stakeholders on all of the above

Table 27: Potential scenarios for the diversity among PSE stakeholder types in the ecosystem

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Critical PSE stakeholder types are missing from or working against the ecosystem (e.g. Government)	A few PSE stakeholders are missing from the ecosystem, who are not critical to the maintenance of the local ecosystem and are concentrated in either rural or urban areas	Most PSE stakeholder types are present in the ecosystem, but some are more active and contribute more than others, and are concentrated in either rural or urban areas	Most PSE stakeholder types are present in the ecosystem, in both urban and rural areas and contribute to philanthropy to a similar extent	Most PSE stakeholder types are active in philanthropy to a similar extent, and interact with one another, in both urban and rural areas

## INDICATOR

**2. Co-existence of diverse approaches to paradigms of philanthropy in the PSE**

## SUGGESTED SUB-INDICATORS

1. Number of PSE stakeholders operating via different philanthropy paradigms for instance venture philanthropy, rights-based approaches, outcomes-based approaches, collective impact, impact investing, community-based approaches, and so on.
2. Proportion of homegrown versus global organisations in each category
3. Diversity and inclusion among PSO staff: representation by gender, region and socio-economic status
4. Perceptions of PSE stakeholders on all of the above

Table 28: Potential scenarios for the co-existence of diverse approaches to paradigms of philanthropy in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
The different philanthropy paradigms and approaches in the ecosystem are undocumented or rarely discussed	A single approach to philanthropy is heavily endorsed, and other approaches are not considered	A single approach to philanthropy is heavily endorsed, but other approaches are adopted by a minority	Different approaches to philanthropy co-exist, but rarely interact with each other	Different approaches to philanthropy co-exist, with constructive debate and dialogue across approaches

## Applying and strengthening the tool in the future

As mentioned earlier, this tool needs to be developed in practice. Answers to the following questions will help strengthen it:

### 1 How can we ensure that the tool does not merely create oversimplified scores or comparisons across PSEs?

It was noted that the perceptions of the PSE cannot be restricted to quantitative scores alone, since that would not take account of nuances in the status of a PSE. This is why the tool incorporates qualitative data collection and encourages application of multiple statistical measures beyond a weighted mean. It was also noted that what may be considered 'Nascent' in one ecosystem may be considered advanced in another. This is why the tool discourages direct comparisons across PSEs and encourages the user to take into consideration various contextual factors while assessing the performance of a PSE with respect to another. The tool also recommends using the qualitative responses from stakeholders to put the judgements from 'Nascent' to 'Ideal' in context. However, other suggestions on how to guard against this risk would be welcome.

*"It's very useful to understand that the final score for each country could be the same, but their situations are different. Looking at specifics is more important than giving scores...sometimes it's important to count, but here it's more about understanding details."*

– Maria Chertok, CAF Russia

### 2 How can we ensure that the tool promotes dialogue and generates support for the PSE from diverse stakeholders?

This the main aim of the tool. Sharing findings and insights is crucial to achieving this aim and we would urge users to do this both with other users and potential users with WINGS and Sattva.

### 3 How can this framework be used to delve deeper into certain areas and incorporate factors beyond stakeholder perceptions?

Aside from stakeholder perceptions, a number of environmental factors can influence the level of support for a PSE, such as political, regulatory or economic conditions, for which indices already exist thanks to the Lilly School of Philanthropy, CAPS and others. It was also noted that certain key result areas such as the perceived diversity of the PSE, would be interesting areas for further exploration. If readers would like to integrate this metrics tool with another one, or delve deeper into a particular area, they are encouraged to reach out to [info@wingsweb.org](mailto:info@wingsweb.org).



Photo by Artem Kniaz

## PART 7

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# A call to action

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WINGS plans to support the process of rolling out this guidance, by mounting a series of webinars, and offering advice to WINGS members on how to address some of the issues arising from this work.

WINGS will monitor progress, learn from operations on the ground and amend the guidance in the light of experience.

So, the message to the users of this guide is a clear call to action.

- Once you start using the taxonomy, it would be great to hear your feedback. Drop us a line or invite us to have a virtual meeting to discover your impressions.
- WINGS can support the implementation of the mapping at national or regional levels. Contact us if you are ready to get to work!
- We hope that organisations running indexes will incorporate the PSE lens into their analyses. We are ready to support you in identifying opportunities on how to use part 6 of this guidance.
- Are you putting together a national case study? Let us know and we can tell you about our experience in exploring the impact of the PSOs in India, Kenya and Russia

To contact WINGS, please email [info@wingsweb.org](mailto:info@wingsweb.org).

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# Annexure

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# Annexure 1

## One-on-one consultations with experts about the country cases

Country/ Region	Respondent name and designation	Organisation
India	Amrut Joshi, Founder	GameChangers Law
India	Anil Kumar Reddy, CEO and Co-founder	DonateKart
India	Anita Kumar, Head - CSR	Sattva Consulting
India	Bindi Daria, Deputy Director	Centre for Social Impact and Philanthropy (CSIP), Ashoka University
India	Gautam John, Director of Strategy	Rohini Nilekani Philanthropies
India	Harsh Jaitli, CEO	Vani
India	Ingrid Srinath, Director	Centre for Social Impact and Philanthropy (CSIP), Ashoka University
India	Kashyap Shah, Principal and India Education Lead	Bridespan
India	Kavita Mathew, India Partnerships Consultant	Global Giving
India	Komal Goyal, Assistant Manager	A.T.E Chandra Foundation
India	Kunal Verma, Managing Director	Centre for Fundraising
India	Lakshmanan A G, Head of Non-profit partnerships and Online Giving	GiveIndia
India	Meenakshi Batra, CEO	CAF
India	Megha Jain, Associate Director - Strategic Philanthropy	DASRA
India	Noshir Dadrawala, Chief Executive	Centre For Advancement of Philanthropy
India	Paul Basil, Founder and CEO	Villgro
India	Pearl Tiwari, President (CSR & Sustainability)	Ambuja Cement Foundation
India	Poonam Choksi, Social Sector Capacity Building	A.T.E Chandra Foundation
India	Priya Naik, Founder and CEO	Samhita
India	Pushpa Aman Singh, CEO	Guidestar India/GivingTuesday
India	Rathish Balakrishnan, Co-founder & Managing Partner	Sattva Consulting
India	Ravi Sreedharan, Founder	Indian School of Development Management (ISDM)
India	Sathyasree, Director - Development Support	CRY
India	Shalabh Sahai, Co-founder & Director	iVolunteer
India	Smarinita Shetty, Co-founder and CEO	India Development Review
India	Sujatha Srinivasan, Senior Research Manager - Infrastructure & Governance	Institute for Financial Management and Research (IFMR) LEAD
India	Swapnil Agarwal, Co-founder & Director	Dhwani RIS

Country/ Region	Respondent name and designation	Organisation
India	Urvashi Deividayal, Sankalp India Lead	Sankalp, Intellecap
India	Venkat Krishnan, Principal Trustee	India Welfare Trust (Founder, GiveIndia)
India	Vidya Shah, CEO	EdelGive Foundation
India	Swapnil Agarwal, Co-founder & Director	CSF
Kenya	Arif Neki, National Coordinator for SDGPP and former Regional CEO, AKF	SDGPP, Aga Khan Foundation
Kenya	Chilande Warrande, Program Manager	Viwango
Kenya	Clement Nganga, Program Officer	Allavida Kenya
Kenya	Cynthia Onyango, Program Officer	Aga Khan Foundation (East Africa)
Kenya	Evans Okinyi, CEO	East Africa Philanthropy Network (EAPN)
Kenya	Hannah Ahere, Personal Assistant to the Regional Director	Ford Foundation
Kenya	James Gatere, Director	I&M Bank Foundation
Kenya	Janet Mawiyoo, Executive Director	Kenya Community Development Foundation (KCDF)
Kenya	Lucy Chepchumba, Co-Founder	Good Kenyan
Kenya	Melvin Chibole, Director, Governance, learning and Communication	Kenya Community Development Foundation (KCDF)
Kenya	Nancy Kairo, Executive Director East Africa Region	Africa Venture Philanthropy Alliance (AVPA)
Kenya	Nzilani Muema, Program Manager - Kenya	Amani Institute
Kenya	Tom Olila, Director	Strategic Connections
Kenya	Virgile Bahujihimigo, Program Officer	Segal Family Foundation
Russia	Alena Meshkova, Director	Konstantin Khabensky Charity Foundation
Russia	Alexandra Babkina, Social Projects Director, Mail.Ru Group; Head of the Dobro.mail.ru service	Dobro.mail.ru
Russia	Alexandra Boldyreva, Executive Director	Russian Donors' Forum
Russia	Anna Bitova, Head of the Management Board	Center for Curative Pedagogics
Russia	Anna Orlova, Board Chairperson	NGO Development Centre
Russia	Ekaterina Khaletskaya, Co-founder and Director	Impact Hub Moscow
Russia	Elena Ivanitskaya, Deputy Head of the Department for Strategic Development and Innovations	Ministry of Economic Development of the Russian Federation
Russia	Elena Malitskaya, President	The Siberian Civic Initiatives Support Center
Russia	Igor Sobolev, Advisor to the General Director	Presidential Grants Foundation
Russia	Maria Chertok, Director	CAF Russia
Russia	Maria Morozova, General Director	Elena & Gennady Timchenko Foundation
Russia	Marina Mikhailova, Director	"Garant" Center for Social Technologies (Arkhangelsk)
Russia	Oksana Oracheva, General Director	The Vladimir Potanin Foundation
Russia	Oksana Razumova, Chairperson	The "Druzya" (Friends) Foundation
Russia	Olga Drozdova, Head of Social Projects and Programs	Agency for Social Information
Russia	Roman Sklotskiy, Director	Center for Philanthropy Development, The Vladimir Potanin Foundation
Russia	Svetlana Ivchenko, Director of Social Policy Department	Norilsk Nickel
South Africa	Bhekinkosi Moyo, Managing Director	Africa Centre for Philanthropy and Social Investment (ACPSI), WITS Business School
South Africa	Shaun Samuels, Executive Director	SGS Consulting
Tanzania	Stigmata Tenga, Executive Director	Africa Philanthropy Network (APN)

## Annexure 2: Details of selected organisations listed in the 4Cs table

### One-on-one consultations with experts

<i>Africa Venture Philanthropy Association</i>	The African Venture Philanthropy Alliance (AVPA) is a Pan-African network for social investors, headquartered in Nairobi and committed to building a vibrant and high impact community across Africa.
<i>Aga Khan Foundation/Yetu</i>	The Aga Khan Development Network (AKDN) brings together a number of development agencies, institutions, and programmes that work primarily in the poorest parts of Asia and Africa. Yetu fosters a stronger ecosystem for Kenyan CSOs through collaboration, learning and adapting (CLA) approach in both design and implementation of interventions that promote local development while enhancing the sustainability of the local CSOs.
<i>Agency of Social Information</i>	The Social Information Agency is a leading expert organisation in the Russian non-profit sector and a professional news agency specialising in reporting on civic initiatives.
<i>Charities Aid Foundation Russia</i>	CAF (Charities Aid Foundation) – is a non-profit organisation committed to motivating society to give ever more effectively. CAF Russia was established in 1993 to provide free consultations to the fledgling NGO sector on legal and accounting issues and fundraising.
<i>Center for Advancement of Philanthropy</i>	Centre for Advancement of Philanthropy (CAP) specialises in all the laws that regulate India's non-profit sector and in providing complete compliance solutions to organisations involved in philanthropic activity.
<i>Centre for Fundraising</i>	Centre for Fundraising (CFF) is a management consulting firm providing full function fundraising solutions to the non profit organisations across India and several Asian countries.
<i>Charities Aid Foundation India</i>	CAF India is a registered charitable trust set up in 1998 to provide strategic and management support to corporates, individuals and NGOs with an aim to ensure greater impact of their philanthropic and CSR investments.
<i>Daan Utsav</i>	An annual 'festival of philanthropy' that engages the corporate, NGO and government sectors, schools, colleges and the general public through 'acts of giving' - money, time, resources and skills.
<i>Dasra</i>	Dasra began as a venture philanthropy fund to invest in early stage non-profit organisations in India. Their model has grown to facilitate collaborations between funders, non-profits, corporations and the government and partner with leading foundations and philanthropists to help them shape their vision.
<i>Dhwani Rural Information Systems</i>	A development-oriented technology enterprise envisioned to provide affordable, integrated and smart ICT tools to organisations working at BoP levels.
<i>Mail.Ru Group</i>	A fundraising platform that enables users to make a donation to an organisation or apply for participation in a volunteer project.
<i>DonateKart</i>	Donatekart is an India-based social enterprise that allows individuals to donate supplies needed to a charity instead of donating money.
<i>East Africa Philanthropy Network</i>	A voluntary membership association that brings together Trusts and Foundations in the East Africa region with the aim of promoting philanthropy.
<i>EdelGive Foundation</i>	The philanthropic arm of the Edelweiss Group, primarily a grant making organisation, supporting small and mid-sized NGOs across the country. Additionally, EdelGive Foundation has become the connecting platform between grantmakers/donors and credible NGOs across the country.
<i>Gandhi Fellowship/Teach for India/ Make a Difference</i>	Programs that recruits, trains and nurtures college graduates and working professionals to emerge as leaders in the social development space
<i>"Garant"</i>	Regional charity NGO "Arkhangelsk Centre of social technologies "Garant" was created in autumn 1996 to develop civil society organisations in Arkhangelsk region. They work towards the development of social stability in the region through coordination of efforts of various organisations and institutions, introduction of innovative approaches in solving problems of the community and development of civic participation

<i>GiveIndia</i>	GiveIndia is India's largest giving platform for donors that undertakes a robust due diligence process covering legal, compliance, financial and impact checks for each donation made to any non-profit, including in-person visits to beneficiaries and actual feedback reports.
<i>Global Giving</i>	A crowdfunding community that connects non-profits, donors, and companies.
<i>India Development Review</i>	IDR is an independent media platform for the development community that publishes ideas, opinion, analysis and lessons from real-world practice.
<i>iVolunteer</i>	iVolunteer is a social enterprise that promotes volunteering with the mission to bring volunteers and organisations together to share time, skills, and passion to promote India's social development.
<i>Kenya Community Development Foundation</i>	Kenya Community Development Foundation (KCDF) is a public philanthropic foundation that supports sustainable community driven development.
<i>Kenya Philanthropy Forum</i>	The Kenya Philanthropy Forum is an organised platform that brings together philanthropy institutions and individuals to interact, share and engage in efforts that promote philanthropy in Kenya.
<i>Moscow School of Professional Philanthropy</i>	MSPF is a community of like-minded people in the philanthropy industry who are ready to support each other by exchanging expertise and experience. The program is an accelerator of Non-Profit Organization projects and creates a community of professionals.
<i>Nudge Lifeskills Foundation</i>	The Nudge Foundation is a collective of some of India's brightest entrepreneurs, leaders and change-makers, tackling - poverty.
<i>Russian Donors Forum</i>	The Donors Forum is an association of the largest grantmaking organisations operating in Russia to promote the development of a professional charitable community working for the benefit of the whole community.
<i>Sankalp</i>	Sankalp Dialogues are comprehensive discussions, facilitated through the year, across regions, to build ecosystems that enable entrepreneurs to address complex development challenges using local solutions.
<i>SDG Philanthropy Platform</i>	The Partnerships for SDGs online platform is United Nations' global registry of voluntary commitments and multi-stakeholder partnerships made in support of sustainable development and the 17 Sustainable Development Goals.
<i>Strategic Connections</i>	A social enterprise, Strategic Connections exists to provide management and development advisory services as its core business.
<i>Tata Institute of Social Sciences, Azim Premji University Institute of Rural Management, Anand</i>	Autonomous institutions with the mandate of contributing to the professional management of philanthropy, development and rural organisations.
<i>The Siberian Civic Initiatives Support Center</i>	The Siberian Civic Initiatives Support Center is a Russian non-commercial, non-governmental organisation which supports the development of democratic and economic reform by supporting the Third Sector in the Siberian region.
<i>Viwango</i>	Viwango is an independent, standards-setting and certification organisation for CSOs in Kenya.

## Annexure 3

### Research methods and the choice of countries

A participatory approach was undertaken to develop these case studies and represent their contribution across India, Russia and Kenya, following these steps:

1. Editorial Committee consultations to identify and shortlist countries for the case studies. The countries were selected on the basis of their ranking in the WorldGiving Index, the size of their PSE and its evolution over time.
2. Literature review on the evolution of the philanthropy support ecosystem across India, Russia and Kenya to build insights on the broader landscape and context for the case studies.
3. One-on-one semi-structured interviews with 65 experts in the following categories to shortlist organisations for the country case studies (see Annexure 1 and 2 for the complete list of experts and organisations):
  - Platform builders/Network conveners: heads of networks or platforms that convene stakeholders in philanthropy .
  - Researchers, academics, evidence builders on philanthropy: Current head or director of research units and academic institutions on philanthropy.
  - PSE enablers (funders, and PSOs): Practitioners previously interviewed, or panellists at PSE forums, or member of global networks with 10+ years' experience.
4. Online structured surveys with 65 PSOs, funders and implementing organisations to map their role and impact.
5. One-one-one in-depth interviews with shortlisted PSOs, funders and implementing organisations across India, Russia and Kenya, based on expert recommendations to substantiate survey findings.
6. Editorial Committee consultations to gain feedback and suggestions on the development of these case studies.

## Annexure 4

### Conversion rates for the case studies

1 INR to USD = \$ .01 USD (as of 07.07.2020)

Or 1USD = 75 INR

1 RUB to USD = \$ .01 USD (as of 07.07.2020)

Or 1USD = 73.5 RUB

1 KES to USD = \$ .009 USD (as of 07.07.2020)

Or 1USD = 108 KES

## Annexure 5

### Interviews for the taxonomy and guidance on how to map the field and the methods to assess the PSE

Country/ Region	Respondent name and designation	Organisation
United Kingdom	Michael Mapstone, Director International Affairs and Global Engagement	Charities Aid Foundation (CAF)
United Kingdom	Walter Viers, Regional Director for Central and Eastern Europe	C.S. Mott Foundation
India	Gautam John, Director of Strategy	Rohini Nilekani Philanthropies
India	Ingrid Srinath, Director	Centre for Social Impact and Philanthropy (CSIP), Ashoka University
India	Megha Jain, Associate Director - Strategic Philanthropy	DASRA
India	Paul Basil, Founder and CEO	Villgro
India	Priya Naik, Founder and CEO	Samhita
India	Ravi Sreedharan, Founder	Indian School of Development Management (ISDM)
India	Smarinita Shetty, Co-founder and CEO	India Development Review (IDR)
India	Sujatha Srinivasan, Senior Research Manager - Infrastructure & Governance	Institute for Financial Management and Research (IFMR)
India	Sathyasree, Director - Development Support	CRY
India	Urvashi Deividayal, Sankalp India Lead	Sankalp, Intellectap
India	Venkat Krishnan, Principal Trustee	India Welfare Trust (Founder, GiveIndia)
India	Vidya Shah, CEO	EdelGive Foundation
Kenya	Evans Okinyi, CEO	East Africa Philanthropy Network (EAPN)
Kenya	Janet Mawiyoo, Executive Director	Kenya Community Development Foundation (KCDF)
Russia	Maria Chertok, Director	CAF Russia
Russia	Oksana Oracheva, General Director	The Vladimir Potanin Foundation
Russia	Roman Sklotskiy, Director	Center for Philanthropy Development, The Vladimir Potanin Foundation
South Africa	Bhekinkosi Moyo, Director and Adjunct Professor	Africa Centre for Philanthropy and Social Investment (ACPSI), WITS Business School
South Africa	Shaun Samuels, Executive Director	SGS Consulting
Tanzania	Stigmata Tenga, Executive Director	Africa Philanthropy Network (APN)
USA	Chris Cardona, Program Officer for Philanthropy	Ford Foundation
USA	Nick Deychakiwsky, Program Officer	C.S. Mott Foundation
USA	Teri Behrens, Executive Director	Dorothy A. Johnson Center for Philanthropy at Grand Valley State University

## Annexure 6

### PSOs surveyed for the taxonomy, the guidance on how to map the field and the methods to assess the PSE

<b>Australia</b>	University of Melbourne	<b>Kenya</b>	KenGen Foundation
<b>Belgium/ Europe</b>	Donors and Foundations Network in Europe	<b>Kenya</b>	Kenya Community Development Foundation
<b>Brazil</b>	Associação Brasileira de Captadores de Recursos	<b>Kenya</b>	SDG Philanthropy Platform, Kenya at United Nations
<b>Europe</b>	European Community Foundation Initiative	<b>Kenya</b>	Segal Family Foundation
<b>India</b>	Ambuja Cement Foundation	<b>Kenya</b>	Strategic Connections
<b>India</b>	Centre for Advancement of Philanthropy	<b>Kenya</b>	Strathmore University Foundation
<b>India</b>	Centre for Social Impact and Philanthropy	<b>Kenya</b>	Viwango
<b>India</b>	Civil Society Information Services India (GuideStar India & GivingTuesdayIndia)	<b>New Zealand</b>	John Godfrey and Associates
<b>India</b>	Dasra	<b>Romania</b>	Association for the Practice of Transformation
<b>India</b>	EdelGive Foundation	<b>Russia</b>	Agency for Social Information
<b>India</b>	GameChanger Law Advisors	<b>Russia</b>	“Garant” Center for Social Technologies (Arkhangelsk)
<b>India</b>	GiveIndia	<b>Russia</b>	CAF Russia
<b>India</b>	GlobalGiving	<b>Russia</b>	Center for Curative Pedagogics
<b>India</b>	India Development Review	<b>Russia</b>	NGO Development Centre
<b>India</b>	India Welfare Trust	<b>Russia</b>	The “Druzya” (Friends) Foundation
<b>India</b>	iVolunteer	<b>Russia</b>	Corporate Charitable Foundation “Katren”
<b>India</b>	Nilekani Philanthropies	<b>Russia</b>	Dobro.Mail.ru (Mail.ru Group)
<b>India</b>	Nudge Lifeskills Foundation	<b>Russia</b>	Russian Donors’ Forum
<b>India</b>	Samanvay Research and Development Foundation	<b>Russia</b>	Elena & Gennady Timchenko Foundation
<b>India</b>	Sattva Consulting	<b>Russia</b>	Impact Hub Moscow
<b>India</b>	The Bridgespan Group	<b>Russia</b>	Konstantin Khabensky Charity Foundation
<b>India</b>	VANI	<b>Russia</b>	Presidential Grants Foundation
<b>India, Kenya</b>	Intellectap	<b>Russia</b>	Norilsk Nickel
<b>Israel</b>	Institute for Law and Philanthropy, Tel-Aviv University	<b>Russia</b>	The Siberian Civic Initiatives Support Center
<b>Italy</b>	Assifero	<b>Russia</b>	The Vladimir Potanin Foundation
<b>Kenya</b>	African Venture Philanthropy Alliance	<b>Senegal</b>	EPIC-Africa
<b>Kenya</b>	Aga Khan Foundation	<b>United Kingdom</b>	Centre for the Study of Philanthropy & Public Good, University of St Andrews
<b>Kenya</b>	Allavida Kenya	<b>United Kingdom</b>	Centre for Strategic Philanthropy, Cambridge Judge Business School
<b>Kenya</b>	Amani Institute	<b>USA</b>	Stanford Angels & Entrepreneurs
<b>Kenya</b>	East Africa Philanthropy Network	<b>USA</b>	Institute for Wise Philanthropy
<b>Kenya</b>	Ford Foundation	<b>USA</b>	International Funders for Indigenous Peoples
<b>Kenya</b>	Good Kenyan	<b>USA</b>	TechSoup
<b>Kenya</b>	I&M Bank Foundation		

## Annexure 7

### Social Network Analysis by Barry Knight

**Social Network Analysis (SNA)** is the process of investigating social structures through the use of **networks** and **graph theory**. It characterises networked structures in terms of nodes (individual actors, people, or things within the network) and the ties, edges, or links (relationships or interactions) that connect them.

Examples of **social structures** commonly visualised through social network analysis include **social media networks**, **memes** spread, information circulation, **friendship and acquaintance networks**, business networks, knowledge networks, difficult working relationships, social networks, **collaboration graphs**, **kinship**, **disease transmission**, and **sexual relationships**.

These networks are often visualised through **sociograms**, in which nodes are represented as points and ties are represented as lines. These visualisations provide a means of qualitatively assessing networks by varying the visual representation of their nodes and edges to reflect attributes of interest.

Social network analysis has emerged as a key technique in modern **sociology**. It has also gained a significant following in **anthropology**, **biology**, **demography**, **communication studies**, **economics**, **geography**, **history**, **information science**, **organisational studies**, **political science**, **public health**, **social psychology**, **development studies**, **sociolinguistics**, and **computer science** and is now commonly available as a consumer tool.

Visual representation of social networks is important to understand network data and convey the results of the analyses. Numerous methods of visualisation for data produced by social network analysis have been presented. Much of the **analytic software** has modules for network visualisation. Exploration of data is done through displaying nodes and ties in various layouts, and attributing colours, size and other advanced properties to nodes. Visual representations of networks may be a powerful method for conveying complex information, but

care should be taken in the interpretation of node and graph properties from visual displays alone, as they may misrepresent structural properties, better captured through quantitative analyses.

**Signed graphs** can be used to illustrate the good and bad relationships between humans. A positive edge between two nodes denotes a positive relationship (friendship, alliance, dating) and a negative edge between two nodes denotes a negative relationship (hatred, anger). Signed social network graphs can be used to predict the future evolution of the graph. In signed social networks, there is the concept of 'balanced' and 'unbalanced' cycles. A balanced cycle is defined as a **cycle** where the products of all the signs are positive. According to **balance theory**, balanced graphs represent a group of people, who are unlikely to change their opinions of the other people in the group. Unbalanced graphs represent a group of people, who are very likely to change their opinions of the people in their group. For example, a group of 3 people (A, B, and C) where A and B have a positive relationship, B and C have a positive relationship, but C and A have a negative relationship is an unbalanced cycle. This group is very likely to morph into a balanced cycle, such as one where B only has a good relationship with A and both A and B have a negative relationship with C. By using the concept of balanced and unbalanced cycles, the evolution of signed **social network graphs** can be predicted.

When using social network analysis as a tool for facilitating change, different approaches of participatory network mapping have proven useful. Here, participants provide network data, by actually mapping out the network (with pen and paper or digitally) during the data collection session. An example of a pen-and-paper network mapping approach, which also includes the collection of some actor attributes (perceived influence and goals of actors), is the **net-map toolbox**. One benefit of this approach is that it allows researchers to collect qualitative data and ask clarifying questions, while the network data is collected.

Mathematically, it is possible to produce a number of precise measures of relationships. Measures of relationships are called coefficients. Here are some examples:

### **Centrality**

Centrality as an actor-level coefficient reflects the degree of access to information (or resources) of an actor and hence, the probability of that actor to acquire a leadership position in the group. As a network-level coefficient, centrality measures the distribution of information (or power) within the group.

### **Sociometric coefficients**

In a communication network, actor-level sociometric coefficients measure the level of communicational activity of a specific actor.

### **Distance-related coefficients**

This category is based on the concept of geodesic distance. Given two nodes of a network, say node A and node B, the geodesic distance from A to B is the length of the shortest possible path from A to B.

In terms of specific SNA tools, there are four, which have a free version:

**Socilyzer** - [www.socilyzer.com](http://www.socilyzer.com). Socilyzer is built for managers and consultants to conduct their own basic analyses. The aim of the tool is to make it as easy as possible by integrating questionnaire design, data collection and data visualisation. There are also good resources on the website explaining how to interpret SNA diagrams.

**SocNetV** - '[Social Networks Visualiser](#)'. It has a very nice gui, runs on Linux, Windows and Mac, supports GraphML and .net files, and is swift to compute centralities and distances. It does some network layouts as well.

**NodeXL**. [NodeXL](#) is a free, open-source template, for Microsoft® Excel® 2007 and 2010, that makes it easy to explore network graphs. With NodeXL, you can enter a network edge list in a worksheet, click a button and see your graph, all in a familiar user environment, such as Excel. NodeXL is an easy way into SNA, for those who like spreadsheets.

**Agna** is a platform-independent application designed for social network analysis, sociometry and sequential analysis. Agna can be [downloaded](#), but it has no support or software updates any longer. Agna is still a neat tool and runs on both PC and Mac.

Wikipedia also now has a very useful page, titled [social network analysis software](#), offering a comprehensive list of nearly 70 SNA tools and summarising them in a table, covering Main Functionality, Input Formats, Output Formats, Platforms, Licensing and Costs.

**For a great introduction to social networks and social network analysis**, see these two articles by Richard Cross:

[Social Network Analysis: an introduction](#)  
[Social Network Analysis in practice](#)

Finally, you can check out the [change management simulation game](#), which uses SNA to establish the effects of social and reputational influence on key stakeholders, in major company change management programmes.

## About WINGS

WINGS is a network of 180+ philanthropy associations, networks, academic institutions, support organisations, and funders, in 58 countries around the world whose purpose is to strengthen, promote and provide leadership on the development of philanthropy and social investment in order to promote and develop philanthropy and contribute to a more effective and diverse civil society.

**Visit us at** [www.wingsweb.org](http://www.wingsweb.org)

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## About Sattva

Sattva is a social impact strategy consulting and implementation firm. Sattva works closely at the intersection of business and impact, with multiple stakeholders including non-profits, social enterprises, corporations and the social investing ecosystem.

Sattva works on the ground in India, Africa and South Asia and engages with leading organisations across the globe through services in strategic advisory, realising operational outcomes, CSR, knowledge, assessments, and co-creation of sustainable models. Sattva works to realise inclusive development goals across themes in emerging markets including education, skill development and livelihoods, healthcare and sanitation, digital and financial inclusion, energy access and environment, among others. Sattva has offices in Bangalore, Mumbai and Delhi.

**Visit us at** [www.sattva.co.in](http://www.sattva.co.in)

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