

INFRASTRUCTURE IN FOCUS

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# A NEW GLOBAL PICTURE OF ORGANIZATIONS SERVING PHILANTHROPY

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GROWING AND STRENGTHENING  
THE FIELD



2017



**WINGS**  
WORLDWIDE INITIATIVES  
FOR GRANTMAKER SUPPORT



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## ABOUT WINGS

Worldwide Initiatives for Grantmaker Support (WINGS) is a network of almost 100 philanthropy associations and support organizations in 39 countries around the world whose purpose is to strengthen, promote and provide leadership on the development of philanthropy and social investment.

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## ACKNOWLEDGEMENTS

We would like to thank the following for contributing to this report:

- 63 WINGS members who provided us with data
- The eight foundations that support philanthropy infrastructure and responded to our funders survey
- 19 academic, education and research institutions that responded to our special survey
- WINGS members and partners who joined us in this collective effort by writing articles for this report
- The Global Philanthropy Infrastructure Report Working Group who contributed their valuable expertise and feedback and helped to compile the questionnaire
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# FOREWORD

Building the infrastructure necessary for philanthropy to operate and succeed is challenging. The first of those challenges is to increase the recognition of the important role of the institutions dedicated to this task, the value of whose work often goes unrecognized.

The second challenge is to grow the field and make it stronger. As the report suggests, philanthropy infrastructure is usually weaker and less developed where it is most needed. Increasing the reach and impact of philanthropy infrastructure and improving its standards is crucial to its effectiveness.

WINGS, together with its members and partners, is committed to addressing these challenges and a key task in doing so is to build knowledge about the field. That is what this report aims to do. Building on WINGS' 2014 report *Infrastructure in Focus: A Global Picture of Organizations Serving Philanthropy*, it presents a new global picture of philanthropy infrastructure and reflects on how we, as a field, can grow and strengthen philanthropy infrastructure worldwide. We suggest six activities are necessary to achieve this:

1. Ensure the long-term sustainability of philanthropy infrastructure organizations
2. Recognize evaluation as a high priority for philanthropy infrastructure organizations
3. Build a strong infrastructure for philanthropy where it is most needed
4. Focus on the activities most needed to build philanthropy

5. Engage in advocacy to build a more enabling environment

6. Build the partnerships that are needed for a more effective philanthropy

We are very grateful to all WINGS members and partners involved in this report. We hope that it will contribute to global discussions about philanthropy infrastructure and will help raise awareness of the importance of these institutions for a better and stronger philanthropy.

**Maria Chertok**

CAF Russia

WINGS Board Chair

**Barbara Ibrahim**

American University in Cairo

Chair of WINGS Programme Committee

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WINGS Executive Director

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# INTRODUCTION

## THE PURPOSE OF THE REPORT

This report has four aims:

1. To increase knowledge and understanding about the infrastructure of philanthropy
2. To raise awareness of its importance
3. To transmit key messages about expanding and strengthening philanthropy infrastructure both to philanthropy infrastructure organizations and to those foundations that support philanthropy infrastructure
4. To build the capacity of the field of philanthropy infrastructure

It is the second global picture of organizations serving philanthropy presented by WINGS. The first, published in 2014 and entitled *Infrastructure in Focus: A global picture of organizations serving philanthropy*,<sup>1</sup> provided a basis on which to build a comprehensive picture of the characteristics and growth patterns of the global philanthropy infrastructure. The current report updates some of the information from *Infrastructure in Focus* though it also develops it in two significant ways. First, the data we collected for this report is more detailed and allows a better and more in-depth understanding of the field of philanthropy infrastructure. Second, the 2014 report identified the problem that infrastructure organizations didn't have a common language, and the field needed to find one. As this report shows in its discussion of the 4Cs (see Chapter 4), we

have now begun to develop that language. Another significant thing is the response rate to the research for this report: it is much higher than it was for the 2014 report. This suggests a field that is becoming increasingly conscious of the need to make itself heard.

The report is primarily written for philanthropy infrastructure organizations and their funders or possible funders. However, we believe that since it helps to make the case for philanthropy infrastructure and shows where that infrastructure needs to be strengthened, it could usefully be read by all those interested in the future of philanthropy.

## THE DATA SOURCES

The data on which this report is based comes from a number of sources:

- WINGS members, to whom an online survey was sent in August 2016. Sixty-three of the 93 members at that time responded to it. Annex A provides a list of respondents.
- A few infrastructure funders, who completed a survey developed for foundations that are supporting philanthropy infrastructure (Annex C). The number was too small to be representative; nevertheless, the comments made provide important insights and are included in this report.
- A separate survey of a number of academic/ education institutions. Early in 2016, WINGS began a project called 'Mapping Higher Education in Philanthropy' to create a clearer understanding of who is researching and

<sup>1</sup>WINGS (2014) *Infrastructure in Focus: A global picture of organizations serving philanthropy*  
<https://c.ymcdn.com/sites/wingsweb.site-ym.com/resource/resmgr/files/17730.pdf>

teaching philanthropy. Our initial research identified about 60 institutions across the world teaching or researching philanthropy as a core aspect of their program or center. We sent these institutions a special survey, to which a total of 19 responses were received. Again, this number is far too small to be representative, but we offer the data here both as a different and valuable perspective on philanthropy infrastructure and as a first step in the compilation of a more comprehensive picture of the contribution of academic/education institutions to the field of philanthropy. The list of academic/education institution respondents can be seen in Annex B.

- A number of relevant secondary sources.



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## KEY FINDINGS FROM THE SURVEY

- The first priority of philanthropy infrastructure organizations is to expand their reach, followed by increasing the number of members/clients and developing technological capacity. **Improving evaluation and governance is less of a priority** for WINGS member survey respondents.
- Although WINGS member respondents say they are financially sustainable, **financial sustainability is still their biggest challenge** in achieving their short-term goals (72 per cent), followed by staffing size (65 per cent).
- The overall median budget of infrastructure organizations has not grown much since the WINGS 2014 infrastructure report. **It is now \$800,000 compared to \$600,000 in 2014.**
- Foundations play a key role in financing philanthropy infrastructure. Overall, **philanthropy infrastructure organizations' main source of income is from donations and grants** (for 89 per cent of respondents). Private gifts or grants from foundations, corporations and individuals are also the commonest source of income for academic/education institutions.
- **Eighty per cent of spending on philanthropy infrastructure is in North America.**
- The eight foundations that responded to our survey spoke highly of the capacity of philanthropy infrastructure organizations to promote the sharing of knowledge, experiences and information, sometimes resulting in tangible partnerships and the development of projects. But there is more scope for philanthropy infrastructure organizations to influence public policy, have a closer relationship with each other and with other sectors, and improve non-profit performance.
- Involvement in advocacy is increasing among WINGS members. **One-third of respondents rated themselves as extremely engaged with advocacy.** It is the fifth most common activity in infrastructure organizations' work and the fourth in terms of priority. When compared to the 2014 WINGS infrastructure report, advocacy is gaining more space within philanthropy infrastructure organizations, coming now before affinity groups.
- The number of partnerships between WINGS members and between them and academic institutions is striking. **Forty-three of 63 survey respondents have 5 or more partnerships with other members.** Thirty-nine WINGS members have at least one partnership with the academic/education institutions surveyed, with six having three or more partnerships.

# 01

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## WHAT IS PHILANTHROPY INFRASTRUCTURE?

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## WHY IS IT IMPORTANT TO GROW A FIELD OF PHILANTHROPY?

In the past few decades, as wealth has increased across an increasingly turbulent world, institutional philanthropy – defined as ‘the accumulation of private wealth dispersed for public benefit’ – has grown significantly. The number of foundations has increased almost everywhere, most significantly in countries such as China and Russia where they were almost absent 30 years ago. Philanthropy is most evident when rich people donate part of their private fortunes, as in the formation of organizations such as the Carnegie, Ford and Charles Stewart Mott Foundations and in the behaviour of living donors signing up to the Giving Pledge.<sup>2</sup> However, philanthropy is not the preserve of the rich. As Susan Wilkinson Maposa has

shown, philanthropy is central to how people in poor communities survive.<sup>3</sup>

This growth is indicative of the fact that philanthropy now plays an increasingly important role. It continues to fulfil its traditional function of supporting a vibrant civil society and of making major independent contributions in education, healthcare, social services, arts and culture and other activities that enrich the human condition, but it is also increasingly seen as providing the venture capital for a new social order, bringing money, expertise and capacity to places and causes that would otherwise be neglected. It has a growing sense of a distinct identity and overriding purpose.

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## WHAT IS PHILANTHROPY INFRASTRUCTURE?

There are two kinds of infrastructure. ‘Hard infrastructure’ refers to tangible physical things that society relies upon such as roads, bridges and water supply. When it comes to civil society, ‘hard infrastructure’ refers to building institutions, systems and resources. But society is also built from less visible structures, or ‘soft infrastructure’ – relationships, culture and social norms. Both types of infrastructure, and the balance between them, are important for civil society development.<sup>4</sup>

To accomplish their mission and achieve their potential, philanthropy institutions depend on a favourable environment. This includes a legal framework that empowers them, a tax structure that provides incentives for giving, an accountability system that builds confidence in philanthropy and civil society, sufficient institutional capacity to implement effective activities and sufficient resources to undertake these activities, and a strong culture of giving to grow philanthropy. This positive environment is what we call philanthropy infrastructure.

<sup>2</sup> <https://givingpledge.org>

<sup>3</sup> Susan Wilkinson-Maposa and Alan Fowler (2005) *The Poor Philanthropist: How and why the poor help each other*. Cape Town: Compress.

<sup>4</sup> Jenny Hyatt (April 2004) ‘The infrastructure of civil society – hitchhiker’s guide’, *Alliance*.

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# WHO ARE THE PHILANTHROPY INFRASTRUCTURE ORGANIZATIONS?

Globally, there are a variety of institutions whose role is to help to build this infrastructure.

**Infrastructure organizations provide spaces for innovators to work together for the benefit of the field.<sup>5</sup> They support philanthropy by advising, convening, fostering collaboration, representing the interests of philanthropy and promoting its value in the public policy arena and to the general public.**

In other words, philanthropy infrastructure organizations 'make foundations and non-profits more effective in their quest to

make the world better'.<sup>6</sup> They include formal membership associations, informal networks, academic institutions, research institutions and other professional institutions supporting philanthropy with specialized services, knowledge and information. They can be general in scope or they can be place-based, issue- or identity-focused, or philanthropy type-specific.<sup>7</sup>

They are the central component of a broader ecosystem of philanthropy infrastructure which also includes all levels of government, international organizations and funders of all types.

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# WHY IS THE NEED FOR PHILANTHROPY INFRASTRUCTURE NOT WELL UNDERSTOOD?

To enable philanthropy to grow to maturity and take its place alongside the other sectors that make for a good society, infrastructure needs to encourage the development of good practice.

The WINGS 2014 report *Infrastructure in Focus* showed that while the need for infrastructure is well understood in the sphere of economic development, it is much less understood in the social sphere. This is partly because support services, such as providing information, publications, advice, training and convening, are largely invisible and intangible compared to the physical nature of much economic infrastructure.

But beyond this, we suggested in the 2014 report that two factors contributed to the lack of recognition of the importance of infrastructure to philanthropy. The first was donors' preferences for supporting work that achieves an organization's mission directly as opposed to investing in the organization's support structures. The second was the failure of infrastructure organizations to provide a clear description of the value of their work or demonstrate the effects of what they achieve. This report aims to begin to address this failure.

<sup>5</sup> Katherine Fulton and Andrew Blau (2005) *Cultivating change in philanthropy: a working paper on how to create a better future*. Global Business Network and Monitor Institute.

<sup>6</sup> Center for Effective Philanthropy (2016) 'Investing in non-profit infrastructure', *Alliance*, 28 July.

<sup>7</sup> Council on Foundations (2010) *Effective Collaboration: Recommendations for a connected philanthropic infrastructure*.

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# THE HISTORY OF THE FIELD

Most of the growth in support organizations coincided with the growth of philanthropy in the late 20th century, but their origins go back much further.

The upsurge of philanthropy in late Victorian England helped to stimulate state concern about the prevalence of destitution in the population, and brought a new conception of social welfare. In 1906, Thomas Nunn formed Hampstead Council of Social Welfare, which brought all local welfare agencies together under one administrative umbrella. This model was extended throughout London in 1910, and in 1919 the first national infrastructure organization, called the National Council for Social Service, was formed. Later renamed the National Council for Voluntary Organizations, in 1924 this organization set up what became the Charities Aid Foundation.

Such developments were followed by growth in other countries. In 1949, a group of community foundations in the US formed their own umbrella body called the Council on Foundations, which widened its membership in 1958 to other types of foundation. In 1956, the Foundation Center was formed as a 'strategic gathering place for knowledge about foundations'. The motive was that transparency about activities and funding was the best defence against congressional inquiries about foundations.

A breakthrough in infrastructure development occurred in 1978, when a committee set up to consider the future of voluntary organizations published the Wolfenden Report in the UK. This developed a theory of infrastructure to explain why the provision of information, research, training, technical assistance, convening, publication and advocacy was important to develop the field. The report suggested that these functions were essential to 'the development of a new long term strategy of the contribution of statutory, voluntary and informal sectors and their interaction'.<sup>8</sup>

In the 1980s and early 1990s, with the collapse of the Berlin Wall and the ending of Apartheid in South Africa, a new world opened up. Philanthropy increasingly saw itself as having an influence beyond national borders. Foundations, including Ford and Mott, began to make serious investments in the development of philanthropy as part of their strategic objectives and saw infrastructure as a key component of that strategy. The first international meeting of associations of grantmakers (IMAG) was held in Mexico in 1998, and this led to the formation of WINGS as a platform for support organizations in philanthropy. The network has steadily grown in influence by pioneering techniques of peer learning across the globe.

<sup>8</sup> Wolfenden Committee (1978) *The Future of Voluntary Organizations*. London: Croom Helm, p 74.

# 02

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WHAT ARE THE  
CHARACTERISTICS  
OF PHILANTHROPY  
INFRASTRUCTURE  
ORGANIZATIONS?

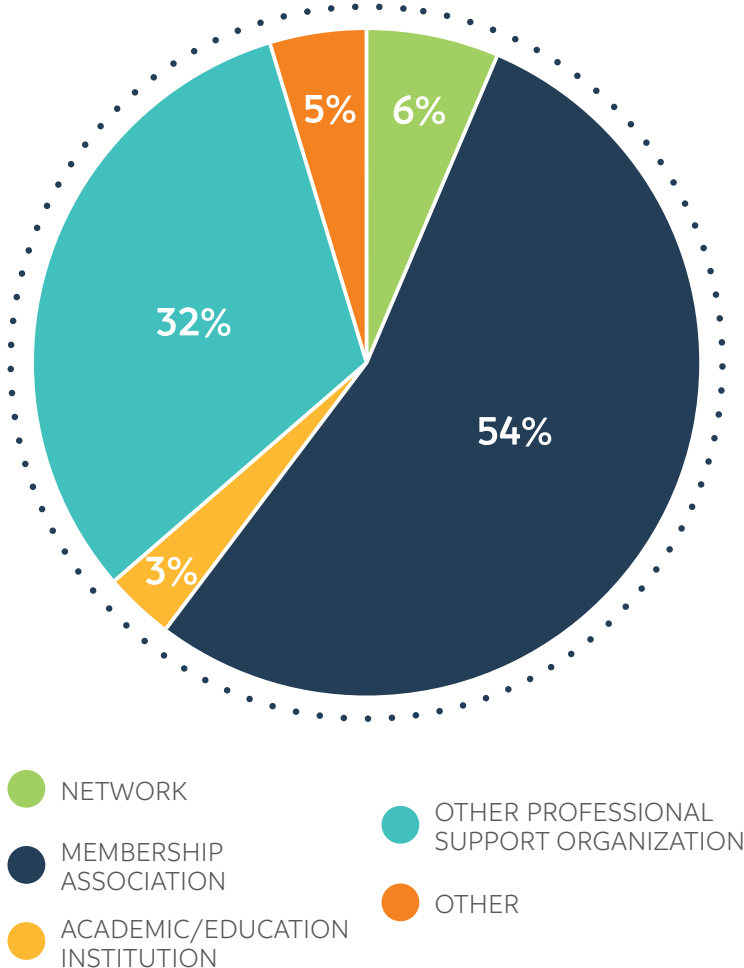
# WINGS MEMBERS

WINGS is a network of almost 100 philanthropy infrastructure organizations. Although the field extends well beyond WINGS members, their views, together with those of others that are included in this research, are a good representation of the field of philanthropy infrastructure. WINGS members are mostly membership associations. Fifty-four per cent of survey respondents are formally organized with a membership structure. Around a third (32 per cent) are other professional support organizations; only 6 per cent are networks. Three per cent are university-based education or research institutions and 5 per cent are other types of organization.

## WINGS USES THE FOLLOWING DEFINITIONS FOR EACH TYPE OF ORGANIZATION:

- **Network:** peer-to-peer organization not necessarily having a formal membership structure or a professional staff, which relies heavily on peer-to-peer exchange and learning
- **Membership association:** formal organization with a membership structure and a core staff that delivers services to its members and engages them in the governance of its affairs
- **Academic/education institution:** centre or department affiliated with a higher education institution
- **Other professional support organization:** formally organized body with a professional staff that delivers services to a range of philanthropic organizations

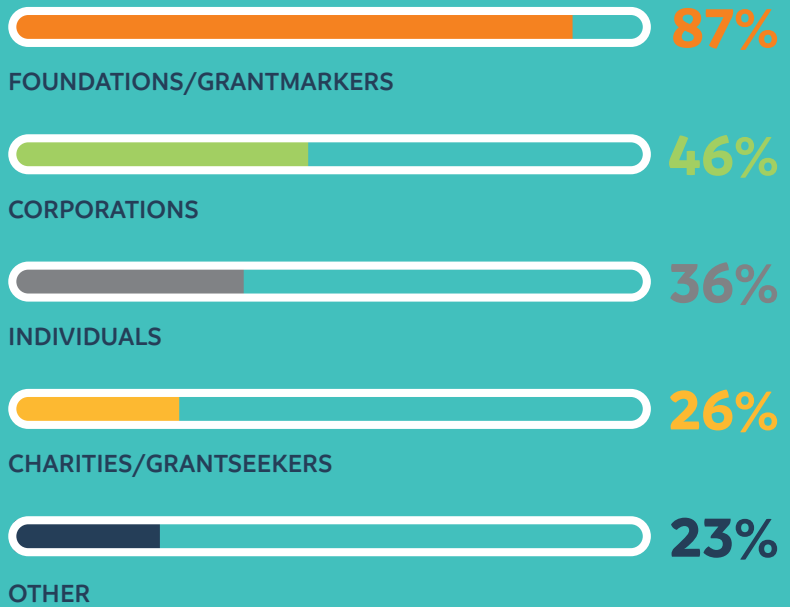
## TYPE OF ORGANIZATION



**FIGURE 1**  
Source: WINGS member survey  
Question: Please select the type of infrastructure institution that best describes your organization  
Number of responses: 63

## TYPES OF MEMBERS FROM MEMBERSHIP ASSOCIATION AND NETWORKS

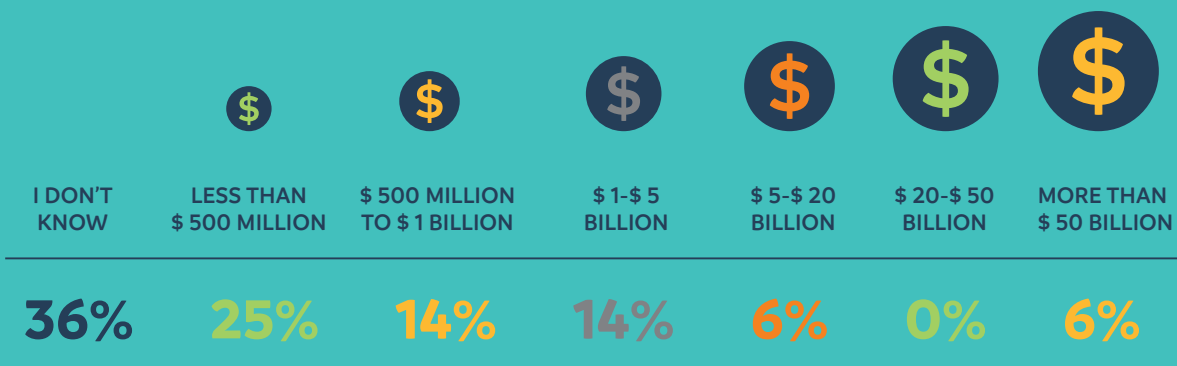
According to the survey, foundations/grantmakers constitute the largest single group of members of membership associations and networks. Other groups include, in descending order of frequency, corporations, individuals and charities.



**FIGURE 2**  
 Source: WINGS member survey  
 Question: Who can be a member? (multiple responses allowed)  
 Number of responses: 39

Many respondents are not aware of their members' budgets. Among the ones that do know, the largest proportion (25 per cent) gave the figure as less than \$500 million. 6 per cent of the sample said their members had a combined budget of over \$50 billion. The highest combined total member budgets are concentrated in North America and Europe.

## COMBINED TOTAL BUDGET OF MEMBERS OF MEMBERSHIP ASSOCIATIONS AND NETWORKS



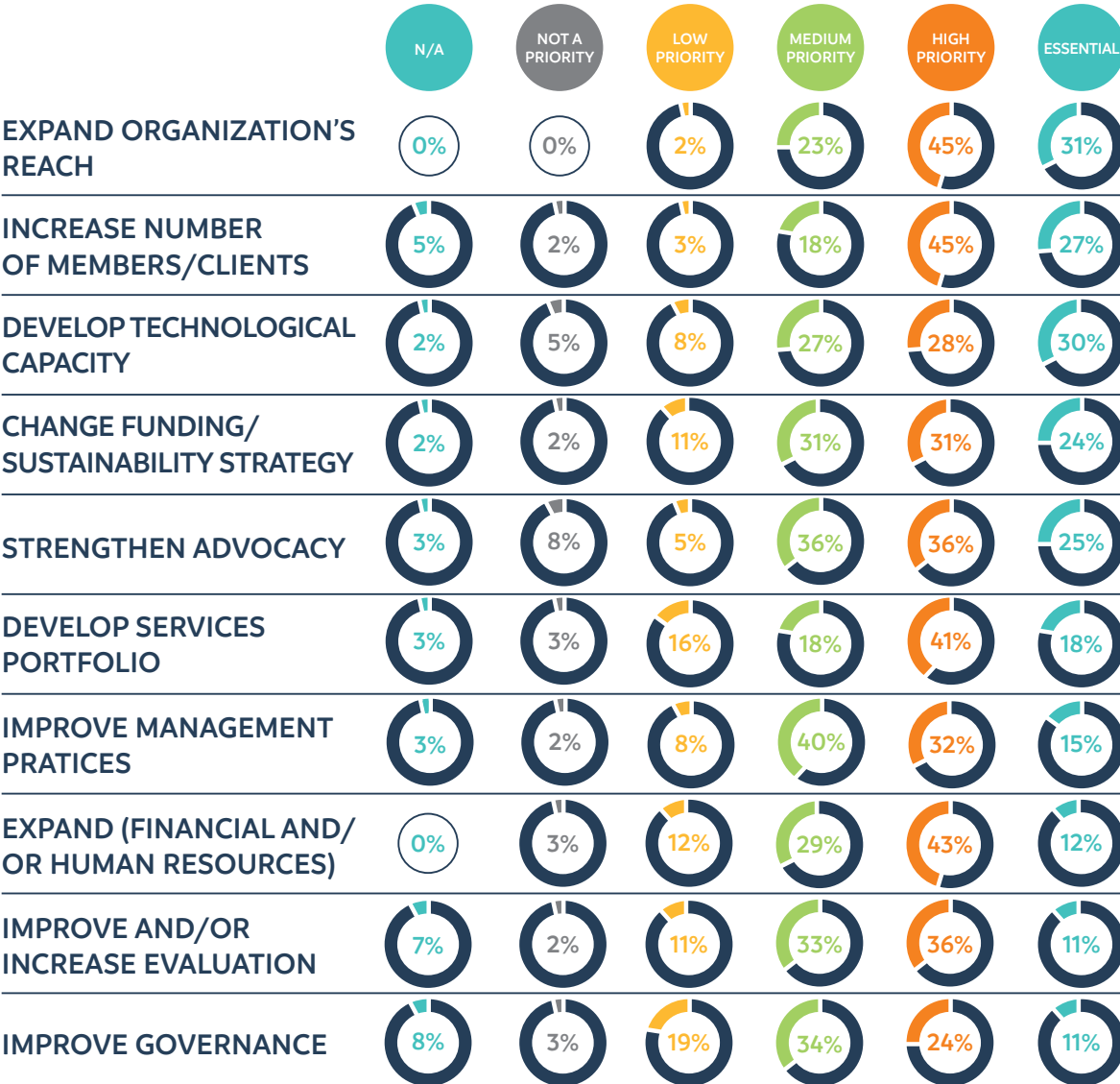
**FIGURE 3**  
 Source: WINGS member survey  
 Question: What is the combined total budget of all of your members?  
 Number of responses: 36



According to calculations based on the survey responses, infrastructure organizations are supporting a total of 99,042 organizations\*. This can include members, clients and other organizations reached by WINGS members. The median number is 250, though a high standard deviation suggests that there is much variation. For the 50 per cent in the middle of the distribution, the figure is between 90 and 1,000.

However, the most important priority for the future was expanding their organization’s reach.

## INSTITUTIONAL STRATEGIES’ PRIORITIES PLANNED FOR THE NEXT THREE YEARS



**FIGURE 4**  
 Source: WINGS member survey  
 Question: What priority does your organization plan to give to these institutional strategies in the next three years, 1 being 'No priority' and 5 being 'Essential'?  
 Number of responses: 62

\* Some organizations may be represented more than once in this number.

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# ACADEMIC/EDUCATION INSTITUTIONS

Academic/education institutions that are studying and teaching philanthropy are a very important piece of the philanthropy infrastructure ecosystem. Not only are they adding to the sum of knowledge about philanthropy, they are raising its status as a field of thought and endeavour. In view of this, we felt it important to try and better understand who and where these institutions are and what they are doing. The information presented here is part of a large, ongoing mapping exercise we are undertaking. From the institutions mapped (around 60), 48 per cent are in North America, 30 per cent in Europe, 11 per cent in Asia-Pacific, 5 per cent in MENA (Middle East and North Africa), 3 per cent in Latin America and Caribbean and 3 per cent in Sub-Saharan Africa.

Of the organizations mapped, nineteen higher education/academic institutions responded to our special survey. Most of the respondents are in North America (8), followed by 4 in Asia-Pacific, 3 in Europe, 2 in Sub-Saharan Africa and 1 in Latin America and Caribbean. In general, these institutions have more than one philanthropy-related service. More than 80 per cent are engaged in research, teaching and speaking engagements, and produce publications.

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## PHILANTHROPY-RELATED SERVICES FROM ACADEMIC/EDUCATION INSTITUTIONS

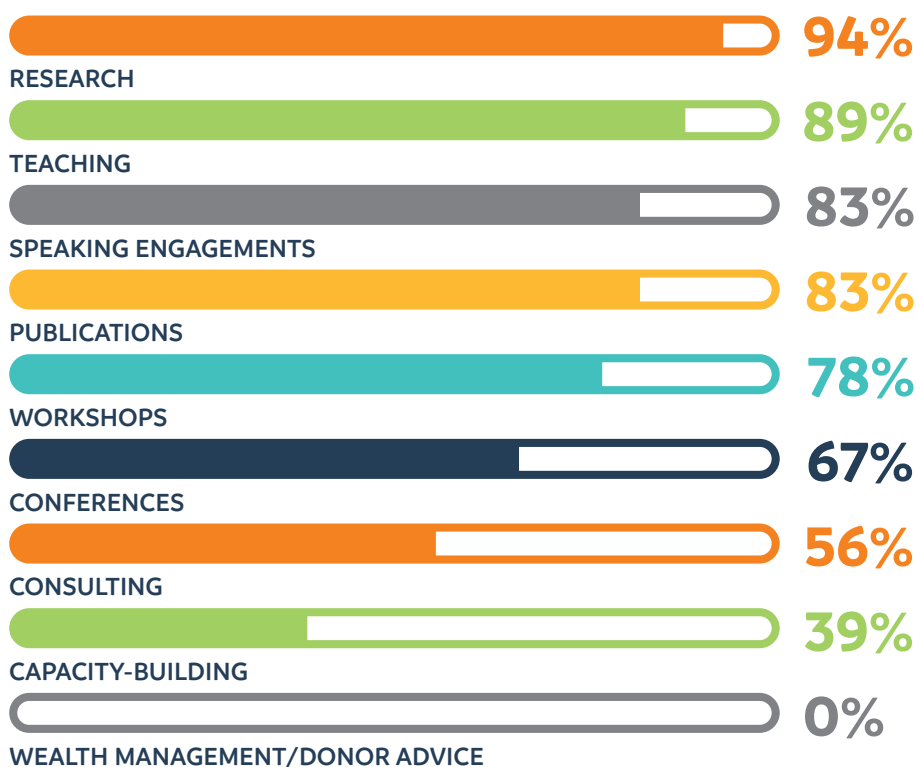


FIGURE 5

Source: WINGS academic survey

Question: What philanthropy-related services does your centre offer? (multiple responses allowed)

Number of responses: 19

Philanthropy teaching is housed mostly in business, public administration, social sciences and non-profit schools or departments. Just one department has a dedicated philanthropy school. Among 'others', we find women's studies, urban studies, social work, ethics in society, public policy, education and theology.

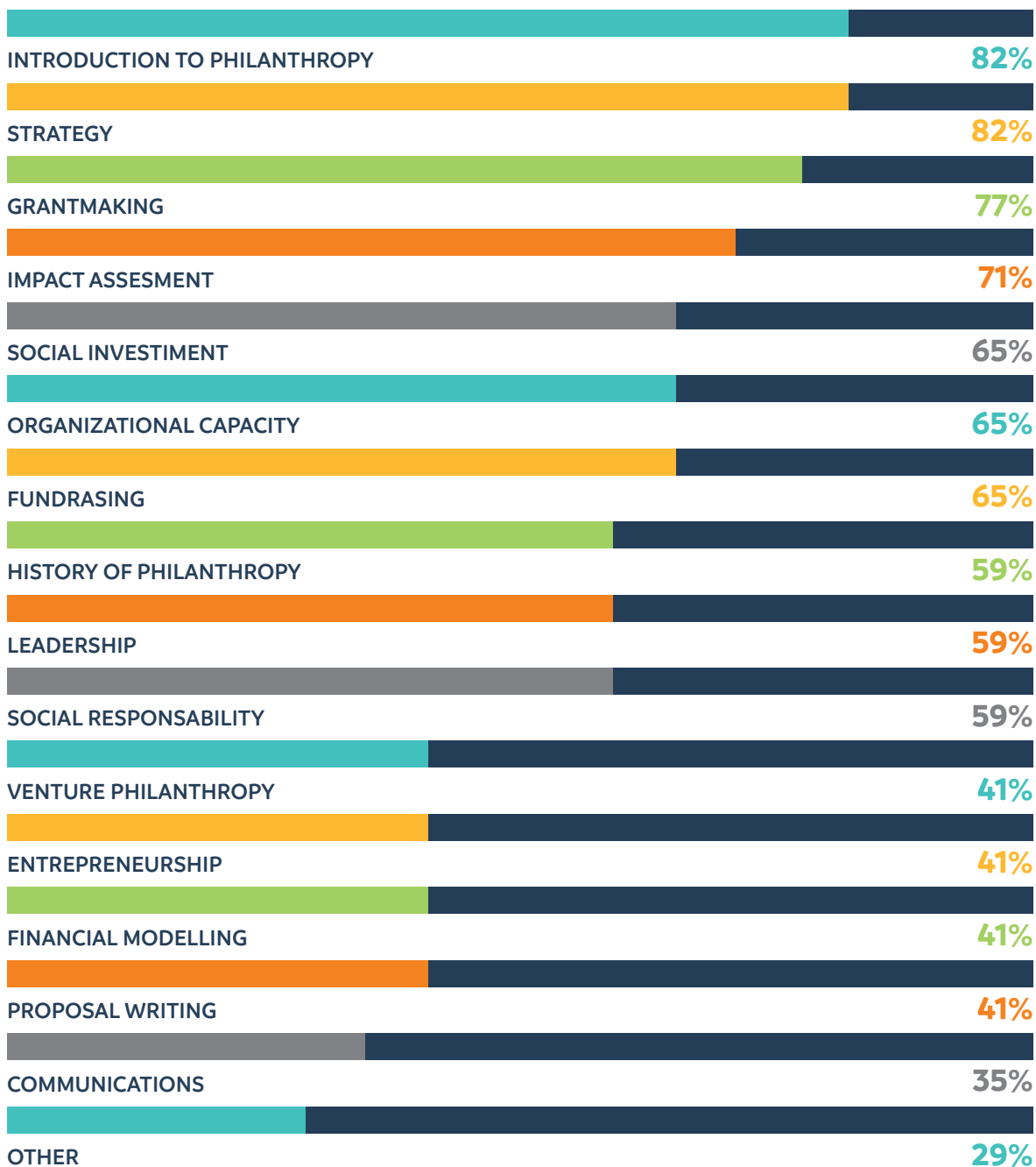
## DEPARTMENTS AND SCHOOLS WHERE PHILANTHROPY COURSES ARE TAUGHT



**FIGURE 6**  
 Source: WINGS academic survey  
 Question: Which department(s)/schools are philanthropy courses taught in/cross-listed with? (multiple responses allowed)  
 Number of responses: 16

Most programmes cover more than one topic, the most popular being introduction to philanthropy, strategy, grantmaking and impact assessment.

## TOPICS RELATED TO PHILANTHROPY COVERED BY TEACHING ACTIVITIES

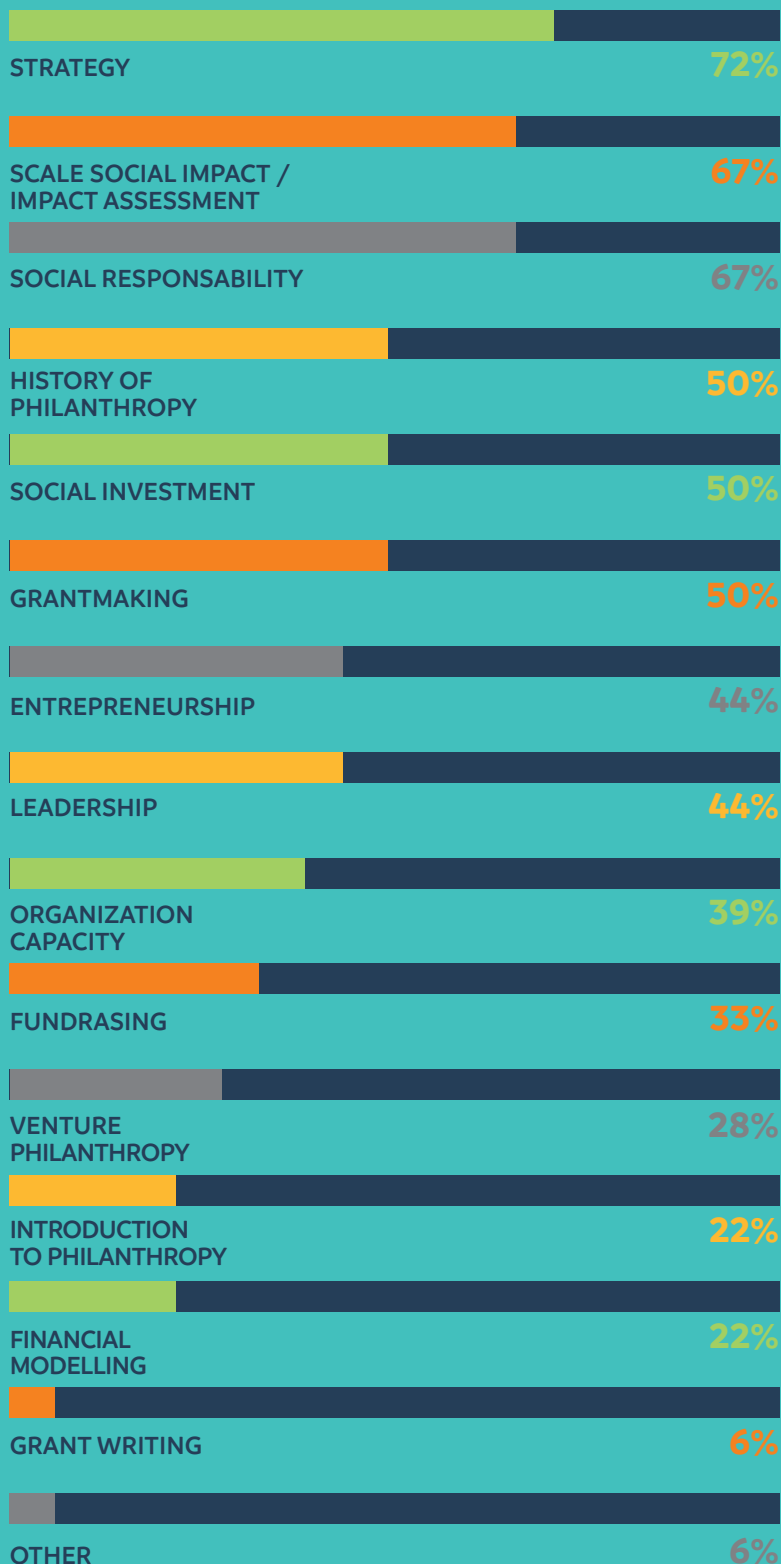


**FIGURE 7**

Source: WINGS academic survey  
 Question: Which topics do you cover? (multiple responses allowed)  
 Number of responses: 17

## TOPICS RELATED TO PHILANTHROPY COVERED BY RESEARCH ACTIVITIES

For research activities, the most popular topics are strategy, impact assessment and social responsibility.



**FIGURE 8**

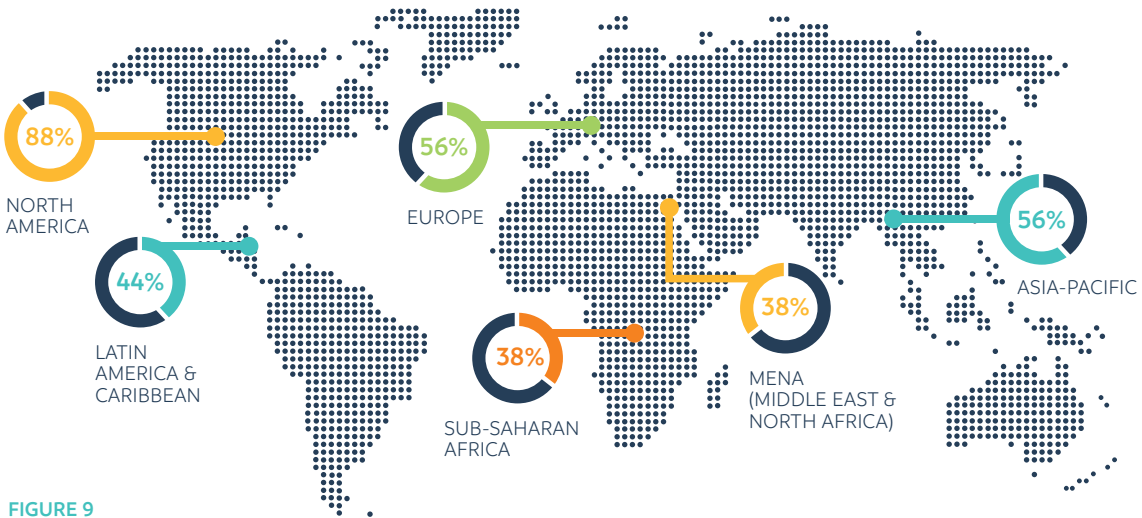
Source: WINGS academic survey

Question: If you do research in philanthropy, which topics do you cover? (multiple responses allowed)

Number of responses: 18

## REGIONS COVERED BY TEACHING ACTIVITIES

At five institutions, the teaching has a global scope. Most institutions cover their own region and North America as well. For this reason, North America is not only the region where most institutions are, but also the region most covered by teaching activities.



**FIGURE 9**

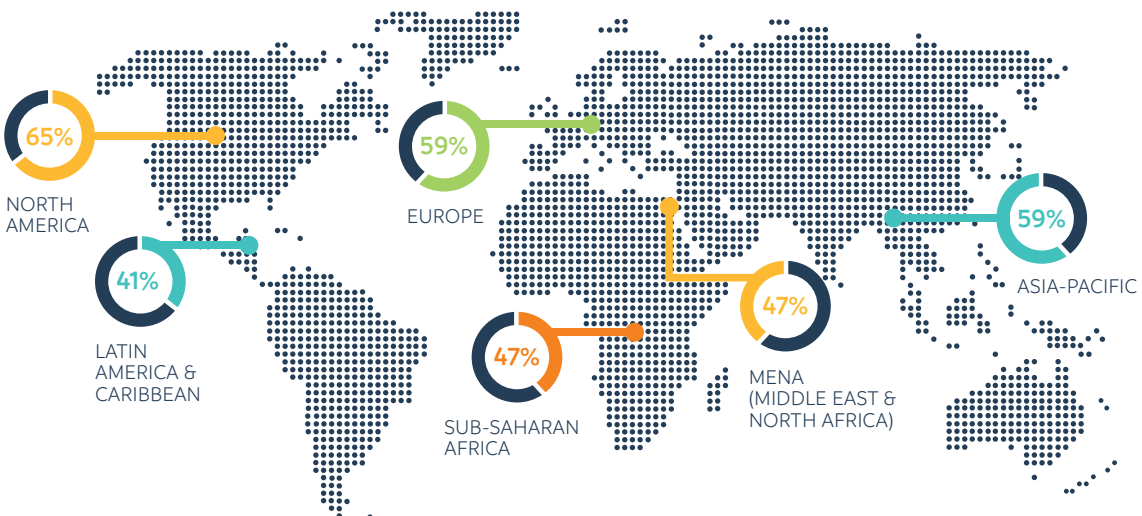
Source: WINGS academic survey

Question: In your philanthropic teaching activities, which regions are covered? (multiple responses allowed)

Number of responses: 16

Research activities tend to focus on North America, Asia-Pacific and Europe. Latin America and Caribbean is the least covered region in research activities while it is the fourth most covered region in teaching activities.

## REGIONS COVERED BY RESEARCH ACTIVITIES



**FIGURE 10**

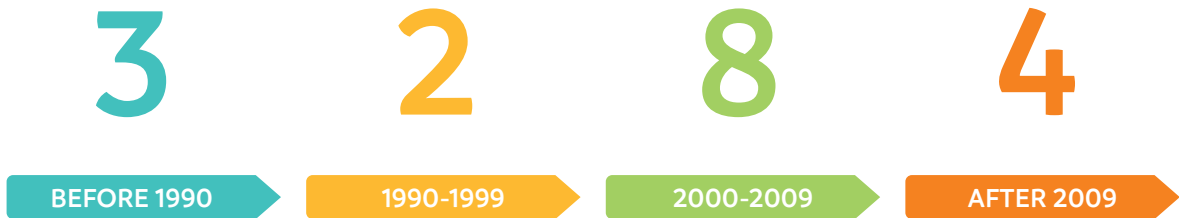
Source: WINGS academic survey

Question: In your philanthropic research activities, which regions are covered? (multiple responses allowed)

Number of responses: 17

In general, philanthropy programmes are new. The oldest was founded in 1986, but most others were founded after 2000. Two of them are very recent, dating from 2016.

## PROGRAMME OR CENTRE'S YEAR OF FOUNDATION



**FIGURE 11**  
 Source: WINGS academic survey  
 Question: What year was your centre or programme founded?  
 Number of responses: 17

**Philanthropy is not the main focus of study for most institutions.** It typically has a secondary role, being one area of research at the institution, a course taught within a non-philanthropy-specific department or a programme and/or focus area within a larger centre.

## PHILANTHROPY'S ROLE IN THE INSTITUTION/UNIVERSITY



**FIGURE 12**  
 Source: WINGS academic survey  
 Question: Please indicate which of the following statements applies to the larger institution or university to which your centre or programme belongs (multiple responses allowed)  
 Number of responses: 18

# 03

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## WHAT DO WE NEED TO GROW AND STRENGTHEN PHILANTHROPY INFRASTRUCTURE?

The crucial question for the philanthropy infrastructure field is what is needed to grow and strengthen it. Our research suggests six things are necessary.

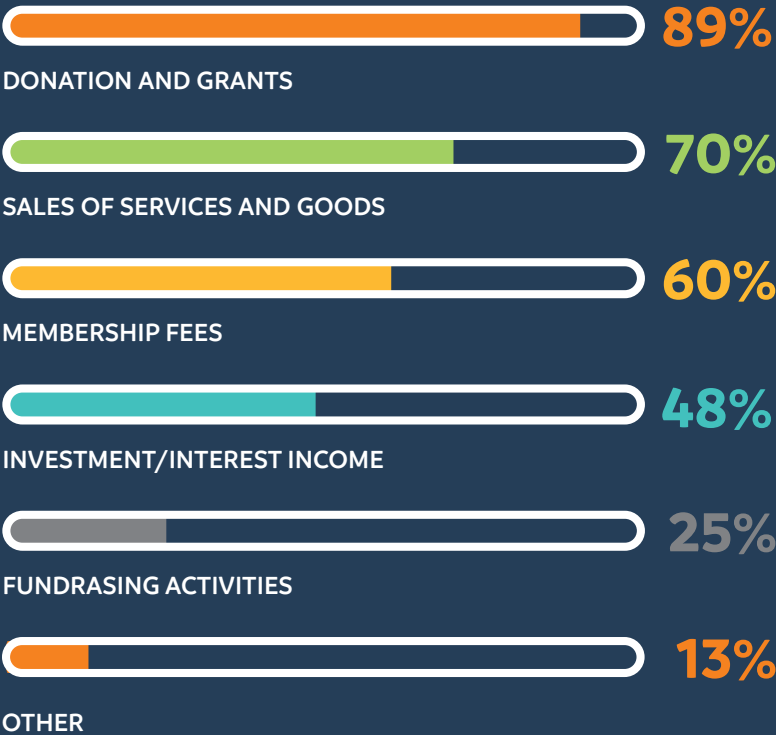


# 1. ENSURE THE LONG-TERM FINANCIAL SUSTAINABILITY OF PHILANTHROPY INFRASTRUCTURE ORGANIZATIONS

WINGS members and other philanthropy infrastructure organizations play a vital role in building a positive infrastructure for philanthropy. This is a task for the long term, and it is therefore vital that these organizations should be financially sustainable. WINGS' survey of its members found that foundations play a key role in respondents' financial sustainability. Overall, philanthropy infrastructure organizations' main source of income is from donations and grants. For membership associations, donations and grants are as important as membership fees. Most support organizations also depend on sales of services and goods.

Private gifts or grants from foundations, corporations and individuals are also the commonest source of income for academic/education institutions. Of 13 who answered this question, private and individual sources were the most important in 7 cases; the host institution in 3 and earned income in 2. In only one case did the government grants fund the institution.

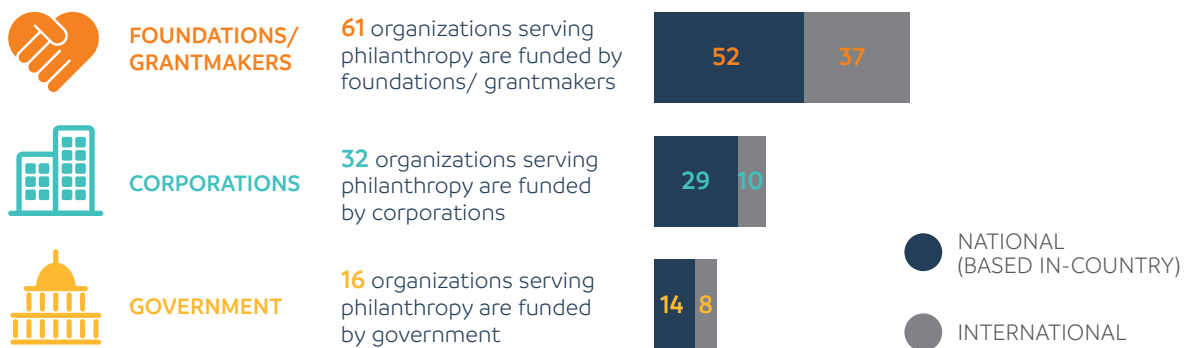
## SOURCES OF INCOME OF ORGANIZATIONS SERVING PHILANTHROPY



**FIGURE 13**  
Source: WINGS member survey  
Question: Sources of income (multiple responses allowed)  
Number of responses: 63

The survey also showed that national foundations are the most common funders for philanthropy infrastructure organizations, though there are some regional variations. In MENA and Sub-Saharan Africa, international foundations are more important funders than national foundations. In Asia Pacific, national and international foundations have equal importance. Compared to other regions, national corporations are more important in North America.

## TYPES OF INSTITUTIONS FUNDING ORGANIZATIONS SERVING PHILANTHROPY



**FIGURE 14**

Source: WINGS member survey

Question: What types of institutions fund your organization? Please specify if the funder(s) is/are based in your country or international.

Number of responses: 62

This trend is borne out by the responses of the eight philanthropy infrastructure funders. Only the US foundations surveyed are funding philanthropy infrastructure abroad, but even here a study published by the Foundation Center in 2015 shows that most of the grants given by the largest US foundations to philanthropy infrastructure between 2004 and 2012 stay in the country.<sup>9</sup>

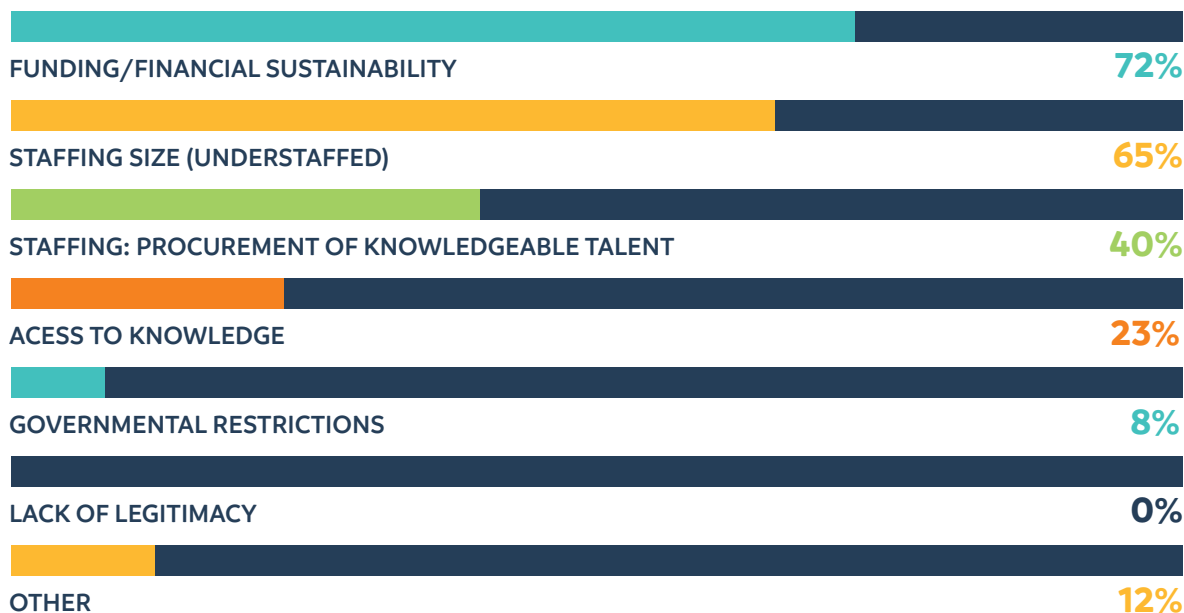
The same Foundation Center study found that non-profit and philanthropy infrastructure giving represented only 0.6 per cent of overall US foundation giving in 2012. Additionally, there is a big concentration of donations coming from a small group of foundations and going to a small number of infrastructure organizations. The study also shows that while there are many small grants made for infrastructure, the majority of funding comes from far fewer and larger grants.

From the eight funders consulted by WINGS, we calculated that overall about 7 per cent of their budgets go towards supporting infrastructure, though there are big individual variations in that percentage. What's more, the proportion is much higher than the one from the Foundation Center study because the foundations we consulted aren't a random sample, but one drawn from those already committed to funding infrastructure. From the eight funders surveyed, the median budget for grantmaking activities to infrastructure organizations is \$1.6 million.

In fact, financial sustainability is one of the biggest challenges the philanthropy infrastructure organizations we surveyed face in relation to achieving their short-term goals, while almost 60 per cent cited the need to change the sources of their funding and their sustainability strategy as one of their highest priorities.

<sup>9</sup> Foundation Center (2015) *Foundation Giving for Non-profit and Philanthropic Infrastructure 2004-2012*.

## CHALLENGES OF ORGANIZATIONS SERVING PHILANTHROPY IN ACHIEVING THEIR SHORT-TERM GOALS



**FIGURE 15**

Source: WINGS member survey

Question: What challenges does your organization face in achieving its short-term goals? (multiple responses allowed)

Number of responses: 60

Despite this, the WINGS members surveyed felt themselves to be financially sustainable and did not see the issue as a major concern. We asked them to rate their sense of sustainability in four categories: very good (feel secure about the future), good (mostly secure, though have to keep an eye on finances), some concerns (we have to put special efforts into finances to keep going) or major worries (we have problems looming and have to give major priority to finances). Thirty-seven said they were good or very good, against 26 who expressed more or less concern. As the graph shows, though, nearly all the responses were in the middle two categories of the distribution – either ‘good’ or ‘some concerns’.

## HOW ORGANIZATIONS SERVING PHILANTHROPY ASSESS THEIR SUSTAINABILITY



**FIGURE 16**

Source: WINGS member survey

Question: Overall, how would you assess your organization's sustainability?

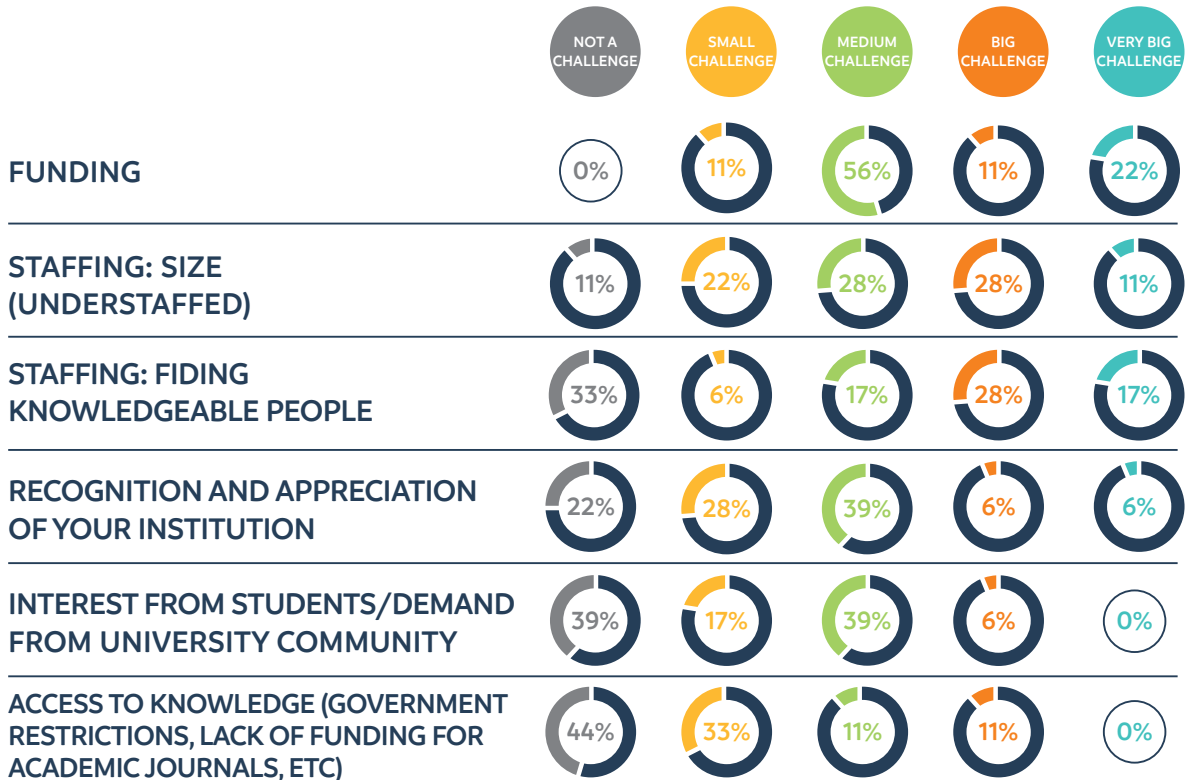
Number of responses: 63

Most of the academic/education programmes surveyed felt themselves more secure than the WINGS members. Seventy-one per cent considered themselves 'mostly secure', with only 18 per cent professing some concerns (the corresponding figures for WINGS members were 49 and 35 per cent). Even so, most respondents see funding as one of their biggest challenges.



**FIGURE 17**  
 Source: WINGS academic survey  
 Question: Overall, how would you assess your organization's sustainability?  
 Number of responses: 17

## CHALLENGES THAT ACADEMIC/ EDUCATION INSTITUTIONS FACE



**FIGURE 18**  
 Source: WINGS academic survey  
 Question: How big are each of the following challenges facing your centre or programme, 1 being 'Not a challenge' and 5 being 'Very big challenge'?  
 Number of responses: 18

Older, well-funded organizations with large staffs, good technology and large boards tended to rate themselves highly on sustainability. However, the factor that has most influence on an organization's sense of sustainability is the length of service of its chief executive. The longer the chief executive had served, the more sustainable an organization rated itself.

So what should the organizations supporting philanthropy take into account when thinking about their own and the field's financial sustainability?

1. Funders need to recognize the relevance of the philanthropy infrastructure field. Our research shows that the main motivation for funders who are supporting infrastructure is their understanding of its importance as a means of developing philanthropy. But this recognition needs to be more widely shared among the funding community.

'Philanthropy infrastructure organizations can unite philanthropic actors around a common agenda of an enabling environment for philanthropy to optimize benefit to society; they also provide platforms for information exchange, sharing knowledge, and building relationships among philanthropic actors.'

Funders survey respondent

2. The funders we surveyed believe that philanthropy infrastructure organizations are important because they produce knowledge and information and promote the sharing of it; they also help to strengthen ties, create networks, cooperate on common agendas with like-minded organizations and reduce overlaps between efforts. The majority of funders are 'moderately satisfied' with the results achieved by philanthropy infrastructure organizations. They spoke very highly of their capacity to promote knowledge, and the sharing of experiences and information, sometimes resulting in tangible partnerships. But there is still space for philanthropy infrastructure organizations to influence public policy, have a closer relationship with each other and with other sectors, and improve non-profit performance.

'Generally they [philanthropy infrastructure organizations] provide the platforms for philanthropic actors to share knowledge, experience and information, which is good. They do not yet have sufficient gravitas to influence public policy, nor are their connections with other sectors in society sufficiently strong.'

Funders survey respondent

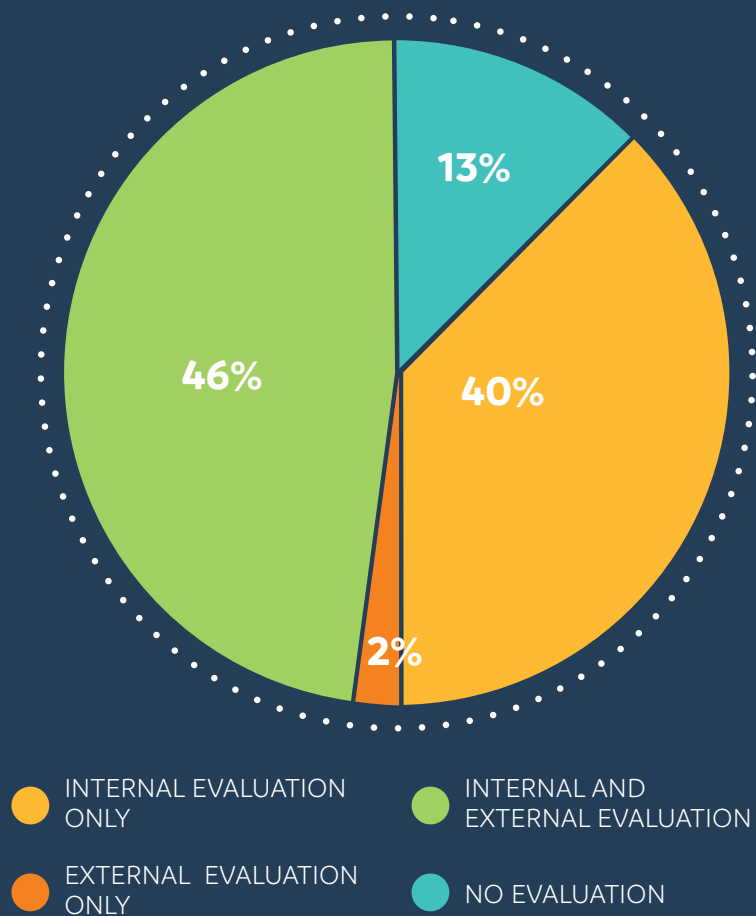
3. Infrastructure organizations must recognize the need to build strong and lasting relationships with funders. The Foundation Center study shows that support to philanthropy infrastructure organizations grew more than support to other non-profit institutions between 2004 and 2012. The most probable reason for this is the direct engagement foundations have with the grantmaker networks they are part of. So building and keeping a close and trustful relationship with funders is important for sector sustainability.

## 2. RECOGNIZE EVALUATION AS A HIGH PRIORITY FOR PHILANTHROPY INFRASTRUCTURE ORGANIZATIONS

The 2014 *Infrastructure in Focus* report highlighted the importance of evaluating the work of philanthropy infrastructure organizations. This is the more so as these organizations often work in the shadows and much of what they do is intangible. Credible forms of evaluation of the impact of infrastructure organizations and communication of the results are therefore crucial to making the case for our field, especially when it comes to demonstrating how investing in infrastructure organizations helps foundations and their grantees better achieve their missions.

Eighty-six per cent of respondents to the member survey evaluate their work. Almost half (46 per cent) do both internal and external evaluations and 40 per cent do only internal evaluations. There is a correlation between budget size and evaluation. Organizations that have larger budgets tend to do both internal and external evaluation; those with smaller budgets tend to do internal evaluation only.

### TYPES OF PROGRAMME EVALUATION DONE BY ORGANIZATIONS SERVING PHILANTHROPY



**FIGURE 19**  
Source: WINGS member survey  
Question: Does your organization formally evaluate its programmes' results?  
Number of responses: 63

Overall, evaluation is done mostly to support strategic planning and for learning purposes. However, for those who do only internal evaluations, the most relevant motive is the communication of results. This is worth noting especially for the less well-resourced organizations. Such evaluations could be very helpful in building awareness of the field and its credibility, and are less time-consuming and costly.

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## MOTIVATIONS FOR PROGRAMME RESULTS EVALUATION OF ORGANIZATIONS SERVING PHILANTHROPY



**FIGURE 20**  
Source: WINGS members survey  
Question: What motivates whether a programme is evaluated?  
(multiple responses allowed)  
Number of responses: 54

Surprisingly, though the practice is widespread, the survey found that evaluation is not a high institutional priority for most philanthropy infrastructure organizations; in fact, it ranked among the least important for survey respondents. This should be a warning sign. Our research indicates the importance of evaluation to the field's long-term health so growing and improving its evaluation practices should be a high priority.

To support its members and other philanthropy infrastructure organizations in their evaluation efforts, WINGS has worked with DAFNE over the past two years to develop a framework of four outcome areas (Capacity, Capability, Connections and Credibility) to help inform institutions' activities, demonstrate and communicate the value of the work, and promote improvement in learning and practice. More information about this framework can be found in Chapter 4.

### 3. BUILD A STRONG INFRASTRUCTURE FOR PHILANTHROPY WHERE IT IS MOST NEEDED

An article in *Alliance* in 2004<sup>10</sup> points to the uneven development of infrastructure in different regions and our current research suggests that the situation is largely unaltered. The regions where institutional philanthropy is most highly developed also dominate the global infrastructure landscape. North America, for instance, is home to the highest number of infrastructure organizations, with the largest budgets and the biggest staff teams. It seems likely that this is both a cause and an effect of the maturity of institutional philanthropy there. If this is the case, then the beneficial effects to philanthropy of building the infrastructure in places where institutional philanthropy is less developed – especially in the Global South – seem apparent.

In general, the North American respondents to our survey are the oldest. Most of them were founded in the 1990s, while most organizations from other regions (except for Latin America and the Caribbean) were founded from 2000 onwards. Although a very few infrastructure organizations date back to the 1920s, almost all were founded after 1970. After peaking between 2000 and 2009, growth within the field seems to be stabilizing.

#### YEAR OF FOUNDATION OF ORGANIZATIONS SERVING PHILANTHROPY BY REGION

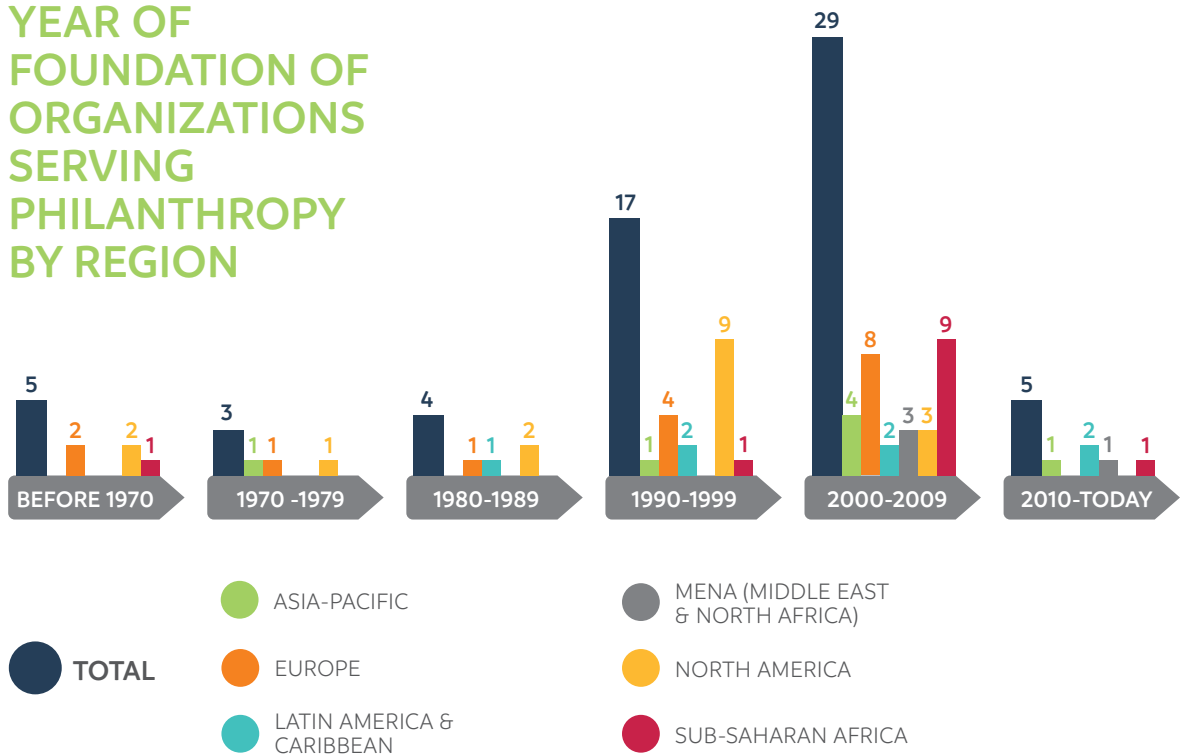


FIGURE 21

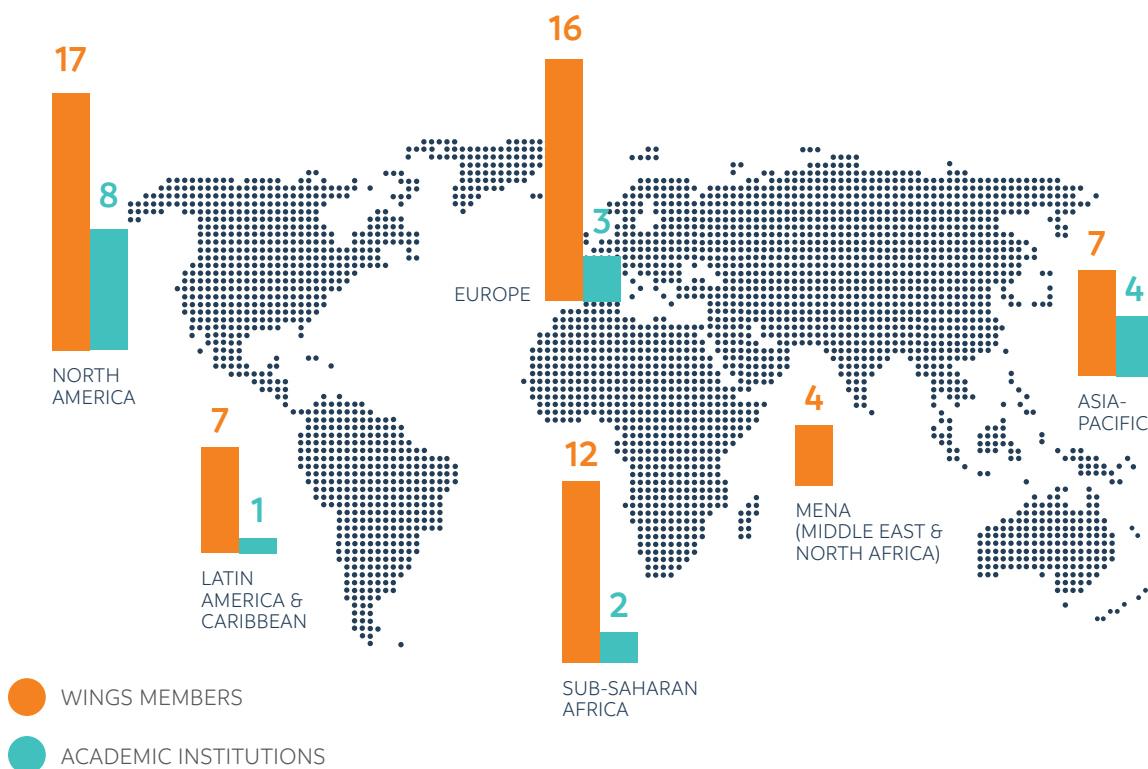
Source: WINGS member survey  
 Question: What year was your organization founded?  
 Number of responses: 63

<sup>10</sup> Andrew Milner (March 2004) 'Investing in infrastructure – what really matters?' *Alliance*.



More than half of WINGS members surveyed are in North America or Europe and most of the universities surveyed are in the United States. The concentration of institutions in the Global North suggests a higher level of maturity of the field there.

## REGIONS WHERE ORGANIZATIONS SERVING PHILANTHROPY AND ACADEMIC/EDUCATION INSTITUTIONS ARE BASED



**FIGURE 22**

Source: WINGS member survey/ WINGS Academic Survey

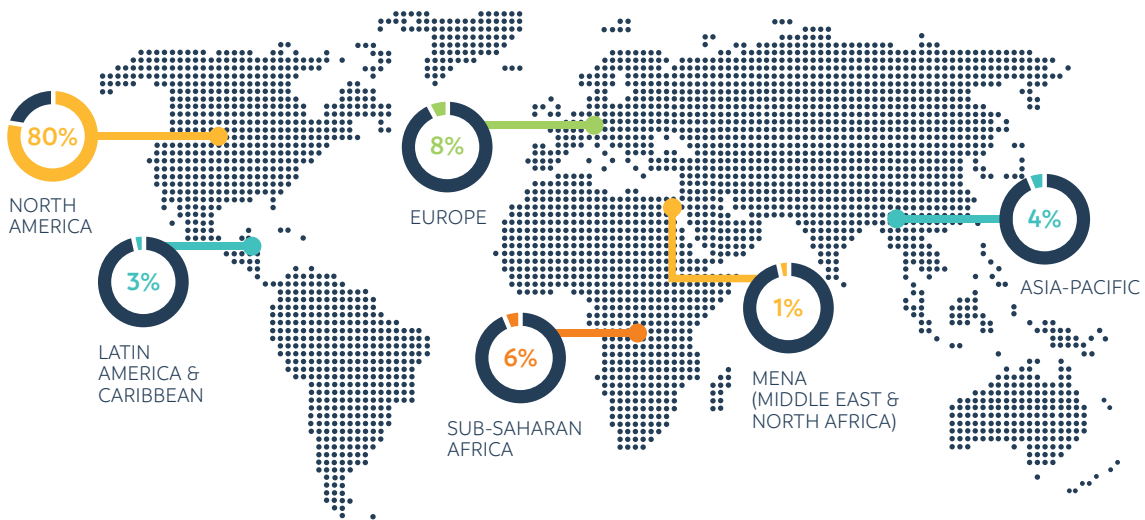
Question: Organization's information: region/ Centre or programme information - Region

Number of responses: 63/18

Not only are there more infrastructure organizations in North America, they have bigger budgets. North America accounts for almost 80 per cent of expenditure on philanthropy infrastructure. Its institutions also have the highest median budget compared to other regions. The region with the lowest median budget is Latin America and the Caribbean.

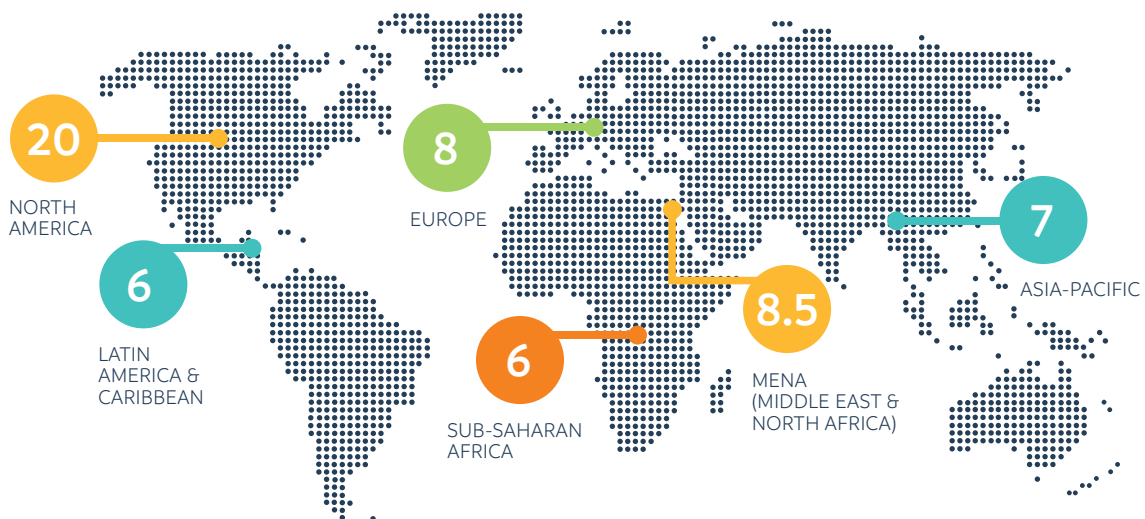
Across the world, the variation in size of philanthropy infrastructure organizations' budgets is striking. The smallest budget we found is \$58,000 and the biggest \$42 million. The overall median budget is \$800,000, compared with \$600,000 reported in WINGS' 2014 infrastructure report.

## DISTRIBUTIONS OF TOTAL 2015 BUDGET FROM ORGANIZATIONS SERVING PHILANTHROPY PER REGION



**FIGURE 23**  
 Source: WINGS member survey  
 Question: Financial information: overall budget in 2015 (in US dollars)  
 Number of responses: 55

## MEDIAN NUMBER OF PAID STAFF OF ORGANIZATIONS SERVING PHILANTHROPY PER REGION



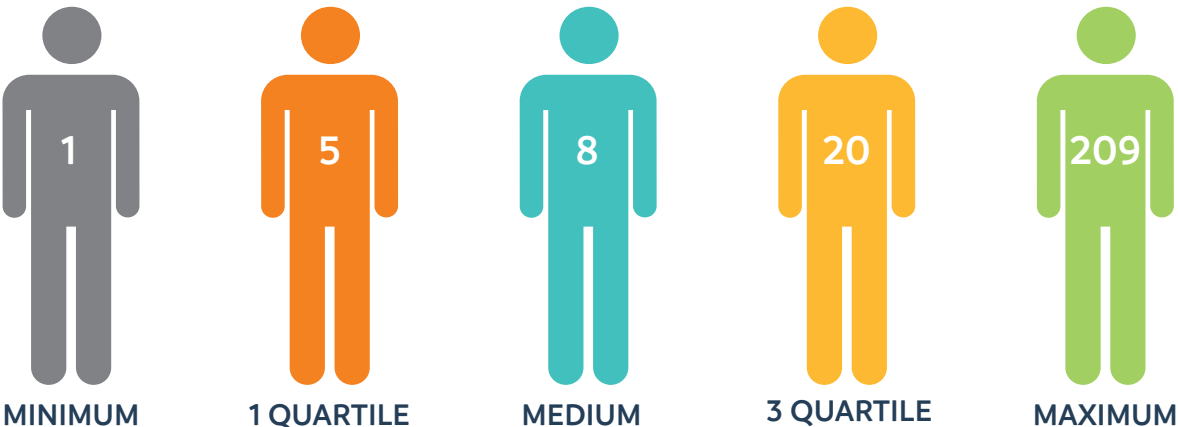
**FIGURE 24**  
 Source: WINGS member survey  
 Question: Staff information: number of paid full-time and paid part-time staff  
 Number of responses: 61

The overall median number of paid staff (including full-time and part-time staff) is 8. The 50 per cent of organizations that are in the middle of the distribution have between 5 and 20 paid staff. Only eight organizations are staffed by volunteers and they number between 1 and 15.

As might be expected, there is also a close correlation between number of staff and size of budget. But there are some exceptions: the two organizations with the largest budgets don't have the largest paid staff. The organization with the largest staff size has a budget of less than \$15 million.

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## NUMBERS OF PAID STAFF OF ORGANIZATIONS SERVING PHILANTHROPY



**FIGURE 25**  
Source: WINGS members survey  
Question: Staff information: number of paid full-time and part-time staff  
Number of responses: 61

North America also differs from other regions when it comes to strategic priorities. While developing technological capacity is the first priority for North American organizations, for organizations in Latin America and the Caribbean and in Europe the top priority is strengthening advocacy. Increasing the number of members is the first priority for Asia Pacific and MENA.

As noted, these regional variations suggest a correlation between the presence of infrastructure organizations and the strength of philanthropy in the region. Further research is needed to establish such a connection definitively. In the meantime, we suggest that a safe working assumption is that efforts to build infrastructure are most needed where institutional philanthropy is less well developed.

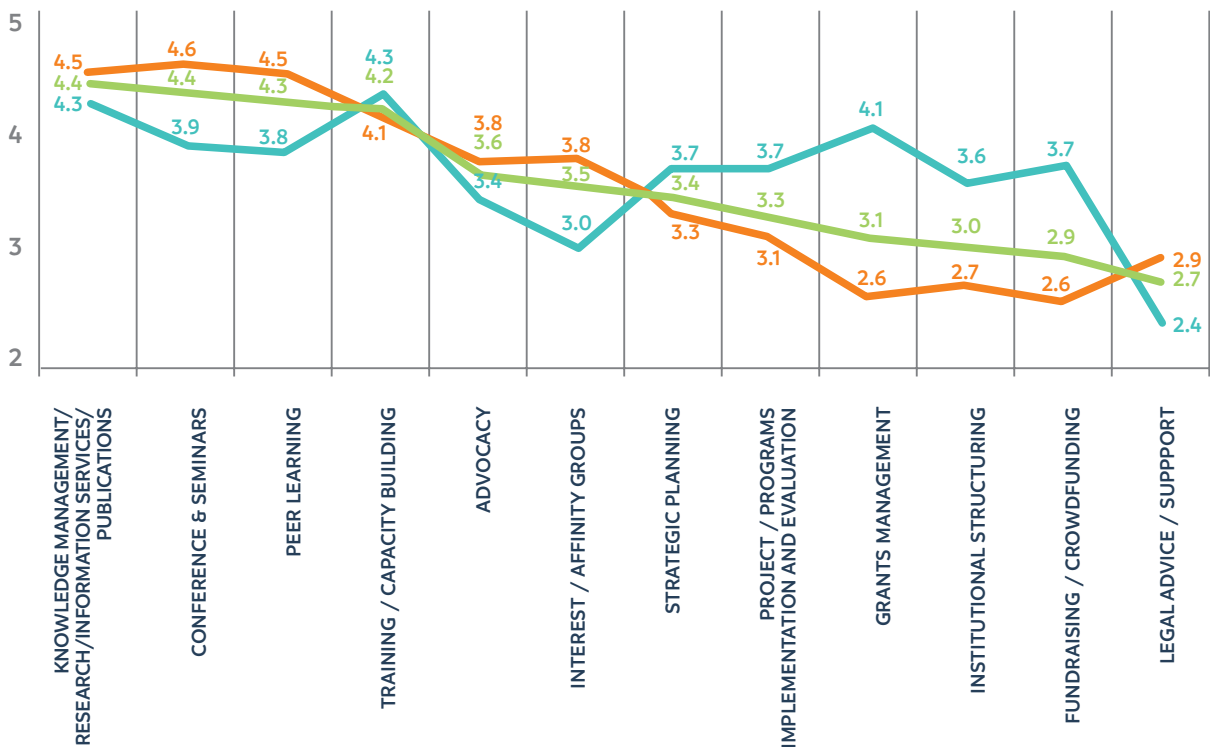
## 4. FOCUS ON THE ACTIVITIES MOST NEEDED TO BUILD PHILANTHROPY

If infrastructure organizations are to be effective in developing philanthropy, they need to concentrate on addressing those issues that are most critical for philanthropy in their region. While a very wide range of activities is undertaken across the sample, it is not clear that they are always directed towards the most urgent questions. The most prevalent are activities of various kinds related to knowledge management, closely followed by conferences and seminars, and peer learning.

Organizational type has a bearing on what the organization does. While membership associations and networks give top priority to 'conferences and seminars', this is a much lower priority for professional support organizations, which tend to focus on technical issues such as training, capacity building and grants management. Both give high priority to knowledge management.

### LEVEL OF DEDICATION TO ACTIVITIES FROM ORGANIZATIONS SERVING PHILANTHROPY

- PROFESSIONAL SUPPORT ORGANIZATIONS
- MEMBERSHIP ASSOCIATIONS AND NETWORKS
- ALL RESPONDENTS



**FIGURE 26**

Source: WINGS member survey

Question: How much work does your organization do with members, clients or organizations served in each of the following areas, 1 being 'None' and 5 being 'A great deal'?

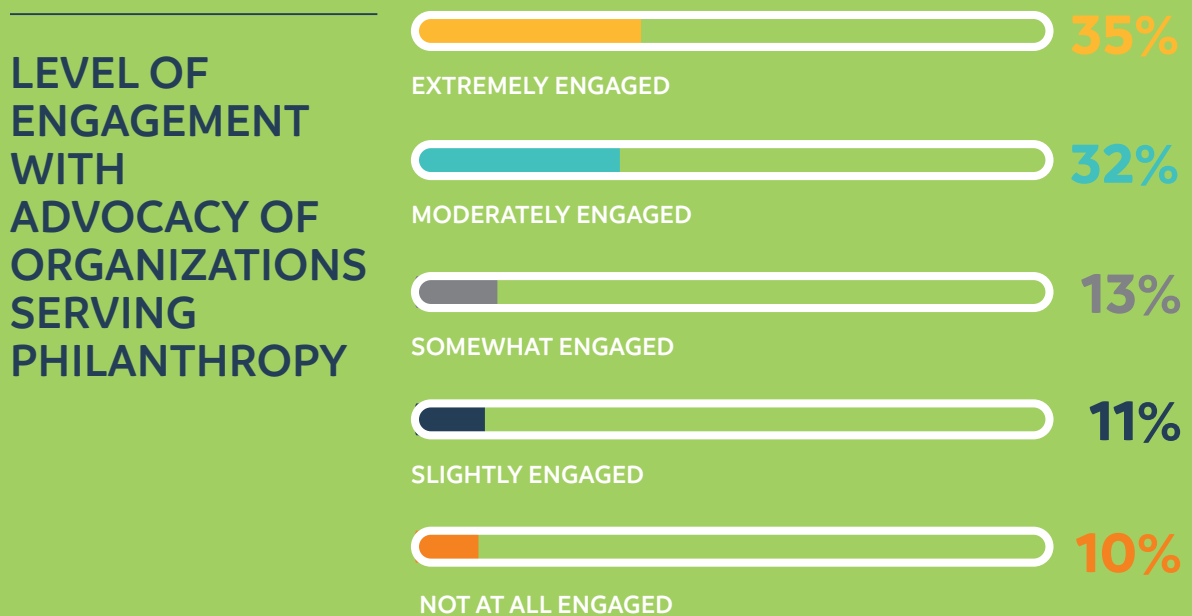
Number of responses: 56 total, 39 from membership associations and networks and 19 from professional support organizations

## 5. ENGAGE IN ADVOCACY TO BUILD A MORE ENABLING ENVIRONMENT

In many parts of the world, civil society organizations are dealing with heightened control, excessive restrictions on funding and diminishing latitude in the way they go about their work. This affects grantmakers who face growing obstacles to or, worse yet, outright bans on, the foreign funding of civil society organizations.<sup>11</sup> In order to combat this phenomenon, philanthropy infrastructure organizations need to engage in greater advocacy efforts with governments and inter-governmental agencies. There are some signs from the current research that this is happening.

**The survey of WINGS members identified an increasing trend towards advocacy-related activities. Advocacy is the fifth most common activity among infrastructure organizations and the sixth-highest priority.**

In addition, organizations were asked to rate their involvement in advocacy on a scale extending from 'no involvement' at one end to 'extremely involved' at the other. Two-thirds of philanthropy infrastructure organizations are at least moderately engaged with advocacy, and one-third rated themselves as extremely engaged.



**FIGURE 27**

Source: WINGS member survey

Question: To what extent is your organization engaged with advocacy, 1 being 'Not at all engaged' and 5 being 'Extremely engaged'? Advocacy is understood here as activities that aim to influence decisions within political, economic and social systems and institutions.

Number of responses: 63

<sup>11</sup> WINGS (2016) *Enabling Environment for Philanthropy: An international convening of WINGS*  
<http://wings.issuelab.org/resources/25940/25940.pdf>

## LEVEL OF PRIORITY OF ISSUES FOR PHILANTHROPY INFRASTRUCTURE ORGANIZATIONS

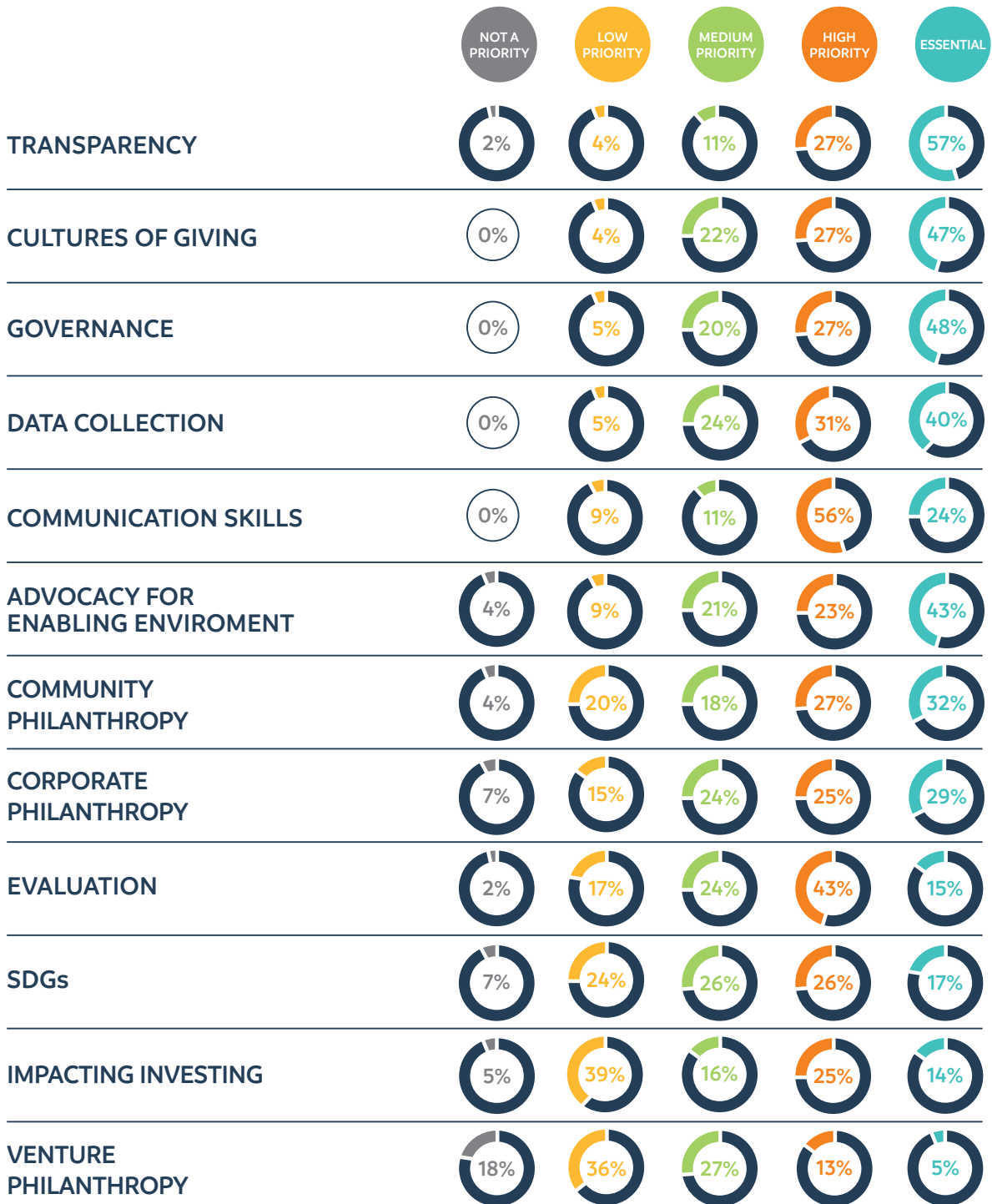


FIGURE 28

Source: WINGS Member Survey

Question: What priority does your organization give to the following issues, 1 being 'No priority' and 5 being 'Essential'?

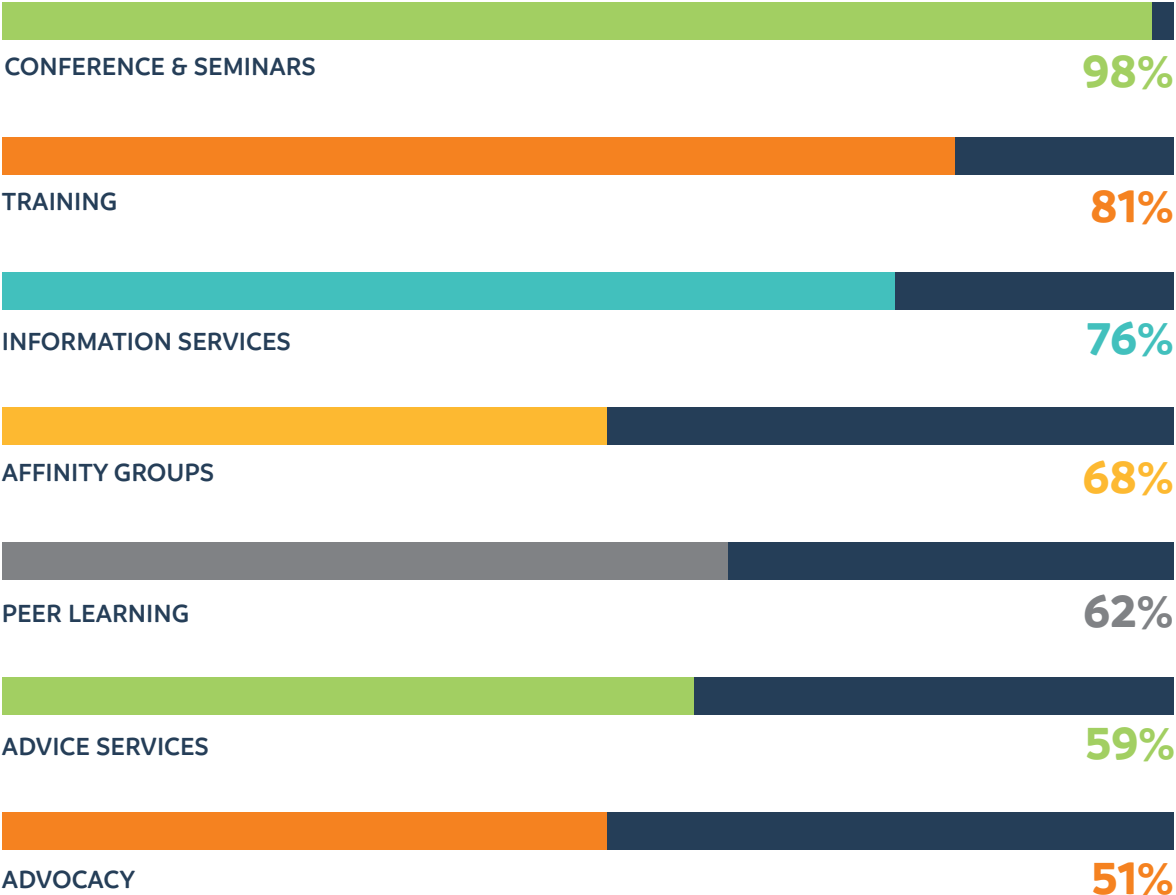
Number of responses: 56

The figures seem to represent an increase over those in the 2014 WINGS infrastructure report though caution is needed when making such a comparison. Both the respondents and the question differ slightly between the two sets of data. That said, there do seem to be some changes in the activities that philanthropy infrastructure organizations are engaged in over the period charted by the two reports. The chart below shows that advocacy now comes before affinity groups.

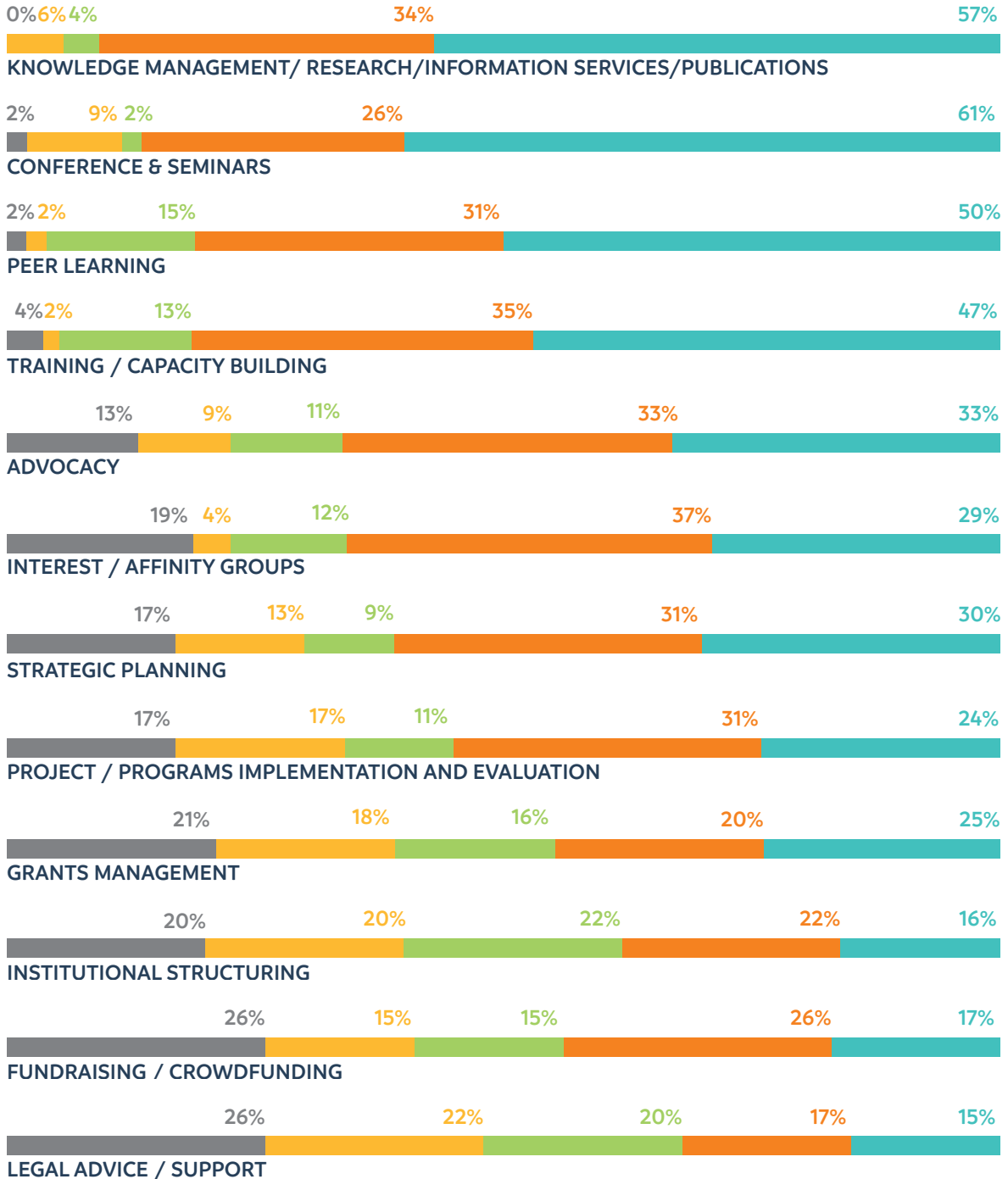
The shift in advocacy shows that membership associations, networks and other professional support organizations are becoming more outward-looking and not just focusing on providing services to their members or clients. This trend will surely help to strengthen the relationship between infrastructure organizations and their funders since, as noted above, the funders we canvassed believe that philanthropy infrastructure organizations should do more to influence policy and campaign for a more enabling environment for civil society organizations.

## ACTIVITIES OF ORGANIZATIONS SERVING PHILANTHROPY, 2014 AND 2017

### 2014 REPORT



# 2017 REPORT



**FIGURE 29**

Source: 2014 infrastructure report and WINGS member survey

Question for the 2017 Report: How much work does your organization do with members, clients and organizations served in each of the following areas, 1 being 'None' and 5 being 'A great deal'?

Number of responses: 56 in the 2017 report and 63 membership associations in the 2014 report



The way philanthropy infrastructure organizations engage in advocacy varies a lot across the sample. Most respondents are engaged in more than one advocacy activity. The most common are knowledge production and dissemination, influencing public policy and public consciousness-raising. The means used for advocacy are mostly direct engagement with public officials and social media.

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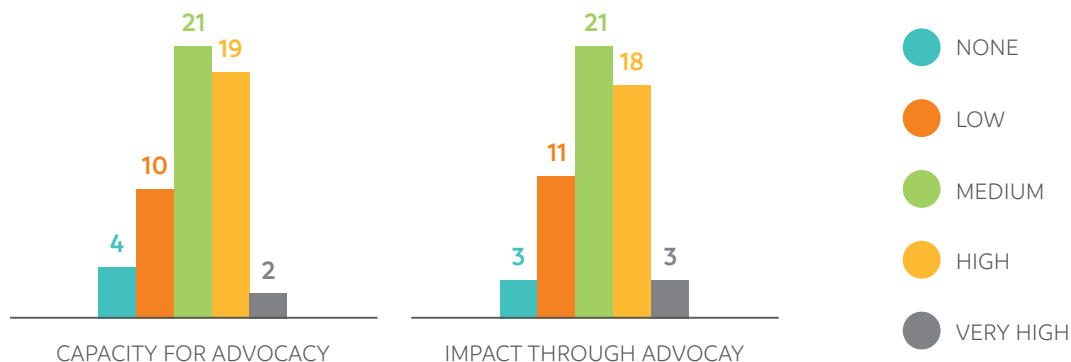
## ADVOCACY ACTIVITIES THAT ORGANIZATIONS SUPPORTING PHILANTHROPY ARE ENGAGED IN



**FIGURE 30**  
Source: WINGS member survey  
Question: What advocacy activities do you engage in? (multiple responses allowed)  
Number of responses: 56

Since 2012, IDIS – Institute for the Development of Social Investment, a WINGS member in Brazil, has been promoting endowments as a means of contributing to the financial sustainability of civil society organizations, drawing on the examples of other countries where endowments have been successfully used, like the US, the UK and France. IDIS’s advocacy activities are knowledge dissemination, for example the publication of books and articles, and the organization of, and participation in, events and representations to the government. IDIS began this work when proposed new bills for the regulation of endowments for universities began moving through the Congress. Their strategy is: developing relationships with Congressmen and Senators through hearings, meetings and even remote communication, and bringing examples of foundations and international legislation to demonstrate the potential benefits of endowments for the entire non-profit sector in Brazil. Very often, IDIS supports the lawmaker by drafting the articles of a bill which would expand the benefits of endowments to the entire civil society field, regulate the governance and management of CSOs, and provide fiscal incentives for donations. As a result of these efforts, IDIS has been able to influence the writing of two proposed bills, one in the Chamber of Deputies and the other in the Senate, and they plan to continue their efforts to promote new legislation for endowments for the entire non-profit field.

Despite this positive trend towards increased advocacy, challenges remain in terms of capacity and effectiveness. Although philanthropy infrastructure organizations are highly engaged in advocacy, most of them do not have a staff member exclusively dedicated to it. A possible interpretation of this is that organizations have not yet built the capacity for effective advocacy work. While a majority rate themselves ‘medium’ or better on capacity and impact, a significant number of organizations assessed both as low.



**FIGURE 31**  
 Source: WINGS members survey  
 Question: How do you evaluate your organization's capacity to undertake advocacy and your impact?  
 Number of responses: 56

## 6. BUILD THE PARTNERSHIPS THAT ARE NEEDED FOR A MORE EFFECTIVE PHILANTHROPY

Collaboration is coming to be seen as increasingly important in the field of philanthropy as a whole. The combination of complementary strengths is a means to increase the effectiveness of an intervention. This is the more so in philanthropy infrastructure where generally small organizations are trying to have a large influence. Building strong partnerships and collaborating are therefore important for philanthropy infrastructure organizations to develop the field and strengthen the sector. It is also one of the things that funders identified as key where they felt there was room for improvement.

It's perhaps surprising, therefore, that the WINGS member survey suggests that partnership and collaboration are common among WINGS members. The great majority have a partnership or collaborate with at least one other WINGS member and 43 out of 63 survey respondents have five or more partnerships with other members.

What factors are most conducive to partnership? The keys according to the research are having a global reach, being an older organization, and having a large number of employees, full- or part-time, and a large budget. The best predictor of the number of partnerships is the number of full-time staff. It seems overall that size matters, though one organization went against the trend, having a tiny staff.

Partnerships between academic/education institutions and WINGS members are also very important to developing the field. The academic survey shows that 39 WINGS members have at least one partnership with the academic/education institutions surveyed: 26 have one partnership, seven have two and six have three or more. Only one academic/education institution has no partnership with a WINGS member. Institutions from Europe, Asia-Pacific, Latin America and the Caribbean and Sub-Saharan Africa tend to collaborate mostly with WINGS members from the same region. While North American institutions do partner with WINGS members from the same region, they also more likely to partner with those from other regions.

# 04

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HOW TO ACCESS  
THE VALUE OF  
INFRASTRUCTURE  
SUPPORT  
ORGANIZATIONS TO  
PHILANTHROPY?

Every day, we see how organizations supporting philanthropy contribute to the field and their achievements in creating a better environment for philanthropy to accomplish its mission. However, being aware of our own achievements is not enough. Philanthropy infrastructure organizations need to be able to assess their accomplishments and failures, learn from them, and communicate the value of their work. WINGS exists to serve infrastructure: build the knowledge and tools to support the field and evaluate its activities.

Describing what infrastructure brings to philanthropy was identified as a key issue for further work in the 2014 WINGS report. From its research, that report identified four main benefits of infrastructure support, the so-called '4Cs':

## CAPACITY: BUILDING RESOURCES

## CAPABILITY: BUILDING SKILLS, KNOWLEDGE AND EXPERTISE

## CONNECTION: BUILDING RELATIONSHIPS

## CREDIBILITY: BUILDING REPUTATION, RECOGNITION AND INFLUENCE

To develop the 4Cs, a group of WINGS and DAFNE members developed a means to measure the changes that their organizations were making. The group recognized that the diversity and complexity of the work of infrastructure organizations meant that no one tool could be designed to fit all contexts and situations. Nor could the work facilitate direct aggregation or comparison between organizations or regions.

What they did manage to do was to build an **enabling framework** capable of adaptation.

It provides a comprehensive structure which embraces 12 outcome areas that stretch across the work of philanthropy infrastructure organizations. The framework offers descriptions of these 'outcome areas', and samples of outcomes and indicators to help organizations applying the framework to define their own outcomes and set of indicators, and their own approach to assessment.

The descriptions of the 12 outcome areas are shown in the following table.

OUTCOME AREA		DESCRIPTION
CAPACITY		BUILDING RESOURCES
1. Volume of philanthropy	The overall value of financial and other resources for public benefit from private sources (which could range from operating foundation outgoings, through social investment, to grantmaking and giving by individual and corporate donors)	
2. Sustainability of philanthropy	The duration of a donor's financial capacity and the propensity to ensure that there is philanthropic investment in the longer term, provided by the leverage of resources, endowment or commitment to regular donations	
3. Strategic philanthropy	The commitment to achieving defined outcomes and impact, and the deployment of financial resources accordingly	
CAPABILITY		BUILDING SKILLS, KNOWLEDGE AND EXPERTISE
4. Professionalism	The conduct of philanthropy organizations and donors as established by standards of practice, ranging from good governance through to operational behaviour and performance	
5. Knowledge (of philanthropy)	The understanding of the field of philanthropy and of the processes involved in effecting change and adapting interventions to the context and the capacities of beneficiaries and partners	
6. Skills	The ability to apply knowledge in order to achieve philanthropic objectives	
CONNECTIONS		BUILDING RELATIONSHIPS
7. Communications	Conveying coherent messages internally (within the philanthropy sector) and externally (among society at large) about philanthropy's objectives and practice	
8. Collaboration	Working with other stakeholders, both those within the philanthropy sector and those from other sectors (public and private) towards the achievement of philanthropic objectives	
9. Influence	The ability to inform policy and legislation (especially in relation to the enabling environment for philanthropy)	
CREDIBILITY		BUILDING REPUTATION, RECOGNITION AND INFLUENCE
10. Public support and engagement	Recognition by the general public of the value of philanthropy (in particular its provision of risk capital, testing of innovative approaches, addressing market and public sector service failure, and reaching people and communities that others cannot)	
11. Awareness raising	Increasing the consciousness and understanding of the value and impact of philanthropy and the approaches and processes involved	
12. Transparency	The openness of the philanthropy sector to public scrutiny, in particular in respect of governance and financial accountability	

The value of the framework is that it provides the basis for a common approach and sharing of experience. It therefore contributes to peer learning and organizational development, and to the potential to create an evidence base for the effectiveness and impact of philanthropy infrastructure organizations. With this framework, we hope to contribute to the understanding of philanthropy infrastructure's value.

WINGS has published a guidance note on the application of the 4Cs.

The following two case studies illustrate the experience of putting the framework into practice.

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## EXPERIENCES OF THE 4CS FROM THE FIELD

### Philanthropic Foundations Canada: From the 4Cs to the 4Ps

**Liza Goulet and  
Hilary Pearson, PFC**

#### Overview

Established in 1999, Philanthropic Foundations Canada (PFC) has subsequently grown to over 130 members collectively managing close to half of the assets in the private foundation sector in Canada. However, with a relatively small staff of five and limited resources, PFC was not tracking and communicating its full contribution and value as an infrastructure network.

PFC decided to join the WINGS peer learning group on communicating the importance of infrastructure organizations to help us better inform our members, who contribute most of PFC's revenues through their annual fees, about what we do.

#### Main challenges/opportunities

Our first challenge was to figure out how to use the 4Cs with our goals and a strategic plan already in place. We concluded that 'retrofitting' our plan was not the answer. We realized that for us, the 4Cs could best be used in the context of planning and preparation, not after the fact.

Our second challenge was how to understand the 4Cs indicators. We struggled with these because we could not determine clear causality between our activities and the described outcomes. In other words, we had no hard evidence that any of the outcomes described as important by the 4Cs could be directly attributed to the activities of our organization.

While we had difficulty applying the 4Cs outcomes and indicators, the underlying purpose of the 4Cs exercise was clear: getting us to think strategically about our value as a philanthropy infrastructure organization and how we communicate this to our stakeholders.

We spent part of 2016 thinking more about how we collect and use information to support valid indicators for the work that we do. This was challenging because, despite working with a strategic plan for several years, we had not systematically collected and used any data other than financial data and some data related to membership (recruitment, renewal, growth). But we did have significant anecdotal information. We went on to develop indicators that related to our strategic goals and which could be supported by the information and data at our disposal. The indicators developed initially by the WINGS peer group were useful as a way of helping us think through the value of our own indicators, although we could not immediately make the leap from our own outcomes to outcomes for the field as suggested by WINGS.

The peer learning group also highlighted the fact that despite working in very different political, social and economic contexts, we share a common interest in enhancing our effectiveness. Some organizations work in very challenging environments but we all are committed to promoting philanthropy for the public good. Working with colleagues from around the globe resulted in rich and varied discussions and knowledge exchange which would not have occurred without the WINGS peer learning group. This process is excellent professional development. We return from peer events with renewed energy, new ideas and a sense of accomplishment.

## Lessons learned

We have summed up our experience of the 4Cs as the **4Ps**:

- **Plan first, measure second.** The 4Cs helped us think about our desired impact on the field and on our members. Our next steps are to identify our future strategic directions and develop and test our preferred indicators.
- **Process matters.** Strategic planning involves everyone, not just the CEO or the board of directors. It is a team effort and it is the team that will move the planning process and the strategic plan forward.
- **Plan into action.** Focus on three or four measurable goals and be realistic about the actions needed to achieve them. This means the plan must articulate clear goals that are linked to activities, responsibilities and timelines. Everyone must understand the plan and their role and responsibilities in implementing it.
- **Patience.** You need to revisit the plan periodically. Good strategic plans are flexible and they should allow you to adapt to changes in the internal and external environment.

The WINGS peer learning meetings highlighted the fact that philanthropy infrastructure organizations around the world are struggling to be clearer about their impact. Many do not have strategic plans, have never worked with outcomes or indicators and are in need of guidance and tools to help them think strategically about the work they do and the importance of their contribution to the philanthropic sector. We are also not very good at telling our story in a clear and compelling fashion, supported by data and information. In this regard, the WINGS infrastructure report and meetings have addressed a real need.

## Implications for the future

### *Impact of the 4Cs*

What impact have the 4Cs had on our work? The 4Cs report served as a catalyst to increase our organization's involvement in WINGS. This is a significant achievement in itself as infrastructure organizations continually seek to find ways to increase and maintain member involvement in the network.

Although the 4Cs may not be of immediate use to everyone, especially for those with an existing strategic plan, the framework is adaptable and can be used for a variety of purposes. The peer learning group suggested that the framework be presented at the WINGS Forum as a 'prototype' or a work in progress, which will be further improved and refined as more organizations use it. Demonstrations of the applicability of the framework are important and this is what the workshop at the WINGS Forum 2017 hopes to do.

What can WINGS do to move the 4Cs forward? We need to strengthen the strategic planning capacity of infrastructure organizations in the network and to support organizations like us in demonstrating our value. WINGS could provide accessible and user-friendly online strategic planning resources for its members. The WINGS website could have a section devoted to the 4Cs and include online checklists, tools, templates and case studies to help build strategic planning and self-assessment capacity. These resources could include a compilation of resources shared by members of the network – *tools for the field, by the field.*



## Association for Community Relations, Romania: Reflecting on our experience with the 4Cs

### Alina Porumb, ARC

The Association for Community Relations (ARC) was founded in 2001 to support the development of philanthropy in Romania. In 2004, we prepared a strategic framework, which was the basis of our programmes to support community foundations, civil society organizations fundraising efforts as well as to engage corporate and individual donors, and develop youth philanthropy. The strategy was updated in 2008-09 and 2012. In both these later updates, we used an outcome-mapping methodology as a tool for clarifying how we work with and engage partners and stakeholders. We also considered what changes we would like to see in our partners as well as more broadly in society. Outcome mapping has allowed us to define and track key outcome areas in order to gauge progress towards our goals. We also defined systems to engage key partners and beneficiaries in providing data, now that we gather annual data around these key indicators.

#### 4Cs dialogue

WINGS invited us to write a case study for its 2014 infrastructure report about ARC's role in supporting community foundations. This led us to reflect on the use of the 4Cs framework to show the complex engagement that ARC had with the community philanthropy field in Romania. In 2015, we joined the WINGS peer learning group to create an assessment framework based on the first development of the 4Cs.

#### Value of the 4Cs for ARC

We have found the framework helpful and continue to use it to assess the impact of the community foundations programme. We have also tried to use it as a way of reflecting

on outcomes and progress in our other programmes, enabling us to build a picture of the role and impact of ARC as a whole. The peer learning process has brought us an important step towards defining key outcome areas for each of the 4Cs. In turn, clarifying this has made it easier to see the suitability and relation degree of fit between ARC's outcome mapping system and the 4Cs outcome areas. We have used the 4C as a framework to organize key outcomes and define new indicators with the help of different program teams in ways in which we can track progress and communicate strategically, both internally and externally, about our role.

We were also able to make progress on the question of the absence of data on philanthropy in Romania. This area is still challenging as, apart from the research carried out by ARC and the data from our programmes, there are few sources of information, which hinders analysis. However, using the 4Cs to reflect on the context has allowed us to map the gaps in information and inspired us to continue investing in partnerships and advocacy initiatives that will allow for a more continuous and complete collection and presentation of philanthropy data.

#### Next steps

Following on from what we have done so far, we will:

- Engage ARC's constituents in providing feedback about the situation in Romania in the 4C areas and ARC's role in these areas (we intend to pilot a feedback tool which could be used to regularly track key perceptions of our constituencies)
- Use this information as the basis for our next strategy planning process in 2017

### **Why the framework works for us**

There are three main reasons why the 4Cs framework is of value to us:

- It helps us better define the role of philanthropy support organizations by looking at the relationship between that role and the situation of philanthropy in Romania. We can use this framework to communicate our role to internal and external constituencies.
- It gives us a framework to understand different ARC programmes and how they come together and to engage other support organizations in the philanthropy field and compare notes.
- Its use can be extended to track progress over time: we have already referred to baseline data produced in previous ARC strategic frameworks. We can use the 4Cs as an instrument to fine-tune areas that we want to map in the future.

### **Questions and challenges**

Despite the value of the 4Cs, some challenges remain.

First, the way some of the outcome areas are formulated relates more to the processes that philanthropy development organizations use than to the circumstances in which they operate. In addition, the work of infrastructure organizations does not always fit neatly into the boxes prescribed by the 4Cs framework. It is not always easy to differentiate between some of the outcome areas in the Connections and Credibility elements, for instance. It is also difficult when the philanthropy organization's strategy fits in one area, but the outcome is in another area.

Second, how do we link practitioners' understanding of a certain outcome area and the contributions that organizations are making to it with hard data, particularly

in places where hard data is lacking? And what can we, as philanthropy development support organizations, do to support the production of more such data?



# 05

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## VIEWS FROM THE FIELD

So far, this report has examined the results of WINGS' own research. This section considers the work of philanthropy infrastructure organizations from different perspectives. WINGS asked Chandrika Sahai to write about how philanthropy infrastructure is evolving in Asia and what the current challenges are, while Bhengkosi Moyo focuses on the state of philanthropy infrastructure in Africa. While Sahai and Moyo bring regional perspectives, Adam Pickering looks at the global context within which philanthropy infrastructure organizations are operating, and the challenges and opportunities they face. Finally, Nick Deychakiwsky of the Charles Stewart Mott Foundation brings a funder's point of view.

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## INFLECTION POINT FOR INFRASTRUCTURE

**Adam Pickering,**  
Charities Aid Foundation

The 2016 World Giving Index (WGI), published by the Charities Aid Foundation in October 2016, reveals that the proportion of people engaging in acts of generosity around the world is rising.<sup>12</sup> Moderate increases have been seen across our three measures (donating money, volunteering and helping a stranger) this year and the overall index score for the world as a whole has risen by a percentage point, largely on the back of a 2.2 per cent increase in the proportion of people who reported having helped a stranger. Indeed, for the first time since we started publishing the report, our data suggests that more than half of the world's population recalled engaging in this informal kind of generosity (51 per cent). Given the myriad challenges in the contemporary global political economy, it is reassuring to see that communities are able to come together and be resilient in times of increased need.

Although the proportion of people giving money to charitable organizations has increased by only 0.3 per cent overall, there has been unprecedented growth in giving in transitional economies where rapid economic

development is enabling a huge and growing number of middle-class people to engage in philanthropy where it was once – in the case of western models of philanthropy at least – only possible for a tiny minority of wealthy individuals and mostly foreign companies. In these countries, the proportion of people giving to charity has grown by 2.1 percentage points in 2015 having grown by 11 percentage points in 2014.

I chose to start my article on global trends in philanthropy infrastructure with this information because I think it lays out the scale of the opportunity for infrastructure organizations. As more and more people are in a position to support civil society through donations, volunteering or engagement in advocacy, it is important that both they and the organizations that they give their time and money to receive the support they need to foster trust in the sector, ensure efficiency and effectiveness, and ultimately create a sustainable environment for future growth. However, in attempting to fulfil this role, infrastructure organizations face a great many barriers both old and new, and both internal and external.

<sup>12</sup> Charities Aid Foundation (2016) *World Giving Index 2016*. <https://www.cafonline.org/about-us/publications/2015-publications/world-giving-index-2015>

## A fine balance

Most readers will be aware of a trend that is being called 'the closing space for civil society'. In 2015, CIVICUS reported that some form of repression of civil society freedom of expression and association occurred in at least 96<sup>13</sup> countries while the International Center for Not-for-p Law (ICNL) found that since 2012, more than 90 laws constraining the freedoms of association or assembly have been proposed or enacted.<sup>14</sup>

The causes of this trend are as complex and diverse as its manifestations, which include over-regulation, barriers to foreign funding, direct legal restrictions on the freedoms of speech and of association, and the even violent repression of activists. The threat of terrorism, the malign interests of foreign governments, money laundering, corruption and threats to traditional values have all been used by governments to justify regressive policies which undermine the development of a culture of giving.

Running counter to this trend is the somewhat paradoxical reality that almost all governments – including those that have enacted the most restrictive policies – are actively trying to promote philanthropy. That is because governments recognize that philanthropy is capable of providing targeted resources in ways that are responsive to communities, agile in changing contexts, innovative and trusted by the public. In short, there is a growing trend for government policy to promote philanthropy that supports its own agenda, while discouraging philanthropy that challenges that agenda.

As such, infrastructure organizations, perhaps more than any others in civil society,

face a difficult balancing act. On the one hand, they might decide that trying to push back against regressive policies which limit the scope and independence of philanthropy and civil society is crucial for the long-term sustainability of the sector. On the other hand, they may feel that to do this would put their very existence and perhaps that of their members, grantees or stakeholders in jeopardy and that maintaining capacity is the priority. While the preliminary analysis of this report shows a high level of engagement in advocacy among infrastructure organizations, many are having to tread a very delicate line in balancing these two approaches. For some, this means developing trusting relationships with public officials and favouring private rather than public advocacy.

But if bringing disparate parts of the sector together in solidarity to address the closing space has proved difficult at the national level, international infrastructure organizations have been increasingly effective at joining forces at the supra-national level. As far back as the late 1990s, Margaret Keck and Kathryn Sikkink described the development of transnational advocacy networks which allow national issues to be reported through regional and national infrastructure bodies, and ultimately to collections of international organizations which, when working together, can wield significant influence, ultimately leading to improvements on the ground (the boomerang effect).<sup>15</sup> A successful recent example of this was the securing by the Global NPO Coalition on FATF an amendment to Recommendation 8 of the Financial Action Task Force which had implied that not-for-profit organizations are particularly at risk of being used for terrorist financing.<sup>16</sup>

<sup>13</sup> C CIVICUS (2015) *The State of Civil Society Report 2015*. <http://civicus.org/images/StateOfCivilSocietyFullReport2015.pdf>

<sup>14</sup> D Rutzen (2015) 'Aid Barriers and the Rise of Philanthropic Protectionism', *International Journal of Not-for-Profit Law*, vol 17, no 1.

<sup>15</sup> M E Keck & K Sikkink (1998) *Activists Beyond Borders: Advocacy networks in international politics*. Ithaca and London: Cornell University Press.

## In search of clarity

Infrastructure organizations are well aware of the increasing demand for transparency and this is borne out in the WINGS research, which shows this as the top-priority issue for philanthropy infrastructure organizations. The demand for philanthropic organizations to demonstrate financial openness, show effectiveness and learn from mistakes comes from both above and below, with funders and beneficiaries alike holding higher standards and seeking assurances. To some extent this is the product of stubbornly low levels of trust in CSOs and of international funders, partly as a result of government and media rhetoric. Research by CAF Global Alliance members in India<sup>17</sup>, Russia<sup>18</sup>, South Africa<sup>19</sup>, Brazil<sup>20</sup> and the UK<sup>21</sup> all identify public trust as an important issue for individual donors of all levels. Indeed, this led CAF to develop a set of recommendations on how governments can (and why they should) build trust in giving.<sup>22</sup> To some extent, too, philanthropy is inevitably a victim of its own success as the more people give, the higher their standards become. This in a nutshell is why infrastructure organizations are, and will remain, so important. They are a catalyst for continuous improvement in the sector, setting standards for donors and civil society organizations, championing new approaches and advocating for better policies. However, there are risks to be mitigated.

Philanthropy infrastructure organizations are at the forefront of championing transparency in many nations and internationally – the work of the Foundation Center on the SDG Philanthropy Platform being a particularly prominent recent example.<sup>23</sup> However, the rise of ‘big data’ on philanthropy and the trend among some of the wealthiest donors towards data-driven approaches (particularly among proponents of Effective Altruism) could threaten certain organizations and approaches that are either unready or lack the capacity to engage in activities that do not lend themselves to impact measurement. In such an environment, infrastructure organizations have the double task of helping members and stakeholders to meet ever higher standards of transparency, while educating donors on the value of more traditional (and innately less measurable) approaches.

## Phil-tech

In the narrow sense, philanthropy infrastructure organizations are at the forefront of new ‘philanthropy technologies’. That is to say, they are often early adopters of, conduits for learning on, and even developers of new tools which can bring in funding, increase impact and measurement or create efficiency. Indeed, in many nations, philanthropy infrastructure bodies are engaged throughout the cycle of

<sup>16</sup> The Global NPO Coalition on FATF is a joint project of the Charity and Security Network, the European Center for Not-for-profit Law, the European Foundation Network, the European Foundation Centre?, the Human Security Collective and ICNL. For a press release on the amendment to FATF Recommendation 8, see <http://fatfplatform.org/wp-content/uploads/2016/06/Press-Release.pdf>

<sup>17</sup> CAF India (2012) *India Giving: Insights into the nature of giving across India*. <https://www.cafonline.org/about-us/publications/2012-publications/india-giving>

<sup>18</sup> CAF Russia (2014) *Russia Giving: Research on individual giving in Russia*. [https://www.cafonline.org/docs/default-source/about-us-publications/caf\\_russia\\_givingreport\\_eng\\_final\\_web.pdf?sfvrsn=3.pdf](https://www.cafonline.org/docs/default-source/about-us-publications/caf_russia_givingreport_eng_final_web.pdf?sfvrsn=3.pdf)

<sup>19</sup> CAF Southern Africa (2015) *I Believe I Can Make A Difference: Individual giving by 'ordinary people' living in Gauteng Province, South Africa*. <https://www.cafonline.org/about-us/publications/2015-publications/individual-giving-south-africa>

<sup>20</sup> IDIS (2016) *Pesquisa Doação Brasil 2015*. <http://idis.org.br/pesquisadoacaobrasil>

<sup>21</sup> Charities Aid Foundation (2015) *Under the Microscope: Examining the future of charities in Britain*.

<sup>22</sup> Charities Aid Foundation (2014) *Future World Giving: Building Trust in Charitable Giving*. <https://www.cafonline.org/docs/default-source/about-us-publications/future-world-giving1.pdf>

<sup>23</sup> SDG Philanthropy Platform. <http://sdgfunders.org/home/lang/en>

philanthropic technology development: undertaking research, identifying issues or opportunities, advocating for a supportive policy environment and implementing new tools, or educating others to implement them. These 'technologies' are not necessarily about cutting-edge scientific developments; often they are more about broadening the philanthropy toolkit. For example, Philanthropy Australia has worked with the country's Department of Social Services to assist the work of the Prime Minister's Community Business Partnership in exploring the potential for bringing US-style programme related investments to Australia, enabling foundations to make financial investments that count towards their minimum distribution requirement, providing that these further their charitable interests and result in below-market returns. Similarly, IDIS (part of the CAF Global Alliance) has worked with lawmakers in Brazil on a new law to incentivize the creation of cultural endowments.<sup>24</sup>

Infrastructure organizations are also beginning to break down the hegemony of European and North American traditions and models of philanthropy and recognize existing but undervalued philanthropy 'technologies'. The failure to count what is sometimes called 'indigenous philanthropy', despite its enormous scale and importance in fostering community resilience, is now being addressed, particularly in Sub-Saharan Africa. Often labelled 'informal philanthropy', it 'comprises local grassroots giving and care built on internally derived practices of

mutual aid, reciprocity, solidarity and social obligations'<sup>25</sup> alongside a growing discourse on social justice philanthropy, which focuses on addressing the structural dynamics underlying social injustice.<sup>26,27</sup>

But while infrastructure organizations are rightly recognizing old ideas as being still relevant, they are also having to adapt to profound changes in the way society has been affected by the internet. In Russia, for example, the most recent developments in infrastructure are connected to support mechanisms for mass individual giving such as crowdfunding platforms, online fundraising training and innovative software packages. CAF Russia and the CAF UK are both running #GivingTuesday, for example, which illustrates the increasingly electronic nature of infrastructure and also the urgent need for infrastructure organizations to adapt. Indeed, in just a few years from now we might be talking about how blockchain technology - the decentralized, distributed public ledger technology that allows secure record-keeping without the need for traditional intermediaries - has completely transformed the concept of philanthropy.<sup>28</sup>

But as important as it is that we keep up with developments, we must be careful not to allow new trends to drag us away from what we know is important. For example, a trend for 'philanthro-capitalism' is spreading through the philanthropy world. While the blending of business and philanthropy could offer crucial new tools in certain areas, we also have a duty to ensure that

<sup>24</sup> Philanthropy Australia (2014) Early Wins to Grow Philanthropy and its Impact: Prepared by Philanthropy Australia to inform the work of the newly re-established Prime Minister's Community Business Partnership.

<sup>25</sup> T Akin Aina (2013) 'The State, Politics and Philanthropy in Africa: Framing the Context' in Akin Aina & Moyo (2013) *Giving to Help*.

<sup>26</sup> H Mahomed (2013) 'Conceptual Frameworks Influencing Social Justice Philanthropy: A Study of Independent Funders in Overseas Aid' in Akin Aina & Moyo (2013) *Giving to Help*; H Mahomed (March 2013) 'Shifting Currents in African Philanthropy', *Alliance*.

<sup>27</sup> A Kilmurray (2014) *Community Philanthropy: The context, concepts and challenges: A literature review*. Global Fund for Community Foundations

<sup>28</sup> CAF has developed a micro-site that brings together all of our research into what blockchain and crypto-currencies might mean for the future of philanthropy. <https://www.cafonline.org/about-us/publications/blockchain>



these are not promoted as a panacea at the expense of approaches that have developed incrementally for generations. This danger is particularly prevalent in countries and regions where institutional philanthropy is still nascent or faces barriers of low public trust or government support.<sup>29</sup>

Philanthropy infrastructure finds itself at an inflection point: should it succeed in protecting and nurturing a vibrant civil society in which donors are encouraged and empowered to support a broad range of independent organizations, it will contribute hugely to sustainable and inclusive development. We are living in a unique moment of economic development in which hundreds of millions of people are gaining access both to the economy and to political agency. It may be that this is a one-time opportunity to engage whole swathes of that population in philanthropy. Considering some of the challenges outlined above, this will not be easy but it is testament to the enduring importance of philanthropy infrastructure that for the good of everyone, failure cannot be an option.

<sup>29</sup> Anonymous interviewee from: H Mohamed (2014) *Of Narratives, Networks and New Spaces: A baseline mapping of the african*

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## OPPORTUNITIES AND CHALLENGES FOR PHILANTHROPIC NETWORKS IN ASIA

**Chandrika Sahai,**

Working Group on Philanthropy for Social  
Justice and Peace

Asia is the fastest-growing region in the world in terms of its economy. Asia-Pacific is now said to have more high net worth individuals than North America.<sup>30</sup> In sharp contrast, the region is witnessing rapidly rising inequality, particularly in large Asian emerging markets, and this inequality is growing fastest within economies seeing sustained economic growth (India and China).<sup>31</sup> According to the Asian Development Bank, the Asia-Pacific region remains home to the largest number of the world's poor.

What are the implications of this for philanthropy in Asia? The combination of excessive wealth and crippling poverty suggests that Asia is poised for an era of philanthropic dynamism and the region is already witnessing this phenomenon. Asian cultures have deep-rooted traditions of philanthropy in the family and community, particularly in its major religions, Islam, Hinduism, Buddhism and Christianity, all of which promote concepts of 'merit-making, almsgiving and performing charitable acts'.<sup>32</sup> However, the rise of the new wealthy elite has paved the way for new forms of philanthropy

and new players. India is leading the way. According to a Bain & Company report from 2015, the number of donors in India has grown by more than 100 million since 2009. Despite restrictive regulation, China too has seen a rapid growth in private foundations in recent years, while there have been innovations in giving across South East Asia, such as the emergence of community foundations in the region.<sup>33</sup> According to Shazia Amjad of the Pakistan Centre for Philanthropy, the volume of corporate philanthropy in Pakistan has increased from \$4.5 million in 2000 to \$56.4 million in 2014, a figure which would be much higher if public unlisted or private corporations were also taken into account.

But how is philanthropy really performing in Asia? Despite the increase of wealth in the region, sector experts and observers suggest that philanthropy in the region is still punching below its weight.<sup>34</sup> This is true both for the quantum of giving as well as its quality. 'The size of giving is still modest compared to the capacity to give,' says Laurence Lien, founder of the Asia Philanthropy Circle. In addition, along with rising inequalities, the region is plagued by some of the worst ethnic and religious conflicts in the world. According to a report by the Asia Foundation, active conflicts affect more than 130 million people in South and South East Asia.<sup>35</sup> It is no secret that the space for civil society across the region is shrinking, while human rights defenders are being silenced (in some cases, being kidnapped or killed) and are facing new laws that make it impossible for them to do their work.<sup>36</sup> Philanthropy's impact

<sup>30</sup><http://economictimes.indiatimes.com/news/economy/indicators/asia-pacific-has-more-hnistan-north-america-capgemini/articleshow/52886653.cms>, 23 June 2016

<sup>31</sup> Sonali Jain-Chandra, Tidiane Kinda, Kalpana Kochhar, Shi Piao and Johanna Schauer (2016) *Sharing the Growth Dividend: Analysis of inequality in Asia*, IMF Working Paper. <https://www.imf.org/external/pubs/ft/wp/2016/wp1648.pdf>

<sup>32</sup> John Rob, Pauline Tan with Ken Ito (2013) *Innovation in Asian Philanthropy*. ASCEP.

<sup>33</sup> Crystal Hayling, Rosalia Sciortino and Prapti Upadhyay (2014) 'Winner takes all in South East Asia?' Alliance.

<sup>34</sup> Ibid.

<sup>35</sup> Thomas Parks, Nat Colletta and Ben Oppenheim (2013) *The Contested Corners of Asia: Subnational conflict and international development assistance*. The Asia Foundation.

on these critical issues has been limited. As Laurence Lien notes, 'It is still quite ad-hoc and focused on low-hanging fruits like school infrastructure and religious giving.' Grace Guo of the China Foundation Centre says that, of more than 5,000 foundations in China, most are still focused on 'traditional areas' such as education and alleviating the symptoms of poverty. The same can be said for India. New models for creating social impact such as venture philanthropy and impact investing, together with philanthropy driven by CSR requirements, 'seek to avoid the complex, political aspects of change', says Ingrid Srinath of Ashoka University's Centre for Social Impact and Philanthropy. 'Their growing popularity pushes many critical issues off the philanthropic radar.'

The challenges facing philanthropy in the region are enormous. If philanthropy is to play an effective role as a change agent, individual philanthropic endeavours will have to complement each other and become part of a larger whole. To address complex social problems, philanthropy in Asia needs to make use of its diversity, to experiment and innovate and share its best practices. Most importantly, it needs to be relevant to its context. In other words, Asia needs what Laurence Lien calls an 'Asian brand of philanthropy'.<sup>37</sup> In defining this 'Asian brand', networks fostered by philanthropy infrastructure organizations can play a critical role.

The current state of philanthropy infrastructure organizations in Asia can best be described as embryonic – immature but with immense potential for development.

According to the 2014 WINGS infrastructure report, there were at the time of its compiling 25 WINGS network participants in Asia, the first of them formed in 1974. Compared to philanthropy infrastructure organizations in Europe (49) and North America (39), with the first WINGS members being formed in 1924 and 1949 respectively, philanthropy infrastructure in Asia is young and unremarkable in size. However, the past decade has seen the emergence of numerous initiatives to harness old and new philanthropic efforts in the region in the form of membership associations, affinity groups, giving circles, philanthropy gatherings and academic centres. A scan of existing philanthropy hubs in the region highlights the role, opportunities and challenges for philanthropy networks.

### **Drawing from a rich philanthropic tradition**

Asia's philanthropic diversity – the old philanthropic traditions rooted in faith and community, and new ones born from the corporate sector such as impact investing and venture philanthropy, as well as social innovations emerging from the grassroots such as community foundations – is an opportunity for networks. They can harness the knowledge of the different forms and from it create new models. For example, Indonesia, the largest Muslim country in the world, has longstanding traditions of *zakat* (almsgiving), *sedekah* (donation) and *waqf* (religious endowment).<sup>38</sup> As Amelia Fauzia of the Social Trust Fund noted in a 2013 interview with the Working Group on Philanthropy for Social Justice and Peace, it also has a deeply rooted culture of voluntarism and

<sup>36</sup> See Henri Tiphagne and Marte Hellema (2016) 'In Asia, freedom of speech is critical in the fight for human rights', Open Democracy. <https://www.opendemocracy.net/openglobalrights/henri-tiphagne-marte-hellema/in-asia-freedom-of-speech-is-critical-in-fight-for-clo>

<sup>37</sup> In an interview with Caroline Hartnell for *Alliance* in May 2015, Laurence Lien, founder of the Asia Philanthropy Circle, talks of building an 'Asian brand of philanthropy'. <http://www.alliancemagazine.org/interview/interview-with-laurence-lien>

<sup>38</sup> Amelia Fauzia (2013) *Faith and the State: A history of Islamic philanthropy in Indonesia*. Brill <http://www.brill.com/faith-and-state>

community philanthropy and a strong corporate social responsibility (CSR) sector that could contribute to addressing social problems. However, despite its tradition and potential, Indonesian philanthropy continues to address the symptoms of injustice rather than its root causes; meanwhile the country remains home to about 100 million people living below the poverty level, and is riven by conflict, terrorism and natural disaster. In order to achieve long-term systemic change, philanthropy needs to adopt an approach that builds both on the philanthropic impulse rooted in its tradition and on the more strategic approaches drawn from newer models of philanthropy. Philanthropy infrastructure has a role to play here. Erna Witoelar of Filantropi Indonesia stresses that ‘the time is ripe to introduce new mechanisms like venture philanthropy, impact investment facilitated by philanthropy networks and infrastructure organizations’. At a regional level, Mathias Terheggen (formerly of the Asia Philanthropy Circle) calls for exchange programmes and networks for philanthropists, philanthropy experts and professionals to share learning on concrete topics.

### **Providing strength and visibility to grassroots funders**

Innovations in Asian philanthropy have included the emergence of community and grassroots foundations including women’s funds and human rights, social justice and peace funds, particularly in the last decade. These donors support civil society activism and community-led innovation and aim to address the root causes of inequality, injustice and poverty. In regions of open armed conflict and persistent and self-reinforcing injustices, where foreign aid and top-down philanthropic models have had limited impact, this new breed of donor

is of paramount importance in supporting social change agendas that are locally owned and driven. The Neelan Tiruchelvam Trust (NTT), Sri Lanka; Tewa, the Nepal Women’s Fund; the Social Trust Fund, Indonesia; the Dalit Foundation, India; and *Indonesia untuk Kemanusiaan* (Indonesia for Humanity) are a few examples of such grassroots funds. They are in a unique position to drive and support this work because of their rootedness in the communities, and their knowledge of the critical issues and power relations. However, often operating on the edge of the philanthropy landscape, these donors can feel isolated in volatile situations. ‘I feel the lack of space and forums where we can come together to share, be inspired, or gather strength,’ says Rita Thapa of Tewa. Participation in peer networks is crucial to providing strength and visibility to these foundations. Such participation ‘enables us to build our institutional capacity through peer-learning, sharing and exchange’, says Ambika Satkunanathan of NTT. The Foundations for Peace Network<sup>39</sup> is one platform that has served as a source of such strength and visibility to peace funds for ten years. Opportunities to foster networks have also been created by the Global Fund for Community Foundations, which has helped to organize a number of conversations in South Asia since 2011. These conversations have brought together grassroots and community foundations in the region to help define the field of community philanthropy and its value and to create a space for peer learning and collaboration.

### **Promoting collaboration**

‘Collaboration is important for Asian philanthropy because it allows philanthropists to join up efforts to tackle social challenges that are too large or complex for individual philanthropists to take on. It helps channel

<sup>39</sup> See [www.foundationsforpeace.com](http://www.foundationsforpeace.com)

resources to risky, long-term projects,' says Laurence Lien. Opportunities for collaboration are slowly emerging: the Asia Philanthropy Circle provides a platform for individual Asian philanthropists to work together. Collective giving is gaining popularity in the region. In 2014, a report by the Asia Centre for Social Entrepreneurship and Philanthropy in Singapore found nearly 30 giving circles established or starting up in Asia.<sup>40</sup> The Dasra giving circles in India are among the most popular. Each giving circle brings together 10 donors and focuses on a specific issue. These issues, which include child malnutrition, sex trafficking or girl-child education, are complex and involving financial and political risk. Collective giving helps to offset the risk and multiply the impact.<sup>41</sup>

Networks and philanthropy infrastructure platforms are well positioned to promote and support collaborative work. Collaboration takes time. It requires investment in building relationships and trust. Networks can foster a collaborative mindset, and highlight the benefits of shared ownership, the impact on society and the sustainability of the projects they seek to support in the longer term.

### **Consolidating data**

Perhaps one of the biggest challenges facing Asian philanthropy is the dearth of qualitative and quantitative data on the field. There is no single repository of data. What data is collected is inconsistent between countries and does not account for informal giving (likely to be a large proportion of giving in Asia). This makes it difficult to capture the state of giving, its preferences, strengths and challenges, but it also constitutes an

opportunity to establish fresh systems that will streamline the collection, analysis and use of data on Asian philanthropy. The Global Philanthropy Data Charter provides an opportunity for existing networks and philanthropy support organizations in Asia to do this, and their unique position as umbrella bodies means they are well placed to do so. The China Foundation Center, a signatory to the Global Philanthropy Data Charter, has met with enormous success in disclosing data on philanthropy and promoting transparency in the sector. It now wants to extend its activities from being a disclosure platform to establishing data mapping and analysis systems. The Pakistan Centre for Philanthropy also conducts research on various aspects of philanthropy, civil society and public-private partnerships and has produced over 30 reports to date. Hence, there is a significant knowledge and institutional base from which to begin gathering comparable data on philanthropy in the region.

### **Developing the philanthropy ecosystem**

Philanthropy cannot be effective in isolation. Its distinctive role is to support civil society and its ability to be effective is therefore influenced by the civil society environment. In many parts of Asia, a big challenge is the lack of public faith in non-profit institutions combined with a lack of civil society regulation. This is visible in many countries across the region leading donors to either implement their own projects or make unreasonable demands on civil society organizations to ensure their accountability. Many grassroots groups cannot meet such demands and are therefore underfunded.

<sup>39</sup> See [www.foundationsforpeace.com](http://www.foundationsforpeace.com)

<sup>40</sup> Rob John (2014) *The emergence of collective philanthropy in Asia*. Entrepreneurial Social Finance Working Paper 3, ASCEP, NUS Business School, Singapore. <http://bschool.nus.edu/ResearchPublications/ResearchCentres/ACSEPHome/Re...>

<sup>41</sup> See <https://www.dasra.org/our-approach>

For philanthropy to be effective in addressing the region's social problems, therefore, the gap between grantmakers and grantseekers urgently needs to be closed. Robust networks of donors and civil society can provide a means to do this and there are currently two approaches developing in the region to this effect. The first is to set up vehicles for promoting CSO accountability. One of the functions of the Pakistan Centre for Philanthropy is to act as a government-authorized certification agency. It promotes partnerships between CSOs, grantmakers and the government. In the Philippines, networks of CSOs and donors such as CODE-NGO are setting standards for good governance among their members.

The second approach is to promote good practice in the field as a whole. The China Foundation Center is looking to promote practices within philanthropy to develop and support the management and organizational capacities of non-profit organizations.

### **Building multi-sector partnerships**

The complexity of social problems in Asia also demands innovations in who philanthropists work with. Creating partnerships with governments is critical for two reasons. First, philanthropic resources cannot be a replacement for government services. Their virtue is to model innovative solutions that can then be scaled up by governments. Second, as Laurence Lien points out, 'in most Asian countries, working with the government is important, regardless of whether the government is effective, as governments tend to be more dominant than in the West.' In addition, the increased push for CSR policies by governments (India's new Companies Act makes it mandatory for large profitable

companies to use 2 per cent of their net profits for charity) and the prominence assigned to private companies by the UNDP in the implementation of the SDGs both reflect the growing role of the private sector in the development space. This, too, presents an opportunity for philanthropy to network with the other sectors in the region.

### **Challenges for philanthropy networks**

Great though the opportunities are for philanthropy infrastructure organizations to contribute to the development of philanthropy in the region, there are considerable obstacles to their doing so, as well.

#### *Size*

Mathias Terheggen cautions that 'Asia is clearly too heterogeneous to lump it all into one'. Distance and language issues mean that regional networking is logistically difficult. In fact, size is perceived as a problem even within countries, let alone the entire continent. For example, Ingrid Srinath warns, 'India's sheer size and diversity is the biggest challenge to building and sustaining infrastructure of the scale necessary.'

#### *Resources*

Working on sensitive issues in restrictive legal environments, pressed for funds, time and people, means that participating in networks becomes a low priority. Indian philanthropy thought leader Noshir Dadrawala talks about an attempt to set up an Indian Philanthropy Network in 2011 which fizzled out after just two attempts at face-to-face meetings and a few teleconferences which few joined. The reason, he says, was that 'foundations did not find the time ... because they probably did not see much value in networking. Each was way too caught up with their own work.'<sup>42</sup>

<sup>42</sup> Rob John, Pauline Tan, with Ken Ito (2013) *Innovation in Asian Philanthropy*. ASCEP

## *Silos*

The lack of a collaborative impulse is also reported as a challenge. 'Philanthropists generally do not collaborate easily, as they are used to being in full control of their projects and express their own values and personality through them,' says Laurence Lien. Ingrid Srinath adds that 'barriers of ideology, culture, class, language and other divides prevent any significant convening across silos. Such convening as occurs largely comprises echo chambers of like-minded folks emphatically agreeing with each other.'

Despite these challenges, stronger networks hold the potential for philanthropy in Asia to be more than the sum of its parts. The opportunity for them is to help develop the distinctive strengths of philanthropy in Asia, provide visibility to often-hidden but effective philanthropic initiatives, and foster a dialogue and partnerships to deliver transformative change at the necessary scale and pace. Moreover, existing philanthropy infrastructure organizations and network-building efforts across Asia provide a basis from which to start doing this.

## Acknowledgements

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# THE INFRASTRUCTURE FOR PHILANTHROPY IN AFRICA: DEVELOPMENTS, CHALLENGES AND OPPORTUNITIES

**Bhekinkosi Moyo,**  
Southern Africa Trust

## Introduction

Across Africa, philanthropy is growing at an unprecedented rate in amounts, interest and impact. African philanthropy, too (that is, philanthropy from Africans to Africa), is on the rise, with new institutions entering the market every year. This growth seems to imply an infrastructure that facilitates the birth of new organizations, supports their existence and connects many institutions across the continent. Is that the case?

## Soft infrastructure

Soft infrastructure in Africa is very much in its developmental stage. For example, there is no single country in Africa that has a law specifically on philanthropy. Regulations governing philanthropy are usually part of legislation either on civil society organizations, especially non-governmental organizations, or on corporate social investment. Only Mauritius, through its Law on Foundations, is close to having a specific law on philanthropy, but even this does not include support organizations or membership-based ones. Second, governments in Africa have limited strategies to engage with philanthropy. Only Rwanda has developed a draft strategy for this. South Africa has ad hoc engagements with philanthropy, particularly through the departments of health, education, science and technology, and treasury. The government of

Liberia introduced a philanthropy secretariat in 2008 but its impact has been slight. Recently, philanthropy platforms have been developed in countries such as Kenya and Ghana, mainly on the implementation of Sustainable Development Goals, and there has also been a move to develop guidelines for engagements between governments and philanthropies led by the OECD, in which the government of Kenya has been heavily involved. All these developments, however, are still very much in a nascent stage. More needs to be done to put in place the soft infrastructure, from legal regulation to promoting a culture of engagement between philanthropy and other sectors.

Where laws do exist, these are mainly to do with taxation and in most cases not favourable to philanthropy. In most countries, philanthropy is still struggling to get tax benefits on donations. For many African governments, their interest in engaging with philanthropies is driven primarily by the need to access philanthropic funds to compensate for diminishing overseas development aid (ODA) rather than in providing an enabling environment for the development of soft infrastructure for philanthropy.

A potentially significant development is the rise in individual giving by the wealthy. Africa has a bedrock of traditional sharing and giving but there has been a recent notable increase in giving by high net worth individuals which in the main has been to their localities and to causes close to their experience. This is a development that could potentially help to support both soft and hard infrastructure in a context where global funding seems to be in decline.

## Hard infrastructure

In terms of hard infrastructure, there has been an increase in academic interest in philanthropy across Africa. Studies of African



philanthropy have multiplied, produced by organizations including the Africa Philanthropy Network, TrustAfrica, Southern Africa Trust, African Women's Development Fund and the Other Foundation. But perhaps more importantly, the last two years have seen the first Chair in African Philanthropy launched as a collaboration between the Business School at the University of Witwatersrand and the Southern Africa Trust. This academic platform is a necessary piece of infrastructure that will bridge the gap between theory and practice.

There has also been a significant growth in African membership-based organizations, most of which are associated with continental and regional networks or associations. The Africa Philanthropy Network, for example, now comprises over 60 members. Perhaps just as significantly, over the last two years, the African associations have been undergoing fundamental changes in outlook and identity. First, the African Grantmakers Network (AGN) rebranded itself in 2015 and became the Africa Philanthropy Network (APN). It incorporated all regional philanthropy support organizations in its governance structure and those associations, too, have rebranded themselves on the fundamental principle that they are building blocks of APN. These are important developments as they signify a common approach and also the need to close ranks in addressing challenges facing Africa.

We are also seeing an increased desire to collaborate among support and membership organizations in Africa and beyond. Recently, the Africa Grantmakers' Affinity Group (AGAG), APN and the East Africa Association of Grantmakers came together under an initiative called Africa Philanthropy Support Organizations (APSO) to find ways of working together for the benefit of Africans. This initiative serves as a platform for peer learning and sharing of information and best

practice as well as a site for developing an agenda for philanthropy in Africa.

### **Challenges and opportunities**

There are still many challenges facing philanthropy in Africa. Chief among these is the lack of an enabling environment for its growth and promotion. The second main challenge is the proliferation of institutions across Africa that compete for space and membership. Third is decreasing sources of financing in particular for civil society and other pressing challenges facing the continent.

However, there are great opportunities, too. The *2030 Agenda* for Sustainable Development has placed philanthropy at the centre of policy-making and implementation. It has also created the possibility for collaborations between governments, business and philanthropy. This is something new and worth exploring. It also potentially gives philanthropy the leverage to reform some outdated government-civil society relations. But in all of this philanthropy ought to be the scaffold together in the development, growth and maintenance of the infrastructure support organizations.

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# THE C S MOTT FOUNDATION AND PHILANTHROPY INFRASTRUCTURE

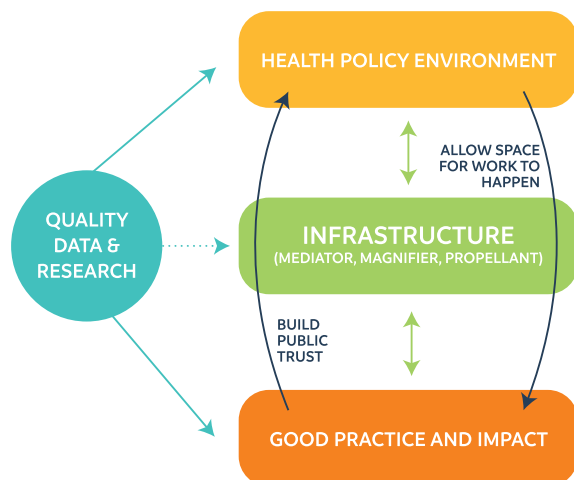
**Nick Deychakiwsky**  
*CS Mott Foundation*

A constant underlying theme of the Charles Stewart Mott Foundation's Civil Society programme, which began in 1992, has been the idea that civil society depends on people's participation in processes and decisions that shape their lives. Philanthropy is one important form of civic participation. People participate in the lives of their communities and societies not only through voting, volunteering and activism but also with their pocketbooks. For philanthropy to make a tangible difference in solving problems and advancing civic and social aspirations, sound philanthropic support organizations need to exist. And for that to happen, 'infrastructure' is needed – the set of intermediary organizations supporting and advancing philanthropy, be they membership associations, organizational capacity-building and technical assistance providers, education and leadership development providers, advocacy groups or research centres.

Since the late 1960s, the Mott Foundation has supported building a strong philanthropy infrastructure that could offer foundations and non-profits legislative expertise, standards of governance, technical assistance and solid data. Having lived through public attacks and policy changes affecting foundations during that era, Mott's leadership understood the importance of the

field having a strong policy advocacy voice. Mott's early grants for the sector included grants to the Council on Foundations in 1967, the Foundation Center in 1973 and the Council of Michigan Foundations in 1976.

The diagram below illustrates the way we at Mott view the infrastructure, not only for philanthropy but for civil society too. Maintaining a healthy policy environment requires organizations that can 'speak on behalf of the sector', which have the pertinent relationships with policymakers, are media and public relations-savvy, and understand advocacy and lobbying. In addition, policymakers and the public must have trust in the sector. This comes when foundations and the organizations they fund function well, are governed well and are in tune with the people they serve. Where this trust is lacking, sooner or later undesirable restrictions and limitations from government are sure to follow. People and organizations that can accurately aggregate and analyse relevant data about the sector and produce good information in a timely and regular manner are needed in order to drive this mutually reinforcing cycle of good policy and good practice.



We have learned that creating and maintaining a robust infrastructure is not a problem to be solved. Just as nurturing a vibrant civil society and a strong philanthropic sector is a never-ending process, so too must the infrastructure be permanently maintained. No matter how strong a sector is, it will always be challenged, will always need some repairs and can always benefit from improvements. Therefore, Mott has been, and plans to continue being, an infrastructure supporter for the long haul.

In late spring of 2016, an [open letter](#) entitled 'Investing in Infrastructure' was published by the *Chronicle of Philanthropy*. Signed by 22 leading US infrastructure organizations, it urged foundations to consider directing at least 1 per cent of their grantmaking budgets to support non-profit sector infrastructure. Following that letter, we did a calculation here at Mott. Between 2004 and mid-2016, Mott's infrastructure grants made up 6.5 per cent of our total grantmaking budget. To break this down further, approximately 3.5 per cent comprised what we would consider more narrowly philanthropy infrastructure organizations, and the other 3 per cent broader, non-profit sector infrastructure support. This leads me to three points.

First, Mott's 6.5 per cent is higher than can be expected of most foundations because 'fostering a robust infrastructure to protect and promote a vibrant and responsive non-profit and philanthropy sector' is a specific grantmaking objective for us. This is not the case for most foundations. However, we believe that some support for infrastructure (1 per cent seems like a good minimum!) will help foundations achieve better results. As our Chairman and CEO William S White pointed out in a recent speech: 'If you want impact and return on investment, fund effective infrastructure organizations ... Your return will be measured by an appropriate

payout rate, sensible regulations, and most important, new friends and colleagues.'

Second, the open letter above was soon followed by an excellent, two-part blog series entitled 'Another Uncomfortable Conversation' in the *Non-profit Quarterly*, written by Tim Delaney, President and CEO of the National Council of Non-profits. In the [first post](#), Tim noted that there was a pronounced bias toward philanthropy-specific infrastructure. In his [second post](#), Tim makes a strong case for why the broader non-profit sector infrastructure works to protect foundations' resources, freedom and time – and helps them achieve greater impact. At Mott, we agree with this perspective. Limiting support to just philanthropy infrastructure is not enough. For one, we are only as good as the organizations and people we support. So we need to invest in 'their' (but really 'our') infrastructure to help maximize their success – and, therefore, our impact. More importantly, philanthropy is only a small part of the much larger universe of civil society organizations (CSOs). We are in a much better position to do good when CSOs are on our side, advocating for a healthy policy environment for philanthropy, along with us.

Third, although we all have to 'go deep' within our own communities and countries, our world is becoming increasingly interconnected. That opens up huge opportunities for information exchange, knowledge sharing and relationship building across borders and continents. However, in our information overload world, finding and making the right connections is not easy. Global platforms (such as WINGS!) that vet, sift, distil, synthesize, analyse, suggest, propose and organize peer-to-peer interaction are invaluable. We at Mott know that they are well worth the investment. We can all achieve more by learning from our colleagues, whether they be next door or halfway around the world.

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# ANNEXES

## Annex A

### List of respondents to the members survey

- AFE Colombia
- Africa Grantmakers' Affinity Group
- Africa Philanthropy Network
- Arab Foundations Forum
- Asian Venture Philanthropy Network
- Asociacion Española de Fundaciones (Association of Spanish Foundations)
- ASSIFERO- Associazione Italiana Fondazioni ed Enti della Filantropia Istituzionale
- Association for Community Relations
- Association of Charitable Foundation
- Association of Foundations Philippines
- Association of German Foundations
- CAF America
- CAF Bulgaria
- CAF Global
- CAF Russia
- CAF Southern Africa
- CECP- Committee Encouraging Corporate Philanthropy
- Centro Mexicano para la Filantropía (CEMEFI)
- Centrum pre filantropiu n.o.
- China Foundation Center
- Community Foundation Initiative
- Community Foundation Movement in Latvia
- Community Foundations of Canada
- Council of Finnish Foundations
- Council of Michigan Foundations
- Council on Foundations
- Dorothy A. Johnson Center for Philanthropy
- East Africa Association Of Grantmakers (EAAG)
- Erasmus Centre for Strategic Philanthropy
- Forum of Regional Associations of Grantmakers
- Foundation Center
- Funders for LGBTQ Issues
- GIFE
- GIP - Gestão de Interesse Público
- GADeF - Global Alliance for Development Foundation
- Global Fund for Community Foundations
- GlobalGiving
- Grupo de Fundaciones y Empresas (GDFE)
- GuideStar USA
- IDIS – Instituto para o Desenvolvimento do Investimento Social
- Indonesia Philanthropy Association (Filantropi Indonesia)
- IPASA- Independent Philanthropy Association South Africa
- IHRFG- International Human Rights Funders Group
- International Society for Third Sector Research
- John D Gerhart Center for Philanthropy & Civic Engagement
- KCDF - Kenya Community Development Foundation (KCDF)
- NVPC – National Volunteering and Philanthropy Centre
- Pakistan Centre for Philanthropy
- PFC – Philanthropic Foundations Canada
- Philanthropy New Zealand
- Portuguese Foundation Centre
- Rede de Filantropia para a Justiça social
- Rockefeller Philanthropy Advisors
- Russia Donors Forum
- SAANED for Philanthropy Advisory in the Arab Region
- SGS Consulting
- Southern Africa Trust
- Southern African Community Grantmakers Leadership Forum
- Synergos Institute

- The Community Chest of the Western Cape
- The Foundation for Civil Society
- TUSEV - Third Sector Foundation of Turkey
- PSJP- Working Group on Philanthropy for Social Justice and Peace
- University of Pennsylvania , Center for High Impact Philanthropy
- University of Pennsylvania, Non-profit Leadership Program
- University of Southern California, The Center on Philanthropy and Public Policy
- University of St Andrews, The Centre for the Study of Philanthropy & Public Good
- University of Texas, Austin Department of Sociology
- University of Witswatersrand, Wits Business School
- University of Yaoundé II, Faculty of Economics and Management

## Annex B

### List of respondents to the academic survey

- Ashoka University, Centre for Social Impact and Philanthropy
- ESSEC Business School, ESSEC Philanthropy Chair
- Fundação Getúlio Vargas - São Paulo School of Business, CEAPG - Center for Public Administration and Government Studies
- Grand Valley State University, Dorothy A Johnson Center for Philanthropy
- Johns Hopkins University, Johns Hopkins Center for Civil Society Studies
- National University of Singapore , Asia Centre for Social Entrepreneurship and Philanthropy
- New York University, George H Heyman, Jr, Programme for Philanthropy and Fundraising
- Queensland University of Technology, Australian Centre for Philanthropy and Non-profit Studies
- Stanford University, Stanford Center on Philanthropy and Civil Society
- Swinburne University of Technology, Programme on Asia-Pacific Social Investment and Philanthropy, Centre for Social Impact
- The City University of New York, The Graduate Center, Center on Philanthropy and Civil Society
- University of Basel, Center for Philanthropy Studies (CEPS)

## Annex C

### List of respondents to the funders survey

- Charles Stewart Mott Foundation
- Ford Foundation
- Narada Foundation
- Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research
- The Rockefeller Foundation
- The Toyota Foundation
- Vladimir Potanin Foundation
- W K Kellogg Foundation





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