USING THE 4CS

Evaluating professional support to philanthropy

WHO IS THIS FOR?

• People in organisations that deliver professional support services to strengthen philanthropy.

• This guide has been prepared by WINGS and DAFNE members for the philanthropy support sector

WHAT IS THE '4Cs'?

• An evaluation system for organizations that support philanthropy

• The system measures the added value that organizations supporting philanthropy bring to the field

• It uses four key concepts beginning with the letter 'c' to measure the difference made by organizations that support philanthropy

WHAT DOES EACH 'C' MEAN?

Capacity
Building resources

Capability
Building skills, knowledge and expertise

Connection
Building relationships

Credibility
Building reputation, recognition and influence

The definition of each of the 4Cs is based on research that shows what philanthropy support organizations do and what foundations value about their services. Going into each of the 4Cs in a bit more detail, we find:

1 Capacity is about resources.

This refers to how support organisations generate money and other resources for the field. Services range from training on fundraising and information on fund sources, to providing references and other linkages to ways of building resources. Through building this kind of capacity, support organizations can play an important role in changing the culture of giving within societies.

2 Capability is about skills, knowledge and expertise.

Essentially, this is about know-how to enable foundations to use their resources effectively. As a source of information, advice, support organizations have knowledge on a wide range of topics ranging from governance, management, evaluation, and legal matters. These are transmitted to the field through a variety of means, including one-to-one advice, online resources, seminars, webinars, peer-learning, convenings, and fellowships.

3

Connection is about relationships.

Support organizations play an important role in convening, networking, peer-learning and sharing, as well as providing a forum for action in pursuit of a common purpose. The act of bringing foundations together can create a virtuous circle in which the connections further reinforce the capacity and capability of philanthropy organizations both individually and collectively.

4

Credibility is about reputation, recognition and influence.

Support organizations build the profile of the field, enhancing understanding and status with governments and wider society. This often entails acting on behalf of philanthropy to disseminate achievements and advocate for a supportive legal and fiscal environment.

WHAT KIND OF SYSTEM IS IT?

The 4Cs is an 'enabling framework'. This means that it can be used in a variety of ways of your choosing and that there are no hard and fast rules about how it is used. The different contexts that support organizations work means that the system can be adapted to suit any organization's individual needs.

In the following table, we set out (a) what the system is and (b) what it is not.

WHAT IS THE 4Cs SYSTEM?

WHAT IT IS	WHAT IT IS NOT
FLEXIBLE The framework can be used for planning, learning, and communicating as well as evaluation	**RIGID** There are no rules about how to use it -other that whatever works for you
COMPREHENSIVE The 4Cs offer a total of 12 'outcome areas' that cover all aspects of a support organization	**COMPULSORY** You can pick and choose what you want out of the system rather than having to do all of it
ENABLING The framework can be adapted in ways of your choosing	**RESTRICTIVE** Contexts vary so much from country to country that one size cannot fit all
DIFFERENT MEASURES The system allows you to choose measurement indicators to suit your situation	**STANDARD INDICATOR SET** Different contexts mean different measures of success
STANDARD APPROACH The system suggests a common language that enables sharing and peer-learning between organizations	**AGGREGATE RESULTS** It is not possible to directly cross compare one organization with another

WHAT ARE THE KEY COMPONENTS OF THE FRAMEWORK?

The 4Cs offers a framework with three 'outcome areas' for each "C", yielding a total of 12 outcome areas.

An 'outcome area' is here defined as 'the zone where the support organization wishes to make a difference'. The unit of analysis in all cases is the field of philanthropy.

The precise content of any given outcome area will be defined by the organization's strategic priorities and how it wishes to measure its own success. The system provides a framework and the organization fills in the content to suit itself. The organization is free to choose its performance indicators to suit precisely what it wishes to achieve in each outcome area.
If an organization does not work in any given outcome area, then there is no need to include it.

In the following table, we describe the 12 outcome areas devised by people who work in support organizations.

We also give examples of indicators that might be helpful. These are given for guidance only and are in no way compulsory.

THE FRAMEWORK

OUTCOME AREA	DESCRIPTION	EXAMPLE INDICATORS
CAPACITY	**BUILDING RESOURCES**	**POSSIBLE INDICATORS**
1. Volume of philanthropy	The overall value of financial capacity and resources relating to public benefit investment or the use of private assets for public good. This could range from operating foundation outgoings, through social investment, to grant making and giving by individual and corporate donors.	1. Number of foundations 2. Total value of endowments of foundations 3. Average grant size of foundations
2. Sustainability of philanthropy	The duration of the financial capacity and the propensity to ensure that there is philanthropic investment in longer term, provided by leverage of various types of resources, endowment or commitments to regular donations.	1. Number of individual donors 2. Number of businesses with associated foundations 3. Number of public/private/philanthropic partnerships
3. Strategic philanthropy	The commitment to the achievement of defined outcomes and impact, and the targeting of financial resources accordingly.	1. Number of foundations with a theory of change 2. Proportion of foundations that produce strategic plans with associated budgets 3. Proportion of foundations that produce evaluation reports

CAPABILITY	BUILDING SKILLS, KNOWLEDGE AND EXPERTISE	POSSIBLE INDICATORS
4. Professionalism	The conduct of philanthropy organisations and donors as established by standards of practice, ranging from good governance through to operational behaviour and performance.	1. Existence of a code of good practice for foundations 2. Guides to grantmaking available 3. Proportion of foundations that have feedback mechanisms from their grantees
5. Knowledge (of philanthropy)	The understanding of the philanthropy field and processes involved to effect change and adapt interventions to context and capacities of beneficiaries and partners.	1. Number of published academic articles about philanthropy 2. Number of publications of practical reviews of philanthropic practice 3. Number of academic courses that include philanthropy
6. Skills	The ability to apply knowledge towards the fulfilment of tasks required to achieve philanthropy objectives.	1. Number of foundations with human resource policies to build staff skills 2. Number of short courses available on how to effect social change 3. Number of advertised jobs in philanthropy

CONNECTIONS	BUILDING RELATIONSHIPS	POSSIBLE INDICATORS
7. Communications	The processes of conveying coherent messages internally (within the philanthropy sector) and externally (in the public domain) in relation to philanthropy objectives and practice.	1. Number of newsletters 2. Number of convenings 3. Number of webinars
8. Collaboration	The processes of working with other stakeholders towards the achievement of philanthropy objectives, including those within the philanthropy sector and from other sectors (public and private).	1. Number of partnerships between foundations 2. Number of affinity groups 3. Number of partnerships between foundations and other types of organisation
9. Influence	The ability to inform policy and legislation (especially in relation to the enabling environment for philanthropy).	1. Number of journalists who write about philanthropy 2. The existence of an organised philanthropic lobby 3. The existence of a parliamentary group (or equivalent) that focuses on philanthropy

CREDIBILITY	BUILDING REPUTATION, RECOGNITION AND INFLUENCE	POSSIBLE INDICATORS
10. Public support & engagement	The recognition by the general public of the state of the value of philanthropy (in particular in respect of risk capital, the testing of innovative approaches, addressing market and public sector service failure, and reaching people and communities that others can not).	1. Proportion of the population in opinion surveys who recognise the value of philanthropy 2. Affirmations from focus groups on the role of philanthropy in society 3. Letters in newspapers about philanthropy
11. Awareness raising	The level of consciousness and understanding about the value and impact of philanthropy and the approaches and processes involved.	1. Number of blogs about philanthropy 2. Number of articles about philanthropy 3. References to philanthropy in parliamentary business
12. Transparency	The openness of the philanthropy sector to public scrutiny, in particular in respect of governance and financial accountability.	1. Number of open accounts of practice by individual foundations 2. Extent of public engagement in the affairs of foundations 3. Existence of a watchdog group

HOW TO GET STARTED?

In this section, we offer some thoughts about getting started. These are given as helpful guides rather than hard and fast rules.

1. Decide to do the 4Cs and involve people concerned with evaluation in your staff.

2. Talk to someone from WINGS and DAFNE to receive some support. There are people who will help you and will be glad to talk through your circumstances. There is a growing set of examples from other organizations that you can learn from to make best use of the 4Cs. Contact WINGS to get in touch with a 4Cs Ambassador.

3. Decide on someone within the organization to take a lead on the 4Cs. He or she will be the focal point both internally with colleagues and externally with people in WINGS and DAFNE. He or she will be responsible for planning and implementing the 4Cs, keeping the work on track and ensuring that it meets the needs of the organization

4. Plan it one step at a time. You don't have to do this all at once. In fact, it is wise to take time over the process to include different voices and perspectives. Recognise that you and your organization's

needs are paramount here. Get the system to work for you rather than being governed by the system. Accept 'good enough'. Don't let the perfect be the enemy of the good.

5. A good place to start is with the organization's theory of change. A theory of change will determine what resources and processes are required to deliver the outcome areas that suit your situation.

6. If you are unfamiliar with the term 'theory of change', again seek support from WINGS or DAFNE. A key framing question for a theory of change is: what inputs (resources) develop what processes (activities) to deliver our desired outcomes (strategic objectives)?

7. Compare your desired outcomes with the 'outcome areas' in the 4Cs. Which ones are relevant for you in the 4Cs?

8. For those that are relevant, describe the current state of the field under each outcome area.

9. Look for any gaps in your knowledge and decide how you intend to fill them. You may want to look at secondary data, conduct a survey or run a focus group of your members to sharpen up the state of knowledge for each outcome area.

10. You can then develop performance indicators for each of the outcome areas. The job of a 'performance indicator' is to measure the change in an outcome area over time. To take an example from outcome area 1 under 'capacity', a performance indicator for the volume of philanthropy might be 'use of private assets for public good'. The change would be measured by the growth or reduction

in assets. To take another example, from outcome area 10 under credibility, a performance indicator for 'the recognition by the public of the state of the value of philanthropy, might be the proportion of the general public in a survey that say 'philanthropy is doing a good job'. Other examples are given in the table on outcome areas

11. Develop a baseline report on the outcome areas that are relevant to the organization and discuss it with relevant stakeholders and perhaps publish it.

12. Develop a system to monitor progress under selected performance indicators over time and publish a follow up report each year to measure progress.

A PLANNING TOOL

To develop a forward plan using the 4Cs, it might be useful to adapt the framework and use it as a planning template that looks something like this:

4C	Outcome area	Objectives for coming period	Identify indicators	Who, how, and when	Baseline and updates
Capacity Capability Connections Credibility	1-3 4-6 7-9 10-12	Set out what needs to be accomplished	Set out how progress will be measured	Specify who has responsibility how data will be gathered, and when	Establish your starting point and then measure progress

WHAT TO DO WITH THE RESULTS?

Again, this is up to you but we recommend that you use the results to

• Send to your funders
• Share with your members, clients or constituents
• Send to WINGS. WINGS will use materials received to make the care for philanthropy infrastructure and communicate them based on the examples received.
• Share and discuss as a tool in peer-learning with WINGS and DAFNE members.

WHAT IF YOU ARE NOT A PHILANTHROPY SUPPORT ORGANIZATION?

If you are interested in philanthropy in some other capacity, you may want to encourage your philanthropy support organization to use the 4Cs and to help them with any information that they need to make it work.

If you are a funder of philanthropy infrastructure you can also evaluate your own philanthropy development programs through the 4Cs lens.

THE GLOBAL RATING SCALE

The 4Cs has a sister rating system that you might helpful that assigns numerical values to each of the 4Cs and compares results with other areas in a variety of ways. To see this, go to:
http://4cs.wingsweb.org/

HOW TO GET HELP?

For more information, go to the 4Cs section of the WINGS website where you can find a list of ambassadors, history behind the project, the accompanying Global Scale Rating tool, and more. If you have a specific request, email the WINGS office at info@wingsweb.org with the subject line "Help on the 4Cs", detail your request, and someone will be in touch.

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