Unlocking philanthropy's potential

What funders can do to build strong philanthropy support ecosystems

#LIFTUPPHILANTHROPY



WINGS
WORLDWIDE INITIATIVES FOR GRANTMAKER SUPPORT

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FOR GRANTMAKER SUPPORT

Worldwide initiatives for Grantmaker Support (WINGS) is a network of about 100 philanthropy associations and support organizations in 40 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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1 Introduction

This guide is for all funders who wish to understand how they can contribute to unlocking philanthropy's potential to build more resilient, sustainable and democratic societies. This is what the philanthropy support ecosystem, also called philanthropy infrastructure, is all about. It is about developing and harnessing private resources for social good, building civil society and democracy, and helping to achieve the Sustainable Development Goals (SDGs). It is central to the mission of all visionary funders who want to increase the impact and sustainability of their work.

The WINGS network has developed this guide for funders who wish to engage in a collective conversation about why it is important and strategic for all funders to get involved. Why? It's both our expertise and an urgent need.

As a global convener of diverse actors in this ecosystem, we are well placed to observe the diversity and importance of the work they do, and we see a clear need for and true value in more funders joining us. Funders interested in fostering and promoting philanthropy and giving can shift from a contractual and/or good citizen mindset to a strategic vision, seeking to achieve sustainability, leverage effect and mitigate risk.

> We need to discuss philanthropy infrastructure with the whole family of philanthropists. A strong infrastructure will help foundations to collaborate more efficiently among themselves and with the government in order to bring about change at scale.
>
> **RICARDO HENRIQUES,**
> **CEO, INSTITUTO UNIBANCO, BRAZIL**

This guide will:

- Examine current trends in global philanthropy and how these are increasing the need for a strong ecosystem of support and development
- Make the case that all funders should contribute to this ecosystem
- Suggest questions funders should be asking themselves, to which supporting this ecosystem might provide an answer
- Suggest concrete ways in which funders can help to grow philanthropy locally, regionally and globally, both as individual funders and as part of a collective effort

We will show that participating in the philanthropy support ecosystem is a critical means to strengthening philanthropy's efforts to achieve sustainable development and strengthening democracy and civil society.

Support to this ecosystem should be seen as an investment and not a cost. Even an issue-focused foundation should consider the wider landscape and invest in the overall development of philanthropy.

The #LiftUpPhilanthropy campaign

This is why WINGS has launched the #LiftUpPhilanthropy campaign[1]. The audience is the entire funding community, including private foundations, individual philanthropists, and development and humanitarian funders worldwide.

The main aims are to:

- Raise awareness of the critical importance of the philanthropy support ecosystem and its positive impact on philanthropy within the funding community
- Foster strategic reflection and collective discussions about this topic among funders and the broad development and civil society sectors
- Increase support – in-kind and financial – for philanthropy support organizations to develop and be better equipped to promote philanthropy in particular and civil society in general



What has happened so far?

- In February 2017, funders of philanthropy support organizations met in Mexico during WINGSForum — the first international meeting of its kind — to discuss how to strengthen the global philanthropy support ecosystem.[2]
- In March 2018, more than 70 funders met in Barcelona, Spain, to continue the conversation. It was here that the #LiftUpPhilanthropy campaign was launched.[3]
- The June 2018 issue of Alliance magazine includes a special feature on philanthropy support organizations, helping to foster the conversation globally.[4]

WINGS has been a catalyst and promoter of these initiatives. The publication of this guide is part of the effort to develop and strengthen philanthropy and giving globally.

How are we defining philanthropy?

WINGS network believes – and the diversity of its members illustrates – that philanthropy encompasses all forms of allocation of private resources for the common good; it is not defined by a single model or a single culture of giving. It includes: foundations and funds, whether they are corporate, family or community-based; individual giving and collective solidarity mechanisms, whether they are in cash, in-kind or in time; and social investments, whether they are organizational support or tailored financing of some kind. All contribute to the diversity, liveliness and collective impact of philanthropy.

> All our grant making experience justifies that setting up clear and just rules of the game, having in place professional services, relying on research in our decision-making, supporting knowledge building and professional development are crucial for achieving long term systemic positive change. That is why philanthropy development along with education and culture is one of our core areas of support.
>
> **OKSANA ORACHEVA,**
> **CEO, VLADIMIR POTANIN FOUNDATION, RUSSIA**

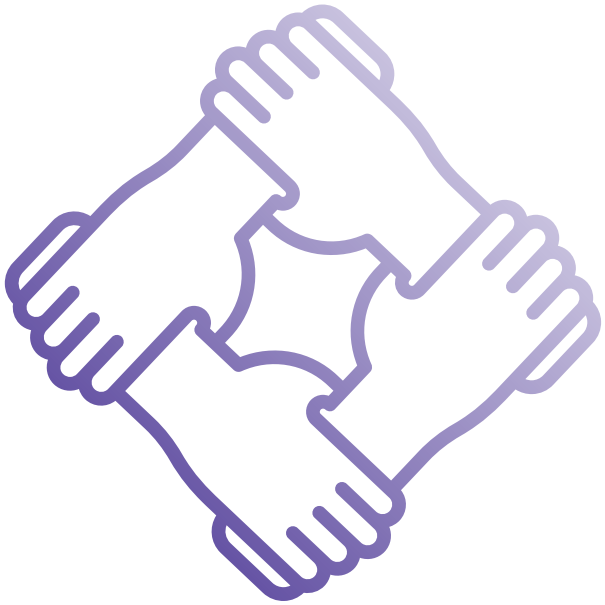
What is the philanthropy support ecosystem?

WINGS prefers the terms 'philanthropy support ecosystem' or 'philanthropy development ecosystem' to 'philanthropy infrastructure' as they convey better the complexity and diversity of the sector as well as its dynamic and proactive role as an agent of change. This ecosystem is made up of the organizations and individuals who together help to create the conditions for a favourable environment for philanthropy to achieve its potential, overcoming the challenges it faces and taking advantage of the opportunities within the field.

These are the philanthropy developers, enablers and accelerators – including philanthropy networks and support organizations, those that fund them, a whole range of advisers and experts distributed across the entire field who together build philanthropy's capacity to sustain a responsive, resilient civil society and so to achieve sustainable development and social change.

Growing philanthropy requires investment in the support ecosystem. Data to build transparency and inform decisions, advocacy for an enabling environment, campaigns to grow a culture of giving, technology to link donors and recipients, advice and capacity building to help make better use of existing resources, space for donor mediation and coordination, and standards that build trust within society – all these, as set out in WINGS' *What makes a strong ecosystem of support to philanthropy*), can accelerate the growth of philanthropy and catalyse its impact.

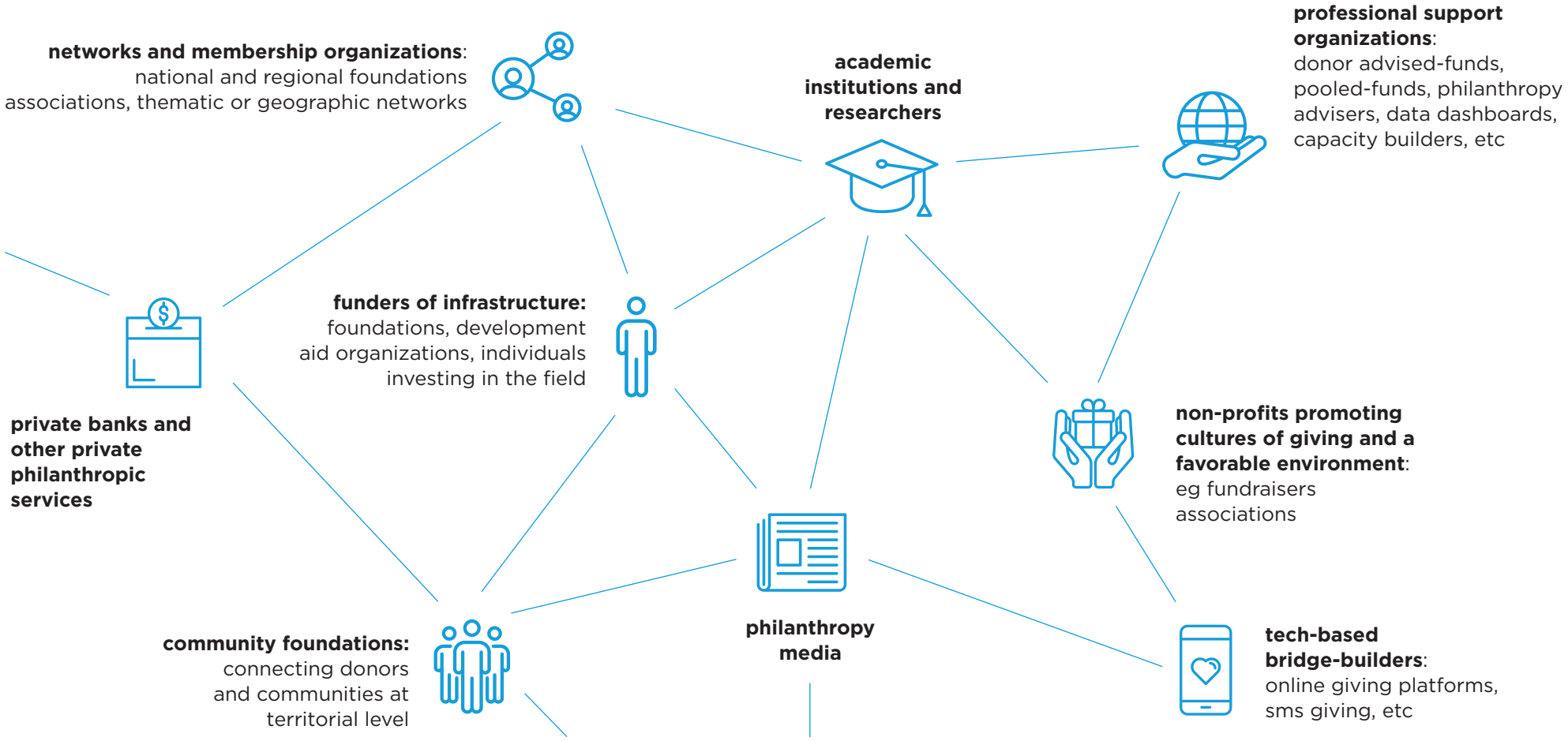
More details about the organizations and individuals that make up this ecosystem – who they are and the very varied roles they play – are set out in the graphic on the next page.



2 Philanthropy development at a glance

Who are the philanthropy developers, enablers and accelerators?

All those who contribute to the development of philanthropy growth, quality and diversity.
The lines connecting actors are simplified for this graphic; in reality they would be more dense and interconnected and vary by locale.



What kind of philanthropy do they support?



individual giving



community/grassroots philanthropy



institutional philanthropy: corporate, family, operational, grantmaking

What do they do?



provide space for mediation and exchanges
(peer learning, synergies, dissemination of solutions, connections)



stimulate philanthropy volumes
(promote giving)



build capacity
(tools, knowledge, leadership dvp.)



provide thought leadership
(new thinking, innovation, challenge)



work for an enabling environment
(advocacy, collective voice, improve regulations and incentives)



build standards
(trust and accountability)

Why is it needed?

- **community level:** build community resources for long-term sustainability
- **area level:** leverage more and better resources for specific causes
- **national/regional level:** ensure functioning overall environment for philanthropy to thrive, including sensitive regulation, high standards, availability of broad array of support services
- **global level:** connect philanthropic actors, practices and cultures worldwide, bridging donors and recipients, positively influencing the global framework for philanthropy

For which overall goal?

- **Build stronger and more sustainable civil societies and achieve sustainable development**

3 Why a strong philanthropy support ecosystem is needed more than ever

The stakes have never been higher. On the one hand, the challenges are great. The level of unmet social needs in many parts of the world is huge, while the shrinking space for civil society presents daunting challenges. On the other, the opportunities are great. New philanthropic actors are coming into the field and opportunities exist to increase giving of all kinds.

> Taking the mantra of the SDGs about partnership for development seriously, the social giving sector needs to start thinking seriously about the sustainability of intermediary or infrastructure organizations.
>
> **NOHA EL-MIKAWY,**
> **REGIONAL DIRECTOR, MENA OFFICE,**
> **FORD FOUNDATION, EGYPT**

Why the philanthropy support ecosystem matters

- It helps to create the conditions for a favourable environment for philanthropy and to mitigate risks for funders
- It helps to fight the shrinking space for civil society
- It supports philanthropy to achieve its potential, build civil society and democracy, and fulfil the Sustainable Development Goals (SDGs)
- It informs the decisions funders take and helps them to leverage the impact of their work
- It helps increase the sustainability of CSOs/NGOs and the communities they support
- It reinforces local ownership and helps generate new local resources
- It builds transparency and accountability

Global challenges

According to DoSomething.org, nearly half of the world's population — more than 3 billion people — live on less than USD2.50 a day. More than 1.3 billion live in extreme poverty — less than USD1.25 a day. One billion children worldwide are living in poverty.

How can the needs be met? The rapid economic growth of emerging market countries has deepened social ills and inequalities in many parts of the world. Reduced state budgets and the funding gap facing the SDGs mean that private resources are needed more urgently than ever. The scale, severity and complexity of problems call for increased collaboration among funders. Global aspirations for inter-sectoral and cross-sectoral collaboration to promote sustainable development are reflected in the SDGs framework and a growing number of collaborative initiatives (joint funds, etc). There is also increased pressure for giving to have a greater impact, which would make it more able to tackle the big problems of the world.

Challenges facing philanthropy

While restrictions on cross-border giving[6] are limiting the capacity of philanthropy to contribute to global development, governments are taking steps to curtail civil society activities, either by formal restriction or through informal harassment. In too many parts of the globe, attacks and delegitimization campaigns[7] have impaired the work of civil society organizations while making their existence even more essential. This shrinking of civic space is making the need for a strong and enabling environment for philanthropy that much more necessary. Philanthropy support organizations are playing a critical role in advocating for a more enabling environment at all levels – a role that can only increase in importance in the current context.

More generally, given the complexity of the cultural, economic, environmental, social and political challenges in the world today, philanthropy support ecosystems are of paramount importance in both 'emerging' and 'more advanced/older' systems. Failure to invest in them will perpetuate a weak civil society that is increasingly unable to meet the challenges in a world of growing complexity.

Opportunities to unlock the potential of philanthropy

The field of philanthropy is more diverse than ever. New forms of philanthropy are emerging. For example, there is a growing trend among donors towards giving while living, and we are seeing a blurring of the line between the for-profit and non-profit sectors and an increasing hybridity in organizational forms of philanthropy that go beyond traditional foundation structures. The philanthropy support ecosystem will need to be diverse enough to respond to this changing field, with specialist advisers and support organizations emerging.

Almost everywhere, individual giving is greater than institutional giving. New methods of giving are being made possible by technological advance: online giving, giving by SMS, crowdfunding, etc. Charities Aid Foundation's *Laying the Groundwork for Growing Giving*[8] estimates that as many as 2.4 billion people are set to join the world's middle classes by 2030. If they were to donate just 0.5% of their spending (which is about what people give in South Korea on average and a third of what is given in the US), that could amount to USD319 billion in resources for civil society organizations annually. Fundraisers' associations, online giving platforms and other organizations focused on promoting giving will be critical in realizing this potential.

> Funding infrastructure is a kind of no-brainer: if you want to move goods you build a road, if you want to make cars you build a factory … the list is endless. Roads and factories may not be as sexy as cars and trucks, but their existence makes the latter a whole lot more efficient!
>
> **FRED MULDER,**
> **FOUNDER, THE FUNDING NETWORK, UK**

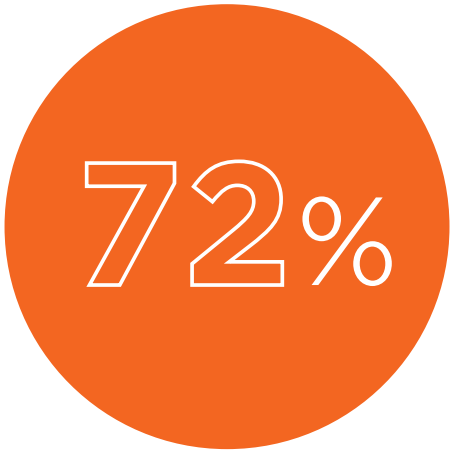
> Foundation Center was founded for the purpose of creating public information about philanthropy as the best defense for the sector during a time of closing space. How can the current crisis then be used for a sector-driven response in the collective interest?
>
> **BRAD SMITH,**
> **PRESIDENT, FOUNDATION CENTER**

Uneven distribution and lack of sustainability of the philanthropy support ecosystem

One big problem is that the philanthropy support ecosystem is still unevenly developed and infrastructure is lacking where it is most needed. WINGS research[9] shows that North America accounts for 80% of expenditures on philanthropy support organizations globally, while less than 4% goes to the Asia-Pacific region. As an example, China and India, which have some of the fastest growing philanthropy sectors, do not have any sort of national platform, network or convener connecting and giving voice to the field and enabling different organizations to learn from each other in any systematic way. Additional funding is urgently needed to enable growing philanthropy sectors to come together and develop their own locally built support organizations that respond to the specific context and needs.

In regions where the philanthropy support ecosystem has a longer history, it lacks sustainability and articulation, largely because it has tended to develop in a piecemeal way. Globally, 72% of philanthropy support organizations face sustainability challenges, as described in WINGS' *A New Global Picture of Organizations Serving Philanthropy*[9]. In some parts of the globe, the conversation about the critical importance of the philanthropy support ecosystem has yet to begin.

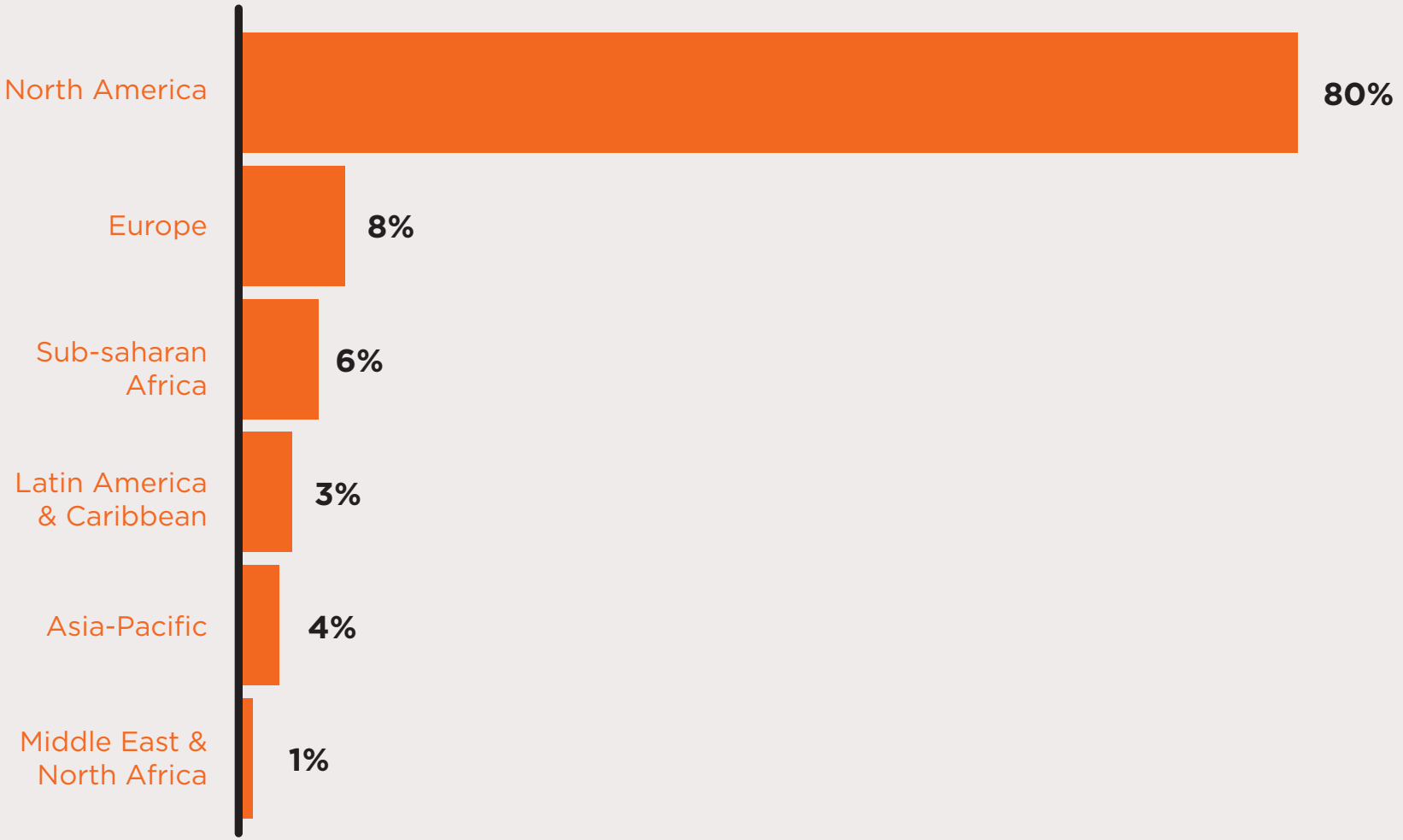
> Lack of infrastructure organizations: it is the number one issue that the sector [in India] faces. In the corporate world, everything falls into place because they have access to great talent and access to resources. Unless we think about and address these issues, we cannot unlock the capital and potential [of philanthropy].
>
> **AMIT CHANDRA,**
> **INDIAN PHILANTHROPIST**



OF PHILANTHROPY SUPPORT ORGANIZATIONS FACE SUSTAINABILITY CHALLENGES

DISTRIBUTIONS OF TOTAL 2015 BUDGET FROM ORGANIZATIONS SERVING PHILANTHROPY

PER REGION



4 Why the philanthropy support ecosystem should be every funder's concern and interest

Examples of the impact of philanthropy support organizations

Although often intangible and long term, the impact of the field is critical, as illustrated by these examples:

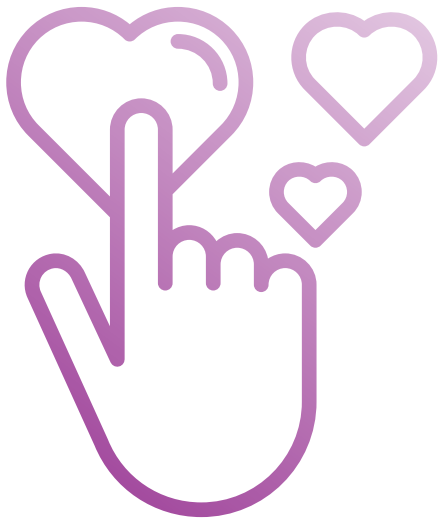
- WINGS research[10], published in 2014, shows that where there is an infrastructure organization supporting community philanthropy, nine times more community foundations are created than where there is none. ARC Romania, for example, has facilitated the creation of 16 community foundations in its 10 years of existence, now covering 46% of the country's population. In addition, average monthly individual donations grew from USD4 in 2012 to USD5.5 in 2017.
- #GivingTuesday campaigns have generated hundreds of millions of dollars for civil society, USD300 million in 150 countries in 2017 alone, through a very effective 'New Power' approach.
- Philanthropy associations have often been instrumental in obtaining favourable national regulations such as tax incentives. For example, between 2001 and 2007 Philanthropic Foundations of Canada (PFC) successfully campaigned for a level playing field for private foundations and public charities as recipients of donations of publicly listed securities: before this donors were eligible for reduced capital gains tax only if the donations went to public charities. Since passing of a new law in 2007, studies show that donations of publicly listed securities have increased substantially.
- Support organizations can also collaborate to address regulatory or legislative challenges. For example, guided by the Council on Foundations, TechSoup worked with foundations to design an implement a shared equivalency determination process to address requirements imposed by the US government on foundations doing international grantmaking after 2001. Now in its fifth year, NGOSource has completed nearly 5,000 equivalency determinations and has supported over USD1 billion in international philanthropy. Further, through time savings gained through the shared nature of NGOsource, saved the sector approximately 46 years of labor otherwise spent on duplicative due diligence processes.

> In 2007-2009 we gave a three-year grant to Non-Profit Incubator (NPI), the very first incubator for non-profit organizations in China. ... Within five years, the landscape of non-profits was totally changed – a substantial amount of new grassroot NGOs emerged and began to show their impact.
>
> **YANNI PENG,**
> **CEO, NARADA FOUNDATION, CHINA**



MORE COMMUNITY FOUNDATIONS ARE CREATED THAN WHEN THERE IS AN INFRASTRUCTURE ORGANIZATION

More often than not, funders do not consider philanthropy development to be a strategic issue. The philanthropy support ecosystem is little known and its role in bringing about change is rarely understood. The main players are mostly set up and sustained by a small group of foundations that provide this support outside of their core programmes. Supporting philanthropy's ecosystem is rarely defined by its donors as a strategic area. Most funders will consider that it is not in their mandate to support this field and that it doesn't fit their programmatic focus. If anything, it is seen as a good citizen's gesture rather than as a strategic investment that can help leverage the impact of their work, increase the sustainability of their projects, create a favourable policy environment, and mitigate risks.



But investing in the development of philanthropy shouldn't be a niche activity for a small group of funders; it is relevant for all funders to consider:

- **In their own self-interest**, to benefit from a more favourable environment to operate in. For international funders it is a key way to mitigate risks in a context of restrictions on cross-border giving.
- **To leverage impact and increase the sustainability of CSOs/NGOs** and the communities they support, both by generating new private resources and by ensuring that existing resources are better used. If we are serious about achieving the SDGs, we must also be serious about strengthening civil society and philanthropy.
- **Contributing to a new model of social development** whose cornerstones are local hubs and more local leadership for development initiatives, and more collaboration across sectors. Again, all of this can happen only with strong domestic support ecosystems to help unlock the huge potential that lies in private resources for social good.
- **As a cause in its own right**, understanding that the act of giving is a key element of democracy. It builds trust and relationships and represents an important way for citizens to engage in society.

As in the public or private sectors, investment in infrastructure is vital. Without it the non-profit sector runs the risk of being less transparent and less accountable; also less effective, less diverse and, above all, less impactful.

> We believe in the importance of strengthening the system of support to philanthropy in Africa. ... Bringing the conversation home will require to identify philanthropy leaders who have credibility and can encourage peers. It will also require concrete cases showing the impact of collaboration.
>
> **JOSEPH OGUNTU,**
> **CHAIR, SAFARICOM FOUNDATION, KENYA**

Philanthropy support organizations also have a part to play in changing perceptions of what they do. They need to rethink their role, improve their capacity to show their impact, and create a more inspiring and enticing narrative. They also need to increase their level of connectedness and collaboration with each other in order to avoid duplication and work more effectively together.

5 What questions should funders be asking themselves?

There are many reasons for funders to invest in the development of philanthropy and giving. These are some of the overall questions to which supporting the field might provide an answer:

- How can I leverage more resources, beyond my own, for the communities/causes/geographies I care about?
- How can my work have a multiplying effect?
- How can I help to catalyse the impact of existing resources, including my own but also beyond?
- How can I increase the sustainability of my work and contribute to building sustainable and well-resourced civil societies?
- How can I mitigate my own risks in supporting my partners?
- How can I limit their dependency, and increase their local legitimacy through more diverse and local resourcing?
- How can I make sure my peers and I benefit from the array of services and support we need to operate and thrive?

More specifically:

- **Community level** Could I help the communities I support to be more autonomous and more sustainable in the long term by supporting community philanthropy approaches that will enable them to improve their fundraising skills, tap into local assets and build their own local resources?
- **Within countries, at regional or national level** Could I invest in actors that work to ensure a functioning overall environment for philanthropy to thrive, including sensitive regulation, high standards, and the availability of a broad array of support services, both in my own country and in other countries in which I operate? What about supporting the emergence of philanthropy associations and assisting organizations that will boost domestic philanthropy?
- **International level** What could I do to help to connect philanthropic actors, practices and cultures worldwide, to bridge donors and recipients, and to positively influence the global framework for philanthropy?
- **Thematic level** Could I invest in networks that work to increase support for a particular cause? For example, if I'm working to combat climate change, could I invest in networks and organizations that will increase awareness of this cause among the funder community? This might be in a particular geographic area, for example growing funding for climate issues in Brazil.



6 Ways for funders to engage

How to get started

An essential first step for funders – whether they are foundations, individual philanthropists, companies or development agencies – is to engage their board and staff in reflecting on the potential to contribute to the development of philanthropy. Some funders may already support different projects and organizations at different levels without necessarily linking these actions under one banner. A good start is to see what is already being done; to look for connections and opportunities for further action; and to consider how philanthropy development might be incorporated into your strategy and theory of change.

It is also important for funders to consider what sort of funding they give. Core funding is essential for support organizations as it allows them to innovate, develop institutional vision, and fulfil their mission effectively. A common characteristic of the work of these organizations is that most results are only visible over time. It is therefore important for funders investing in the philanthropy support ecosystem to take a long-term view, among other things giving support organizations the tools and incentives to document their impact. It's also important to evaluate your results along the way in collaboration with the philanthropy developers you support.

For funders who are aiming for a well-functioning philanthropy support ecosystem, a collaborative mindset is needed – and this is another topic to be discussed among board and staff. Funders will need to take a concerted approach when it comes to setting up new networks and organizations in order to avoid duplication and unnecessary competition. For the same reason they need to provide incentives for support organizations to collaborate. They could also consider creating pooled funds to support philanthropy development at the national or global levels.

> Creating and maintaining a robust infrastructure isn't a problem to be solved. It's a never-ending process that's essential to nurturing and sustaining a strong philanthropic and nonprofit sector and a vibrant civil society.
>
> **RIDGWAY WHITE,**
> **PRESIDENT,**
> **CHARLES STEWART MOTT FOUNDATION, US**

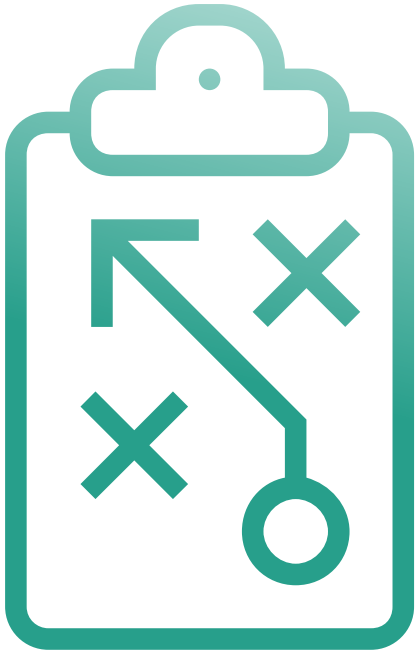


What to do

There is a wide range of actions that funders can take to strengthen philanthropy's support ecosystem, both individually and collectively.

- **Include philanthropy development as part of a sustainability strategy**. Whether they fund domestically or abroad, funders can consider the development of local private resources as a key element in ensuring long-term support for the actors and projects they support. This can be done for instance by developing community philanthropy or by helping to create or reinforce a structured national support ecosystem. This approach can be systematized and philanthropy development become a key element in all programmes.
- **Create a specific programme area**. Some foundations have developed specific domestic and/or international programmes to develop philanthropy. Such programmes can target just the philanthropy ecosystem or be part of a broader civil society strengthening programme.
- **Actively participate in organizations and fund them**. Funders can participate in the governance of support organizations as well as funding them. They can also be involved in launching new philanthropy support organizations when needed.
- **Share expertise and non-financial capital**. Funders can develop knowledge and tools and make them available to their peers. They can share data and lessons learned. They can also facilitate connections with unlikely partners, like the business sector, to foster synergies and in-kind support.
- **Develop collaboration as a key way to achieve your social mission**. By setting up collaborative platforms and joint funds, funders benefit from a multiplying effect and leverage their impact while building lasting tools that will allow their peers to follow the same path. The Network of European Foundations, the Asian Philanthropy Circle, Global Dialogue and Co-Impact are just a few examples that illustrate how collaboration is becoming a new paradigm among the philanthropic community for addressing complex issues.

> There is a need to sensitize more funders of the importance of developing the infrastructure to have more collective impact.
>
> **AXELLE DAVEZAC,**
> **CEO, FONDATION DE FRANCE**



A few specific examples of things that funders can do

Community level

- Strengthen fundraising capacity and offer other relevant technical support to reinforce local CSOs and build community autonomy
- Encourage and accompany community philanthropy mechanisms – local funds, community foundations, women's funds, indigenous funds, etc – to tap into local resources and channel other resources (diaspora funding, etc)
- Support platforms and organizations that help to bring resources to communities and/or local CSOs, such as online giving platforms
- Support or help set up a support organization that can spread community philanthropy and local resourcing in the long run (cf WINGS research mentioned above showing the impact of having an organization supporting community philanthropy)

Within countries, at local and national level

- Support campaigns and initiatives that promote a culture of giving. This includes recognizing and building on traditional forms of giving to create a culture of giving that plays to the strengths of the local context, as suggested in CAF's *Laying the Groundwork for Growing Giving*[8]
- Support projects that address the enabling environnment for philanthropy and civil society in general, and build the long-term capacity of support organizations
- Help to build data, information and intelligence on philanthropy and its contribution to development and civil society building
- Undertake a mapping of existing philanthropy support organizations. This is needed in order to strengthen and promote them, improve their performance, and understand their added value to philanthropy and giving. WINGS has spearheaded two such processes, one in Latin America and one in India, and can share the initial results
- Create a pooled fund to support philanthropy development. For example, foundations could contribute 1% of their budget to build a common fund

International level

- Support initiatives to create a favourable international environment for philanthropy, including cross-border giving
- Promote learning and sharing of best practices across different countries and regions
- For international donors, build infrastructure that can continue to generate funds for civil society even after aid ends

> Devco considers we have a role in supporting foundations networks to develop philanthropy: as a way to foster an enabling environment, develop long term resources for civil society and have a leverage effect.
>
> **ROSARIO BENTO PAIS,**
> **HEAD OF FOUNDATIONS AND CIVIL SOCIETY,**
> **DEVCO, EUROPEAN COMMISSION**

How to engage further and champion the cause of philanthropy development

- **Become ambassadors by joining the #LiftUpPhilanthropy campaign.** Funders can be active in making the case for philanthropy development and helping to convince their peers and their own board of the importance of funding it. Connecting with peers is a good way to collaborate and support the ecosystem.
- **Contact philanthropy support organizations you are connected with and encourage them to add the topic to their agenda** for conferences, a specific working group, a dedicated event, etc. Be actively involved in creating a group of leaders who will spearhead the process of reflection and collective thinking on this issue.
- **Engage in a collective discussion to see what are the gaps and opportunities in your country and/or country of intervention**. Is the philanthropy ecosystem diverse, interconnected and strong enough to allow all society's needs to benefit from each philanthropic form's specific added value?
- **Share thoughts and best practices**. Use social media, articles, individual conversations and public communication opportunities to help bring the topic on to more funders' agendas and to inform the global conversation. You can also share failures and successes you may already have had supporting philanthropy development with your peers and with WINGS.

What role for support organizations?

While this guide is primarily directed towards funders, philanthropy support organizations are strategic partners in the campaign with a key role to play.

They can support the campaign by using the hashtag #LiftUpPhilanthropy, promoting the discussion with their own peers and funders, and collaborating with funders to give visibility to the campaign, for example through organizing joint events, while ensuring that it does not become a fundraising campaign.

> This is not the price of admission, not a good neighbor policy; it is an investment in impact.
>
> **'INVESTING IN INFRASTRUCTURE': LETTER TO US FOUNDATIONS, 13 MAY 2016**

It is important for support organizations to work together. There is a growing number of initiatives towards a better articulated field as these few examples illustrate:

- In Brazil Instituto Phi and Instituto Rio have decided to merge their activities for greater effectiveness.
- In Europe, EFC, EVPA and DAFNE are joining hands for the first 'philanthropy scrum' in Europe to advocate for a single market for philanthropy.
- In India, discussions are ongoing among support organizations following a process launched by WINGS to strengthen India's ecosystem.
- Networks such as DAFNE (Europe), the United Philanthropy Forum (US) or WINGS (Global) help interconnecting the support ecosystem and fostering synergies in the field.
- In the US, in May 2016, the leaders of 22 US support organizations sent a joint letter[11] to 1,400 foundations. The letter urges all foundations to 'consider directing at least 1 percent of their grantmaking budgets to support the infrastructure upon which the nonprofit sector is built'.

It is also vital for support organizations to communicate their experiences and impact to WINGS, through case studies, articles or simply emails sharing indicators, stories and testimonies. They could also engage in more ambitious activities like mapping the ecosystem at their level and looking at which gaps need to be filled, or designing a light-touch awareness-raising campaign targeting the funding community – in all cases keeping WINGS informed to ensure global visibility and coordination.

Donor educators, advisers and academics have an important role to play in including the development of philanthropy in their curriculum and making it part of the standards they promote. Researchers, including those looking at the enabling environment, can pay more attention to the philanthropy support ecosystem layer as a key element of the landscape.

Support organizations can and should do a better job of understanding and showcasing their impact in terms of developing philanthropy and giving. To do so, they can use the 4Cs.[12]

Developed by WINGS, the 4Cs – Capacity, Connections, Capability and Credibility – provide the basis for philanthropy support organizations to plan and assess the difference that they intend to and do make. Designed as a common global system for application at the level of the individual organization, they can help to understand the difference that is being made by the organization's work and to demonstrate and communicate its value added.

What role for WINGS?

WINGS will provide in-kind support and ensure global visibility and articulation of this work. Its Affinity Group 'Infrastructure 2.0' and its funders working group, which have contributed to the development of this paper, will ensure follow-up and be actively involved in the next steps. The #LiftUpPhilanthropy movement is at the heart of WINGS' upcoming new strategy and we will ensure continuity of this work in the coming years.

Reach out to WINGS:

- If you would like to join the campaign and become engaged
- To find out if conversations and initiatives are already planned in a specific country
- To access more information about the philanthropy support ecosystem
- To inform any initiative or conversation so that it can be linked with the global campaign and the outcomes shared more broadly
- To share cases, examples of impact, research, etc
- To share your thoughts, reactions and experiences through a post on WINGS blog
- If you are interested in supporting a mapping, research, or other initiatives and want to discuss it with WINGS
- If you want to give us your feedback on this campaign

> There seems to be a growing realization of the importance of infrastructure, it is moving beyond its characterization as "the plumbing" one is only aware of when it leaks. Building on this realization is the first step in building the case for philanthropy infrastructure.
>
> **BARRY GABERMAN,**
> **WINGS CHAIR EMERITUS**



7 Resources

- **Knowledge Center**: WINGS' comprehensive global library of resources about the field and its developments http://wings.issuelab.org
- **WINGS** *Infrastructure in Focus: A New Global Picture of Organizations Serving Philanthropy* http://wings.issuelab.org/resource/infrastructure-in-focus-a-new-global-picture-of-organizations-serving-philanthropy.html
- **What makes a strong ecosystem of support to philanthropy?** Developed by WINGS, this paper provides information and key messages to guide the reflections of funders, philanthropy support leaders and other actors in developing their infrastructure and turning it into a proper ecosystem http://wings.issuelab.org/resource/what-makes-a-strong-ecosystem-of-support-to-philanthropy.html
- **How Community Philanthropy Shifts Power? What donors can do to help make that happen:** Jenny Hodgson and Anna Pond's report for funders looking to #shiftthepower and strengthen community philanthropy. This report will help funders interested in developing grassroots philanthropy with the communities they support. http://wings.issuelab.org/resource/how-community-philanthropy-shifts-power-what-donors-can-do-to-help-make-that-happen.html
- **Communications** : visit the campaign page on our website and use #LiftUpPhilanthropy https://wingsweb.site-ym.com/page/LiftUpPhilanthropy
- **Charities Aid Foundation** *Laying the Groundwork for Growing Giving* www.cafonline.org/docs/default-source/about-us-policy-and-campaigns/laying-the-groundwork-for-growing-giving.pdf?sfvrsn=989eac40_12
- **Foundation Center**, which maintains the world's most comprehensive database on US philanthropy and, increasingly, on global grantmakers and their grants https://foundationcenter.org/
- **Alliance** magazine June 2018 special feature on philanthropy's developers. www.alliancemagazine.org
- **U.S. Foundation Funding for Nonprofit and Philanthropic Infrastructure**, 2004-2015 http://foundationcenter.issuelab.org/resource/u-s-foundation-funding-for-nonprofit-and-philanthropic-infrastructure-2004-2015.html

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11. **Council of NonProfits** *Investing in Infrastructure (letter)* www.councilofnonprofits.org/sites/default/files/documents/Investing-in-Infrastructure_digital-FINAL.pdf

12 **WINGS** *4Cs* http://wings.issuelab.org/resource/using-the-4cs-evaluating-professional-support-to-philanthropy.html

Thank you

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