



WINGS
**WORLDWIDE INITIATIVES
FOR GRANTMAKER SUPPORT**

Investing in Philanthropy and Giving Development WINGS' International Funders of Infrastructure Meeting Caixa Forum Barcelona, Spain

March 26

Why a funder's meeting for an ecosystem of support to philanthropy?

Maurice Makoloo, Regional Director of the Ford Foundation for Eastern Africa, opened the 2-day WINGS meeting in Barcelona on "Investing in Philanthropy and giving development" with a quote from one of Africa's most illustrious authors, Chinua Achebe: *"When we gather in a moonlit village, it is not the moon that brings us together, for each one of us can see it from his/her own compound, but we do so because it is good for kinsmen to be together."* It is in this spirit of kinsmen that he invited the participants to co-create and reenergise, encourage and educate each other about how to strengthen the ecosystem of support to philanthropy.

It has been shown that where infrastructure is available, philanthropy grows faster with philanthropic institutions appearing and delivering substantial programs. However, **the distribution and funding of infrastructure is uneven worldwide, with 80% of funding going to North American infrastructure while other parts of the world also need this investment.** This is why making the case for infrastructure is one of WINGS' strategic priorities.

Why won't more funders fund infrastructure for philanthropy?

Gerry Salole of the European Foundation Centre argued that the real problem is that funders do not want to pay for the infrastructure of philanthropy - although everybody uses it and recognizes its necessity and relevance.

Building on that point, Barry Knight commented that when looking at the other 2 sectors, the public sector and the for-profit sector, they know how important infrastructure is. Yet with our sector, there is this grudging kind of support for infrastructure. **The critical aspect is infrastructure's invisibility. It's in the breach, the absence, that infrastructure makes itself felt.** If each philanthropic organisation paid a small amount of their grant-making

budget toward philanthropy infrastructure support then we could have a superb system that would enable the recognition of strategic infrastructure. The 2017 WINGS report “ [A New Global Picture of Organizations Serving Philanthropy](#),” mentioned that 72% of infrastructure organisations felt vulnerable because of their very small size. So there’s a story we need to tell that we are not telling that would increase visibility and importance.

Developing Grassroots Philanthropy

Rita Thapa, Founder of Tewa and Chair, Global Fund for Community Foundations, delivered a [keynote address](#)

Rita Thapa gave an inspiring and touching account of her personal involvement in building up Tewa, a community foundation for women based in Nepal. Transparency and accountability at all levels – as well as respect and inclusiveness – were paramount in order to build trust and ownership. Funds were raised locally, primarily from individuals, in order to strengthen communities. Fundraising has been both an activity and a process that helped build and strengthen communities. Asking to shift the power for equity and justice and transforming religious and cultural giving to giving for the empowering of women was unheard of. Those of us in positions of power for our ability to give monies also carry the greater responsibility.

How can funders help build local resources for local communities?

In an interactive session moderated by Jenny Hodgson, Executive Director of the Global Fund for Community Foundations, participants engaged in a discussion on the importance of fostering and building private local resources for common good at community level. “**No one is too poor or too rich to give,**” said Jenny but also highlighting the fact that this field is terribly under-resourced and it is not on the development agenda. The first way to develop philanthropy is to grow it at the local level and help communities tap in their own potential. How can we blend our approach to raising funds for grant making and for working at the community level? There must be increasing visibility of where the money goes.

- Community philanthropy suffers from lack of recognition. Large and wealthy donors make their philanthropy known, whereas grassroots philanthropy has not done itself a favor by not explaining itself and distinguishing itself from the rest of philanthropy.
- There is a need for local entities to play a backbone role for community organizations’ development: building capacity, connecting different actors (alliances with private and public sector), bridging with donors for sustainable resourcing.
- Gap of understanding between donors and communities: the infrastructure is key to do this translation work alongside capacity building.

- It is not so much about fundraising and for communities to deal alone with their own development: it should primarily be a tool to advocate for development policies and investment from government.
- It is multi-stakeholder philanthropy and all sectors are on board including the public, private, and the media who are excellent for raising awareness.
- If you look at grassroots organizations in Egypt and Afghanistan, it is important to be aware of deeply held systems of (dis)trust and to ask about what we cannot see and don't know as we have the potential to do both harm and good.

Jenny continued by posing a question to the room: **“What can we do (more/less of, differently, encourage others to do) to recognize the value of and help to grow local resources as a way to strengthen local constituencies and ownership, flatten power and put communities in charge of their own development?”**

Community philanthropy is not meant to take government off the hook, but rather to make it take responsibility. Philanthropy should be more transparent and there should be downward mobility to the communities.

In addition, participants shared some recommendations about empowering communities and developing sustainable local private resources:

- Failure is important, we also need to learn to let go;
- Continue to grow endowments, build institutions and generate cash, match received grants and funds;
- Use less language that is laden with western beliefs and models; Philanthropy can be seen negatively when it is understood as a manipulation of power;
- More humbleness of external donors, more infrastructure, more capacity building at the local level, more bridge building than projecting your language;
- More about what it takes to get things done, include in the discourse those that are affected, make them a part of the work;
- Get better acquainted with and use new technologies to help community philanthropy and fundraising.

Global landscape of support to philanthropy

Benjamin Bellegy, Executive Director of WINGS gave a panorama of the support system that creates the conditions for a favorable environment for philanthropy to achieve its potential. His presentation can be found [here](#).

Philanthropy needs a support structure so that it can grow in volumes, quality and diversity through different organisations worldwide, all crucial for unlocking the potential of giving.

The ecosystem of support to philanthropy

Philanthropy infrastructure is an increasingly complex ecosystem with different organisational types from membership organizations, networks, professional support organisations, academic institutions, other non-profits such as online giving platforms, sms giving, etc. national associations of fundraisers, philanthropy media, community foundations, private banks, funders of infrastructure, etc.

The term infrastructure implies a static structure whereas it is a very dynamic field which is not only supporting but leading philanthropy's development at community, thematic, national, regional and global levels. Those who compose it should rather be understood as **developers, enablers, accelerators**. They are providing a **space for mediation and exchanges** (peer learning, synergies, dissemination of solutions, connections), **stimulate philanthropy** (promote giving), **build capacity** (tools, knowledge, leadership development), **provide thought leadership** (new thinking, innovation, challenge), **foster an enabling environment** (advocacy, a collective voice to dialogue with policy makers) and **develop standards** (trust and accountability). This ecosystem provides return on investment for those who invest in it, although it might be on the longer run.

In terms of trends, the field has the potential to strengthen collective voice for philanthropy and play a more proactive role in policy dialogue, including on global development issues. There is a need to accelerate its growth where it is most needed especially in emerging market economies and to harness the growing middle classes. Everywhere there is a potential for a stronger interconnectedness within the field for greater efficiency and to resolve issues of sustainability.

"To go from infrastructure to ecosystem also requires a change in approach of those who support the field, a shift from a contractual and/or good citizen mindset to strategic vision seeking to achieve sustainability, leverage effect and risk mitigation."

The presentation was followed by a Q&A focused on the quality of the ecosystem that is being built. **We must recognize that an ecosystem is not just the diversity of coexisting species argued one participant, it's the quality of symbiotic relationships that makes an ecosystem good as opposed to dysfunctional**. In addition, a participant commented on the importance of the issue of trust: infrastructure is supposed to address it, to build trust. It is important to bring everyone to the table for a meaningful conversation and hear corporate as well as CSOs perspectives.

Finally, the importance of expertise and locally-relevant conversations was also raised: We need to build on expertise. Conversations are underway in Latin America and India to better interconnect local philanthropy support leaders, map what infrastructure functions are already covered, see what's missing and look for solutions. There is no single recipe and all funders, especially domestic funders, need to be engaged. WINGS will be working with its members across continents to stimulate locally-based conversations to strengthen domestic support for the infrastructure.

How to develop strong and locally relevant philanthropy support ecosystems?

Gerry Salole, Chief Executive of the European Foundation Centre, made a comparison between the support system of philanthropy and a skeleton: you need a skeleton all the time, whether it is for internal or external support. Contrary to scaffolding, you don't dispense with a skeleton when you're done with it.

Gerry outlined some of the arguments that he sets out in upcoming article about the challenges and issues at stake for institutional philanthropy, as a way to look for key issues infrastructure should address:

1. Expectations: we have expectations that cannot be met because of the scale of the problem and we must start educating governments, the public and the media about expectations.
2. Jargon does not help. We invent something, then give it a new name and talk about well-meaning philanthropy, not-so-stupid philanthropy, strategic philanthropy etc.
3. We talk about shrinking space, but there is a growing space for different things. We talk about grant-making and miss out on other forms of philanthropy that have nothing to do with grant making.
4. The blurring of foundation types: because of the US lens, we talk about corporate foundations, community foundations, family foundations, where the money comes from. In the EFC, you have community foundations working with regional foundations, with municipal and family foundations, and whose responsibility is to a municipality, a region, etc.
5. The paradox of "glocal," local and global: You can only learn if you have a global perspective, however, much of what happens in philanthropy is really local. 80% of our foundations work locally.
6. Autonomy in collaboration is a huge problem being faced in Europe. To work together, it is essential to surrender some of your individuality.
7. The legitimacy of foundations is being challenged: Who gave them the right to work on policy without permission?

Andre Degenszajn, now the Executive Director of Instituto Ibitapitanga, spoke first about his past experience as GIFE's general secretary, the Brazilian Association of foundations. The contexts are so different and concepts also differ when we consider Brazil, where the term philanthropy is not used, where boundaries between philanthropy and other areas are getting blurred. We don't have many grant making foundations in Brazil, but there is an organised ecosystem of operating foundations. **We want the model of resources and decision making to be more democratised, spread out horizontally, and so infrastructure organizations are making a case to increase grant making, although it may develop in a different way from the US or other countries.**

Brad Smith, President of the Foundation Center, told the participants of the origin of the Center: The Foundation Center was created at a time of "closing space" in the 1950's during McCarthyism, when foundations were being investigated for supporting communism. So this is not the first time in the history of philanthropy that we have closing space. The

Foundation Center was founded for the purpose of creating public information about philanthropy as the best defense for the sector. **How can the current crisis then be used for a sector driven response in the collective interest? Knowledge production and critical thinking are the weakest link in the added value chain of the philanthropy sector.** We need it. How can we give it legitimacy?

Axelle Davezac, Executive Director of Fondation de France, explained that the Fondation was created almost 50 years ago with the idea of developing philanthropy in France. There were a lot of NGOs but no foundations. **Since then the work of Fondation de France, and other actors has led to a well-developed sector, with research, a French Foundations Center, 2,500 foundations and an enabling regulatory framework.** There is a need to sensitize more funders of the importance of developing the infrastructure to have more collective impact.

Describing the Ford Foundation, Maurice Makoloo explained that the Foundation is a philanthropy infrastructure organization and a supporter of infrastructure. Infrastructure can do things individual foundations can't like speaking with government and **bringing a collective voice.** Paying attention to the context is important for creating an infrastructure that is relevant to the times and the people we want to support. We saw failures in the past with the South Africa Association of Grantmakers for instance: **it can't be created purely from the outside and needs a strong domestic donors' buy-in and involvement.**

Active patience is also important because a change in hearts and minds takes time. Building an infrastructure that is supposed to last cannot be rushed and spending more time on the ground is as important or more so than rising to the sky.

Legitimacy of the philanthropy sector

A discussion with the room ensued on the issue of legitimacy for the sector. Why is the philanthropy sector considered to have less legitimacy than the business sector? If you look at most trade agreements signed by countries with shrinking space for civil society, they essentially guarantee access to foreign capital for business purposes but are denying access for CSOs.

Somehow, either it has just happened or we have allowed our sector to be declared as less legitimate than other sectors. Most governments that are so busy denying civil society rights are totally dependent on foreign trade and international loans.

Drawing on their personal experience in India, one of the participants argued that **there has been a concentrated move for the last 3 years using all instruments of state and media to denigrate civil society.** Indian society is not yet very philanthropic because the money is very new, and it is very simple to shake confidence in civil society because everything else is corrupt. If I were to look for a role for a philanthropy support ecosystem, that would be it. However, I cannot see the infrastructure confronting the issue of legitimacy of civil society itself and its role.

Another participant contributed a different perspective on the closing space issue. **There is a shrinking of social space, but there is also an expansion of others and one of the spaces opening up is that of middle class giving.** Through the mobilisation of support to different civil society organisations and other philanthropy actions, we actually increase our legitimacy by creating an alternative to the closing space and the government discourse.

There are masses of people supporting what is meaningful to them. If we continue to focus this conversation on infrastructure in relation only to big foundations, we will miss an opportunity.

How to develop healthy ecosystems of support to philanthropy?

We must focus on what we can do to make the ecosystem into much more of a network argued Gerry. What can we encourage in this space that will create more cohesion between the parts?

We must think about what system of support to philanthropy we want or we will continue with the one we have. Are we going from a more atomised system into subgroups or a fully evolved one thinking of the whole? Where are the blockages?

We need to stop working by subdivisions and think as a whole.

It is important to develop evidence, intellectual arguments, research that will pull things together. There's a big gap in the academic space because philanthropy is rarely looked at in schools of development studies. The narrative of international development assumes the state, civil society and the private sector and doesn't look at the spaces in between.

International development donors have a role to play in developing domestic philanthropy in the Global South and East.

The changing face of philanthropy infrastructure

Barry Knight, Executive Director of Centris, led an interactive session focused on how we can all contribute to building a better ecosystem of support to philanthropy. His presentation can be found [here](#).

[“What makes a strong ecosystem of support to philanthropy?”](#) published by WINGS, was launched in Barcelona. Its implications were at the heart of the debates: How do we move towards a different model of organising support for philanthropy?

Why does the infrastructure need reform?

1. It is okay for the field to have self-interest. It has to defend itself because it is under attack;
2. There is an enormous growth of philanthropy in emerging market economies that needs to be accounted for;

3. The evident imbalance in global resources: 80% of expenditure on infrastructure is in North America for 1% in MENA, which has 22% of the world's population. If our field is global, this distribution of the infrastructure expenditure is not smart;
4. Philanthropy needs a new story, a narrative change, as it gains ground in the East and the South;
5. Philanthropy infrastructure is a vulnerable field. Many organizations fear for their sustainability. There is a positive correlation between feeling secure and having resources;
6. The growth of hybrids. Philanthropy, both on the demand side and the supply side of the support relationship, is becoming full of irregular type organizations. The EFC no longer talks about foundations, but about institutional philanthropy. Halima Mohamed says that the North American view of philanthropy as a uniform idea does not fit Africa;
7. Complexity is a word that sums up the great changes we have seen over the past 20 years. We live in a complex world and philanthropy is a complex idea.

The critical question is: How do we move forward from infrastructure to ecology? From the simple linear relationships we've had, into organising philanthropy support as an interconnected field?

The participants worked in smaller groups, and discussed practical steps towards building that ecosystem; these included:

- *Set up a call to action / agenda and have common goals and understanding;*
- *Map the infrastructure at country level: who is doing what, what possible synergies, what gaps*
- *Funders to provide incentives for collaboration: joint projects, exchange visits, avoid competition and support existing networks.*
- *Have a common database for sharing knowledge.*
- *Go beyond grants, using other business models.*
- *Think outside of our sector to effectively relate to others.*
- *It is relevant to have a regional approach.*
- *Promote access to technical assistance, to peers, to be able to take part in thematic or affinity groups and to contribute to joint programmes of advocacy.*
- *There's a role for a global network – WINGS – to take the leadership, convene and map what's there and see what pathways can be connected.*

Beyond Foundations, Unusual Suspects in Infrastructure Funding

The panel discussed how the European Commission and the Swedish International Development Cooperation Agency (SIDA) have, for the past 20 years, been reaching out to the philanthropy sector, as allies of funders and grant makers. They are our interlocutors in a broader field of funding agencies, said Walter Veirs, Director at the Mott Foundation, and moderator of the debates, and can help us make a better and more compelling case for making investment in philanthropy infrastructure a key priority for development.

Rosario Bento Pais, of the European Commission DG DevCo, emphasized that foundations are potential cofunders, allies to coordinate action but beyond that Devco considers we have a role in supporting foundations networks to develop domestic philanthropy: as a way to foster an enabling environment, develop long term resources for civil society and have a leverage effect. What can we do for you? **DevCo has recently put out a proposal of a new initiative to reinforce foundation networks. We are doing this on a global, national and regional level, the objective being to enable civil society to do its work in the field**, i.e. to strengthen the enabling environment, capacity building and participation.

Charlotta Norrby, from SIDA, spoke about the Swedish Agency's interest in developing relations with different actors and in particular now with the philanthropy community. At SIDA, we look at philanthropists as being donor partners but it is still ambiguous if you consider yourselves part of civil society. **More than 40% of SIDA's budget goes to support capacity building for civil society.** We want to strike a balance between fostering a pluralistic civil society as a whole and CSOs as implementers of programs, this being what many donors tend to do. SIDA wants to provide flexible, long term, core support. Sweden has been working steadily on the 2030 Agenda and the SDGs and recognizes the importance of building broad alliances and partnerships with other actors. We have long-standing relationships with donors and partners in developing countries, but want to explore new avenues with philanthropy, private companies and institutional investors. **SIDA would love to collaborate in more ways than just looking at you as a source of funding and we will consider supporting the development of domestic philanthropy. You are part of civil society and you can help combat shrinking space in partner countries.**

Participants underlined that the development of philanthropy can be considered as a development output and not only a financial input. The importance of infrastructure to tackle shrinking space was also highlighted.

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Examples of innovative approaches to Philanthropy

Eleanor Harrison, Chief Executive Officer of Global Giving spoke about the organization in the form of a website aimed at connecting local actors running community projects around the world with individual donors, non-profits and companies. Global Giving has become the largest global crowd-funding platform making it possible for non-profits to access the funding tools, training and support they need to become more effective. When local actors have the power to make decisions and deliver solutions for their own communities, positive change happens faster and in a more sustained way.

We enable tax-deductible donations to directly reach small individually-led community projects.

Michael Mapstone, of CAF UK, presented a few ideas regarding the technology innovation or disruption that is coming and which could make infrastructure redundant: Artificial Intelligence, Blockchain, the Internet, autonomous vehicles, crypto currencies, clones and robotics. The future is here he said.

Blockchain is a database, a public ledger. Information that everybody can see is placed there and it cannot get out. It is completely transparent. It takes away the need for trusted third parties like lawyers, banks, government institutions... and philanthropy infrastructure. Blockchain also offers efficiency to the philanthropy sector, reducing transaction costs, audit becomes an ongoing process, money moves quickly and direct cash happens at scale. **If there is no need of intermediaries to move money we are running out of business.**

There's this radical transparency with blockchain. Nothing can be removed from it. Everybody can see everything. So you don't need trust.

A few points about Artificial Intelligence:

1. Mass marketization, the automation in online retail is already reducing costs because you don't need people. It is coming into philanthropy. Little robots in websites that take you through causes you want to support, which can then be shared in Facebook and Twitter.
2. Vast amounts of data identify areas of pressing needs at any time and nudge you into supporting causes. That's moving down the road of effective philanthropy and getting philanthropy to work strategically and systemically. Only you are taking out the human element, the emotive piece.
3. Picking the right intervention for an issue or a cause using Big Data. The bigger players in the sector could dominate the sector because they are seen as better able to provide solutions because they have the data sets and the brand profile.
4. Machine analysis can better understand donor aims and push in that direction. We call it "Philgorythm".

This is very exciting because it has a power to transform in a very positive way, and needs to be embraced and engaged, understood and moulded into effective philanthropy with the human element. Ultimately, philanthropy is about connecting to humans, it's about impulse and emotion. Machines can't do that yet.

Making the intangible tangible: evaluating philanthropy infrastructure's impact.

Barry Knight led a session on the evaluation of philanthropy infrastructure's impact, talking about the challenges of building human systems for evaluating the field.

Where has evaluation really worked?

Some of the participants offered examples of different types of evaluation they had conducted, focusing on the qualitative aspect when data is not available, focusing on longer time periods to see the impact of a program in the long-run, setting up a reflective process

instead of a directive one to evaluate the impact of money from individual philanthropists on arts and culture, using technology to analyse trends and behaviours.

Barry then presented the 4Cs, an evaluation system created by WINGS and DAFNE members to study the difference that the support to philanthropy makes. The 4Cs measure Capacity (the ability to grow the volume of the field, to have more giving instruments and grow the size of individual donations); Capability (the skills, knowledge and expertise of people running the systems); Connectivity (the added value of bringing people in the field together); Credibility (that talks of the legitimacy of the field).

The Spanish Association of foundations participated in developing this tool. We found that we struggle to tell our story because we look at it from the point of view of our staff, of how we feel we are serving our members. So we didn't know what our members were expecting from us. The 4Cs have provided a completely new way to explain what we do.

The 4Cs have been built with maximum flexibility. The critical thing is to use it and improve on this tool that has been devised by the field for the field and which the field should develop. It can be adapted to various situations and you can add or subtract indicators or outcome areas that make sense to you. Although it has mainly been used by philanthropy support organizations, **the framework can be relevant for funders to evaluate their own support to philanthropy's development or the work of infrastructure organizations they support.** Some funders in the room confirmed their interest in the tool. The session about evaluation was followed by a poster session during which 8 WINGS members, selected on the base of the quality of their submission, presented impact cases in a visual way. The cases can be found [here](#). Marie Stephane Maradeix, Executive Director of the Fondation Daniel et Nina Carasso introduced the session: **The impact of their work is not as intangible as one might expect, but can be translated into very concrete data, numbers and outcomes.** As an example, ARC, the Romanian philanthropy support organization showed some powerful numbers: average monthly individual donations grew from 4USD in 2012 to 5.5 in 2017, and since 2008, ARC helped communities establish local grant making organizations in the form of community foundations; now, there are 16 active community foundations in Romania, covering 46% of the population. The case submitted by TechSoup illustrated a critical role played by this support organization with the Council on Foundations which was the facilitation of the equivalency determination process imposed by the US government on foundations doing international grant-making. In its 5th year, NGOsource (the name of the initiative) will have completed 7,000 equivalency determinations, and will have facilitated over one billion dollars in international philanthropy.

The 5th Olga Alexeeva Memorial Prize Ceremony: celebrating inspiration and beating new paths.

The 5th Olga Alexeeva Memorial Prize ceremony was held during the meeting and introduced by Oksana Oracheva of Vladimir Potanin Foundation, one of the prize's supporters. The prize is bestowed upon an individual who has demonstrated remarkable

leadership and creativity that results in developing philanthropy in new market economies in order to help progressive social change.

Jenny Hodgson, who moderated a discussion among the prize finalists, highlighted some of the finalists' characteristics: **This prize ceremony takes us back to grass roots philanthropy, philanthropy as people giving and organizing, where the rubber hits the road, where we see the innovation and energy this field requires to evolve.** The finalists work locally and specifically, but in the context of big shifts and changes.

Florencia Roitstein spoke about the idea behind Ellas: Women's circles are booming in several regions worldwide and we wished to see if we could use them to mobilize resources in Argentina and Uruguay. We initially ran 4 groups in Argentina; they were "giving circles" to help women who had no experience of social good through NGOs or philanthropy, understand their role and responsibilities as human beings towards their communities. After training sessions with us, all the groups created their own initiatives in the field. **We work on a voluntary basis, and I'm insisting on this because there are lots of other resources in society other than money that can be mobilized. This is philanthropy not for the wealthy, but for regular, normal people who have their own vision of how to improve society, and we help them create a platform to translate their vision into reality.**

Frederick Mulder CBE of the Funding Network spoke about how the Funding Network was conceived as a "public giving circle" to give charities a level playing ground. We have 3 charities come to an event and present, live. After their 6 minutes pitch and exchange we try and make each of their projects happen via live crowd funding. We are now in 18 countries. People are helping to spread the model in Central Europe. We've had our first event in Russia. It's a model that is so easy to replicate, but that requires certain skills to be well done. It appears to create trust among the participants.

Smita Ramakrishna spoke about the initiative that she started to promote online giving in India, named Rang De. In 2008 we were talking about lending online for the first time. Even though people gave in their own private ways, they didn't trust online giving much back then. Our main goal was to lower the cost of credit for low-income borrowers, through getting individuals to contribute and thus create a sustainable source of funding that would enable a lowering of credit costs. So we made the entry level of contributions really low to make it possible for even students to contribute through the platform. We found that 100 Rupees, approximately \$5, is a very small amount that people don't really mind losing, but when they receive a repayment in their Rang De account, they realize the model works. **Over 10 years we have seen how people upped their social investments on the platform, i.e. that same student who started with a 100, has advanced professionally, got a job and increased his/her social investment to 100,000 and more.** People want trust and transparency, and if you can keep them in the loop for the whole cycle, are happy to respond as and when needed to do so.

Priya Naik described Samihita Social Ventures, explaining that they manage corporate budgets, create strategies, find partners, monitor and evaluate, and encourage companies to go beyond being catalysts to being strategic in playing their role among more powerful players in the ecosystem. **We wanted to create partnerships between foundations and**

corporates in order to learn from each other. Foundations can be patient and have the expertise and competence globally, whereas companies have other strengths, she said.

We realized that companies cannot solve social problems at scale in a complex country like India and so have set up multi-stakeholder platforms with governments, nonprofits, and incubators of startups.

Asha Curran spoke about the story of Giving Tuesday which spread globally quite quickly. **The basic idea is a day to give for individuals and institutions and it is resonant all over the world.** In 2017, over \$300 million was donated, in 24 hours, online. Online giving is 10% of all giving in the States.

Another aspect is that the power of collective giving, with both their local community and with the entire world is joyful and celebratory. It's critical that funders fund moonshots, i.e. innovative, new and risky ideas that need a resource to grow and prove themselves.

Puja Marwaha, winner of the Prize and CEO of CRY (Child Rights and You), started with a powerful yet simple idea: what I can do, I must do. We have over 2-3 million donors who contribute really small amounts, an average €30 per year. We've never had large funds and almost on principle do not want a large donor on our board by mandate. We are driven by transformation, how to get each Indian adult to take responsibility for Indian children and translate that responsibility into work, be it volunteer work, starting organizations, funding or contributing anything, there was no minimum. The concept was how to bring about a change in the behavior of our communities, what they do and what they do for their children. *People come to us with crazy ideas about transforming child labor in their communities and we give them money so that they can go and try out their ideas. I think we need to do more of that, so that communities take charge of their areas and the transformation of their own and others' lives.*

Bringing the discussion home: regional perspective on how to build a strong ecosystem

Sheikh Khalid Al Massan, CEO, Oman LNG Development Foundation, told the [story of the foundation](#) and spoke about some **of the biggest challenges to philanthropy development in Oman as being regulatory. There is a lack of Foundation Law in Oman and in the region, and it took us 6 years to be recognized as a foundation.** We are a local foundation and get 1.5% of the company's income after tax (NIAT) for funding social investment programs. A third of our budget goes to the Community Fund, another third goes to the National Fund, and the last third is for the Reserve Fund that is invested for our future. We are championing the private sector to encourage followers. We think it would be relevant for Arab funders to discuss how they can strengthen the environment for philanthropy in the region.

Ricardo Henriques, Executive Director of Instituto Unibanco, an institute that focuses on education, spoke about the institute's efforts to understand its impact and effectiveness. The biggest challenge is to go from service to sustainability in governance, how to co-create with the secretary of state, and schools. Having large-scale, relevant impact is not sufficient

for its sustainability. **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.**

Joseph Ogutu, Chair of Safaricom Foundation, a foundation that has been in existence for 15 years and has invested in more than 1000 projects all over Kenya, spoke about the innumerable needs that require intervention and solutions in the Kenyan context. Our experience in grantmaking has shown that it is important for the community to be involved in their identification and resolution; governance structures are very important for implementing a project and partnerships are essential for success and effectiveness. **We believe in the importance of strengthening the system of support to philanthropy in Africa. We are glad to announce the recent launch of the Africa Venture Philanthropy Alliance which will provide a new space for African funders to collaborate.**

Following these remarks, participants were asked at what stage of development the discussion of the support to philanthropy in their own country/context was: Is it thriving? Not happening?

In East Africa, the conversation is at an early stage and often new for funders. The main motivation to support infrastructure could be around impact: we cannot scale or solve complex problems alone. **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.**

In the Arab region the field is developing, beginning in EAU and Qatar which are slightly more ahead. Most funders are focusing on quick disbursement and there is a potential to develop infrastructure to help them connect with good NGOs.

In the US different conversations have already happened mainly through the lens of foundation's responsibility to care for their own sector. **Although the discussion is not new it has rarely been framed around impact, sustainability and scale.**

A binational French and Spanish perspective: we are grantmakers and from the beginning decided to support infrastructure, the organizations that help develop philanthropy. We fund the French Foundations Center, in Spain the Spanish Association of Foundations and different initiatives. The problem in some countries is that you have different initiatives undertaken by corporate sector foundations and family foundations, but it might be needed to have a coalition of these organizations.

Some groups also came up with elevator speeches to promote philanthropy infrastructure:

Philanthropy infrastructure is just like this elevator...

... It raises the bar

... It saves your precious resources

... Does the heavy lifting for you

... Gives you the wider view

And if you don't want to join us in the elevator, just take the stairs.

A campaign idea of having "a day without infrastructure for civil society and philanthropy strike" For instance: 3 million children served through a giving platform. If infrastructure organization fails to connect donors and recipients, those 3 million children are your problem. So help us make your life easier through opening up and creating an enabling space. Otherwise we go on strike.

"Don't worry about it. It will all be done by AI anyway. Just bear with it."

"Take pleasure in giving". Just as much as you take pleasure in receiving there are lots of good feelings that come with giving. And why? Because good causes need friends. When we talk about power, the need to distribute power is about distributing resources. This does not fall on the shoulders of one particular party but on everybody. Instead of complaining about what the government or the private sector or the foundations do not do, we all have a stake in doing so as simple human beings but also as engaged citizens. Expanding opportunities: Just this ability that one person can chip into something knowing that it will lead to someone's fulfilment, engage a community in a certain project, even generate income, is a pleasure to be felt.

Concrete Opportunities for Collaboration

The Meeting closed with a session that enabled participants to discuss concrete collaboration opportunities to strengthen the ecosystem of support to philanthropy, organized around two main objectives:

1. Build a movement to promote, develop, foster, and strengthen philanthropy and giving.
2. Rebuild the narrative for philanthropy infrastructure.

About the movement:

- Maybe movement is too ambitious a term and we could start by talking about a **campaign** and see if a movement is born out of it;
- The campaign would need to convey a set of arguments:
 - o **Pragmatic**: show the return on investment? Investment in infrastructure helps to leverage funds, sustainability and savings, because there's a sharing of resources as well as lightening of the burden of NGOs. There's the economic impact of advocacy if you can obtain tax exemptions, etc.
 - o **Ethical**: #Pay their real price. Nobody's prepared to pay the full price of a philanthropy project. Donors say that only 10% of the budget can be claimed for overheads, they'll pay for management but not the accounting.
 - o **Responsibility** as a member of the field: as a donor, big or small, I take my part of responsibility for the development of the field and support infrastructure.
- Mapping: **Who are we trying to move**, where are the levers of power? **Who are the key influencers** we need to influence?

- One of them are development aid agencies who, apart from exceptions, do not have domestic philanthropy's development on their strategic agendas. We will need allies to make the case for bilateral donors.

How we follow up all these conversations when we are back in our countries and regions of origin:

- We need **in-country convening**, along the lines of what WINGS did in India recently bringing together organizations that had never been in the same room together before.
- Create a **working group within WINGS** to keep the conversations going globally
- Have a **group of early champions or early adopters among funders** who would say that they are supporting infrastructure. Out of this meeting some funders have expressed readiness to play this leading role in East Africa, Jamaica, Russia, Spain, the US and who are ready to foster conversations with their peers when they go back.
- **Infrastructure leaders have committed to engage their donors** in these strategic conversations, like the EFC who proposed to have a meeting in 2019 to bring different funders of the European ecosystem to the table.
- Perhaps a 1% campaign: 1% of foundations' budgets would go either to **support infrastructure** where it is most needed and underfunded (possibly through a central fund) or towards infrastructure support in their own country. This infrastructure support should not be silent, and the impact and outcomes produced through this support for the field should be communicated. We would need to find the actors to take this forward.
- **The message needs to be concrete and more data driven** while the other said it has to be **visionary and ambitious** about what we see for philanthropy and the broader civil society and should not be about infrastructure.
- How would we contribute? By **sharing resources and contacts**, pushing out more messages, drawing on our own staff. Large foundations may have a large communications' staff and could volunteer staff, whereas others have legal knowledge etc. So, it's pushing these messages out on one's own networks both on a national level as well as at a broad international level.
- There is a need to **create specific peer-to-peer spaces** for conversations for real change to happen. Such a diversity of funders require **different types of messages and approaches**, like when you are engaging with representatives of foundations or bilateral and multilateral donor agencies.
- **Create partnerships with academics** and other actors who train funders and leaders of foundations through different sorts of capacity building workshops, and see how they could include philanthropy development in their curriculum.
- **Philanthropy media**: the next edition of Alliance on this subject is going to be a window of opportunity to foster this conversation on a wider level.
- **Making the impact visible through prizes**, like rewarding the champions who have a great track record of achievements as in the Olga Alexeeva Prize.
- How to tap into the potential resources that lie in **philanthropication through privatisation**, i.e. looking at big assets that could be made available to support the growth of philanthropy.

About the need for a new narrative for philanthropy infrastructure:

- Changing the narrative for infrastructure implies a new narrative for philanthropy itself otherwise it will not catch fire: it is not only about wealthy individuals but about a culture of giving that is part of the development and democracy fabric.
- Focus on **what philanthropy organizations are actually doing and how they add value, using stories.**
- There are **common themes for narratives** that transcend different contexts, such as giving is joyful, but at the same time different narratives will work well in different contexts. Germans love infrastructure, but the concept of "harambee" plays better in Kenya.
- **A country by country analysis**, to understand what's going on, what exists in different places, what's currently working well, what messages resound and what's needed moving forward.
- **Minimize the use of buzzwords**, and **focus on tangible examples.**
- The term philanthropy is currently talked about in a very narrow sense: big money. But it is a lot more than that. And it's a lot more than money. It was agreed that **philanthropy is a political pact, a connector between people, organizations and social issues and civic space.** There's an urgency to **broaden the terminology**, educate people about what philanthropy is and the power of philanthropy specifically in terms of closing civic space.
- **Change the term infrastructure**: perhaps WINGS can run a competition to come up with a new words such as "philanthropy support ecosystem" or "philanthropy development system".
- **Move away from the "how"**. Talk about **why we do it**, we could all agree on common goals, for example: making more effective philanthropy happen. Talk about **what we are in the sector**: a champion of civic space, making stuff go further and faster i.e. adding value, connecting people and organizations to social issues, and we recognize that we cannot take this civic space for granted.
- Use **active language that's compelling and emotive**, but also backed up by hard evidence and data.
- **Move from a transactional to an aspirational narrative.** Infrastructure is considered important because it is "desperately required to secure the space of civil society and its reputation".
- Our organizations build communities of different types: of foundations, of practitioners, of fellows, i.e. **one of our aims is to build communities.** We could base our new narrative on that idea.
- The **characteristic values of our work should be transparency, accountability, trustworthiness**, particularly trust, and should be woven into the base of our narrative.
- **Changing the narrative is not about changing words, but changing attitudes and the way we do things.**
- The environment is changing, philanthropy is much more than the word signifies and as philanthropy infrastructure organizations we have to **keep pace with those changes.**

Barry Gaberman, Chair Emeritus of WINGS, presented his closing remarks (you can read them [here](#)), highlighting the fact that the meeting is premised on a call to some concrete action, quoting a few of the action items that were raised during the meeting like, Alliance Magazine's next issue that will focus on infrastructure and will give an opportunity to discuss infrastructure in various ways; a move towards an ecosystem approach, where the functions are important and not the actual institutions; the launch of a possible campaign with its champions who are ready to put themselves on the line, among others.

To close the meeting, Maurice Makoloo once again cited Chinua Achebe:

"The sounding of the battle drums is important.

The fierce waging of war is important.

The telling of the story afterwards is important.

Each is important in its own way. I tell you that there is not one of them we could do without.

But if you ask me which of them takes the eagle's feathers, I will say boldly: the story.

Why do I say the story is chief among its fellows?

Because it is only the story that can continue beyond the war and the warrior.

It is the story that outlives the sound of the war drums and the exploits of brave warriors.

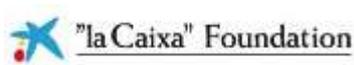
It is the story, not the others, that saves our progeny from blundering like blind beggars into the spikes of the captor's fence.

The story is our escort.

Without it we are blind.

May you tell the stories of infrastructure!

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