

WHAT DIFFERENCE DO PHILANTHROPY SUPPORT ORGANIZATIONS MAKE?



Examples of impact from the
WINGS Network

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Introduction

“What difference do you make?” is a challenging question to answer for philanthropy support organizations (PSOs). Assessing the impact of this field is complex because much of the support is not always tangible as it often relates to processes and relationships. Positive results also often appear on the long term and can hardly be directly attributed to one single actor or initiative. As a result much of this invisible work is undervalued and our field lacks references to improve its own impact.





WINGS is committed to promote impact measurement within philanthropy infrastructure and its members, together with DAFNE members, have recently developed a dedicated assessment framework for PSOs called the [4Cs](#).

As a second step, WINGS started gathering concrete examples of achievements from the field. This document provides a synthesis of a first series of 8 impact stories shared by our members and which illustrate the diversity and importance of their contribution to the development of philanthropy. The cases are presented following the 4Cs assessment framework: capacity, capability, connection, and credibility- with all their respectively outcome areas- were applied to highlight key achievements presented by each case.

These cases were initially selected for and presented at [WINGS International Meeting for Funders of Infrastructure in Barcelona](#) in March 2018. At the end of the document we also feature a list of hyperlinks to 8 additional cases that were shared by our members and we encourage you to read them as well.

We would like to thank sincerely the 16 organizations that have shared their impact examples and look forward to continue documenting the essential role that PSOs play in developing of philanthropy, private social investment and giving.

Synthetic table based on the 4Cs evaluation framework

| Key concept - 4Cs | Outcome area | Case | Indicators |
|--|--------------------------------|---|---|
|  CAPACITY | Volume of philanthropy | Association for Community Relations: Creating infrastructure for small donors in Romania | <ul style="list-style-type: none"> • 16 community foundations created • USD 11,224,500 mobilized in 10 years for NGOs |
| | Sustainability of philanthropy | International Venture Philanthropy Center: Transforming the social investment ecosystem to multiply the social impact | <ul style="list-style-type: none"> • Creation of a new African network (AVPA) • 314 partnerships through AVPN's Deal Share platform |
|  CAPABILITY | Skills | Center on Philanthropy and Civil Society of the City University of New York: Investing in infrastructure by investing in people | <ul style="list-style-type: none"> • 208 Fellows from 65 countries • 98 non-profit organizations set-up by Fellows |
| | Professionalism | TechSoup: NGOsource | <ul style="list-style-type: none"> • Over 7,000 equivalency determinations have been completed • Over one billion dollars in international philanthropy money • 46 years of work saved avoiding duplicative work |
|  CONNECTIONS | Influence | European Foundation Centre - Financial Action Task Force: Impact of philanthropic infrastructure advocacy by strategic coalition building | <ul style="list-style-type: none"> • Creation of a global coalition involving 130 NGOs • Revision of R8 and IN |
| | Influence | Institute for the Development of Social Investment: What difference does IDIS make? | <ul style="list-style-type: none"> • Advocacy for endowment proposal bill approved Brazilian Senate • 1 public policy implemented |
|  CREDIBILITY | Transparency | Arab foundation Forum: 2017 Impact Report | <ul style="list-style-type: none"> • From 15% of survey respondents sharing their budget information to 75% |
| | Public support & engagement | Spanish Association of Foundations (AEF): The power of social media helping to build the foundation sector's image | <ul style="list-style-type: none"> • Documented 94% of positive reactions on AEF events, linked to the public perception of philanthropy in the social media sphere |

Arab Foundation Forum: 2017 Impact Report

Background

The Arab Foundation Forum is a network composed by foundations and NPO acting in the Arabic Region. Since its creation in 2006, AFF has been working for an effective and strategic philanthropic sector in the Arab region that engages with all aspects of society towards growing social responsibility and investment, while advancing public good.

The case presents two programs that positively impacted the regional philanthropic landscape: a data coalition for foundations to share information and create valuable data, and the “Commitment Pledge of AFF Youth Coalition Members”.

What difference did it make?

The overall added value of the platform that AFF provides is expressed by the fast growth in its membership:

- From less than 10 members in 2014 to 39 members in 11 countries in 2017.

Awareness raising efforts and the data coalition have positively influenced the field in less than a year in regards to the importance of data:

- Increased transparency from Arab Foundations: from 15% of survey respondents sharing their budget information to 75%.
- AFF’s Data Coalition has brought together, for the first time in the sector, a group of more than 20 foundations, which include a mix of AFF members and network partners.

The AFF Youth Coalition is the first regional opportunity for foundations to share their practices, knowledge, and address employment opportunities for Arab youth.

- 38 signatories
- 1 pilot collaborative project in Jordan

| Case | Key concept - 4Cs | Outcome area | Indicators |
|-----------------------|-------------------|---------------|--|
| Arab foundation Forum | CREDIBILITY | Transparency | <ul style="list-style-type: none"> • From 15% of survey respondents sharing their budget information to 75% |
| | CONNECTIONS | Collaboration | <ul style="list-style-type: none"> • 38 signatories • 1 pilot collaborative project in Jordan |

Read the full case [here](#).

Association for Community Relations: Creating infrastructure for small donors in Romania

Background

ARC Romania works towards creating a fair society supporting NGOs infrastructure through people's engagement and knowledge. Since 2008, it has worked to develop new ways to increase small donations and philanthropy in the country, including by supporting the creation of community foundations. Direct Debit and text message were introduced respectively in 2012 and 2013 to stimulate individual giving and for NGOs to increase their funding base.

What difference did it make?

ARC advocated for the development of community philanthropy and it spectacularly grew over a 10 years period:

- 16 community foundations created, covering 46% of the Romanian population, who distributed 1.3 million in 2016 (USD 3,9 million from 2008 to 2016).

The development of the infrastructure for large numbers of small and local donors was successful. The reach and impact of the direct debit and text giving programs have made it possible for the NGOs to substantially develop their resources:

- 21 organizations have managed to raise \$1.37 million from 27,000 donors in 2017 using direct debit.
- Fast growth of the use of this technology; two organizations reached the goal of raising \$120,000/month via text donations in 2017.

Overall, the different programs by ARC have shown impressive results in growing philanthropy and improving civil society organizations' sustainability in the country:

- More than \$11 million mobilized through mechanisms developed by ARC
- 536,250 annual individual donors, including 250,000 recurrent donors

| Case | Key concept - 4Cs | Outcome area | Indicators |
|-------------------------------------|-------------------|--------------------------------|---|
| Association for Community Relations | CAPACITY | Volume of philanthropy | <ul style="list-style-type: none"> • 16 community foundations created • USD 11,224,500 mobilized in 10 years for NGOs |
| | CAPACITY | Sustainability of philanthropy | <ul style="list-style-type: none"> • 536,250 annual individual donors • 250,000 recurrent donors |

Read the full case [here](#).

Center on Philanthropy and Civil Society of the City University of New York: Investing in infrastructure by investing in people

Background

The Center on Philanthropy and Civil Society (CPCS) of the City University of New York is committed to strengthening civil society through education, research, and leadership training. Their action is based on the conviction that investing in people can lead to an improvement of the global infrastructure of philanthropy. For this purpose, they created a Leadership Training Program called “International Program Fellows” containing two courses: a three-month Emerging Leaders program for young scholar-practitioners and a one-month Senior Fellows Program for decision-makers at a more advanced stage of their careers who explore best practices from around the globe.

Each Fellow has a dissemination plan to spread out their learning locally.

What difference did it make?

Since its creation in 1989, the program has trained 208 Fellows from 65 countries.

To understand the impact of their curriculum, CPCS has handled an evaluation which highlighted some important effects of the program by looking at the career paths of the Fellows:

- 98 non-profit organizations, foundations and philanthropy support organizations were set-up by the programs Fellows all over the world (based on the 82 survey responses received).
- 37% of the respondents directly attributed the founding of these organizations to their CUNY Fellowships
- 65% published on civil society topics between 2000 and 2014, producing over 200 articles and publications on the Third Sector.

| Case | Key concept - 4Cs | Outcome area | Indicators |
|---|-------------------|--------------|--|
| Center on Philanthropy and Civil Society of the City University of New York: Investing in infrastructure by investing in people | CAPABILITY | Skills | <ul style="list-style-type: none"> • 208 Fellows from 65 countries • 98 non-profit organizations set-up by Fellows • 37% attributed the founding of these organizations to their CUNY Fellowships • 65% published on civil society topics between 2000 and 2014, producing over 200 articles and publications on the Third Sector. |

Read the full case [here](#).

European Foundation Centre: Impact of philanthropic infrastructure advocacy by strategic coalition building on The Financial Action Task Force

Background

The Financial Action Task Force (FATF) is an inter-governmental body composed by 37 countries. It sets standards to reinforce the regulatory system against financial terrorism and money laundering. One of its Recommendation 8 (R8) contributed to the closing civic space as it viewed all NPOs as being vulnerable to being used as a conduit for terrorist financing.

To prevent governments from closing the space for civil society based on FATF recommendations, the EFC together with the Charity and Security Network (C&SN), the European Center for Not-for-Profit Law (ECNL), and the Human Security Collective (HSC), co-led an international advocacy effort.

What difference did it make?

This initiative led to significant results:

- Created the NPO coalition gathering over 130 organizations from 46 countries
- After 3 years of evidence based research, advocacy and expertise, the NPO coalition achieved a fundamental change of R8 and its interpretive note. Now, countries must first demonstrate whether and which NPOs are at risk of terrorist financing abuse based on a risk assessment.
- Secured a formalized dialogue with FATF, including 3 seats for NPOs and one for philanthropy. The philanthropic sector can now participate in future policy-making decisions beyond R8.
- Empowered philanthropy infrastructure in 7 countries to engage in national level evaluations and to oppose restrictive measures incited by anti-money laundering and counter-terrorism.

| Case | Key concept - 4Cs | Outcome area | Indicators |
|--|-------------------|--------------|---|
| European Foundation Center: Impact of philanthropic infrastructure advocacy by strategic coalition building on The Financial Action Task Force | CONNECTIONS | Influence | <ul style="list-style-type: none"> • Creation of a global coalition involving 130 NGOs • Revision of R8 and IN • Secured formalized dialogue between PSOs and FATF • Empowered PSOs in 7 countries national evaluations |

Read the full case [here](#).

Institute for the Development of Social Investment: What difference does IDIS make?

Background

IDIS is a Brazilian philanthropy support organization whose purpose is to promote private social investment and strategic philanthropy in Brazil. Since 1999, IDIS has built a portfolio of more than 300 private social investment projects, provided technical support for the creation of 31 new civil society organizations, and played a key role in convening private social investors and introduce innovative philanthropic tools and approaches.

What difference did it make?

IDIS contributed to strengthening the philanthropic sector in Brazil by introducing innovative approaches such as Social Return on Investment (SROI), the Asset-Based Community Development (ABCD), Cause Related Marketing, Philanthropication through Privatization, and by setting up the Brazilian Philanthropy Forum, the only Brazilian event exclusively dedicated to philanthropists.

The organization successfully advocated for the creation of a legislation on endowments. Its proposal bill has been approved by the Brazilian Senate.

IDIS also implemented the first research on giving in Brazil which improved knowledge on the field and the capacity of NGOs to raise funds.

Some private social investments projects led by IDIS have proved to have a significant impact:

- “Fundraising capacity building for non-profit hospitals”: training to 114 hospitals, more than 70% of the participants reported that their institutions increased volume of funds raised. In three of these hospitals the increase was over US\$330,000 in the first year.
- The government of Amazonas approved a public policy due to the proven success to an IDIS health intervention model in 2016.

| Case | Key concept - 4Cs | Outcome area | Indicators |
|---|-------------------|--------------|--|
| Institute for the Development of Social Investment: What difference does IDIS make? | CONNECTIONS | Influence | <ul style="list-style-type: none"> • Advocacy for endowment proposal bill approved by Brazilian Senate • 1 public policy implemented • Introduction of 5 concepts and methodologies in Brazil |

Read the full case [here](#).

International Venture Philanthropy Center: Transforming the social investment ecosystem to multiply the social impact

Background

International Venture Philanthropy Center- IVPC's mission is to engage more human, intellectual and financial capital to support social investment globally and to increase the effectiveness of that capital in generating meaningful social impact. It aims to create a "networked platform" to bring together diverse parties that provide capital for social impact fostering collaboration and enable access to knowledge and assets. This case looks at some of the results IVPC and the regional networks it supports have had since their launch.

What difference did it make?

The model of "networked platform" supported by IVPC is thriving in Europe (European Venture Philanthropy Association - EVPA) and Asia (Asia Venture Philanthropy Network - AVPN).

- EVPA is gathering 239 members while AVPN has reached over 400 members after 5 years of existence.
- Their conferences respectively benefited to 525 participants from 51 countries and 730 participants from 32 countries in 2017.

AVPN and EVPA have generated a large number of collaborative initiatives, 11 of which are displayed in the detailed case, including:

- Creation of Impetus, first dedicated VP fund in UK; total of GBP 150m invested/granted to date; 25 organizations aiding youths.
- AVPN's Deal Share Platform which has resulted in the creation of 314 deals between social investors and social purpose organizations.
- Creation of the first Asia Policy Forum bringing together decision-makers and private social investors to catalyze more effective public engagement that grows the Asian social economy.

IVPC successfully helped create the African Venture Philanthropy Alliance in 2018.

| Case | Key concept - 4Cs | Outcome area | Indicators |
|---|-------------------|--|---|
| International Venture Philanthropy Center: Transforming the social investment ecosystem to multiply the social impact | CAPACITY | Sustainability of philanthropy Volume of philanthropy | <ul style="list-style-type: none"> • Creation of a new African network (AVPA) • 314 partnerships through AVPN's Deal Share platform |
| | CONNECTIONS | Collaboration | <ul style="list-style-type: none"> • New collaborations including Impetus VP fund: invested 150m GBP for youth |

Read the full case [here](#).

Spanish Association of Foundations: The power of social media helping to build the foundation sector's image

Background

The Spanish Association of Foundations (AEF) is a membership association with over 800 foundations members. AEF commissioned an opinion poll to understand society's perception of foundations towards social media and the influence of real life events in the public perception of foundations.

What difference did it make?

AEF led studies through Twitter, Instagram, Facebook, Tumblr and other social media, considering digital tools as publications, words mentioned, and hashtags. The studies have shown that:

- 4 of the peak "good emotions" about philanthropy on social media in 2017 were linked to real life events organised by AEF.
- 94% of positive mentions on social media during AEF events.

Numbers proved that the impact of real events from AEF was not limited to the people who attended, but also improved the general public perception of philanthropy in the internet sphere.

| Case | Key concept - 4Cs | Outcome area | Indicators |
|--|-------------------|-----------------------------|---|
| Spanish Association of Foundations: The power of social media helping to build the foundation sector's image | CREDIBILITY | Public support & engagement | <ul style="list-style-type: none"> • 4 of the peak "good emotions" about philanthropy on social media in 2017 were linked to real life events organised by AEF • 94% of positive mentions on social media during AEF events |

Read the full case [here](#).

TechSoup: NGOsource

Background

NGOsource is a non-profit enterprise that was created to help US Grantmakers streamline their international giving. Due to regulatory mechanisms in place after 2001, it was difficult to make certain that international grantees could attain the equivalency of a 501(c)3- a 'equivalency determination" or ED, that would make them eligible to receive money from the US. TechSoup guided by the Council on Foundations built NGOsource- a repository of data and information that met the needs of both the IRS (American tax bureau) and U.S. Foundations.

What difference did they make?

NGOsource has changed the face of US-based global philanthropy and transformed the grantmaker-NGO relationship. It has reduced the expense and difficulty of international giving and helped increase the flow of change-making funds and expertise abroad. It has created more opportunities for foundations and funders to give money internationally:

- Over 7,000 equivalency determinations have been completed.
- Over one billion dollars in international philanthropy money facilitated for 300 foundations and donor advised fund members.
- Saved the sector approximately 46 years of labor otherwise spent on duplicative due diligence processes.

| Case | Key concept - 4Cs | Outcome area | Indicators |
|---------------------|-------------------|-----------------|---|
| TechSoup: NGOsource | CAPABILITY | Professionalism | <ul style="list-style-type: none"> • Over 7,000 equivalency determinations have been completed • Over one billion dollars in international philanthropy money • 46 years of work saved avoiding duplicative work |

Read the full case [here](#).

Additional Impact Cases from WINGS members

| Case | Key concept - 4Cs | Outcome area |
|--|-------------------|------------------------|
| Charities Aid Foundation Global Alliance: What difference does the CAF Global Alliance make? | CAPACITY | Volume of philanthropy |
| European Community Foundation Initiative: The Impact of the European Community Foundation Initiative (ECFI) | CONNECTIONS | Collaboration |
| Filantropi Indonesia: Strengthening Partnerships between Philanthropy Actors in Indonesia for SDGs Achievement | CONNECTIONS | Collaboration |
| GlobalGiving: How GG Rewards Drives More Money To Effective Nonprofits? | CAPACITY | Volume of philanthropy |
| Human Rights Funders Network: Case Study | CAPACITY | Strategic philanthropy |
| Ibero-American Network of Community Foundations: Exchanges amongst the members | CONNECTIONS | Collaboration |
| Johnson Center Institute for Foundation and Donor Learning: What Difference We Make? | CAPABILITY | Knowledge |
| The Funding Network: Impact case | CAPACITY | Volume of philanthropy |