



W I N G S
ELEVATING PHILANTHROPY

How to Assess the Strengths of the Philanthropy Support Ecosystem (PSE)



Photo by Randy Fath

SUPPORTED BY



SATTVA
Delivering High Impact.

Credits and acknowledgements

Published by WINGS, supported by Sattva, in September 2021.

WINGS email	info@wingsweb.org
WINGS website	www.wingsweb.org
Sattva email	research.advisory@sattva.co.in
Sattva website	www.sattva.co.in
Sattva researchers	Aarti Mohan, Sanjana Govil, Nikita Damle, Samridhi Puri
Project consultant and co-author	Barry Knight
WINGS coordination team	Nadya Hernández, Bia Mion, Larissa Santos
Country partners	Russia Center for Philanthropy Development The Vladimir Potanin Foundation Contractor: The Moscow School of Social and Economic Sciences Advisor: Elena Malitskaya, President of the Siberian Center for Supporting Public Initiatives Kenya East Africa Philanthropy Network (EAPN)
Editorial committee	Barry Knight (CENTRIS), Ingrid Srinath (Centre for Social Impact and Philanthropy, Ashoka University), Jean-Marc Fontan (Université du Québec à Montréal), Lawrence T. McGill (Candid), Benjamin Bellegy (WINGS)
Copywriting	Andrew Milner
Design & typesetting	Harshvardhan Gantha
Photo credits	Cover photo by Randy Faith, Dikaseva, The Vladimir Potanin Foundation, East Africa Philanthropy Network, Sattva, and WINGS

This work is licensed under the Attribution-NonCommercial-ShareAlike 4.0 International License:

License



Attribution

You may give appropriate credit, provide a link to the license, and indicate if any changes were made.

NonCommercial

You may not use the material for commercial purposes.

ShareAlike

If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.

Table of contents

5

Research methods

6

Guidelines for use

8

Metrics tool indicators and scoring criteria

17

Applying and strengthening the tool in the future

This document is part of the publication 'Acting Together to Lift Up Philanthropy: WINGS guidance on How to Build a Supportive Ecosystem'

Why we need to measure the PSE

The philanthropy support ecosystem (PSE) incorporates a diverse set of organisations and functions. They range from networks that bring funders together for a common cause, through research firms that provide data to enable funding decisions, academic institutions that develop talent for the philanthropic sector, to funding platforms that collect donations for non-profits.

This support ecosystem can make or break philanthropy's impact in a region, but in order to develop it, tools are needed to assess its strengths and weaknesses. Tools such as the [Lilly Family School of Philanthropy's Global Philanthropy Environment Index](#) and the [Centre for Asian Philanthropy and Society's Doing Good Index](#), have played a pioneering role in this area by capturing the state of politics, regulation and other factors which affect the development of philanthropy in a region. This tool intends to complement their work by providing metrics and a methodology to capture more specifically **stakeholder perceptions of the PSEs they operate in.**

The perceptions of key philanthropic stakeholders and decision-makers can have as much influence on strategies to strengthen PSEs as hard data. This tool suggests indicators, a framework and a methodology to identify and categorise the perceived strengths, needs and potential of a PSE. It is intended to be applicable (with modification) in different countries and regions in order to build a collective regional narrative and enable global dialogue on strengthening PSEs.

Potential uses of the metrics tool on PSE perceptions

This tool was based on consultations with 44 field experts, practitioners and researchers representing 42 organisations and 16 countries (see Annexure of the [full report](#)). They noted the following potentially useful applications:

- 1 To open a channel for communication**
Creating dialogue among multiple stakeholders to participate in strengthening the PSE.
- 2 To develop a collective understanding of the PSE**
Enable PSE stakeholders to develop the understanding needed to curate a collective narrative.
- 3 To create opportunities for PSOs**
PSOs can identify ways to develop and demonstrate their value and generate new demands for their services.
- 4 To enable contextualised comparisons across PSEs**
To celebrate the uniqueness of a given PSE and allow for transfer of learnings between PSEs with similar contextual factors.

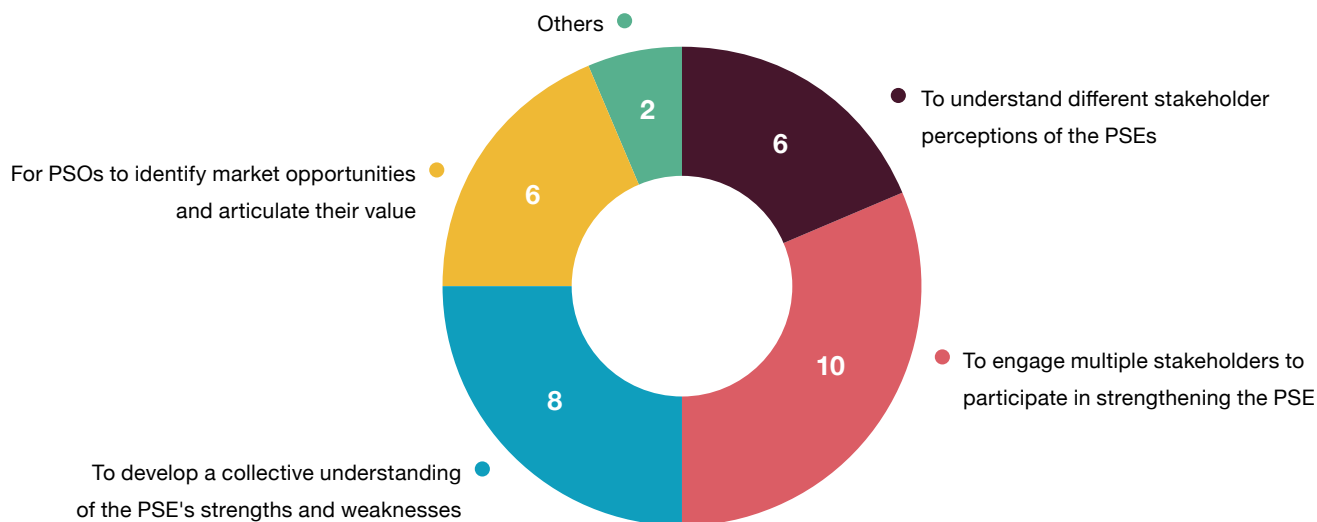


Figure 17: Live poll results on potential value added by this tool

Research methods

The following main steps were used to develop this tool.

STEPS

1

Literature review to frame hypotheses

An initial framework and set of potential indicators were compiled based on a review of existing indices and methodologies to understand philanthropic environments. These included the Global Philanthropy Environment Index, the Doing Good Index, and WINGS & Dafne's '4Cs framework', which groups the key result areas of PSOs according to their contribution to the development of the capacity, capability, connection and credibility of philanthropy.

2

First round of expert consultations to validate hypotheses

A group consultation with a six-member global Editorial Committee, and 25 individual semi-structured interviews were conducted with experts to test initial hypotheses. The experts consulted included heads of networks and convening platforms, researchers, academics, funders and PSOs with over 10 years' experience.

3

Analysis and tool development

Based on feedback from the expert consultations, the framework, indicators and application methodology for this tool were refined and the five key result areas were developed - overall perceptions on the capacity, capability, connection, credibility and diversity of a PSE.

4

Second round of practitioner consultations

The detailed version was shared with members of WINGS 2.0 Affinity Group of practitioners and RADE Group of researchers, academics and data experts. The tool was then presented to 21 practitioners drawn from the 2.0 Affinity and RADE Groups over a webinar to collect feedback and conduct live polls on the credibility of the tool and feasibility of its application.

5

Tool finalisation

Inputs from the second round of consultations were used to finalise the tool and identify ways to strengthen it further.

Guidelines for use

Overview

A detailed list of the tool's indicators, sub-indicators and scoring framework can be found from [page 8](#) of this document. Here is an overview of considerations for those wishing to apply it.

It should be noted that this is a preliminary attempt which is expected to evolve through use. Readers are strongly encouraged to apply the tool, and share feedback and recommendations to strengthen its efficacy and relevance in their local contexts. Please share feedback via email to info@wingsweb.org.

The tool consists of five key result areas: the perceived capacity, capability, connection, credibility and diversity of the PSE. Each of these key result areas is further broken down into a set of indicators as indicated by the figure below.

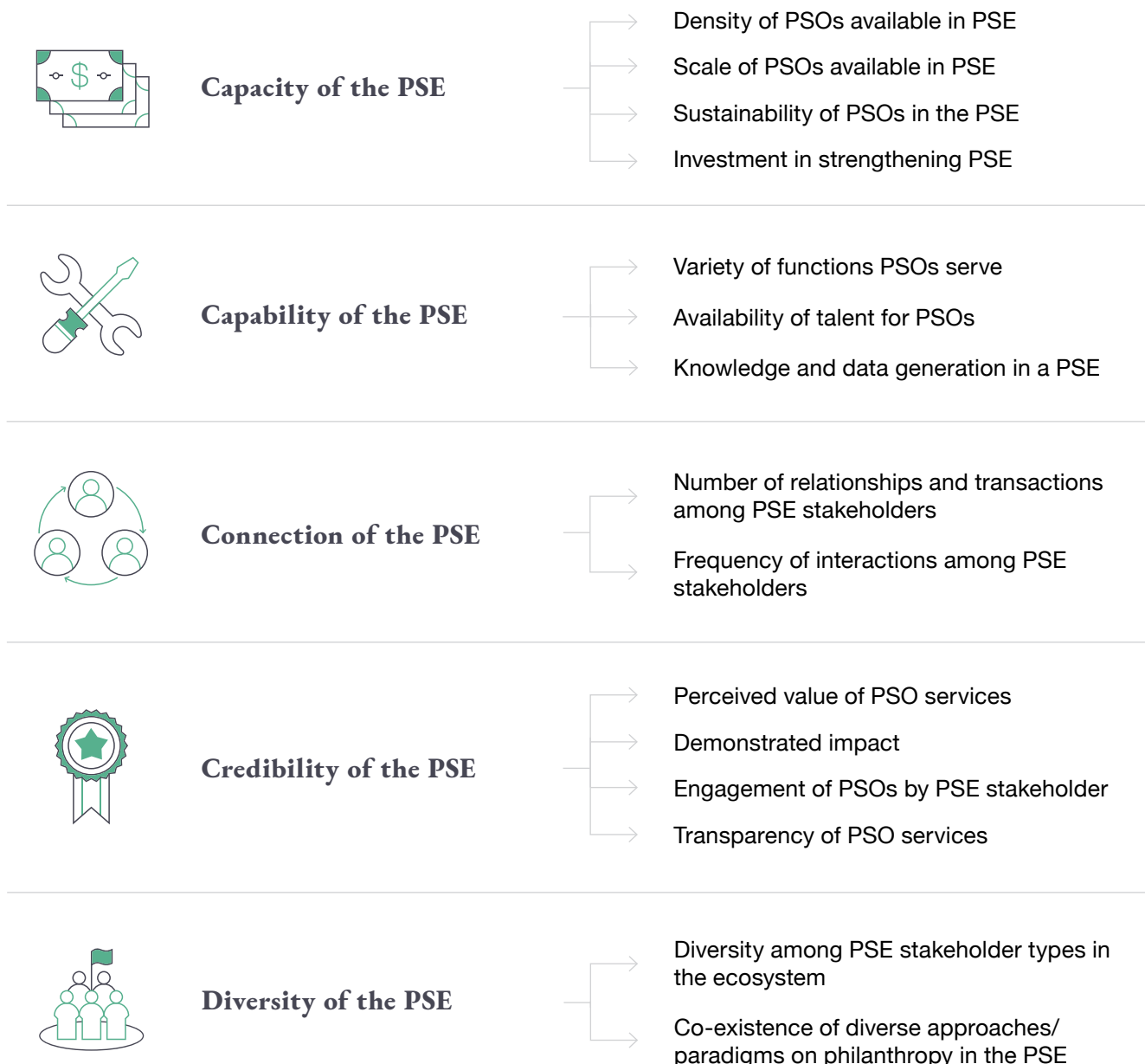


Figure 18: Overview of key result areas and indicators

- 1 Each indicator is broken down further into a suggested list of sub-indicators. These sub-indicators are not meant to be either exhaustive or prescriptive. They can be modified and contextualised to suit the PSE to which the tool is applied.
- 2 The application methodology for this tool asks for qualitative data in the form of users' views and opinions, from which the users will be asked to make a quantitative assessment according to a scoring system, explained below as both numbers and narrative. This is necessary for an accurate and nuanced understanding of ecosystem perceptions. Thirty PSE stakeholders is regarded as the minimum number for a robust analysis, though in more densely populated PSEs, the more key PSE stakeholders consulted, the better the overall picture will be.

Phases of application

Individuals and organisations that wish to use this tool are encouraged to reach out to info@wingsweb.org for support in the process. The tool can be applied in two phases:

Phase 1: Contextualising the tool and collecting data

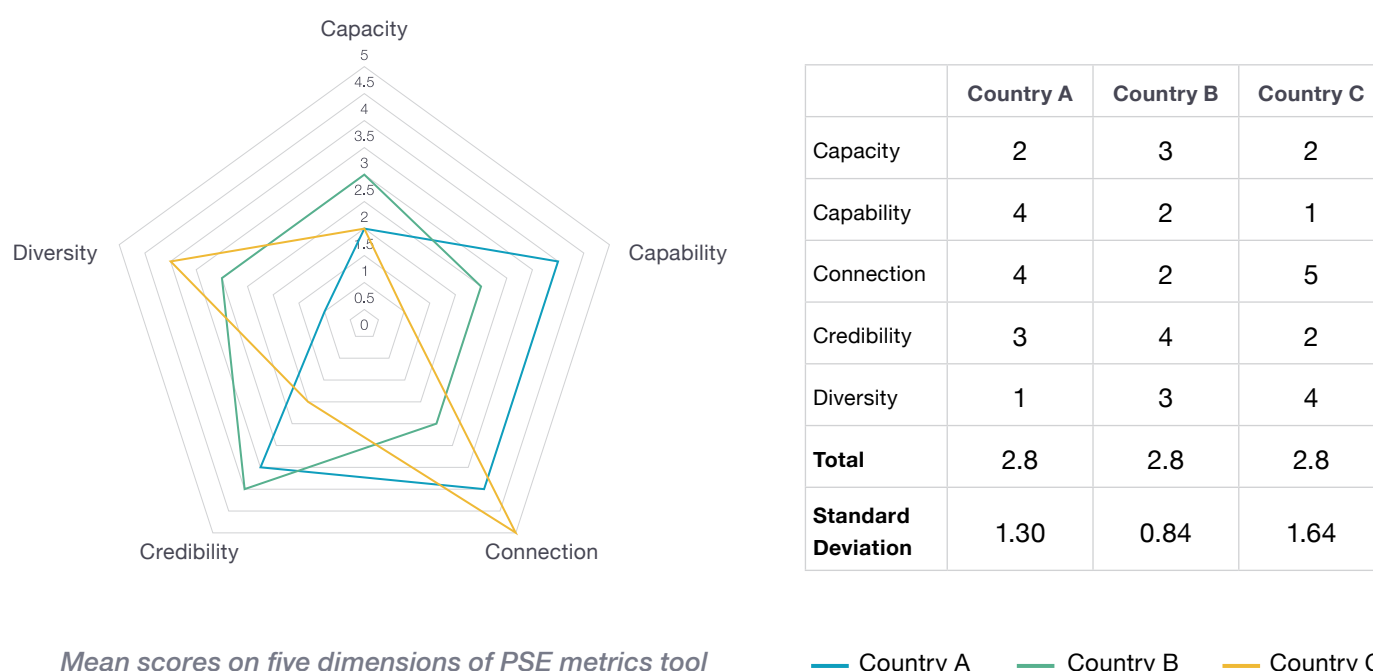
- 1 Refine the list of suggested sub-indicators based on their relevance to the local context.
- 2 Identify at least 30 stakeholders to collect data from. A mix of PSE stakeholders such as leaders of funding institutions, government, non-profits, social enterprises and PSOs is ideal. Administer the tool to the sample using a consistent method, such as one-on-one semi-structured interviews, focus group discussions, workshops or surveys.
- 3 Request stakeholders to do the following:
 - a. Briefly describe their perceptions on each indicator. The sub-indicators can be used to form an opinion on the indicators.
 - b. Assign a weight to each indicator based on its relevance to the health of a PSE.
 - c. Provide a score of 1-5 for each indicator based on closeness to the range of scenarios described as 'Nascent' to 'Ideal'.

Phase 2: Evaluating the results

- 1 Use different statistical measures to analyse the scores and weights provided by stakeholders on each indicator. While a weighted mean across indicators and the five key result areas can give a broad idea of the state of a PSE in a country, means can be misleading unless used in conjunction with other measures like standard deviation. The example in Figure 3 below shows that the mean across three countries might be 2.8, even though each country is scored very differently in each of the five key result areas. Standard deviation offers a way to understand the variation between countries.
- 2 Once the data has been collected and mapped to the indicators, it will be important to identify which indicators are significant and their relative interrelation to ensure that what the tool is measuring is coherent. Some means which might be useful for establishing this inter-relation are:
 - a. **Cronbach's alpha** is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items.
 - b. **Factor analysis** is a stepwise technique that is used to reduce a large number of variables into a smaller number of factors. This technique extracts maximum common variance from all variables and puts them into a common score. Factor analysis can only be used if there is sufficient common variance which is tested in a number of analyses for eligibility.

- 3 Analyse the qualitative descriptions to add nuance to quantitative insights. Disseminate findings and insights widely in the PSE to stimulate thinking and dialogue and generate support to address its needs, which is the tool's main purpose. Discussion will also help build a collective narrative on the way to realising the PSE's potential.
- 4 Analysis and insight from initial application of the tool need to be shared so that it can be refined. Sharing the weights assigned to indicators, and statistical analyses of interrelationships between indicators will be useful in creating the next iteration of the tool. The qualitative responses on each indicator can help refine and contextualise the scenario descriptions, 'Nascent', 'Ideal', etc.

Figure 19: Illustration of the need to use multiple statistical measures



Metrics tool indicators and scoring criteria

Instructions to respondents:

- 1 Please briefly describe the state of your philanthropy support ecosystem on each of the 'Indicators' listed below. The suggested sub-indicators are meant to assist you in framing your description. To be clear, we are also aware that scoring will be based on perceptions rather than hard data, so even where, for example, a sub-indicator might ask about the number and type of PSOs, there is no expectation that respondents will be able to provide precise information, nor is this necessary to the working of the tool.
- 2 Please score your philanthropy support ecosystem on a scale of 1-5 based on closeness to the scenarios described in the tables below.

As noted earlier, this is a first instance of what we intend to be a developing method. In order to develop it further, it would be helpful if you could also note how relevant you believe the indicators are (i.e. 'not relevant', 'somewhat relevant', or 'very relevant') to assess the strengths and weaknesses of a PSE and share the information with WINGS at info@wingsweb.org.



KEY RESULT AREA

Capacity of the PSE

CAPACITY OF THE PSE

INDICATOR

1. Density of PSOs available in the PSE

SUGGESTED SUB-INDICATORS

1. Number and type of PSOs by entity
2. Number of PSOs per social organisation in the country
3. Number and type of PSOs per function served
4. Number of PSOs that are international
5. Number of PSOs that are working in urban areas compared to rural areas/remote areas
6. Perceptions of PSE stakeholders on all of the above

Table 14: Potential scenarios for the density of PSOs available in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
The number of PSOs available to each PSE stakeholder type is insufficient across the country	The number of PSOs available to some PSE stakeholder types is sufficient in some regions of the country	The number of PSOs available to some PSE stakeholder types is sufficient in most regions of the country OR A sufficient number of PSOs are available to most PSE stakeholder types, but only in some regions of the country	A sufficient number of PSOs are available to most PSE stakeholder types and across most regions of the PSE	A sufficient number of PSOs are available to most PSE stakeholder types across most regions of the PSE, and PSE stakeholders are aware of their availability

CAPACITY OF THE PSE

INDICATOR

2. Scale of PSOs available in the PSE

SUGGESTED SUB-INDICATORS

1. Size or proportion of population reached by PSOs
2. Volume of funds influenced by PSO services
3. Perceptions of PSE stakeholders on all of the above

Table 15: Potential scenarios for the scale of PSOs available in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
PSOs contribute directly or indirectly to less than 10% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to 10-20% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to 20-35% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to 35-50% of total funds available for philanthropy, or community reached by philanthropy	PSOs contribute directly or indirectly to more than 50% of total funds available for philanthropy, or community reached by philanthropy

INDICATOR

3. Sustainability of PSOs available in the PSE

SUGGESTED SUB-INDICATORS

1. Number of PSOs surviving on a fee-for-service model
2. Number of PSOs dependent on grant funds
3. Number of PSOs who have stayed relevant for over 10 years
4. Number of PSOs 10 years old or older versus number of PSOs that are less than 5 years old
5. Perceptions of PSE stakeholders on all of the above

Table 16: Potential scenarios for the sustainability of PSOs available in the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSOs are unable to sustain their business models for more than 10 years, either through grant funding or revenue generation	Some PSOs are able to survive for more than 10 years due to grant funding	Some PSOs survive and grow for more than 10 years based on a mix of grant support and revenue generation	Most PSOs survive and grow for more than 10 years based on a mix of grant support and revenue generation	Most PSOs survive and grow for more than 10 years based on their revenues, and are not dependent on grant funding

INDICATOR

4. Investment in strengthening the PSE

SUGGESTED SUB-INDICATORS

1. Volume of funding invested in the growth of PSOs in a year
2. Number of funders investing in PSOs
3. Number and diversity of funders investing in strengthening the PSE
4. Extent of partnerships and coordination among PSO funders and policymakers described above in strengthening the PSE
5. Number of intermediary funds in the country
6. Perceptions of PSE stakeholders on all of the above

Table 17: Potential scenarios for the investment in strengthening the PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most funders are unconvinced of the need to invest in strengthening PSOs and the PSE	Some funders are investing limited amount of funds in the strengthening PSOs and the PSE	Some funders and policymakers are investing limited amount of funds in the strengthening PSOs and the PSE	Most funders and policymakers invest high volume of funds and enable the growth of PSOs and the PSE, but co-ordination between these funding efforts is limited	Most funders and policymakers invest high volume of funds and enable the growth of PSOs and the PSE, demonstrating coordination and alignment on collective actions needed for PSE growth



KEY RESULT AREA

Capability of the PSE

CAPABILITY OF THE PSE

INDICATOR

1. Availability of experienced leadership

SUGGESTED SUB-INDICATORS

1. Number of PSOs that have experienced leadership
2. Number of PSOs that have an active board
3. Perceptions of PSE stakeholders on all of the above

Table 18: Potential scenarios for the availability of experienced leadership

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSOs have leadership that is new to the sector, with less than 5 years of experience	The number of functions available to PSE stakeholders are limited but participating PSOs can provide a range of these functions Some PSOs have leadership with 5-10 years of experience	The number of functions available to PSE stakeholder are limited but participating PSOs can provide most of these functions Most PSOs have leadership with 5-10 years of experience	A sufficient number of PSOs are available across all categories of functions but PSE stakeholder would have to engage multiple PSOs to meet their needs Some PSOs have leadership with over 10 years of experience	A sufficient number of PSOs are available across all categories of functions and a single PSO is able to cater across a range of functions Most PSOs have leadership with over 10 years of experience

INDICATOR

2. Availability of talent for PSOs

SUGGESTED SUB-INDICATORS

1. Proportion of development sector workforce employed by PSOs (in PSE development)
2. Proportion of total volunteers employed by PSOs (in PSE development)
3. Number of independent institutions providing talent for PSE development
4. Number of mainstream professionals crossed over to PSE development
5. Number of channels available to solicit people into PSE development
6. Number of volunteering platforms that channel talent to social sector
7. Availability of benchmarking data of social sector salaries and growth
8. Presence of specialised curriculum on philanthropy and giving for PSE development
9. Perceptions of PSE stakeholders on all of the above

Table 19: Potential scenarios for the availability of talent for PSOs

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSOs have few staff and there is a limited inflow of volunteers and individuals qualified under PSE specific certifications through few select institutions There are few channels to solicit volunteering and employment	Some PSOs have few staff and there is a limited inflow of volunteers and individuals qualified under PSE specific certifications through few select institutions Number of channels to solicit employment and volunteering remain limited	Some PSOs are fully staffed and there is a consistent inflow of volunteers and individuals qualified under PSE specific certifications through limited number of institutions Number of channels to solicit employment and volunteering are growing	Most PSOs are lightly staffed but there is a consistent inflow of volunteers and individuals qualified under PSE specific certifications through numerous institutions There are many channels to solicit employment and volunteering	Most PSOs are fully staffed and there is an abundant inflow of volunteers and individuals qualified under PSE specific certifications through numerous institutions There is an abundance of channels to solicit employment and volunteering

INDICATOR

3. Knowledge and data generation in a PSE

SUGGESTED SUB-INDICATORS

1. Number of publications released every year focusing on social economy
2. Number of PSO knowledge-sharing platforms available within the PSE
3. Proportion of PSOs maintaining:
 - websites
 - blog pages/article sharing platforms
4. Number of convenings held per year
5. Presence of indices/benchmarks/tools that can be used by social economy
6. Perceptions of PSE stakeholders on all of the above

Table 20: Potential scenarios for the knowledge and data generation in a PSE

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSOs do not maintain an online presence or generate knowledge and there are a limited number of reports, knowledge sharing platforms and convenings	Some PSOs have an online presence and generate knowledge but there are a limited number of reports, convenings and knowledge sharing platforms to provide access to PSO stakeholders	Most PSOs have an online presence and regularly generate knowledge and reports which are made available to PSO stakeholders across a limited number of knowledge sharing platforms and convenings	Most PSOs have an online presence and regularly generate knowledge and reports which are made available to PSO stakeholders across a few number of knowledge sharing platforms and convenings	Most PSOs have an online presence and regularly generate knowledge and reports which are made available to PSO stakeholders across an abundant number of knowledge sharing platforms and convenings



KEY RESULT AREA

Connection within the PSE

INDICATOR

1. Number of relationships and transactions among PSE stakeholders

SUGGESTED SUB-INDICATORS

1. Number of partnerships/collaborations/collectives within the PSE
2. Average registrations/memberships per networking platforms/collaboration initiatives within the PSE
3. Number of partnerships that are cross-entity
4. Regional concentration of PSO collaborations
5. Perceptions of PSE stakeholders on all of the above

Table 21: Potential scenarios for the number of relationships and transactions among PSE stakeholders

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping point	4. Gaining momentum	5. Ideal
Most PSE stakeholders are not part of any collective, creating impact in silos	Some PSE stakeholders are part of collectives/partnerships, but only in certain regions of the country and these are not cross-entity collaborations	Some PSE stakeholders are part of a collective in most regions of the country and have been able to achieve some impact by mobilising each other OR A sufficient number of collectives/partnerships exist among most PSE stakeholder types, and are cross entity collaborations, but only in some regions of the country	Most PSE stakeholders are part of a collective and have been able to achieve some impact through mobilising each other	Most PSE stakeholders are part of a collective and have been able to achieve sufficient impact through mobilising each other

INDICATOR

2. Frequency of interactions among PSE stakeholders

SUGGESTED SUB-INDICATORS

1. Number of collaborative initiatives, projects, or other interactive platforms initiated in a year
2. Number of convenings/gatherings/events in a year
3. Perceptions of PSE stakeholders on all of the above

Table 22: Potential scenarios for the frequency of interactions among PSE stakeholders

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
The PSE is characterised by scattered interactions among select actors within a category of PSE stakeholders	The PSE is characterised by scattered interactions among most actors within a specific category of PSE stakeholders	The PSE is well connected with there being frequent interactions among a specific category PSE stakeholders	The PSE is well connected with there being frequent interactions across most categories PSE stakeholders	The PSE is well connected with there being consistent and frequent interactions across all categories of PSE stakeholders



KEY RESULT AREA

Credibility of the PSE

INDICATOR

1. Perceived value of PSO services

SUGGESTED SUB-INDICATORS

1. Number of PSOs that have consistent funders/partners
2. Average years of PSO-Funder relationships within the PSE
3. Perception of value of PSO leadership by PSE stakeholders and mainstream market
4. Perception of PSE stakeholders on all of the above

Table 23: Potential scenarios for the perceived value of PSO services

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSE stakeholders are unconvinced of the value of any function provided by PSOs	Most PSE stakeholders are unconvinced of the value of any function provided by PSOs, with a few exceptions	Some PSO stakeholders see the value in engaging PSO services across some functions	Most PSO stakeholders see the value in engaging PSO services across some functions	Most PSO stakeholders see the value in engaging PSO services across all functions

INDICATOR

2. Demonstrated impact

SUGGESTED SUB-INDICATORS

1. Number of PSOs with developed impact indicators and measures in place
2. Average growth in the number of PSOs per year within the PSE
3. Average percentage of noted funding growth within the PSE
4. Number of PSOs publishing their impact stories
5. Number of PSOs with an evolved M&E
6. PSE stakeholder perspective on growing knowledge sharing, impact creation and awareness of sectors requiring more funding within the PSE
7. Perceptions on the extent of application of the UN SDG framework
8. Perception of PSE stakeholders on all of the above

Table 24: Potential scenarios for the demonstrated impact

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Little to no growth in the number of PSOs and PSE funding with most PSOs not having a systematic, structured way of documenting impact	Some growth in the number of PSOs and PSE funding with some PSOs having a systematic, structured way of documenting impact	Consistent growth in the number of PSOs and PSE funding with some PSOs having a systematic, structured way of documenting impact OR Some growth in the number of PSOs and PSE functioning with most PSOs having a systematic, structured way of documenting impact	Consistent growth in the number of PSOs and PSE funding with most PSOs having a systematic, structured way of documenting impact	Exponential growth in the number of PSOs and PSE funding with most PSOs having a systematic, structured way of documenting impact

INDICATOR

3. Engagement of PSOs by PSE stakeholders

SUGGESTED SUB-INDICATORS

1. Average number of PSOs engaged by PSE stakeholders
2. Number and type of functions where PSO services are engaged by stakeholders
3. Perceptions of PSE stakeholders on all of the above

Table 25: Potential scenarios for the engagement of PSOs by PSE stakeholders

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSE stakeholders do not engage the services of PSO across most functions	Some PSE stakeholders do not engage the services of PSO across most functions	Some PSE stakeholders engage the services of PSO across some functions	Most PSE stakeholders engage the services of PSO across most functions, but willingness to pay is low	Most PSE stakeholders engage the services of PSO across most functions and are willing to pay for them

INDICATOR

4. Transparency of PSO services

SUGGESTED SUB-INDICATORS

1. Number of PSOs having legal status and/or certification
2. Number of PSOs sharing legal documentation, registrations, etc. with PSE stakeholders
3. Number of PSOs sharing financial documentation with PSE stakeholders
4. Number of PSOs sharing details of relevant material developed as part of projects or otherwise with other PSE stakeholders
5. Existence of code of ethics in the PSE
6. Perceptions of PSE stakeholders on all of the above

Table 26: Potential scenarios for the transparency of PSO services

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Most PSOs are uncertified and do not create and share legal/regulatory/financial documents with PSE stakeholders. There exists no code of ethics for PSOs	Few PSOs in the PSE are certified. Some PSE stakeholders have access to some of the legal/regulatory documents and awareness of the code of ethics for PSOs is limited.	Some PSOs are certified and most PSE stakeholders have some access to the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is limited OR Most PSOs are certified and some PSE stakeholders have some access to the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is limited	Most PSOs in the PSE are certified and most PSE stakeholders have access to some of the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is widespread	Most PSOs in the PSE are certified and most PSE stakeholders have easy access to most of the legal/regulatory documents created by them. Access to and awareness of the code of ethics for PSOs is widespread



KEY RESULT AREA

Diversity within the PSE

INDICATOR

1. Diversity among PSE stakeholder types in the ecosystem

SUGGESTED SUB-INDICATORS

1. Presence/absence of PSE stakeholder categories
2. Differences in the number of organisations representing each of the PSE stakeholder categories
3. Number of PSOs serving both, rural and urban areas
4. Perceptions of PSE stakeholders on all of the above

Table 27: Potential scenarios for the diversity among PSE stakeholder types in the ecosystem

Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
Critical PSE stakeholder types are missing from or working against the ecosystem (e.g. Government)	A few PSE stakeholders are missing from the ecosystem, who are not critical to the maintenance of the local ecosystem and are concentrated in either rural or urban areas	Most PSE stakeholder types are present in the ecosystem, but some are more active and contribute more than others, and are concentrated in either rural or urban areas	Most PSE stakeholder types are present in the ecosystem, in both urban and rural areas and contribute to philanthropy to a similar extent	Most PSE stakeholder types are active in philanthropy to a similar extent, and interact with one another, in both urban and rural areas

INDICATOR

2. Co-existence of diverse approaches to paradigms of philanthropy in the PSE

SUGGESTED SUB-INDICATORS

1. Number of PSE stakeholders operating via different philanthropy paradigms for instance venture philanthropy, rights-based approaches, outcomes-based approaches, collective impact, impact investing, community-based approaches, and so on.
2. Proportion of homegrown versus global organisations in each category
3. Diversity and inclusion among PSO staff: representation by gender, region and socio-economic status
4. Perceptions of PSE stakeholders on all of the above

Table 28: Potential scenarios for the co-existence of diverse approaches to paradigms of philanthropy in the PSE


Score of 1-5 based on a range of potential scenarios				
1. Nascent	2. Emerging	3. Tipping Point	4. Gaining momentum	5. Ideal
The different philanthropy paradigms and approaches in the ecosystem are undocumented or rarely discussed	A single approach to philanthropy is heavily endorsed, and other approaches are not considered	A single approach to philanthropy is heavily endorsed, but other approaches are adopted by a minority	Different approaches to philanthropy co-exist, but rarely interact with each other	Different approaches to philanthropy co-exist, with constructive debate and dialogue across approaches

Applying and strengthening the tool in the future

As mentioned earlier, this tool needs to be developed in practice. Answers to the following questions will help strengthen it:

1 How can we ensure that the tool does not merely create oversimplified scores or comparisons across PSEs?

It was noted that the perceptions of the PSE cannot be restricted to quantitative scores alone, since that would not take account of nuances in the status of a PSE. This is why the tool incorporates qualitative data collection and encourages application of multiple statistical measures beyond a weighted mean. It was also noted that what may be considered 'Nascent' in one ecosystem may be considered advanced in another. This is why the tool discourages direct comparisons across PSEs and encourages the user to take into consideration various contextual factors while assessing the performance of a PSE with respect to another. The tool also recommends using the qualitative responses from stakeholders to put the judgements from 'Nascent' to 'Ideal' in context. However, other suggestions on how to guard against this risk would be welcome.



"It's very useful to understand that the final score for each country could be the same, but their situations are different. Looking at specifics is more important than giving scores...sometimes it's important to count, but here it's more about understanding details."

– Maria Chertok, CAF Russia

2 How can we ensure that the tool promotes dialogue and generates support for the PSE from diverse stakeholders?

This the main aim of the tool. Sharing findings and insights is crucial to achieving this aim and we would urge users to do this both with other users and potential users with WINGS and Sattva.

3 How can this framework be used to delve deeper into certain areas and incorporate factors beyond stakeholder perceptions?

Aside from stakeholder perceptions, a number of environmental factors can influence the level of support for a PSE, such as political, regulatory or economic conditions, for which indices already exist thanks to the Lilly School of Philanthropy, CAPS and others. It was also noted that certain key result areas such as the perceived diversity of the PSE, would be interesting areas for further exploration. If readers would like to integrate this metrics tool with another one, or delve deeper into a particular area, they are encouraged to reach out to info@wingsweb.org.

About WINGS

WINGS is a network of 180+ philanthropy associations, networks, academic institutions, support organisations, and funders, in 58 countries around the world whose purpose is to strengthen, promote and provide leadership on the development of philanthropy and social investment in order to promote and develop philanthropy and contribute to a more effective and diverse civil society.

Visit us at www.wingsweb.org

Reach us at info@wingsweb.org

Follow us on:



@wings_info



@wingswebinfo



@wings-elevatingphilanthropy

About Sattva

Sattva is a social impact strategy consulting and implementation firm. Sattva works closely at the intersection of business and impact, with multiple stakeholders including non-profits, social enterprises, corporations and the social investing ecosystem.

Sattva works on the ground in India, Africa and South Asia and engages with leading organisations across the globe through services in strategic advisory, realising operational outcomes, CSR, knowledge, assessments, and co-creation of sustainable models. Sattva works to realise inclusive development goals across themes in emerging markets including education, skill development and livelihoods, healthcare and sanitation, digital and financial inclusion, energy access and environment, among others. Sattva has offices in Bangalore, Mumbai and Delhi.

Visit us at www.sattva.co.in

Reach us at research.advisory@sattva.co.in

Follow us on:



@_sattva



@SattvaIndia



@sattva.india



@sattva-media-and-consulting-pvt-ltd

WINGS Funders & Supporters



WINGS Knowledge Partner

Candid.



wingsweb.org