



W I N G S  
ELEVATING PHILANTHROPY

# Impact of the PSE in India, Kenya & Russia

Country Case Studies



Photo by Caleb Hernandez Belmonte



# Credits and acknowledgements

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

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We are also grateful to 65 leading organisations from India, Russia and Kenya's philanthropy support ecosystem who generously shared their expertise and insights for this report (see Annexures [1](#) and [2](#) for a complete list of interviews).

## The study

This study examines philanthropy support organisations (PSOs) in India, Russia and Kenya, to understand their role in driving the growth and development of philanthropy, of giving, and private social investment in these countries. The study examines the development of the sector in each country, by assessing its size, scope and other characteristics. There is some attempt to understand the individual and collective impact of PSOs in each country.

To enable consistency across the three countries, we have used the definitions of terms used in Part 3 of the [full report](#).

Through the analysis of existing data and literature, as well as interviews and surveys with 65 PSOs and their clients in these three countries, the study takes a deep dive into the proven and perceived impact of PSOs on philanthropy; the factors contributing to PSOs' evolution; the progress and challenges that PSOs have made by describing and measuring their impact, and recommendations for PSOs and their investors in order to further increase their impact. [Annexure 1](#) provides a full list of interviews for the Case Studies and [Annexure 3](#) provides details on the research methods used.

### The need for knowledge sharing on the role, value and impact of PSOs





A robust support ecosystem for organisations in the philanthropy sector is fundamental to support the front-line work of civil society organisations. PSOs provide the research, professional training, policy advocacy and governance support that helps funders and non-profits develop their capabilities across functions which include the generation of financial, human and digital resources, strategic planning and implementation and operational management.<sup>1</sup>

Although their work can be catalytic, it often occurs behind the scenes. Its impact is therefore hard to track, which can lead to underappreciation and an overall lack of support for PSOs, which ultimately poses a risk to the advancement of philanthropy itself.

Previous WINGS research has found that the field is underfunded with 72 per cent of PSOs facing sustainability issues, and, in particular, that investment is unevenly distributed across the globe. Eighty per cent of the expenditure of the field is made in North America alone, leaving a number of regions with few resources to support an ecosystem that is weak or attenuated, and it is precisely in those areas, where philanthropy is emerging and in need of encouragement, that those resources are most needed. Even where the support ecosystem is more established and dense, it is facing a number of issues that require thoughtful and strategic investment from funders in order to build an interconnected and sustainable support ecosystem. The result of these deficiencies is huge untapped potential for the sector. Better understanding

of the difference such ecosystems have made over time is therefore critical both to help us appreciate their importance and to learn how to create the conditions in which such ecosystems – and consequently philanthropy itself – can flourish.

As a first step towards addressing this gap in understanding the impact PSOs can have, WINGS developed a framework in partnership with Dafne which looks at the outcomes created by PSOs in the areas of capacity, capability, connection and credibility. The so-called 4Cs framework helps PSOs identify and showcase their contributions and move towards a common language to communicate them.

-  **Capacity** Generating organisations' financial, human and infrastructure resources for philanthropy.
-  **Capability** Enhancing philanthropy outcomes by strengthening organisational strategies, implementation, knowledge, data and skills.
-  **Connection** Creating forums/platforms/networks for collaboration, peer-learning, and action in pursuit of a common purpose at the ecosystem level.
-  **Credibility** Enhancing the reputation, transparency, recognition and influence of philanthropy at an ecosystem level among the government and wider society.

This study builds upon the WINGS 4Cs frame to look more closely at the evidence, and at field practitioners' perceptions, of the impact of PSOs in three countries, India, Kenya and Russia. These were chosen because they represent three different contexts, and where there is less data sharing compared with more highly developed regions, such as North America and Western Europe.

### Intended audience and uses of this study

By charting the proven and perceived impact of PSOs, the study hopes to generate more support for PSOs in different ecosystems and to recommend practicable ways for them to increase their impact. The study also aims to benefit funders of the Indian, Kenyan and Russian PSEs by demonstrating returns from previous investments and identifying future investments that could further improve PSO impact in these regions. Finally, the study hopes to stimulate further research into the impact of PSOs in other geographies around the world.

Please contact [info@wingsweb.org](mailto:info@wingsweb.org) if you would like to engage in such research or share your feedback on this study.

## Executive summary

After examining the data and speaking to between 15 and 25 stakeholders in each country, it is clear that PSOs have contributed to the advancement of philanthropy in India, Kenya and Russia over the past few decades. Philanthropy has improved in each of these countries in terms of capacity, capability, connection or credibility, and investments in PSOs have contributed to these improvements. Although it is not always possible to draw a straight line between PSOs' work and specific improvements in philanthropy at an ecosystem level, focus areas of investment in PSOs align with areas of improvement in philanthropy and, conversely, areas which have seen little investment in PSOs align with deficiencies in philanthropy. For example, the majority of investments in PSOs in India have been in crowdfunding platforms for non-profits and charitable causes (e.g. GivelIndia), knowledge sharing organisations (e.g. Dasra) and NGO due diligence platforms (e.g. Guidestar India), whereas there have been fewer investments in collaborative platforms such as networks (the country still lacks an established network of funders which would correspond to, say, the Association of German Foundations or the Council on Foundations in the US). In turn, data shows and practitioners agree that philanthropy's capacity, capabilities and credibility have improved following those investments, but connection remains an area of Indian philanthropy that needs attention. By contrast, funders have invested in the growth of networks, and collaboration among community foundations in Kenya, which has resulted in a better connected and coordinated philanthropy ecosystem compared to other parts of Africa.

### Attribution and contribution

As noted, the effects of philanthropic initiatives are notoriously hard to measure and this is even more so for PSOs who more often aim to act upon the whole of the ecosystem, than on individual organisations. Sceptics might argue that the growth of PSOs follow the development of philanthropy, rather than vice versa and that they proliferate where philanthropy is advanced and rich enough to afford them. This seems almost perversely counter-intuitive and given the remarks in the previous paragraph, the most likely explanation is that, at a minimum, philanthropy and PSOs have a mutually supportive relationship.

There seems no doubt that sometimes PSOs can have a big and directly attributable impact. Let's take one example, the European Venture Philanthropy Association (EVPA). Its founders' intention was to introduce the practice of Venture Philanthropy (VP) to Europe at a time when it was little known there. Instead of setting up VP funds, they deliberately created an association to promote it and to try to build the field. It now has 320 members and the practice of VP has become widely understood and adopted.

That said, the general problem remains and respondents repeatedly mentioned the difficulties – and expense - of ascribing remote effects to immediate actions. The step-by-step guide on how to build the PSE that forms part of [this toolkit](#) will help to indicate the state of health of both the PSE and the PSOs that comprise it and thus help guide users in determining or assessing their impact. The PSE metrics tool, also part of [this toolkit](#), will help to assess the perceived strengths and relevance of a given PSE.

Attributable impact becomes clearer when you examine the direct outcomes and knock-on effects of specific PSOs, as we do below, such as The Russian Donors Forum and Charities Aid Foundation (CAF) Russia, and the East Africa Philanthropy Network (EAPN) and Kenya Community Development Foundation (KCDF). However, attribution and outcomes measurement remain challenging for many PSOs, particularly those that are younger than five years' old. PSOs tend to measure their impact in terms of outputs rather than outcomes, particularly in impact areas such as connection where outcomes are less tangible. In all three countries, PSOs that have been successful at tracking and reporting their impact are seen by stakeholders in their country as the PSOs with the greatest impact.



There are also differences in the impact of PSOs across the three countries:



## India

PSOs have mushroomed in India since the 2000s, after private philanthropists invested in their growth, and regulations such as the mandatory Corporate Social Responsibility (CSR) law created a demand for technical experts. Investor focus on donations platforms, NGO due diligence platforms, academic institutions, knowledge sharing and monitoring, learning and evaluation services have led to proven and perceived shifts in philanthropy's capacity, credibility and capabilities. Connection appears to be lacking in the ecosystem, with many practitioners stating a need for more collaboration and quicker coordination across the ecosystem, particularly in the wake of the COVID-19 pandemic.



## Kenya

International support in the 1980s and 90s and favourable policy shifts in the 2000s laid the groundwork for PSO growth in Kenya. The growth of networks such as EAPN and community foundations such as KCDF has led to a well-coordinated PSE, and investments in technology platforms and mobile giving have helped grow philanthropic resources. Practitioners noted room for improvement in credibility and capability-building initiatives, calling for stronger leadership-building initiatives, data sharing and actionable research to enhance decision-making.



## Russia

Russian philanthropy went from small sums in the 1990s to USD 2.5 billion in 2016, spurred by government support, the growth in corporate giving, the rise of community foundations and of donations platforms; however, the foreign agents law was cited by many as a setback. Emphasis on data and knowledge sharing has led to increased measurement and documentation of PSO impact compared to India and Kenya. Fragmentation of views and approaches was noted as a concern, leading to challenges in making a coordinated ecosystem response to a number of questions, including the attitude to government involvement in the philanthropy sector.

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Some common challenges emerged across the three countries, such as re-imagining the role of PSOs in a post-COVID world, measurement and attribution of PSO impact, and diversifying the impact of PSOs across remote regions and smaller stakeholders. Attention to these areas could help to increase the impact of PSOs in the three countries.

# India case study

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# India summary

## Indian philanthropy has grown in its Capacity, Capability and Credibility.

1. Philanthropy's capacity has grown in terms of the total financial and human resources available.
2. Philanthropy's capabilities have grown through institutional, strategic giving and knowledge sharing.
3. Philanthropy's credibility has improved with a growth of databases providing information and verifying the activities of NGOs.

## Investments in PSOs contributed to this growth in philanthropy.

1. The 1980s and 1990s saw the formalisation of NGOs through government action and increased fundraising efforts that created a greater need for PSOs.
2. The formalisation of the NGO sector was followed by the entry of large international funders and high net-worth Indian philanthropists in the 2000s, who invested in PSOs.
3. Investments made in PSOs in the 2000s bore fruit in the 2010s, as policies encouraged public-private sector collaborations, technology enabled everyday giving, HNWI philanthropy increased, the talent pipeline strengthened and platforms for collaboration arose.
4. COVID-19 has created unprecedented resource crunches for PSOs, but offered an opportunity for collaboration on an unprecedented scale, with mainstream organisations joining the fray.

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact. While most organisations seem to track their outcomes on philanthropy's capacity and credibility, but stop at measuring outputs for connection and capability.

## Specific contributions of PSOs to the growth of philanthropy.

1. PSOs made work in the sector a viable career option and provided tools for philanthropy's growth.
2. PSOs catered to the growing demand for strategic, outcome-oriented philanthropy and established methodologies and best practices for impact measurement.
3. PSOs brought in transparency to the functioning of the sector through mainstreaming and data-building efforts.

## Zooming in on the life-cycles and journeys of specific PSOs and their initiatives highlights attributable impact as well as knock-on effects.

1. Dasra Giving Circles demonstrate how connection can create knock-on effects for capacity, capability and credibility in the ecosystem. Over ten years, Dasra has organised 11 Giving Circles that have raised USD 5.6 million for non-profits directly.
2. After cracking NGO due diligence in India, GiveIndia has grown to become India's largest donations platform and played a catalytic role in Facebook enabling donations in India, by taking care of backend due diligence.

## The difficulties of impact measurement could mean that PSOs are creating more impact than the data suggests.

1. PSOs 'see' impact in more areas than they provide functions, but 'measure' impact in half the areas.
2. Impact is clear when it is easy to measure and consciously tracked as in capacity and capability.
3. PSOs can track what they directly execute, but not what their work further enables or influences. There is a struggle in determining the difference between attribution and contribution.
4. The age of an organisation also plays an important part in demonstrating impact, in two ways. Impact was more evident for older PSOs but tracked more closely by younger PSOs.

The demonstrated impact of PSOs highlights the positive outcome of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.

### Recommendations for PSOs

1. Funders see PSOs evolving from bandwidth to technical support providers.
2. PSOs are also seen as valuable in terms of the field experience they bring.
3. PSOs bring together a diverse network of stakeholders, which is seen as an asset.
4. Actionable research seen as a means to meet the evolving needs of funders.
5. Distribution of PSO support across regions and players seen as key for impact.

### Recommendations for funders

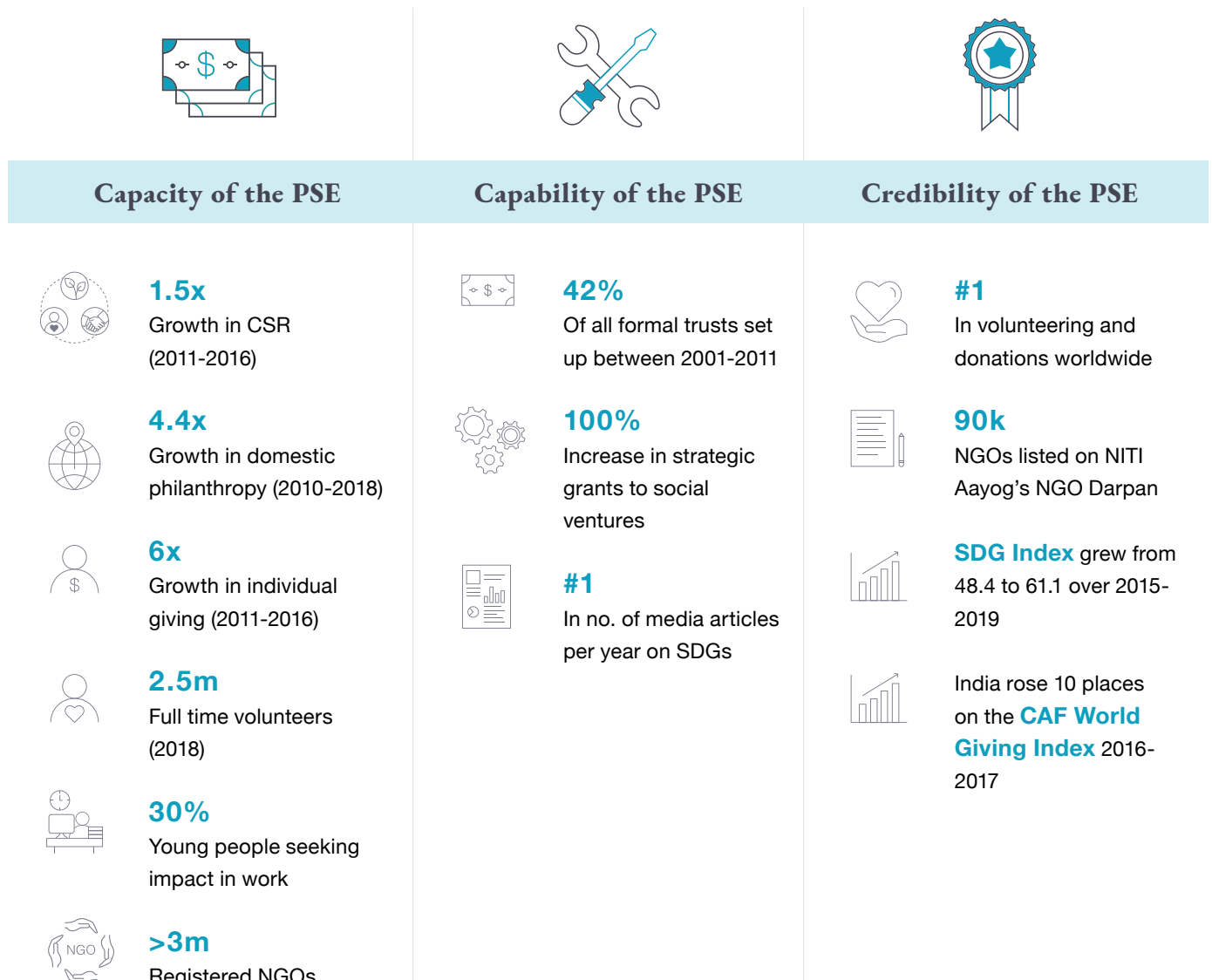
1. Investment in PSO initiatives that increase connection in philanthropy.
2. Investment in PSOs to create actionable, open source research for decisions.
3. Investment in advocacy to ensure government stakeholder buy-in and support for the growth of philanthropic actors.
4. Innovative thinking about sustainable business and funding models for PSOs.



# Growth of philanthropy in India

Data shows and field practitioners agree that Indian philanthropy has grown in its Capacity, Capability and Credibility.

Figure 2: Capacity, capability and credibility of philanthropy in India's giving ecosystem



Source (from left to right): India Philanthropy Report (2017), Everyday Giving in India (2019), DownToEarth (2015), Giving with a Thousand Hands (2017), NITI Aayog (2020), India Philanthropy Report (2020), CAF World Giving Index (2018)

Philanthropy's capacity has grown in terms of the total financial and human resources available.

Domestic philanthropy grew by six times between 2011 and 2016, alongside slowdowns in international funding.<sup>2</sup> While Corporate Social Responsibility (CSR) and foreign funding grew by one and a half times and 2.4 times respectively between 2011 and 2016, individual philanthropy has seen a sixfold growth over the same period, from USD 800 million to USD 4.8 billion (INR 60 billion to INR 360 billion).<sup>3</sup> A few philanthropists account for the bulk of this increase, such as Azim Premji, who alone contributed upwards of 75 per cent of the funds raised through domestic philanthropy in 2015-16.<sup>4</sup> Additionally, philanthropy has been moving towards a more planned and structured approach, enabled by a stronger ecosystem.<sup>5</sup>

“In the last 5 years, corporates have evolved from being cheque writers, to being more strategic, thereby maximising their social impact by leveraging not just their CSR funds, but also their expertise. Corporates are also more willing to collaborate with Sarkar and Samaaj to create greater social change, together.”

— Priya Naik, Samhita

**Non-profits are estimated to employ nearly 7.2 million people, while the automobile or IT sectors employ 5 million each.**<sup>6</sup> Every year, there are approximately 20,000 applicants for fellowships and in 2018, the sector engaged 2.5 million full-time volunteers.<sup>7</sup> Despite the growing talent pipeline in philanthropy, supply does not meet demand. Of the 609 social organisations listed with Arthan Careers, 70 per cent struggle to fill positions. Sattva's Careers in Impact found that 42 per cent of the job postings requiring 5-10 years' experience, and 15 per cent of those requiring 10-20 years are not taken, which could be because people who want to work in the social space do not have the requisite skills or because the smaller salaries provided by the social sector act as a deterrent.<sup>8</sup>

“A milestone in the ecosystem evolution was when formal courses, and development, were taken more seriously as an education choice.”

— Kashyap Shah, The Bridgespan Group

### India has seen a growth of databases providing information and verification on the activities of NGOs.

**There is more authenticated information on NGOs. Over 90,000 NGOs are listed on NITI Aayog's NGO Darpan.**<sup>9</sup> According to the Central Bureau of Investigation, India has over three million NGOs, which translates to four NGOs per 1,000 urban population and 2.3 per 1,000 rural population.<sup>10</sup> There are more NGOs than hospital beds per capita in India. In addition to the 90,000 officially registered and verified NGOs listed on NITI Aayog's NGO Darpan, several support organisations are working towards providing verification services to NGOs which increases both trust and donations received.

### India ranks low on the Sustainable Development Goals (SDG) Index but has shown recent improvement.

India scored 48.4 on the SDG Index in 2015, a figure which had risen to 61.1 by 2019 due to improvement in some SDGs<sup>11</sup>, such as Affordable and Clean Energy and Industry, Innovation and Infrastructure. India also rose ten places on the Charities Aid Foundation (CAF) World Giving Index between 2016 and 2017, which reflects India's improved individual giving in terms of money, time and helping a stranger.<sup>12</sup>

### Philanthropy's capabilities have grown, evidenced by the institutionalisation of funds towards more strategic giving and increased knowledge sharing.

#### **Forty-two per cent of all legalised formal trusts and funds in India were set up between 2001 and 2011.**<sup>13</sup>

Many of these were set up by a growing number of young donors. The 2014 Hurun Philanthropy List noted that donors added to the list in 2014 were on average seven years younger than those on the list in the previous year. Fifty-seven per cent of these young donors expressed their desire to increase giving. Studies show that younger donors were also more strategic in their giving, more likely to operate their own programmes and more likely to offer not only money but organisational and management skills, leadership, etc.<sup>14</sup>

Additionally, many new entrepreneurial philanthropists are leveraging social ventures as a means of transforming society. Strategic, knowledge-based and high-engagement grants to social ventures have also seen a 100 per cent rise from large international donors such as Gates Foundation, Dell Foundation, Omidyar Network etc. between 2000 and 2014.<sup>15</sup>



**India's largest NGOs have demonstrated scale in funding, but the big group of smaller NGOs require more support.**<sup>16</sup> Child Rights and You (CRY), one of India's oldest and largest NGOs, saw a growth in donations raised by roughly four fold over ten years (2000-2010). Similar trends were observed in terms of reach and cost efficiencies by Goonj and Akshaya Patra.

**Indian media has among the highest number of articles per year on the SDGs.**<sup>17</sup> Knowledge building efforts have seen a rise, with the entry of specialised organisations. Experts across the Indian PSE also shared that the amount of research undertaken in this sector has increased, both in terms of knowledge produced and the outlets through which it is publicised.

## Contribution of PSOs to that growth

**Data shows and the field agrees that investments in PSOs contributed to this growth in philanthropy over the same time period.**

Figure 3: PSOs' contribution to the growth of the capacity, capability and credibility of philanthropy in India



Source: Interviews with 30 field practitioners in 2020

**The 1980s and 1990s saw the formalisation of NGOs through government action and increased fundraising efforts that created a greater need for PSOs.**

India has a history of volunteer and civil society organisations dating back to Independence in 1947. However, formalised NGOs came into existence in the 1980s, when poverty worsened and received increased international and government attention following a national emergency. With greater visibility came fundraising from public donations for NGOs like CRY, which in turn created the need for stronger fundraising, implementation support and increased public engagement through organisations such as Global Giving, GiveIndia and Voluntary Action Network India (VANI) that grew throughout the 1990s.

The 1980s and 90s were also an important period for knowledge-building PSOs, with the influence of researchers such as Rajesh Tandon, who set up Participatory Research in Asia (PRIA), and Pushpa Sundar, who has studied and promoted Indian philanthropy for over 30 years.

### The formalisation of the NGO sector was followed by the entry of large international funders and high net-worth Indian philanthropists in the 2000s, who invested in PSOs.

Interview respondents shared that during this period, large international funders such as the Bill and Melinda Gates Foundation (BMGF) (2003) and the Omidyar Network (2008) entered the Indian philanthropic landscape. This period also saw the entry of successful Indian businesspeople such as Ajay Piramal, Rohini Nilekani and Azim Premji into philanthropy. These funders brought in large volumes of funds which also created a need for more intermediaries and stronger ecosystem infrastructure to deploy these funds effectively.

They also helped to legitimise the practice of hiring technical experts, following the practice of philanthropy in the global north and corporate spheres. Towards the turn of the decade, these funders also made specific investments in PSOs to enable their growth. For example, Omidyar's grant to Dasra (see below) in 2011 enabled the organisation to scale and hire more talent.

### Investments made in PSOs in the 2000s bore fruit in the 2010s, accelerated by a combination of policy, socio-economic and technology drivers.

**Policies encouraging public-private sector collaborations were introduced, creating a need for strategy, implementation and evaluation support.** India introduced mandatory reporting on CSR contributions in 2014, which was the most commonly quoted inflection point in the interviews with field experts. Respondents also shared that the former Education Secretary of India, Anil Swarup's emphasis on NGO-government partnerships during his tenure, triggered growth for many non-profits. These government initiatives resulted in an increased demand for monitoring and evaluation, consulting services for corporates and strategy and implementation support for scaling NGOs.

*“When the CSR law was introduced, money didn't go to PSOs but to NGOs. These NGOs then realised the need for support organisations to help them and the funders who were open to this kind of funding have been instrumental in the development of the PSE.”*

— Smarinita Shetty, India Development Review

**This period also saw the growth of the middle class and high net-worth individuals, boosting everyday giving and philanthropy.** Upper/high and middle-income households are expected to double by 2030 and high net-worth individual (HNWI) households by 2022.<sup>18</sup> The growing wealth of the nation has been an important driver for the growth of philanthropy.

**Advances in technology have enabled convenient everyday giving.** Combined with growing disposable income, developments in technology contributed to a mushrooming of fundraising platforms such as Ketto, Milaap, DonateKart and #GivingTuesdayIndia. Online giving channels are growing at roughly 30 per cent per year and over the next few years, e-commerce and mobile platforms are expected to grow by 15 times, crowdfunding is predicted to grow six times and payroll giving by twice its current size.<sup>19</sup> There has also been an uptake in Unified Payments Interface (UPI) as a mode of payment. Data from Danamojo, showed that in March 2018, just three per cent of donors used UPI as a medium. In March 2019, this number jumped to over ten per cent.<sup>20</sup> The fundraising platforms we spoke with mentioned tech evolution in payments as a key driver behind their growth.

**There has been a growing talent pipeline for the development sector.** Many interview respondents mentioned a growing pipeline of high-quality talent. This was attributed to several factors, including a

growing desire for purpose-driven careers among young people, greater recognition of development sector experience by business schools and mainstream employers, and the establishment of development sector-focused academic institutions and qualifications such as Azim Premji University (APU), Indian School of Development Management (ISDM), Ashoka University and others.

**Platforms for collaboration, strategic alliances, networks and convenings also arose during this time.** Platforms such as Daan Utsav, Dasra Giving Circles, India Philanthropy Initiative (IPI), Asia Venture Philanthropy Network (AVPN), Sankalp, Dasra, EdelGive Education Coalition, BMGF Tribal Health Collective India Skills and Maharashtra Village Social Transformation Mission were established bringing together various philanthropic actors and creating synergies.

Additionally, in 2019, a working group was constituted under the Securities and Board Exchange of India (SEBI) to develop the Social Stock Exchange (SSE) for social enterprises and voluntary organisations to raise capital through debt, equity and mutual funds.<sup>21</sup> This development is expected to create demand for new PSO services, including funder mobilisation, strategy and evaluation.

### **COVID-19 and the adverse effects of lockdown in 2020 have created another inflection point for India's PSE.**

COVID-19 brings unprecedented resource crunches for NGOs and PSOs, as it is estimated that the CSR funding that is typically available for NGOs would reduce between 30 and 60 per cent in 2020.<sup>22</sup> This will require more collaboration and agility from PSOs.

**On the positive side, the crisis offers an opportunity for collaboration on an unprecedented scale and to an unprecedented degree, with mainstream organisations joining the fray.** Over 43 funders, corporate leaders, members of over 56 funds, and 11+ organisations have supported India's Action COVID-19 Team (ACT) Grant with donations in their personal capacity. Over 15 organisations are collaborating in this initiative to provide sustained operational support. iForIndia became the world's biggest live fundraiser on Facebook by raising approximately USD 574,470 (INR 4.3 crore) online at the time of writing. Additionally, Charcha, a platform for collaboration and knowledge sharing, put together by 26 partners including funders, donors and PSOs, brought together 500 speakers in parallel events. This collaboration attracted over 20,000 visitors and 10,000 views from 50 countries.

The recent Foreign Contribution (Regulation) Amendment (FCRA) Bill, 2020 brings in increased restriction to the receipt of foreign funds and also seeks to prohibit the transfer of FCRA funds to other persons or organisations. The bill also brings in additional regulations to the functioning of civil society organisations while shifting the power in the favour of the government. While the exact effects of this amendment are yet to be seen, it is expected to slow down the growth that the ecosystem has seen over the past few years.

Most of India's development, therefore, in terms of PSOs and the growth of philanthropy, has been in recent years. In the larger scheme of things, the ecosystem remains underdeveloped, especially in enabling the capability and connection of philanthropy organisations. The PSE remains fragmented and there is limited knowledge about the size and credibility of philanthropy in a statistically reliable form. While much has been achieved, much also remains to be done to build a strong PSE.



## Impact of Indian PSOs across 4Cs

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact.

Organisations commonly cited in interviews as the PSOs with the highest impact were also the ones able to describe that impact across at least three, and often all four, of the 4Cs.

The table below indicates how different PSOs that participated in this study articulated their impact, either on public platforms or in interviews. It is important to note that organisations such as Dasra, GiveIndia and Guidestar India, who were able to describe their impact across three to four of the 4Cs were also those that were cited most frequently in interviews as the PSOs that have had a significant impact on the growth of philanthropy.

*“In terms of PSOs/PSO collectives who have had a significant impact, for a long time there was only Dasra. Over the past few years though things have changed significantly and there are several PSOs in the ecosystem now.”*

— Smarinita Shetty, India Development Review

*“GiveIndia was one of the first Indian entities to work on establishing credibility and trust in the social sector in India through their thorough due diligence processes.”*

— Kavita Mathew, GlobalGiving

Table 11: Impacts of Indian PSOs in the 4Cs

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums, platforms or networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Dasra (1998)</b>	<b>Volume of funds influenced:</b> <sup>23</sup> USD 80 million by funders  <b>Number of funders engaged:</b> <sup>24</sup> 3,500	<b>Number of reports published:</b> <sup>25</sup> 70+  <b>Number of leaders empowered p.a.:</b> <sup>26</sup> 180+	<b>Number of giving circles:</b> <sup>27</sup> 11 circles mobilised USD 5.6 million since 2010	<b>Additional volume of funds leveraged through NGO due diligence:</b> <sup>28</sup> USD 15.1 million for Giving Circle investees
<b>GiveIndia</b> <sup>29</sup> (1999)	<b>Volume of funds raised:</b> USD 60 million (INR 450)	<b>Number of people reached through Campaigns:</b> 4.5 million in 23 states	<b>Number of stakeholders connected:</b> 1.3 million donors, 150 corporates	<b>Number of NGOs verified for due diligence:</b> 1,250
<b>Guidestar/Giving Tuesday</b> (2009)	<b>Increase in volume of donations:</b> <sup>30</sup> 6.7 in a year to USD 1.3 million (INR 10 crores)		<b>Number of stakeholders connected:</b> <sup>31</sup> 460 NGOs and 23 collaborator platforms	<b>Number of people engaged in giving and volunteering:</b> <sup>32</sup> 1.2 million  <b>Number of NGOs listed on database:</b> <sup>33</sup> 10k online, 60k offline.
<b>Daan Utsav</b> <sup>34</sup> (2009)				<b>Number of people engaged:</b> <sup>35</sup> 6 million across 200 cities
<b>Sankalp</b> (2009)		<b>Number of enterprises discovered:</b> 1.5k	<b>Number of stakeholders connected:</b> Connected over 500 investors to 1.8k ventures	
<b>Center for Advancement of Philanthropy</b> (1986)				<b>Number of compliance solutions:</b> <sup>36</sup> 32k for 1.5k NGOs
<b>Tata Institute of Social Sciences (TISS - 1936)</b>	<b>Percentage of students placed</b> TISS 100%; APU 90% <sup>37</sup>			
<b>Azim Premji University (APU - 2010)</b>	<b>Number of offers to students:</b> IRMA 314 to 233 graduates <sup>38</sup>			
<b>Institute of Rural Management, Anand (IRMA - 1979)</b>				

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums, platforms or networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Gandhi Fellowship/ Teach for India/Make a Difference (2006-2008)</b>		<b>Number of fellowship applicants:</b> <sup>39</sup> 20k per year		
<b>Centre for Fundraising</b> <sup>40</sup> (2013)		<b>Satisfied NGOs over 6 years</b> 200+  <b>Project delivered</b> 330+		
<b>Charities Aid Foundation</b> <sup>41</sup> (1998)	<b>Number of donors:</b> 200k+  <b>Funds raised:</b> USD 33.5 million (INR 250 crores +)		<b>Number of corporate partners</b> 300	<b>Number of validated verified:</b> Due diligence on 2,100+ NGOs
<b>Donate Kart</b> <sup>42</sup> (2016)	<b>Volume of funds:</b> USD 4.6 million (INR 35 crores) 2 million donors	<b>Number of NGOs provided for:</b> 800+		
<b>EdelGive Foundation</b> <sup>43</sup> (2008)	<b>Volume of funds influenced:</b> USD 20 million INR 150 crores	<b>Number of NGOs supported:</b> 130 small & mid-sized		<b>Percentage employees engaged:</b> 85%
<b>Global Giving</b> <sup>44</sup> (2008)	<b>Volume of funds raised p.a.</b> USD 38.6 million  <b>Donors engaged</b> 92k +		<b>Number of partners engaged:</b> 993	
<b>India Development Review</b> <sup>45</sup> (IDR - 2017)		<b>Number of articles published:</b> 700+ in 3 years  <b>Number of mainstream channels carrying IDR stories:</b> 61  <b>Number of states and union territories reached:</b> 35		
<b>iVolunteer</b> <sup>46</sup> (2001)			<b>Number of non-profit partners:</b> 300+	<b>Number of volunteers engaged</b> 17,000
<b>Nudge Lifeskills Foundation</b> (2015) <sup>47</sup>		<b>Grant multiplier:</b> 15x  <b>Number of non-profits supported:</b> 45	<b>Number of partners:</b> 50+	
<b>Dhwani Rural Information Systems RIS</b> <sup>48</sup> (2012)	<b>Number of tech solutions created:</b> 90	<b>Number of organisations supported:</b> 40		

As a cumulative result of the efforts taken across 17 PSOs, at least USD 238 million has been raised over the last 20 years. More than 10,000 funding recipients have been verified and over 2,500 non-profits have been supported by philanthropy, 20,000 fellowship applicants have joined the development sector every year and over 700 articles on philanthropy and development have been published. There are today, over 44 collaboratives, connecting over 1.3 million donors and over 7.2 million people are engaged in giving or volunteering.

Source: Interviews with organisation representatives, organisation websites and documentation

Organisations seem to track their outcomes on philanthropy’s capacity and credibility, but stop at measuring outputs for connection and capability.

The table above shows that for capacity and credibility, impact indicators often measured outcomes such as volume of funds raised or the number of NGOs verified. However, in the case of connection and capability, impact indicators focused largely on outputs, such as the number of people brought together and the number of research reports created. Similar observations were made in the interviews, as field practitioners shared their perceptions on PSO contributions, as highlighted below.

## PSE perceptions of PSO impact

**Practitioners’ perceptions align with the data, and lend nuance to the specific ways in which PSOs have contributed to the growth of philanthropy.**

Practitioners believe that PSOs have enhanced philanthropy’s capacity by making work in the sector a viable career option and by providing tools and mechanisms for philanthropy to grow.

**Increased awareness brought by PSOs has influenced funders to increase the volume of funds.**

PSOs have played a role in influencing the way people give, what they give to, and how much they give. Field practitioners shared that PSOs have played an important role in increasing the awareness of funders which has ultimately influenced a growth in funding in the country.

**Increasing opportunities have attracted a larger talent pool to this sector.** In the past, professionals entering the development sector could only choose to work in either a grassroots NGO or in a large international development finance institution (DFI) such as the World Bank. Practitioners interviewed believed that PSOs have played a role in making impact-driven careers a viable option for the younger generation. Additionally, academic institutions such as IRMA, ISDM and Ashoka were also cited as playing a significant role in building the sector and ensuring a steady inflow of talent.

*“I want philanthropy to go beyond meeting social need and deprivation and to contribute to progress by backing innovation and talent.”*

— Pushpa Sundar in an interview with WINGS<sup>49</sup>

Practitioners also said that PSOs enhance philanthropy’s capability by catering to the growing demand for strategic, outcomes-oriented philanthropy and by establishing methodologies and best practices for impact measurement.

**Provision of technical support has enabled the scaling of non-profits.** Practitioners highlighted the importance of external support in the form of fund raising and monitoring and evaluation for the growth and scaling of non-profits. Respondents also linked the role PSOs play in the growth of philanthropy to the role investment bankers play in helping companies manage the process of raising financing for their activities in the corporate sector.

**Increased research efforts have enhanced the availability of information pertaining to this sector.**

The availability of increasing open source literature on philanthropy was seen as a key contribution across PSOs interviewed.

*“Bridgespan reports are great to go through. Ashoka University’s Centre for Social Impact & Philanthropy (CSIP) also has a couple of research studies on this topic. I know that Azim Premji Philanthropic Initiatives (APPI) has done studies in the past on individual giving. Even Nilekani Philanthropies has a report on crowdfunding.”*

— Kavita Mathew, GlobalGiving

Practitioners also noted the ways in which PSOs have contributed to the credibility of philanthropy by bringing in transparency to the functioning of the sector.

**Mainstreaming and data-building efforts of PSOs are contributing to the credibility of, and trust in the sector.** Practitioners noted that over the years, the engagement of mainstream organisations in the sector through networks and other PSOs has contributed to the credibility of this sector. Additionally, the role of organisations such as Guidestar India and GiveIndia whose compilation of databases of trusted NGOs brings increasing credibility was highlighted across interviews. However, there is scope for PSOs to help create a favourable policy environment for philanthropy.

## Zooming in on the life-cycles and journeys of specific PSOs and their initiatives highlights attributable impact as well as knock-on effects.

### PSO case studies: Dasra

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**Dasra Giving Circles demonstrate how connection can create knock-on effects for capacity, capability and credibility in the ecosystem.**

In 1999, Dasra was founded with the objective of supporting non-profits to grow and have an impact on a greater scale. The organisation began its work by incubating NGOs like Magic Bus and Villgro, which have over the years emerged as strong players in the PSE.

To date, Dasra has also produced 70+ research reports, and has worked with 500 corporates, foundations and philanthropists to direct over USD 80+ million (INR 500+ crores) towards the development of India.<sup>50</sup>



**In 2010, Dasra launched the Dasra Philanthropy Week to promote collaboration in pursuit of impact at scale.**

Over ten years, this event has brought together non-profit leaders, philanthropists, foundations, policymakers and other key stakeholders to discuss the way forward for India's development.<sup>51</sup> As part of the Philanthropy Week, the Dasra Philanthropy Forum was established to serve as a platform to showcase diverse and innovative models for social change in India, from non-profit-led solutions at the community level, to multi-stakeholder collaborations in partnership with the government, bringing these initiatives to a wider community that could apply these approaches in a global context.



**India's largest collaborative giving effort, Dasra Giving Circles, emerged out of the Forum.**

A circle typically comprises ten donors who each commit USD 20,000 to 25,000 per year for three years to a pooled fund.<sup>52</sup> Prior to the convening of the circle, Dasra undertakes a detailed mapping of a specific sector (education, gender, nutrition, sanitation, etc.) and also develops a list of non-profits who are using effective approaches to the given issue, on the basis of which, one is chosen by the Giving Circle for support. Quarterly reporting based on an adaptation of the balanced scorecard performance measurement tool is issued to the giving circle to inform them of the investees' progress.

*“Giving Circles are a networking opportunity to understand a broader range of issues and how other donors look at their philanthropy.”*

— Nakul Toshnival in an *interview* with Giving Circles Asia



**Over ten years, Dasra has organised 11 Giving Circles that have raised USD 5.6 million for non-profits directly.<sup>53</sup>**

Eighty-five per cent of the pool of these Giving Circles is deployed as expansion grant capital to the NGO. The remaining 15 per cent is used to cover the cost of Dasra delivering 250 days of non-financial support, through mentoring and technical advice, to the investee over the three-year funding cycle.<sup>54</sup> One such example of a Dasra giving circle is highlighted below:

‘Making the Grade’ Giving Circle committed USD 140k in grant aid over a year to Mukhtangan – an NGO which provides teacher training to women in urban slums to equip them for sustainable careers and improve educational outcomes. Additionally, the NGO had access to 80 days of Dasra’s consulting services. As a result of the efforts, the women who were trained went on to contribute 40 per cent of the income of their respective households and Mukhtangan was able to raise an additional \$1.2 million<sup>55</sup>.



**Giving Circle support lends credibility to non-profits, allowing them to raise more funds.**

Through association with the Dasra Giving Circle, donors have also leveraged USD 15 million in additional funding. Additionally, the last three giving circles have seen contributions from 12 members from outside of India, from Houston, Singapore and London.<sup>56</sup>

## **PSO case studies: GiveIndia**

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**After cracking NGO due diligence in India, GiveIndia has grown to become India’s largest donations platform and played a catalytic role in Facebook enabling donations in India, by taking care of backend due diligence.**

GiveIndia was founded in April, 2000 as an online donation platform with the objective of enabling givers to support a cause of their choice through NGOs that have been evaluated for transparency and credibility. At the time of writing, GiveIndia mobilises contributions of over USD 60 million (INR 450 crore) from 1.3 million donors and 150 corporates, to support 1,250+ non-profits and affect 4.5 million lives across 23 states in India.<sup>57</sup>



**In 2000, GiveIndia developed the first non-profit screening and reporting mechanism in India.<sup>58</sup>**

To bridge the trust gap between funders and NGOs, GiveIndia designed a rigorous due diligence process, covering legal compliance, financial and impact checks for each donation made to any non-profit, a process which included in-person visits to beneficiaries and feedback reports. This was particularly important in the Indian context, where NGOs struggle with public mistrust.

A donor was provided with an exemption receipt as soon as he or she completed their donation transaction. The amount was then disbursed to the NGOs. Every donation was tracked closely through reporting structures, supplemented by field visits to both the recipient and the intended beneficiary community to ensure both the credibility of the requested donation amount and its actual disbursement. Following this, periodic updates with photos and relevant information provided to the donors to ensure complete transparency.



**The credibility thus established enabled GiveIndia to mobilise funding through various channels.**

GiveIndia developed into India's first online philanthropy marketplace. In 2003, they launched the corporate Payroll Giving Program, which grew increasingly popular thanks to the ease and accessibility of the platform which enables direct engagement with users' chosen beneficiaries.<sup>59</sup> By 2006, payroll giving had doubled and in 2007, online giving passed the USD 227k (INR 1.7 crores) mark.<sup>60</sup>



**In 2009, GiveIndia integrated collaboration efforts into its strategy for fundraising with the launch of the India Giving Challenge.**

India's first online donation event raised USD 121.7k (INR 91 Lakhs) from 5,000 donors. In 2012, the organisation held its first Givers Summit where over 70 members convened to gain and provide exposure and awareness of the different aspects of philanthropy.<sup>61</sup>



**In 2017, GiveIndia received additional investment from Amit Chandra and support from BMGF put them on the global stage.**

The reach of GiveIndia has continued to broaden and they have played a key role in enabling the ecosystem to respond to the challenges created by COVID-19. GiveIndia was also a critical stakeholder in supporting Facebook donations in India following the outbreak of the pandemic by acting as a back-end due diligence platform, which had been one of the key factors limiting Facebook's entry into Indian philanthropy.

Initiatives under Facebook Fundraisers such as the Social-For-Good-Live-a-thon featured over 150 partners from across the country, representing over 350 million followers cumulatively. Another initiative, iForIndia became the world's biggest live fundraiser on Facebook by raising USD 573k (INR 4.3 crore) online (and counting). It collected USD 133.7k (INR 1 crore) in donations in 45 minutes, the second crore in 2 hours and the third in 4 hours.<sup>62</sup>

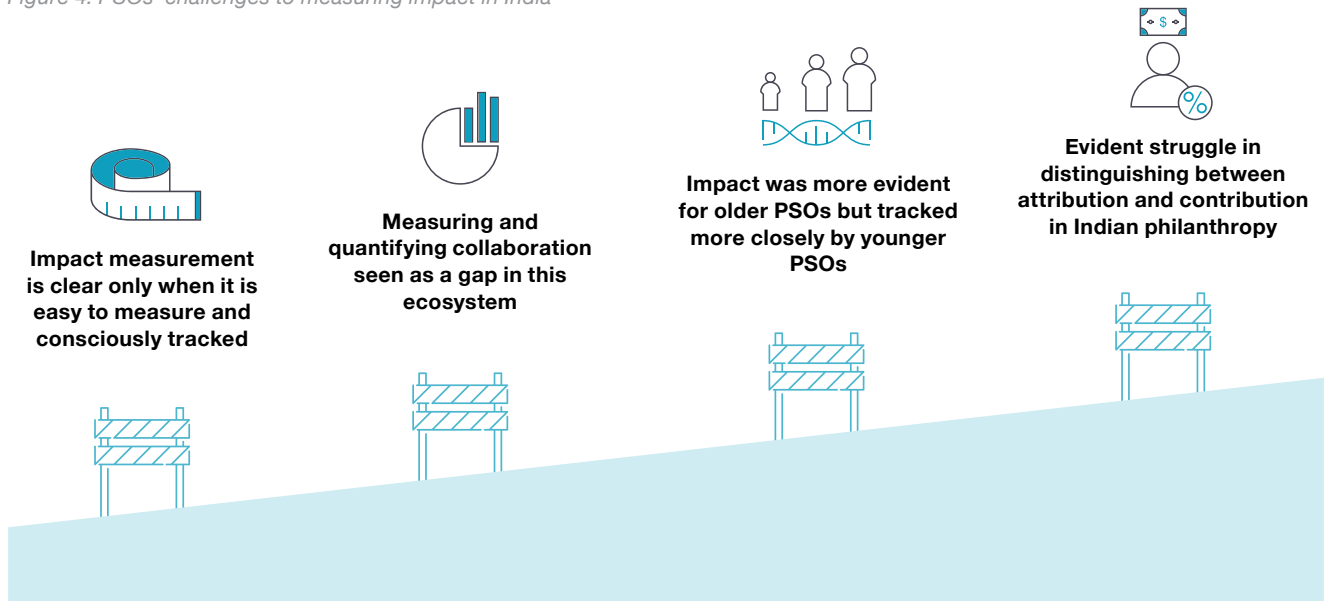
## Challenges faced by PSOs in achieving and measuring impact

**The difficulties of impact measurement could mean that PSOs are creating more impact than the data suggests.**

**Our survey shows that PSOs 'see' impact in more areas than they provide functions, but 'measure' impact in about half those areas.**

PSOs typically provide an average of three core functions and five auxiliary functions. However, respondents may not necessarily see the impact in all of those functions. This is especially true since, although PSOs see some impact in as many as five of their function areas, they typically measure impact in only two of them. This was most evident in the case of functions related to connection, where 17 respondents were providing the function, but only 15 were seeing/measuring impact. The translation of action to tangible impact was highest within capacity and credibility where all respondents providing the function were able to see/measure impact.

Figure 4: PSOs' challenges to measuring impact in India



Source: Interviews with 30 field experts

**Impact is clear when it is easy to measure and consciously tracked, as in capacity and capability.**

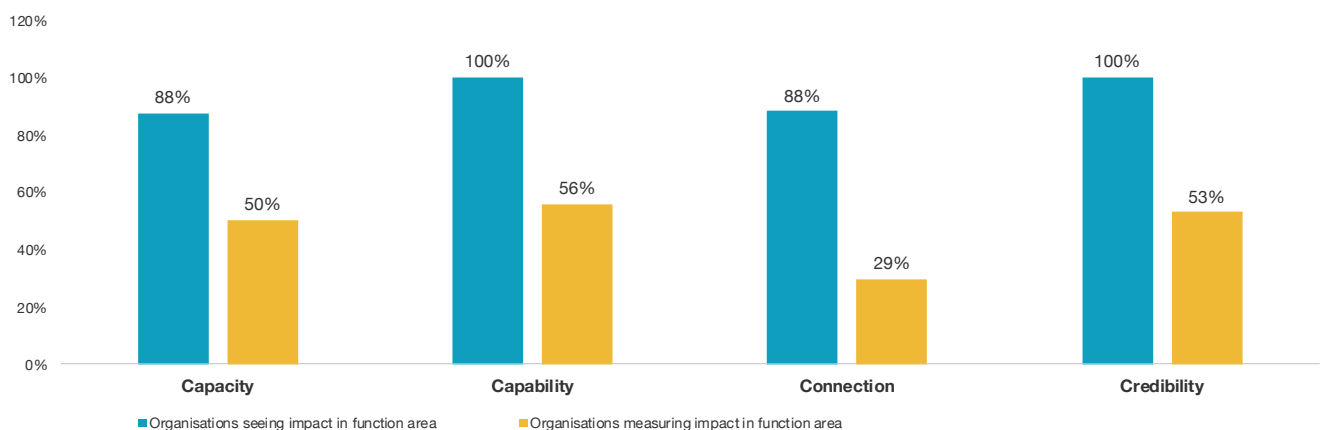
Fifty-six per cent of survey respondents measured impact of functions related to capability, followed by those related to credibility (53 per cent) and capacity (50 per cent). However, only five respondents measured the impact of functions to do with connection.

**In 2009, GiveIndia integrated collaboration efforts into its strategy for fundraising with the launch of the India Giving Challenge.**

India's first online donation event raised USD 121.7k (INR 91 Lakhs) from 5,000 donors. In 2012, the organisation held its first Givers Summit where over 70 members convened to gain and provide exposure and awareness of the different aspects of philanthropy.

**These challenges with impact measurement affect stakeholder perceptions of PSO impact.**

Figure 5: PSOs seeing and measuring impact in the 4Cs function areas in India



Source: Survey responses across 19 Indian PSOs



At an aggregate 4Cs level, only 50 per cent of respondents across all categories were measuring impact in the spaces where they were providing the function either in a core or auxiliary capacity. The only exception was in the case of connection where only five people were measuring impact, though 17 of them were providing the function in either a core or auxiliary capacity.

On a smaller scale, amongst functions provided within the 4Cs, the biggest difference in the translation of seeing to actually measuring impact is noted within 'creating knowledge, data and ecosystem commons', 'generating digital assets,' and 'orchestrating collaborations,' with nine more people seeing impact than measuring it. Functions such as 'influencing policy', 'building and strengthening narratives' were least measured.

**PSOs can track what they directly execute, but not what their work further enables or influences. The struggle in determining the difference between attribution and contribution is evident in the PSE.**

Indicators of impact for functions such as network building or organising grapple with challenges of quantification, since 'second-order impact' created through convenings or knowledge sharing is difficult to attribute. Responses from interview conversations reflect that, while the intended impact at first hand is directly attributable, impact which is relatively further removed is hard to identify and measure. While the attribution of direct impact seems possible, assessing it at an ecosystem level once again brings us to the perennial difficulty of attribution and which cannot be easily quantified.

Given this difficulty, it might be worth PSOs' while to consider whether they need or should try to quantify certain impacts.

*"If you want attribution, don't be in this ecosystem."*

— Venkat Krishnan, India Welfare Trust

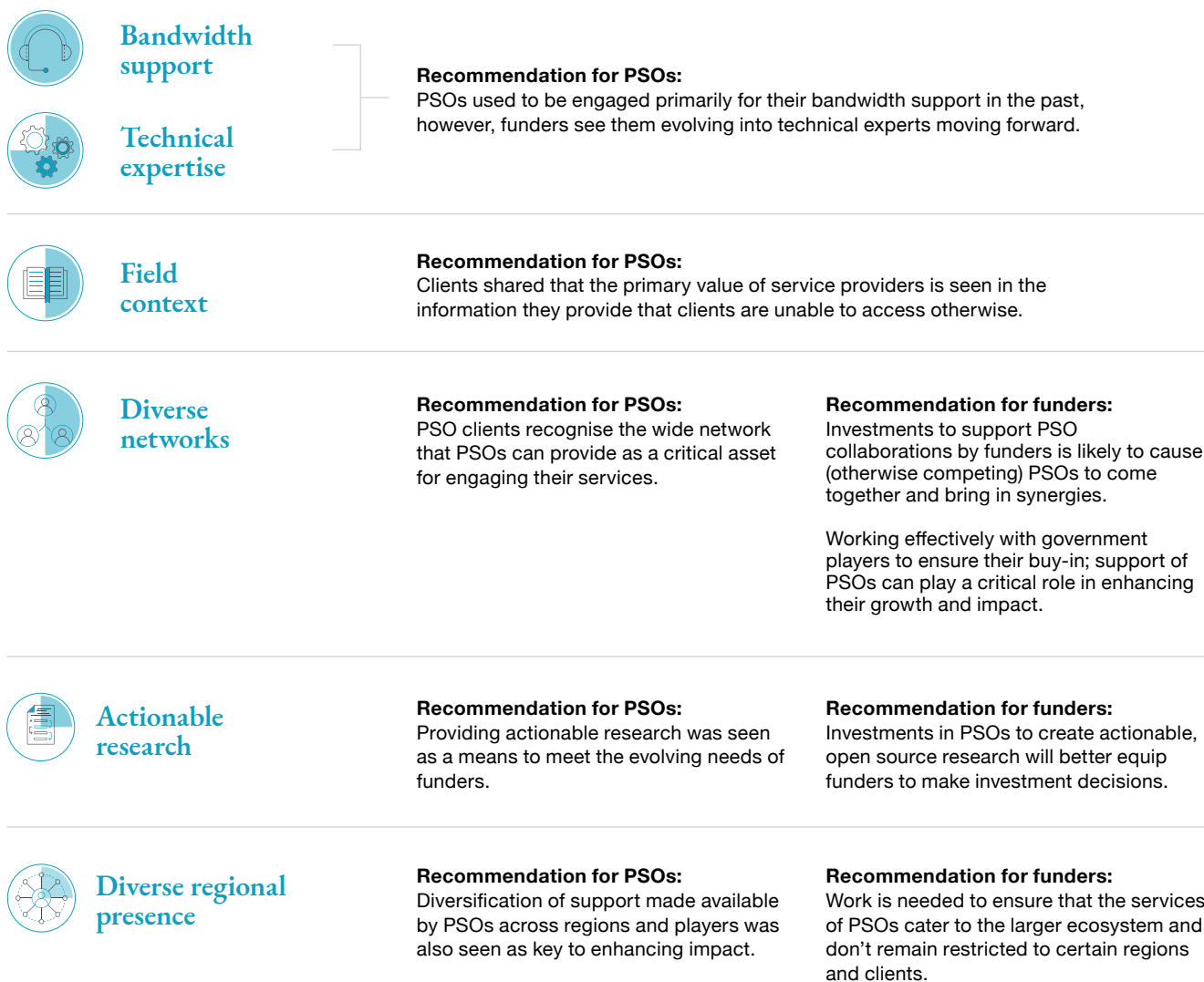
**The age of an organisation also plays an important part in demonstrating impact, in two ways. Impact was more evident for older PSOs but tracked more closely by younger PSOs.**

Evidence of impact is noticeably clearer for PSOs who have been in the ecosystem for 15 years or more and their experience within the PSE means that their impact is frequently mentioned by other stakeholders. However, PSOs established five to ten years ago are more likely to measure impact and do so in more areas than their older counterparts.

# The way forward

**The demonstrated impact of PSOs highlights the positive outcome of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.**

Figure 6: Recommendations for Indian PSOs' progress in bandwidth support, provision of technical expertise, field context, actionable research, diverse connections and regional variations



## Recommendations for PSOs

Conversations with consumers of PSO services revealed six key reasons why stakeholders engage PSO services and the value they hope to gain from them: bandwidth support (to supplement gaps in human, information and other resources), technical expertise, context on working in the development sector, access to a wide and diverse network, research that enables concrete action and diverse regional presence. Conversations revealed that PSOs have been able to add some of these values better than others.

**While PSOs used to be engaged primarily for their bandwidth support, funders see them evolving into technical experts moving forward.** Clients said that they often seek to engage the services of PSOs when they need specialised skills. In cases where they are faced with a technical issue, they often take on partners according to the challenge at hand. They shared that they typically value the variety of expertise that they can get by engaging a PSO.

*“Initially, PSOs were engaged purely for bandwidth/implementation support, and not due to external expertise. As funder portfolios grew, they needed to outsource functions.”*

— Vidya Shah, EdelGive Foundation

**PSOs are also seen as valuable in terms of the field experience they bring.** Clients shared that the primary value of service providers is seen in the information they provide that clients are unable to access elsewhere. Funders also shared that in some cases, the mismatch between implementing and funding organisations can create frustration for both, and the role of PSOs can be critical in bringing the grassroots perspectives to funders, and ensuring a clear alignment between both parties.

**PSOs also bring a diverse network of stakeholders to the table, which is seen as an asset for clients.** PSOs typically provide varied services to a wide range of clients and regularly engage with funders, implementers and governing bodies. PSO clients recognised this wide range of contacts as a critical asset, but believe that PSOs can leverage this for the ecosystem more effectively than they do at present.

*“The biggest value is the wide network that PSOs have, but it is underutilised.”*

— Gautam John, Rohini Nilekani Philanthropies

**Providing actionable research was seen as a means to meet the evolving needs of funders.** Most clients agreed that the availability of research and information in this sector has seen great improvements, and that there is now a large amount of ecosystem-level knowledge that is open source. However, they also pointed out that there was a need to move towards putting that information into practice.

*“There is far more data and knowledge resources available now, but it needs to be leveraged for more effective and responsive decision making and improving sectoral practices.”*

— Priya Naik, Samhita

**Distribution of PSO support across regions and players was also seen as key to increasing impact.** Clients shared that they valued the regional diversity and the ability of PSOs to serve diverse stakeholders. Some clients said that while India, for a developing world country, has a relatively strong support ecosystem, the support available is often limited only to larger metropolitan areas and a select set of funders and large NGOs.

*“Even if it seems like there are many PSOs today, their services are restricted to a few large NGOs and funders in the sector.”*

— Smarinita Shetty, India Development Review

## Recommendations for funders

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A key insight from the interviews was the importance of the role of funders in enabling the growth of PSOs. As seen in the example given above, Omidyar’s investment in Dasra enabled them to hire the right talent and to scale. Many cited the role of specific philanthropists in growing the ecosystem, such as Amit Chandra who has been a trustee of the Tata Trusts, a founder/board member of Ashoka University, a board member of GiveIndia and The Akanksha Foundation, and a member of the advisory boards of Bridgespan India and the Centre for Social Impact & Philanthropy. Other philanthropists such as Ashish Dhawan, Rohini Nilekani and Azim Premji were cited for their focus on strengthening the ecosystem through academic institutions, data and knowledge-sharing platforms and narrative building. Interviewees also highlighted non-financial support for PSOs that has enabled their growth, such as the BMGF providing access to the global stage for donations platforms during their Greater Giving Summits.

**More investment is needed in PSO initiatives that can increase connection and coordination in philanthropy.**

A key learning for the ecosystem in the wake of COVID-19 was the importance of a coordinated response in times of crisis. The absence of a nodal body or network to bring private philanthropy together was cited as one of the reasons that the outpouring of donations exceeding USD 1 billion were channelled through a government fund, PM CARES, rather than going to private philanthropy and grassroots NGOs. Beyond the context of the pandemic, stakeholders were unanimous about the need for greater collaboration. While field experts acknowledged that collaboration exists and has accelerated since COVID-19, it occurs in smaller pockets and may not be sustained beyond the context of an emergency such as the pandemic where all stakeholders are strongly aligned on providing immediate relief. The result is that both funders and PSOs continue to work in silos, with varying theories of change, which makes the ecosystem appear fragmented and unable to work in a concerted way.

*“We are better as a country at starting things, than joining things. The fact that we are stratified on so many different parameters—language, caste and ecosystem—doesn’t help.”*

— Ingrid Srinath, Centre for Social Impact and Philanthropy, Ashoka University

**Investment in PSOs to create actionable, open source research will better equip funders to make investment decisions.** Funders shared that they often have limited knowledge of ground realities and limited collaboration and knowledge-sharing makes it difficult to understand what civil society needs. Increased investment in academia and specialised research organisations could help supplement this knowledge gap.

*“More work needs to be done at the funder level. Now the good thing is there is a lot of ecosystem level knowledge that is open source. Now we have to figure out how it can be more action-oriented. Make it recommendation-based.”*

— Vidya Shah, EdelGive Foundation

**Investment in advocacy and effectively working with government stakeholders to ensure their buy-in and support of philanthropic actors can play a critical role in increasing the growth of philanthropic actors and their impact.** A recent publication by Ingrid Srinath and Ashish Karamchandani highlights the role of facilitators, mediators and advocates in responding to various national needs, especially in light of the global pandemic.<sup>63</sup> Yet, with the impending resource crunch, it is estimated that this sector will take the biggest hit and the longest time to bounce back. While governments have intervened in other countries to provide relief to the non-profit sector, this has not been true for India. Beyond the context of the pandemic, some stakeholders pointed to the complex and challenging regulatory environment for non-profits as one of the barriers to philanthropy’s growth at an ecosystem level.

**Innovative thinking about sustainable business and funding models for PSOs is needed to enable them to cater to the larger ecosystem, and not remain restricted to better-off clients.** Several stakeholders pointed out that PSOs’ services can be prohibitively expensive for smaller, less well-off organisations. PSOs explained that one of the key reasons for this is the challenge of sustaining a revenue-based business model in the development sector. PSOs are often unable to work with a broader array of clients because smaller funders and NGOs are typically unable to cover their costs and support their growth. Innovation in business models and growth capital for PSOs could unlock significant value.

## Conclusion

Overall, investor focus on donations platforms, NGO due diligence platforms, academic institutions, knowledge sharing and monitoring, learning and evaluation has led to proven and perceived shifts in philanthropy’s capacity, credibility and capabilities since the 2000s. Certain gaps in the PSE highlight the need for increased technical expertise and actionable research. Additionally, respondents recognised the tremendous need to enhance connection in the ecosystem, with many practitioners stating a need for more collaboration and quicker coordination across the ecosystem, particularly in the wake of the COVID-19 pandemic.

# Kenya case study

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Promoting philanthropy in East Africa

# Kenya summary

## Kenyan philanthropy has grown in its capacity, connection and credibility.

1. Philanthropy's capacity has grown in terms of the financial resources raised through international funding and technology enabled domestic giving.
2. Kenya's largest networks have demonstrated breadth of reach and are recognised as key contributors to mobilising political change for improved philanthropy.
3. Kenya has seen an increase in the number of verified NGOs and improvements in global giving scores, contributing to the credibility of philanthropy.

## Favourable policy support and international investment in PSOs contributed to this growth.

1. In the 80s and 90s, International foundations laid the groundwork for the establishment of domestic community philanthropy organisations and networks.
2. The 2000s were marked with policy changes that helped open up Kenyan civic space, and support the establishment and growth of PSOs, that had begun in the 80s.
3. Investments of international foundations and favourable changes in policy, enabled the establishment and growth of PSOs, accelerated by the growth of the middle class, HNWIs and businesses and advancements in technology.
4. The philanthropy sector's response to COVID-19 in Kenya has been to leverage strong networks to draw on the capacity of the ecosystem.

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact. Stakeholders recognise the role of PSOs in enhancing the capacity and connection of philanthropy, but see a greater role for PSOs in building credibility.

## Specific contributions of PSOs to the growth of philanthropy.

1. Enhanced capacity through tools and mechanisms to increase volume of domestic funds and bringing in talent to the sector.
2. Enhanced capability by supporting the co-creation of strategies for implementation on the ground.
3. Enhanced connection by creating synergies for operation on the ground through networks.
4. Enhanced credibility of philanthropy by engaging effectively with the public and the government to bring about favourable policy changes.

## Zooming in on the life-cycles and journeys of specific PSOs, their attributable impact and knock-on effects become clearer.

1. East Africa Philanthropy Network one of the oldest network organisations operating in Kenya, has partnered with members to increase philanthropy's capacity and capability and bring about favourable policy changes.
2. Kenya Community Development Foundation, has influenced an increased volume of domestic philanthropy and through capacity and capability efforts, strong networks have been forged.

## PSOs create more impact than just in the areas where they provide functions, yet the lack of clarity on the right approach to measurement makes it difficult to demonstrate that impact.

1. Connection was seen as a strong area of impact in Kenya, credibility posed a challenge in both seeing and measuring impact
2. Overarching challenge of defining what impact means for an infrastructure organisation.



3. Struggle with defining the second degree of impact due to high partner dependence.
4. The variable nature of work limits standardised measurement.
5. Selection between quantitative and qualitative measures also make measurement challenging.
6. Time is also needed in impact measurement and the ecosystem is relatively young in Kenya.

**PSOs and stakeholders recognise areas where they could be having a greater and deeper impact if provided with additional funding and support.**

#### **Recommendations for PSOs**

1. Current demand for capacity and capability services is being met by funders themselves.
2. Demand for improved documentation and sharing to inform stakeholder decision-making.
3. Need for trained leadership is increasingly recognised across the sector.
4. Means of establishing credibility needed to usher in transparency and accountability.
5. Diversification of support of PSOs across regions and players also seen as key for impact.

#### **Recommendations for funders**

1. Increased investment to increase the reach, clientele and impact of PSOs.
2. Additional support to make PSO services more affordable, so that smaller organisations can use those services and grow.
3. Investment in PSOs to leverage technology is an opportunity for PSO growth.
4. Investment in knowledge creation and sharing to enable the growth of the PSE's credibility.
5. Investment in the development of senior staff with a strong background in the field.

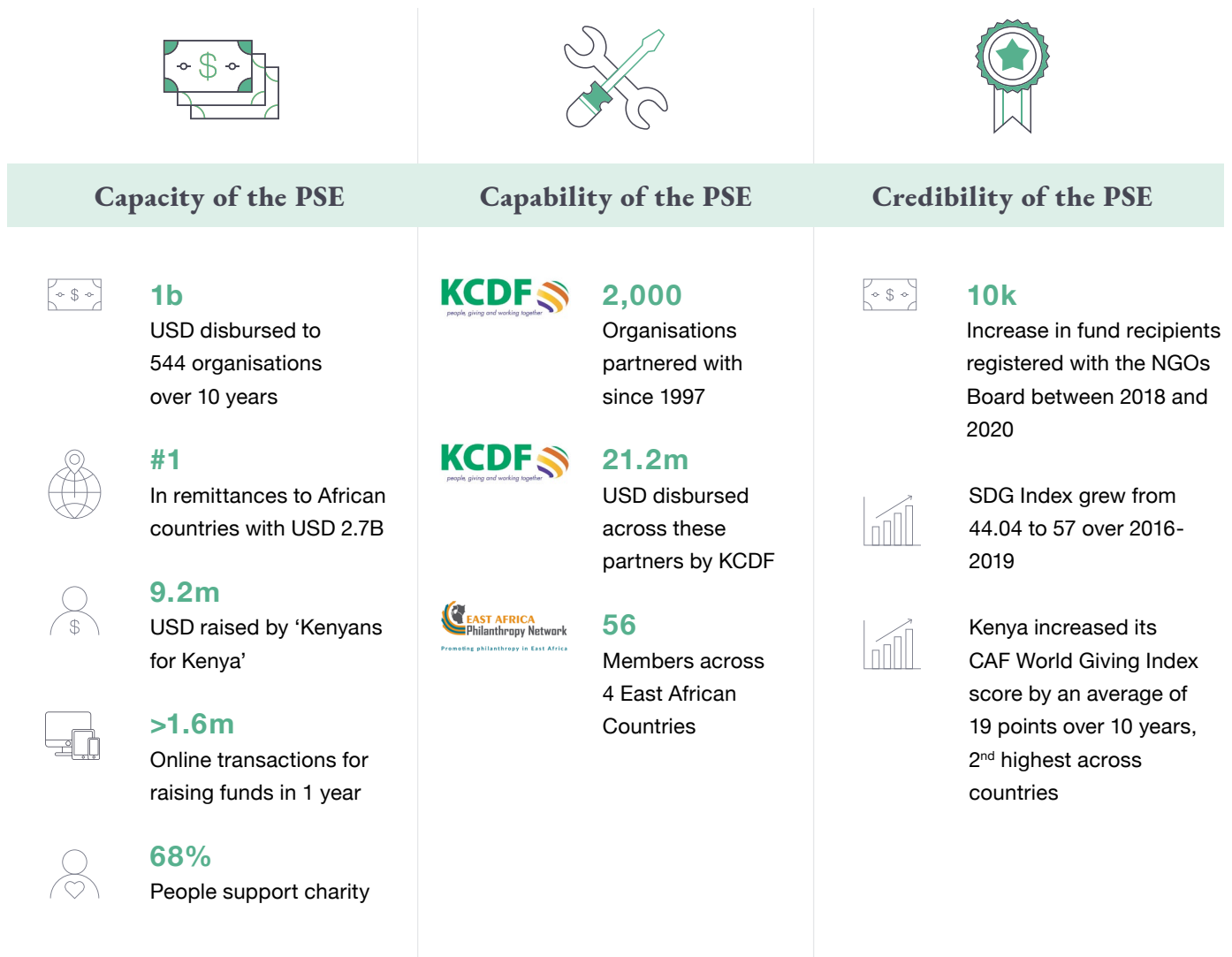




# Growth of philanthropy in Kenya

Data shows and field practitioners agree that Kenyan philanthropy has grown in its Capacity, Capability and Credibility.

Figure 7: Capacity, capability and credibility of philanthropy in Kenya's giving ecosystem



Source: Investing in the Sustainable Development Goals in Kenya (2017) Growing Giving in Kenya, Tanzania and Uganda (2020), World Bank (2019), Sustainable Development Report (2019)

## Philanthropy's capacity has grown in terms of the total financial and human resources available.

**International funding has been an important source of money, bringing in over USD 1 billion in ten years.** The Foundation Centre, now Candid, has estimated that 23 US grantmaking organisations directed more than USD 1 billion in funding to 544 organisations in Kenya over the ten years up until 2013.<sup>64</sup> Additionally, Kenya received personal remittances worth USD 2.72 billion in 2018, more than any other single country in eastern Africa.<sup>65</sup>

**Domestic philanthropy has grown with the growth of the middle class.**<sup>66</sup> With accelerated economic growth, especially after the political changes in 2002, the middle-income group has risen to approximately 45 per cent of the population in Kenya,<sup>67</sup> and individual philanthropy is widely practised. As of 2020, 62 per cent of the Kenyan population give philanthropically, to the extent of 22 per cent of their monthly income.<sup>68</sup> Social entrepreneurship is also increasingly popular in Kenya, with an estimated 44,000 social enterprises in the country.<sup>69</sup>

“There have been an increasing number of high net-worth individuals in Kenya and the region and there has been a growing trend of generosity in the country.”

— Evans Okinyi, East Africa Philanthropy Network

**The use of technology and mobile giving platforms has enabled online, everyday giving.** In 2011-12, the ‘Kenyans for Kenya’ campaign raised approximately USD 9.2 million (KES 1 billion), a significant portion being raised through M-Pesa. Since then, online giving has been an increasing trend. In 2017-18, 1619.97 million transactions raised USD 34.6 billion (KES 3,747.33 billion), compared to the USD 33 billion (KES 3,574.43 billion) raised in 2016-17.<sup>70</sup>

“The continued hands-on tackling of issues affecting the ecosystem by the PSOs. There are also elements around technology, the use of online platforms in giving and receiving support, crowdfunding and the rest.”

— Tom Olila, Strategic Connections

“Kenya has an advanced system to allow for the flow of money, even to encourage giving, through M-Pesa and other mobile money transfer platforms. This works well for grassroots giving.”

— Shaun Samuels, SGS Consulting

**Volunteering is strong (though largely undocumented).** The National Volunteerism Policy has been established to provide guidelines on efficient and effective coordination, management and sustenance of volunteerism in Kenya and to ensure that it is embedded in national economic policies.<sup>71</sup>

**A strong presence of networks in Kenya has played a critical role in enhancing the connection of philanthropy.**

**Kenya’s largest networks have demonstrated breadth of reach and are recognised as key contributors to mobilising political change for improved philanthropy.** Kenya Community Development Foundation (KCDF) has forged partnerships with 2,000 organisations since 1997 distributing USD 2.1 million (KES 2.3 billion) among these partners.<sup>72</sup> East Africa Philanthropy Network (EAPN) has 56 members in four East African Countries and has worked with these partners and in collaboration with like-minded networks including the CSO reference group and the national CSO certification mechanism, Viwango, to advise the government committee on the Public Benefits Organisations (PBO) Act in 2013 and on its current implementation.<sup>73</sup>

“There have been noticeable trends especially at the level of general CSOs who have been grouping themselves into various thematic groups to tackle various developmental issues.”

— Evans Okinyi, East Africa Philanthropy Network

**Kenya has seen an increase in the number of verified NGOs and improvements in global giving scores, contributing to the credibility of philanthropy.**

**There has been a 53 per cent increase in the number of non-profits registered.** According to the International Center for Not-for-Profit Law, there were 6,500+ NGOs registered with the NGOs Coordination Board in Kenya in 2018.<sup>74</sup> This increased to 10,000 NGOs by 2020.<sup>75</sup> Additionally, societies, including charitable societies, churches, welfare societies, political parties etc. (currently around 70,000) can now be established under the Societies Act, and trusts are incorporated under the Trustees Act.

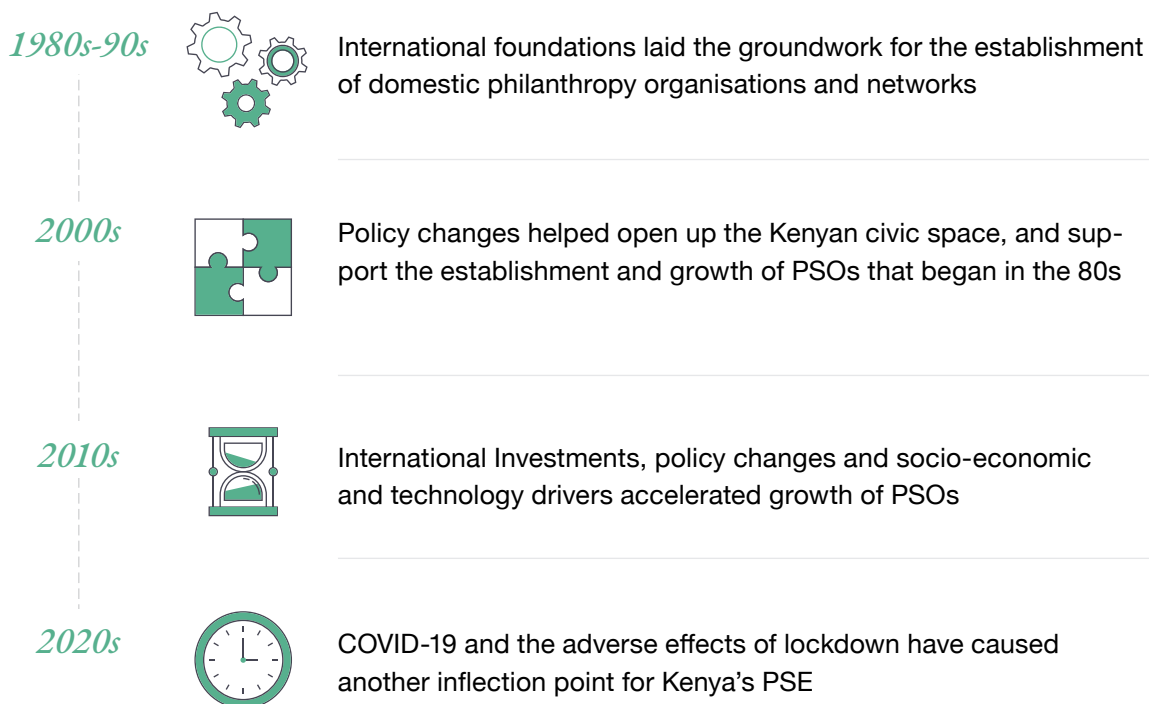
Grassroots organisations, which include self-help groups and community-based organisations (CBOs), also operate primarily at the village and community level. These organisations also incorporate the tradition of community self-help, fundraising and development events called Harambee, a Swahili word meaning pulling or working together.<sup>76</sup>

**Kenya ranks low on global indices but has seen some of the most significant global improvements over the years.** On the 2019 CAF Giving Index score, Kenya was the most improved country overall, with an increase of 19 points over the previous year, the second highest increase globally. On an aggregate score over ten years, Kenya ranks 11.<sup>77</sup> The SDG Index for Kenya also grew from 44.04 to 57 over the period 2016-2019.<sup>78</sup>

## Contribution of PSOs to that growth

**Both the data and interview respondents suggest that favourable policy support and international investment in PSOs contributed to the growth in philanthropy over the same time period.**

Figure 8: PSOs' contribution to the growth of the capacity, capability and credibility of philanthropy in Kenya



Source: Interviews with 17 field experts

**In the 80s and 90s, international foundations laid the groundwork for the establishment of domestic community philanthropy organisations and networks.**

**Most foundations and trusts were founded by external entities and depended on external donor funding.** Targeted international philanthropic support from the Ford Foundation, United States Agency for International Development (USAID), Aga Khan Foundation, Rockefeller Foundation, etc. in the early 1980s played a critical role in setting the tone for present-day philanthropy, said field practitioners. International funding also contributed to the founding of local and indigenous foundations like KCDF and regional PSOs like the Senegal-based Trust Africa that caters to the Kenyan PSE as well.

*“From the bilateral level in Kenya, the Ford Foundation has been very instrumental in nurturing and pushing for the establishment and proper running of PSOs at various levels.”*

— Melvin Chibole, Kenya Community Development Foundation

**This groundwork produced a form of community philanthropy fund which generated the need for services to deploy and manage these funds.** Interview respondents shared that there was a recognised need to reduce dependency on external sources of funding and a strong demand to mobilise community efforts to build and maintain basic infrastructure in the economic development, health and education sectors. Community-based philanthropy began to grow, bringing the need for innovative ways to fund and manage financial flows, including matching grants, property rentals and for-profit income-generating investments.

**In the mid-1980s, the first global conference on the enabling environment was also hosted by the Aga Khan Development Network in Kenya.**<sup>79</sup> This was a crucial first step towards developing networks in the Kenyan PSE. That conference led to the Nairobi Declaration which included recommendations for legal and fiscal incentives to promote greater social investment.

**The 2000s were marked with policy changes that helped open up Kenyan civic space, and support the establishment and growth of PSOs that had begun in the 80s.**

**The opening up of the civic space in 2002 and the adoption of the constitution in 2010 enabled the formation of associations.** Field practitioners said that the transformation of the government system from authoritarian to multi-party rule in 1992, supplemented by the replacement of the independence party with an optimistic and open government in 2002, spurred substantial growth in the sector.

Changes to the constitution of Kenya in 2010 called for greater checks on the central government, and transferred the responsibility for services such as healthcare and education from national to local authorities. The constitution also highlighted the right to freedom of association, allowing for the formation of CSOs.

In 2013, Kenya introduced the Public Benefits Organisations (PBO) Act aimed at ensuring a transparent and efficient regulation of civil society, setting out clear rules on their registration and creating a system of incentives in support of organisations conducting public benefit activities. The full impact of this move is yet to be seen in the ecosystem.

*“The key turning points for the sector is the adoption of the CSO reference group guidelines in 2008, the constitution in 2010.”*

— Clement Nganga, Allavida Kenya

**The changing economic and political environment during this time also allowed for the establishment and growth of social enterprises.** According to a British Council report, social enterprises began to develop in Kenya after the year 2000, when the economic downturn and dwindling support from the international donor community prompted a new way of attempting to solve social and environmental challenges.<sup>80</sup>

Today, Kenya, particularly Nairobi, is a hub for social investing and social enterprises. The country has a strong innovative capacity, ranking 50th worldwide. Innovations such as the mobile money transfer system M-Pesa, are globally recognised and have established a base for further innovative business models with social and economic impact.<sup>81</sup>

**Investments of international foundations and favourable changes in policy, enabled the establishment and growth of PSOs, accelerated by a combination of socio-economic and technology drivers.**

**The 2010s saw the growth of the middle class, high net-worth individuals (HNIs) and businesses,** many of whom saw their philanthropic activity either begin or accelerate over the period 2010-20 as the region's economy has picked up. There were also large-scale remittances from overseas Kenyans during this period.

This resulted in an increase in more formal giving aimed at addressing specific issues and creating impact.

*“Not easy to single out individual ones but there has been a collective movement from both the old foundations and the new one, both from the corporate world and private Civil Society Organisation (CSO) movement.”*

— Chilande Warrande, Viwango

**Advances in technology have also enabled an increase in digital philanthropy.** Because of their convenience, the use of online and mobile platforms for giving and receiving support and crowdfunding has increased. The volume of mobile phone money transfers increased from 1,577.68 million transactions to 1,619.97 million transactions in the period 2017-18. This represents an increase of 2.68 per cent and 4.84 per cent in volume and value, respectively, according to the Central Bank of Kenya.<sup>82</sup>

### **As in India and elsewhere, COVID-19 and the adverse effects of lockdown have created an inflection point for Kenya’s PSE.**

As was the case in India, COVID-19 has highlighted the need for the actors in the philanthropy space to collaborate. The crisis has also put the spotlight on the greater role that some large-scale PSOs could play in supporting smaller PSOs and NGOs in a time of crisis. Philanthropy has also been seen as critical to supporting the work of government in such times, but in a way that affirms its own identity and independence.

**The philanthropy sector’s response in Kenya has been to leverage strong networks to draw on the capacity of the ecosystem.** African Venture Philanthropy Alliance (AVPA) has enabled over 350 investors, organisations and other implementers in Kenya, Nigeria and South Africa to coordinate their efforts via informal platforms.<sup>83</sup> The National Business Compact on Coronavirus (NBCC), a coalition of networks from the private sector and civil society raised roughly USD 648.3k (KES 70.2 million) from 14 partners.<sup>84</sup> Safe Hands Kenya is a mission-driven alliance of Kenyan business and civil society organisations that has raised over USD 1 billion to reach 1.3 billion people in two months.<sup>85</sup>

Overall, as of August 2020, Kenya has mobilised USD 1.7 billion through local donations from individuals and the private sector.<sup>86</sup>

**Moving forward, most respondents highlighted the need for a framework to respond to crisis situations.** The lack of back-up or contingency plans across PSOs and NGOs was seen as a key gap limiting the response of the PSE to the crisis.

## **Impact of Kenyan PSOs across 4Cs**

### **Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact.**

**Organisations that recorded impact across all 4Cs were typically organisations established before the 2000s.**

Survey findings showed that 100 per cent of respondents saw impact where they provided functions for building the PSE capability, capacity and connection. Only 75 per cent saw impact in credibility-related functions. An overview of the impact created by PSOs can be seen in the table below.

Notably, though not surprisingly, organisations such as EAPN, KCDF and Aga Khan Foundation, who were able to articulate their impact across three to four Cs were also the PSOs that were cited most frequently in interviews as having had a significant impact on the growth of philanthropy.

While the majority of respondents substantiated the impact they were seeing with numbers, outcome-related indicators were put down by organisations such as Aga Khan Foundation, EAPN and KCDF who have been in the ecosystem for a long period of time, know the history of the sector’s development and have the data for its growth. They also have a more holistic understanding of the ecosystem, compared with players who entered the process later.

Table 12: Impacts of Kenyan PSOs in the 4Cs

	Capacity	Capability	Connection	Credibility
<b>East Africa Philanthropy Network (EAPN) (2003)</b>	<b>Number of partners funded through GivingTuesday:</b> <sup>87</sup> 60	<b>Number of foundations, trusts and philanthropies enabled with data:</b> <sup>88</sup> 90+	<b>Number of member organisations:</b> <sup>89</sup> 56  <b>Number of countries engaged:</b> <sup>90</sup> 4	<b>Policy enabled:</b> <sup>91</sup> PBO Act (2013) to define structures, laws, and guidelines for setting up and running public benefit organisations
<b>Kenya Community Development Foundation</b> <sup>92</sup> <b>(1997)</b>	<b>Volume of grants to community- led projects:</b> USD 21.2 million (KES 2.3 billion)	<b>Amount of funding for capacity development:</b> USD 692.6k KES 75 million	<b>Number of partnerships:</b> 2,000 (within Kenya)	<b>Number of perpetual funds handled:</b> 28
<b>Aga Khan Foundation (Yetu)</b> <sup>93</sup> <b>AKF (1974)</b> <b>Yetu (2014)</b>	<b>Number of local fundraisers enabled:</b> 86 <b>Volume of funds raised:</b> USD 1.52 million KES 165 million	<b>Number of organisations enabled with knowledge, skills and attitude changes:</b> 236	<b>Number of CSOs in growing community practice established:</b> 650	<b>Number of CSOs fundraising on the E-philanthropy platform:</b> 100+
<b>Kenya Philanthropy Forum</b> <sup>94</sup> <b>(2015)</b>	<b>Number of foundations enabled in data management capacities and access to knowledge:</b> 80		<b>Number of members foundations:</b> 70+	
<b>Viwango</b> <sup>95</sup> <b>(2011)</b>	<b>Number of organisations whose capacity gaps and plan of improvement has been developed:</b> 20		<b>Number of membership organisations:</b> 40	<b>Number of organisations certified:</b> 14 (1 gold, 5 silver and 8 bronze)  <b>Number of organisation ‘to be’ certified:</b> 23  <b>Policy enabled:</b> PBO Act (2013)
<b>SDG Partnership Platform</b> <sup>96</sup> <b>(2017)</b>	<b>Volume of financial aid and in-kind catalytic support:</b> USD 5.8 million		<b>Number of foundations connected:</b> 70+  <b>Number of connected pathways:</b> 4	
<b>Good Kenyan Foundation</b> <sup>97</sup> <b>(2017)</b>		<b>Number of cohorts trained:</b> 7  <b>Number of students trained:</b> 100  <b>Number of mentors enrolled:</b> 70  <b>Number of scholarships awarded:</b> 8		

	Capacity	Capability	Connection	Credibility
<b>Africa Venture Philanthropy Association<sup>98</sup> (2018)</b>			<b>Number of members:</b> pan-Africa (54 countries) + 52 countries outside	<b>Network affiliation:</b> Europe (EVPA - HQ in Brussels with 254 members) and Asia (AVPN HQ in Singapore with 503 members)
<b>Segal Family Foundation<sup>99</sup> (2008)</b>	<b>Volume of grants:</b> USD 12 million  <b>Number of investments in social enterprises:</b> 20* *2019 reported	<b>Funds granted as part of the social impact incubators programme:</b> USD 2 million (2013-2015)  <b>Capacity-building resources:</b> USD 2 million	<b>Number of partners:</b> 223	
<b>Strategic Connections<sup>100</sup> (1998)</b>			<b>Number of actors collaborated with</b> 500	
<b>UNDP</b>	<b>Volume of funds mobilised in 2018:</b> USD 40.8 million			<b>Number of regulations on mining developed and enacted:</b> 14

Over the years, the PSOs covered in the table above have raised at least USD 81 million, with USD 4.7 million directed to capacity development. Their work has enabled 326 organisations with data and knowledge, trained over 1,100 students, certified over 37 organisations and forged over 2,000 partnerships across 100 foundations and 500 other PSE stakeholders. The relentless efforts of the PSOs have also resulted in the enactment of the PBO act.

Source: Interviews with organisation representatives, organisation websites and documentation

## PSE perceptions of PSO impact

**Stakeholders recognise the role of PSOs in enhancing the capacity and connection of philanthropy, but see a greater role for PSOs in building credibility.**

**Practitioners believe that PSOs enhance capacity by supporting the growth of local philanthropy and channelling professionals into this sector.**

**An increased availability of tools to increase volume of domestic funds.** Large international foundations like the Aga Khan Foundation and the Rockefeller Foundation have been pushing for the growth of philanthropy in the country and region. As a result, the sector is beginning to see more focused philanthropy, and sustained local philanthropy, where organisations are reducing their dependence on international funding and looking more at domestic sources of funding. There have also been developments in technology, leading to the use of online platforms in giving and receiving support and crowdfunding for domestic philanthropy.

*“Huge amounts of cash raised locally and in-kind giving has demonstrated impact.”*

— Cynthia Onyango, Aga Khan Foundation

**Social enterprises run by professionals are creating job opportunities and bringing in talent to the sector.** Field experts believe that an increasing number of professionals graduating from universities are now entering the philanthropy space. In addition, more of them are looking to social entrepreneurship as a means of self-fulfilment and an opportunity to contribute to the growth of the ecosystem.



*“The educational system has produced professionals, who are working in this space and opening firms.”*

– Janet Mawiyoo, Kenya Community Development Foundation

Practitioners also note that PSOs enhance capability by supporting the co-creation and augmentation of strategies for implementation on the ground.

**PSOs have enabled organisations to co-create and enhance on the ground strategies.** Of international funders in Kenya, the Ford Foundation has been instrumental in nurturing and pushing for the establishment and proper running of PSOs at various levels. Community philanthropy is also increasing and PSOs are working on innovative ways to fund and manage financial flows.

*“It’s because of small institutional philanthropy, we see a shift to formalisation.”*

– Evans Okinyi, East Africa Philanthropy Network

**PSOs are also recognised for their diverse, on-the-ground know-how that comes from working with a varied network of stakeholders.** Most PSOs typically work with different stakeholders and can bring learning from across the spectrum, which is seen by clients as a valuable addition.

PSOs have also contributed to the connection of philanthropy, according to practitioners, by creating synergies on the ground for the operation of philanthropists and CSOs through networks.

**Multi-stakeholder networks have helped to optimise resources and efforts by enabling collaboration.** These enable the shaping of a philanthropy space driven by a common agenda. They are also bringing together existing PSOs, high net-worth individuals and business to practise organised philanthropy. They have also played an important role in gaining the necessary traction across various levels of government.

*“Networks help optimise resources and efforts to achieve the Sustainable Development Goals (SDGs) by enabling effective collaboration with the broader ecosystem.”*

– Arif Neky, SDG Partnership Platform

PSOs have contributed to the credibility of philanthropy by engaging effectively with the public and the government to bring about favourable policy changes.

**There has been a strong trend of PSOs advocating for favourable legal and policy changes.** PSOs have engaged effectively with the government and these efforts have culminated in the passing of the Public Benefit Organisations (PBO) Act which is yet to be operationalised. The level at which networks have gained access to both government and the other stakeholders, the commitments made so far and the plans for the future are extensive. How far they can be carried into effect remains to be seen, but there is no doubt about PSOs’ intention and ambition in this respect.

## Zooming in on the life-cycles and journeys of specific PSOs, their attributable impact and knock-on effects become clearer.

### PSO case studies: EAPN

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East Africa Philanthropy Network (EAPN), one of the oldest network organisations operating in Kenya, has partnered with members to increase philanthropy's capacity and capability and bring about favourable policy changes.

EAPN aims to increase collaboration of local players to promote local resourcing and effective grantmaking.

Beginning in 2001, the Ford Foundation Office for Eastern Africa convened a series of meetings of eight regional trusts and foundations in an initiative called the East Africa Foundations Learning Group, which laid the foundation first for the East Africa Association of Grantmakers (EAAG), which then in 2003 became the East Africa Philanthropy Network (EAPN). EAPN aims to increase collaboration among local players to promote local resourcing and effective grantmaking. Its membership is drawn from family trusts, community and corporate foundations and other types of grantmaking and non-grantmaking organisations interested in promoting local philanthropy in East Africa.<sup>101</sup>

*"EAPN is one of the strongest networks in the region that provides support to the ecosystem."*

– Shaun Samuels, SGS Consulting

**Over the years, partners have also benefited from capacity and capability support.** Under the leadership of EAPN, GivingTuesday was launched in Kenya, bringing together over 120 organisations and individuals to profile, encourage and celebrate the culture of local philanthropy in East Africa. EAPN has also recently developed and launched an online platform, the East Africa Philanthropy Data Portal, used by 120+ foundations, trusts and philanthropic actors. The Association provides capacity building for its members on various topics including, board development, strategy, fundraising, grantmaking and financial management.

*"EAPN has played a significant role in not only bringing together the existing PSOs but also encouraging the work done by individual PSOs."*

– Evans Okinyi, East Africa Philanthropy Network

**EAPN was also able to leverage its members' networks and their resources to drive favourable policy change for the sector.**

EAPN, along with local foundations and partners including Aga Khan Foundation, Chandaria Foundation, Ford Foundation, Kenya Community Development Foundation and Ufadhili Centre for Philanthropy, brought together a committee of experts and devised recommendations for the government and worked with them and other CSOs to drive the passing of the PBO Act, which covers the entire public benefit sector and will provide for better regulation and coordination of the sector.

EAPN has also advocated for an improved tax environment for philanthropy in Kenya. As a result, donations are now 100 per cent tax-deductible.

## PSO case studies: KCDF

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**Kenya Community Development Foundation, established by international funders has developed to take a greater role in connection and capability building.**

Formed in 1997 as a public philanthropic institution, with support from organisations such as the Aga Khan Foundation and Ford Foundation, the intention behind the Kenya Community Development Foundation (KCDF) was that it should become a resource for development that was not entirely dependent on foreign aid. The organisation is supported by four to five international donors per year and 10-15 local supporters, including Kenyan individuals, families and companies.<sup>102</sup>

**KCDF's theory of change is premised on the idea that rapid and enduring change is possible when communities are able to initiate their own solutions to their development challenges and to harness and grow their own resources.**

As a result of this belief, KCDF spends between 25 and 35 per cent of its resources annually on capacity development to help grow local institutions which will continue to ensure sustainable development in local communities. A total of USD 2.9 million (KES 751 million) has been disbursed for capacity development.<sup>103</sup> Among other things, these sums help develop thoughtful, long-term collaborations with other actors such as governments, non-profit organisations, the business sector and individuals to achieve social justice. These collaborations also result in increased research and advocacy.

*“The creation of knowledge in Kenya has become stronger, which wouldn't have been possible had KCDF not existed.”*

— Evans Okinyi, East Africa Philanthropy Network

Sustainability is at the heart of KCDF's work. In line with this approach, the foundation continues to grow an endowment fund whose proceeds are invested in KCDF's work with communities. KCDF also partners with organised communities and individuals who invest their funds alongside KCDF's endowment fund. KCDF now manages 28 perpetual funds maintained by community organisations and families.<sup>104</sup>

**The work undertaken by KCDF has influenced an increase in the volume of domestic philanthropy.**

Donors support KCDF through a range of restricted and unrestricted funding as well as through KCDF's community endowment fund, which KCDF uses to award grants to initiatives identified through a careful analysis of Kenya's development needs. KCDF helps to facilitate funder objectives by providing a contextual understanding of Kenyan development issues and access to local stakeholders. Since 1997, it has awarded over USD 21.2 million (KES 2.3 billion) in grants to community-led projects in line with KCDF's focus areas, livelihoods, education, environment and natural resource management, effective governance, institutional effectiveness and e-learning.<sup>105</sup>

**As part of the various capacity and capability efforts, strong networks have been forged.** By means of direct and indirect engagements with grantees, KCDF has forged partnerships with over 2,000 organisations in Kenya since its foundation.

*“Through the KCDF model, the entire community is engaged.”*

— Bhikinkosi Moyo, Africa Centre for Philanthropy and Social Investment, Wits Business School

**The impact of one of the key funder initiatives - the Yetu Initiative - was also highlighted.**

Yetu ('Ours' in Kiswahili) is funded by the Aga Khan Foundation and USAID. Yetu enables CSOs to build better community engagements, strengthen linkages and trust with like-minded Kenyan organisations, businesses, foundations, governments and individual citizens.

Yetu fosters a stronger ecosystem for Kenyan CSOs through a collaboration, learning and adapting (CLA) approach in both design and implementation of interventions that promote local development. Over the years, Yetu has:<sup>106</sup>

- Enabled 86 Kenyan CSOs to launch local fundraising campaigns raising over KES 165 million (USD 1.52 million) for local development;
- Improved the knowledge, skills, and attitudes of 236 organisations on local fundraising through blended learning;
- Established a growing community of practice of over 650 local CSOs and mobilised private sector contributions of expertise and resources; and
- Developed and deployed an e-philanthropy platform - over 100 Kenyan CSOs have shared learnings on the platform and fundraised for local development courses.

*“The Yetu Initiative has had a few significant milestones...especially the mobilisation of local communities into the self-development of their own areas and projects of their own interest.”*

— Cynthia Onyango, Aga Khan Foundation

**Over the last ten years, the PSE has seen the entry of newer specialised PSOs to fill service gaps in the ecosystem.**

**The SDG Partnership Platform** was set up in 2017 to optimise resources and efforts to achieve the SDGs by enabling effective collaboration with the broader philanthropic ecosystem.

Since its establishment, the SDG Partnership Platform, has mobilised USD 5.8 million in financial and in-kind catalytic support from a range of multilateral, bilateral, philanthropic and private sector partners. It has connected over 70 foundations and identified four pathways through a system design multi-stakeholder process to accelerate Early Childhood Development (ECD) in Kenya.<sup>107</sup> This is focused on supporting caregivers in receiving and understanding the latest science on ECD, designing and testing innovative and scalable models, and designing and testing demand-driven business models.

**Viwango, established in 2011, was also recognised for its role in building credibility** during the interviews which has enabled increased impact in:

*“Generating financial resources, enhancing human potential, facilitating interactions and inclusive spaces, orchestrating collaborations, enhancing public engagement and influencing policy.”*

*The intended outcomes have been the increased level of trust that the organisations have gained and the growing fraternity of PSOs with a higher rating. In addition, there has been increased stability within the CSO sector in Kenya, a phenomenon that was unheard of before Viwango came into being. It has been a long tedious journey but as it starts to grow and bear fruit.”*

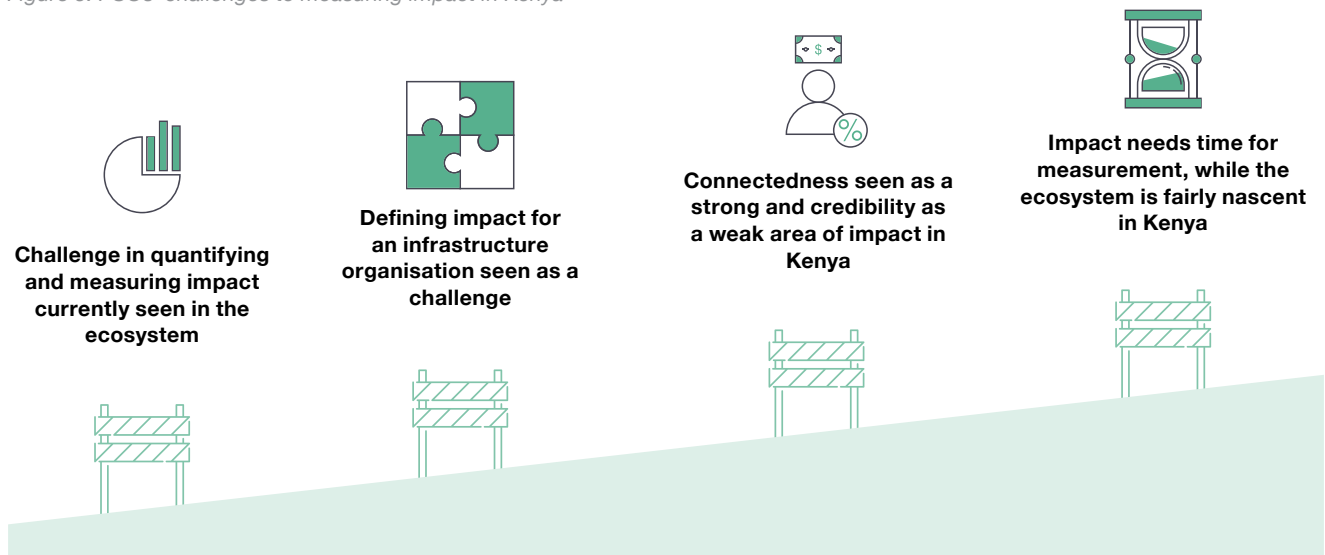
— Chilande Warrande, Viwango

**M-Changa**, founded in 2012, is an online and mobile fundraising platform for individuals, organisations and businesses based in Nairobi. Between 2013 and 2018, M-Changa has assisted 28,000 projects to raise USD 5 million.<sup>108</sup> In 2018, M-Changa entered into a partnership with Global Giving to strengthen community-led philanthropy in Kenya, as well as to drive more international resources to local partners.

## Challenges faced by PSOs in achieving and measuring impact

PSOs create more impact than just in the areas where they provide functions, yet the lack of clarity on the right approach to measurement makes it difficult to demonstrate that impact. However, the impact of PSOs is likely to strengthen as new organisations grow.

Figure 9: PSOs' challenges to measuring impact in Kenya



Source: Interviews with 17 field experts

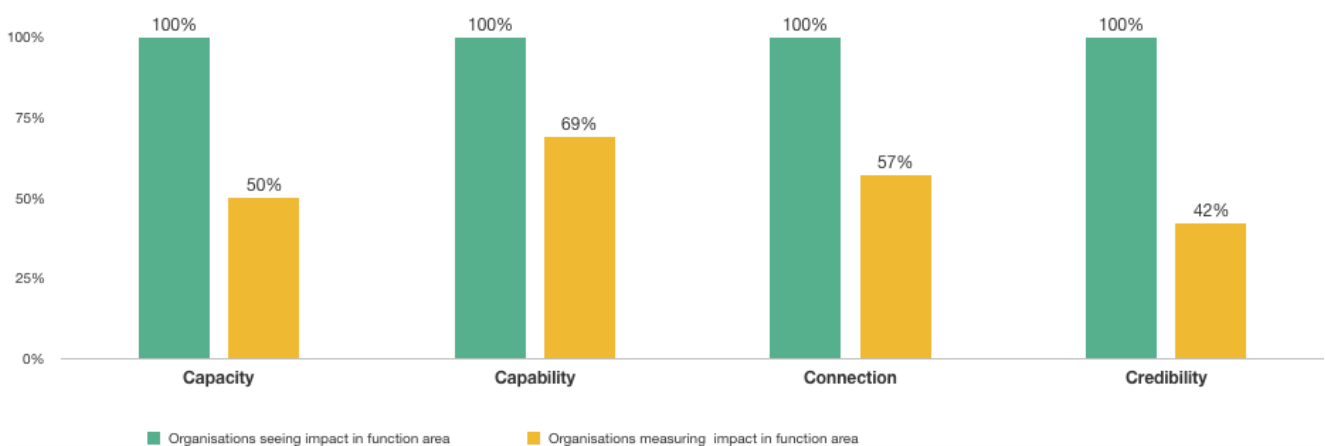
PSOs see impact in as many as five function areas, however, the translation of 'seeing' to 'measuring' impact often only happens in three of those areas.

On an average, PSOs typically provide three core and four auxiliary functions.

A hundred per cent of respondents providing capacity, capability and connection functions and 75 per cent of respondents providing credibility functions saw impact in their function areas. However, when it came to actually measuring impact, these percentages were below 70 across all the 4Cs, and lowest for credibility.

**Connection was seen as a strong area of impact in Kenya while credibility posed a challenge in both seeing and measuring impact**

Figure 10: PSOs seeing and measuring impact in the 4Cs function areas in Kenya



Source: Survey of 14 Kenyan PSOs

All 14 respondents saw an impact in connection, 13 in capability, 12 in capacity and only 9 in credibility, which ranked lowest in both impact seen and measured. Of the 12 respondents providing credibility functions, only five were measuring impact.

In terms of the themes under the broad 4Cs heads, the biggest difference between seeing and measuring impact was noted in 'Enhancing public engagement' and 'Facilitating interaction and inclusive spaces' (7). This was followed by 'Co-creating and augmenting strategies and orchestrating collaborations' (6), 'Building and strengthening narratives', 'Generating human resources' and 'Providing monitoring, learning and evaluation support' (5). Additionally, 'Generating digital assets' was a function provided by five but measured by none.

### PSOs acknowledged that they struggle with the overarching challenge of defining what impact means for an infrastructure organisation.

**PSOs struggle with defining the second degree of impact due to high partner dependence.** PSOs shared that while they served clients in the philanthropic sector, they were unable to map the impact on the growth of the PSE, beyond the immediate service provided by them.

**The variable nature of work limits standardised measurement.** PSOs said that while different tools and systems were available to measure impact, standardisation was difficult because of the varied nature of the programmes they run and the consequent diversity in the results obtained.

**Lack of clarity on incorporating quantitative and qualitative measures for impact also made measurement challenging.** Stakeholders agreed that impact needs to be viewed as a matter of causality and needs a mix of qualitative and quantitative methods. PSOs also shared that while standard monitoring and evaluation (M&E) tools help measure impact, there is also an increased need to incorporate learnings about impact from the ground and use other methods of measuring which include the well-being of individuals, and levels of happiness and gratitude which may not be captured by any M&E tools.

PSOs also recognised feedback from ecosystem stakeholders as an effective tool for tracking impact.

*“Measuring impact is one of those areas that the Foundation has had to invest in heavily and unlike other organisations that do this through quantitative measures, Ford has matrices running through assessments that are qualitative in reflection of the work that we do.”*

— Hannah Ahere, Ford Foundation

### Time is also needed in impact measurement and the ecosystem is relatively young in Kenya.

A higher proportion of the PSOs that were established over 15 years ago were found to be measuring impact. Most PSOs noted that with the kind of work they do, it takes time to see the intended and unintended outcomes of their work.

*“Development is not instant coffee; it takes time. The work around influencing and creating impact in society, that is long term and has ripple effects across many sectors.”*

— Arif Neky, SDG Partnership Platform

PSOs also shared that this long-term outlook is important to ensure effective resource allocation and to drive improved implementation. This is additionally challenging for corporate crossovers who have defined outcomes indicators in their main line of business.







## The way forward

**PSOs and stakeholders recognise areas where they could be having a greater and deeper impact if provided with additional funding and support.**

Conversations with PSOs' clients highlighted that most PSO services have been effectively provided by funders and networks over the years. Only in recent times, have newer specialised PSOs emerged to fill in the service gaps in the ecosystem.

Stakeholders identified six distinct areas which newer PSOs could focus on to add value to their work moving forward:

Figure 11: Recommendations for Kenyan PSOs' progress in bandwidth support, provision of technical expertise, field context, actionable research, diverse connections and regional variations

	<h3>Synergies through networks</h3>	<p><b>Recommendation for funders:</b></p> <p>There is a need for increasing investments in the growth of PSOs to multiply their reach, clientele and impact.</p>
	<h3>NGO capability building</h3>	<p><b>Recommendation for PSOs:</b></p> <p>There is a growing demand for capacity and capability services which are currently being undertaken by funders themselves.</p>
	<h3>Talent, data, research</h3>	<p><b>Recommendation for PSOs:</b></p> <p>While knowledge generation has increased, there is a demand for improved documentation and sharing to inform stakeholder decision making.</p> <p><b>Recommendation for funders:</b></p> <p>There is a need for funders to invest in the development of senior staff with a strong context of the field.</p>
	<h3>Strategy financial management</h3>	<p><b>Recommendation for funders:</b></p> <p>Investments in PSOs to leverage technology is an opportunity for PSO growth. Across conversations with experts, technology emerged as a strong contributor to the growth of PSOs. There is a need for funders to invest in the growth of smaller, development sector focused, local PSOs to bring on-ground experience.</p>
	<h3>Affordable services</h3>	<p><b>Recommendation for PSOs:</b></p> <p>Diversification of support made available by PSOs across regions and players was also seen as key to enhancing impact.</p> <p><b>Recommendation for funders:</b></p> <p>There is a need to enhance the affordability of PSO services to enable smaller organisations to use their services and grow.</p>
	<h3>Transparency standards</h3>	<p><b>Recommendation for PSOs:</b></p> <p>There is a growing perception that the sector lacks transparency and accountability, which highlight the need for credibility mechanisms.</p> <p><b>Recommendation for funders:</b></p> <p>Knowledge creation and sharing is an area needing additional support which can enable the growth of the PSEs credibility.</p>

Source: Interviews with 17 field experts



**The growing demand for capacity and capability services is often being met by funders themselves.** PSO clients shared that networks and foundations have been increasingly working on capacity and capability building. For example, an initiative by C.S. Mott Foundation aims to map out the community foundation ecosystem, and develop knowledge in that area, where currently no data is available. Aga Khan Foundation along with CAF has also undertaken a study to map the growth of giving in East Africa. The ecosystem highlighted that most of these needs are often not met by the market and supplemented by funders and foundations.

*“Most of our academic and research work is as consultants. A lot of the grantmaking organisations have also developed the capacity to provide services and advice to their partners. We are now seeing a few individual Africans who are building their capacity to support resource building, product management, etc.”*

— Dr. Stigmata Tenga, Africa Philanthropy Network

**While knowledge generation activities have increased, there is a demand for improved documentation and sharing to inform stakeholder decision-making.** PSO clients noted that some of the barriers experienced at the beginning were to do with the lack of knowledge in the sector and its flow in a coordinated manner.

However, as mentioned above, there are now initiatives underway to map the growth of, for example, community foundations. EAPN has undertaken research on the tax environment in the region and has been working to advocate/develop systems to record and capture philanthropy in an organised manner through, for example, the revenue authority. KCDF has established a dedicated Policy, Research and Advocacy Programme and also hosts the Tax Incentives Initiative, a collaborative of several institutions engaged in working towards a more enabling legislative environment for philanthropy through a combination of research and advocacy.

While most stakeholders agreed that knowledge generation has increased, they shared that it is often hampered by absence of documentation and its publicisation. There is no central point for gathering data on philanthropy and for using it to demonstrate how philanthropy has contributed to the growth of the country and the region. At the same time, there was no coordination of the best practices developed by those working in the field. In addition, there has been the big issue of organisations working in silos, duplicating efforts and engaging in unnecessary competition.

*“We are not so good in terms of documentation and narrative. We want to see more stories of philanthropies.”*

— Evans Okinyi, East Africa Philanthropy Network

**The need for trained leadership is increasingly recognised across the sector.** PSOs highlighted that people are increasingly pursuing careers that they see as providing meaning and purpose over and above personal benefits and they are often drawn to the non-profit sector.

Respondents noted that the educational system has produced professionals, who are working in this space and even opening their own firms. However, they also pointed out that there is an ever-growing demand for leadership in the sector, which is only partly met, to mobilise more resources to meet the sector’s various and increasing needs. **There is a growing perception that the sector lacks transparency and accountability so means of establishing credibility are needed.**

According to the literature, the PSE struggles with poor compliance standards, weak accounting of sources of donations and insufficient monitoring of the social impact of donations received. Philanthropy as a subset of the civil society sector is making efforts to differentiate itself from the broader sector in order to strengthen its credibility and visibility and separate itself from these criticisms. In this effort, credible NGO sector review and certification processes would help immensely.

“PSOs shared that the specified areas of operation and input through the standardised system have indicated that organisations are eager to find themselves at a level where they can be recognised and enter into a fraternity of certified organisations.”

— Chilande Warrande, Viwango

**Diversification of support made available by PSOs across regions and players was also seen as key to enhancing impact.** Eastern Africa is one of the fastest-growing regions in the world. But the advantages of this growth do not reach all people. Millions are excluded from key institutions and opportunities. Political and economic power has long been built around individuals, families, and networks rather than around public institutions. Civil society and the public must have opportunities to participate in decision-making, and to work in partnership with the government and the private sector and the region’s large youth population must be empowered to advance change in their communities, their countries, and Eastern Africa at large. PSOs have a growing role here, helping to develop the PSE which, in turn, can strengthen civil society organisations to play a greater role in addressing the region’s challenges. This will mean greater responsiveness and accountability of PSOs to the larger PSE, including to smaller players.

## Recommendations for funders

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**PSOs need increased investment to increase their reach, clientele and impact.** PSOs highlighted their sustainability as the biggest challenge they face. There is a short list of funders willing to invest in the growth of civil society and non-profits. While some PSOs have identified means of supplementing their income, most struggle with paucity of funds. Some elements of infrastructure like academia are able to secure research grants, but there is a need to encourage donor agencies to consider how best they can invest, and enable PSO sustainability.

“Everyone speaks about agency, voice and power. But no one is willing to invest in building and leveraging these assets.”

— Shaun Samuels, SGS Consulting

**PSO services need to become more affordable, so that smaller organisations can use those services and grow.** PSO clients pointed out that for specialised services such as legal support, they look for external service providers. However, often, these are not social sector-specific. Banks typically offer philanthropic advisory services to HNWI clients. Large international consultancies are hired for capability services. However, most of these mainstream services are expensive and beyond the reach of all players in the PSE. Additionally, hiring mainstream organisations to develop and support strategies is of limited value, as most of these firms don’t have experience in the development sector and charge high fees.

There is an increasing need for funders to invest in the growth of smaller, development sector-focused, local PSOs who can bring more relevant experience.

“Hiring consultants/advisory depends on the size of the organisation and the funding, because most organisations aren’t as large, and won’t engage their services.”

— Dr. Stigmata Tenga, Africa Philanthropy Network

While some efforts are being made to advance this area of work, there is still significant scope for innovation and development.

**Investment in PSOs to leverage technology is an opportunity for PSO growth.** In conversations with experts, technology emerged as a strong contributor to the growth of PSOs. In Kenya, mobile money transfers and the potential they offer for e-giving are getting more noticed. The literature shows technology devised for extended family remittances can be adapted to electronic philanthropy for non-profits.<sup>109</sup> This is a formidable task because Kenyan diaspora philanthropy, like African diaspora philanthropy more generally,

is personal and relationship-based. As the new Kenyan websites fostering family-based remittances and international fund transfers such as SimbaPay and M-Changa become more widely trusted, they could add e-philanthropy services to funnel support to Kenyan-based non-profits.

While this area of work is already drawing increased attention, again, there is still significant scope for investment. **Knowledge creation and sharing is an area needing additional support which can enable the growth of the PSE's credibility.** At the core of this issue is the lack of available information about Kenyan philanthropy and its contribution to development. PSOs noted the importance of collecting such data and sharing it among all PSOs, so that key actors can respond to situations from a data and evidence-based perspective. Simply put, if philanthropy itself is not tracking its own contribution to the development ecosystem, then no other sector can be expected to understand the role it plays nor the expertise that it possesses. This lack of data and information has primarily resulted from lack of capacity to collect, analyse, and publicise it, something which can be supplemented through targeted stakeholder intervention.

**Lastly, there is also a need to invest in the development of senior staff with a strong background in the field.** PSOs shared that the recruitment, training and retention of qualified staff is a challenge and a funder focus in this area will enable the organisations to bring in and retain the necessary staff with local knowledge and expertise.

## Conclusion

Much progress has been made in enabling the capacity of philanthropy in Kenya. International support in the late twentieth century and favourable policy shifts in the 2000s laid the groundwork for PSO growth in Kenya. The growth of networks such as EAPN and community foundations such as KCDF has led to a well-coordinated PSE, and investments in technology platforms and mobile giving have helped grow philanthropic resources.

However, persistent gaps present an opportunity for enhancing the potential of PSOs, especially in building the credibility and capability of philanthropy. Stronger leadership-building initiatives, data sharing and actionable research are needed to enhance decision-making in the sector. At the same time, compliance standards, review and certification for philanthropy can go a long way to establishing the identity and effectiveness of philanthropy.

# Russia case study

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## Russia summary

### Russian philanthropy has seen growth across capacity, capabilities, connection and credibility.

1. Philanthropy's capacity has grown through individual donations, tech enabled giving and movements such as GivingTuesday and giving circles.
2. Philanthropy's capability has been demonstrated by the growing availability of data and knowledge.
3. Russia has seen a growth in the number of registered NGOs and improvements across some global indices, contributing to the credibility of philanthropy.
4. Philanthropy's connection can be evidenced by the growing number of participants at events.

### Government and international support for PSOs contributed to the growth in philanthropy.

1. Investments by the state and the entry of international organisations in the 1980s-1990s laid the foundation of Russian Philanthropy, forming the first set of PSOs.
2. The investments of the 1990s saw returns with an increase in the number of NGOs and foundations in the 2000s, which continued to evolve to meet the changing economic and policy needs.
3. The implementation of the foreign agents law saw the exit of foreign funders which set back the development of the sector, but also enabled the growth of smaller, state supported PSOs.
4. COVID-19 has led to the development of non-state elements of Russian philanthropy and the formation of multiple collaborations to respond to the crisis.

Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact. The ecosystem is seeing or measuring impact across all the 4Cs and is aware of the impact created by its constituent parts. Organisations do not refrain from undertaking activities outside of their goals if they believe that those activities would support their goals in the long run.

### Specific contributions of PSOs.

1. Enhanced capacity by enabling access to finance for a wide range of organisations.
2. Enhanced capability by catering to the demand for technical, information and technological support.
3. Established credibility through the transparent functioning of the resource centres, which are recognised as key players by respondents.

### Zooming in on the life-cycles and journeys of specific PSOs, attributable impact becomes clearer.

1. The Russian Donors Forum is an association of the largest grantmaking organisations connecting more than 55 member organisations, leveraging its competitions and networks to bring in the professionalism and transparency needed to establish philanthropy's unique identity.
2. CAF Russia has become a backbone of the philanthropy development in the country paving new ways to increase giving and establish industry standards.



Although the ecosystem is seeing or measuring impact across all 4Cs, stakeholders pointed to some persistent challenges in measuring impact outcomes.

1. Impact measurement at an ecosystem level is challenging due to its resource-intensive nature.
2. PSOs often found it easy to measure outputs and challenging to evaluate the outcome and impact.
3. Impact could not be directly connected to the work of a single PSO.

**The demonstrated impact of PSOs highlights the positive outcomes of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.**

#### **Recommendations for PSOs**

1. Increasing support for generating financial resources.
2. Additional support in building synergies through networks and collaborations.
3. Skill training to supplement shortage of adequately skilled professional staff.

#### **Recommendations for funders**

1. Investment in accreditation and standardisation services to increase transparency.
2. Funding for smaller organisations and PSOs in smaller towns and villages to enable PSOs to cater to the larger ecosystem.
3. Investment in the development of a common language and framework for the ecosystem.
4. Active engagement with the government to align interventions with sector requirements.
5. Investment in reliable statistical data and supporting infrastructure to create data sources.
6. Support for smaller charities amidst the drop in funder attention in the light of COVID challenges.

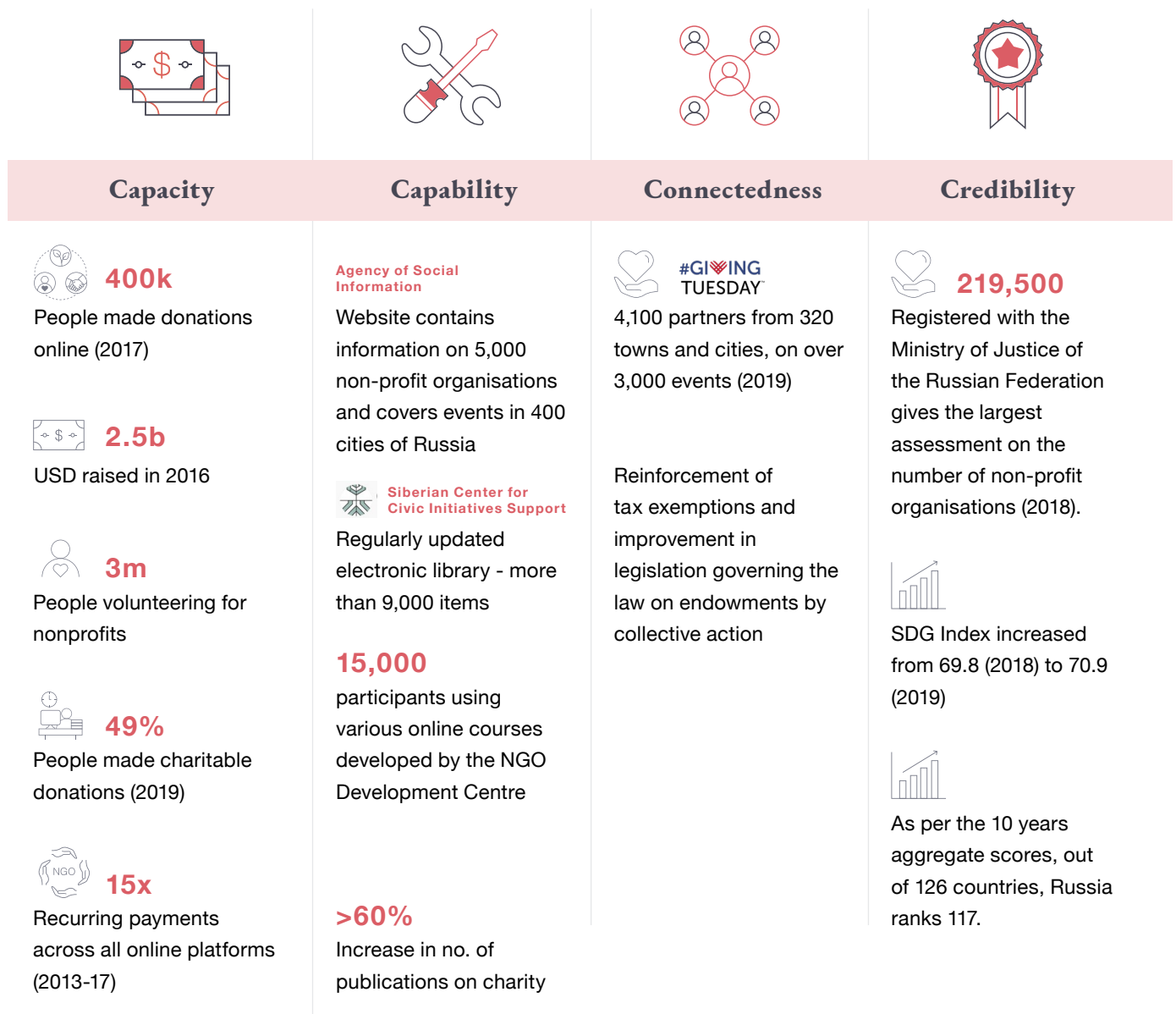




## Growth of philanthropy in Russia

Both data and the views of practitioners suggest that Russian philanthropy has grown significantly in its capacity over the last 30 years, which has enabled growth in its capabilities, connection and credibility.

Figure 12: Capacity, capability and credibility of philanthropy in Russia's giving ecosystem



Source: Government of Russia (2019), Research of private donations in Russia (2020), Insights shared by CAF Russia, The Sustainable Development Report (2020), CAF World Giving Index (2019)

Russian philanthropy's capacity in terms of financial resources grew in the early 1990s, and laid a strong foundation for improving the sector's capability, connection and credibility.

Russian philanthropy grew from the modest beginnings of domestic giving in the early 1990s, when the numbers were negligible, as individual donations subsequently grew dramatically, amounting to **USD 2.5 billion (RUB 160 billion) by 2016.**<sup>110</sup> The total 'donation market' is estimated at between USD 5.4 billion and USD 7.3 billion and includes corporate donations, foundation giving and giving by individuals.<sup>111</sup> Fifty per cent of institutional spending on charitable and social projects was by the corporate segment and there was a 13.7 per cent increase in federal allocations<sup>112</sup> for the support of socially oriented

non-profit organisations in the period 2017-18. A similar effect was seen in volunteering, where, according to the Ministry of Economic Development, almost three million Russians volunteer for socially oriented non-profit organisations.<sup>113</sup> This was also accompanied by growth in the number of community foundations across Russia, whose number increased from 45 to 70, a 56 per cent growth between 2014 and 2018.<sup>114</sup>

*“When we started to discuss this 15 years ago, everyone said, “Let’s speak about grants, let’s write”, and now 2/3 of the conference time we discuss methods of work with private donors, recurrent payments, and volunteer fundraising.”*

— Anna Orlova, NGO Development Centre

**Technology has enabled and stimulated giving with over 400,000 people donating online by 2017. Global movements such as GivingTuesday and giving circles also gained momentum as a means to encourage giving.**<sup>115</sup> Forty-nine per cent of Russians made charitable donations in 2019<sup>116</sup> and these are likely to have been part of a pattern of recurrent donations rather than one-offs, as Russian philanthropy experienced an increase in recurring payments across all online platforms between 2013 and 2017 by a multiple of 15. Over USD 1.1 million (RUB 800 million) were raised by online platforms to support NPOs.<sup>117</sup>

*“From the point of view of philanthropy, I believe an important point that emerged and developed is the appearance of various platforms. Here I can name platforms for collecting private donations: “Dobro” at Mail.ru, “Blago.ru” and “Nuzhna Pomosh.”*

— Anna Orlova, NGO Development Centre

**Philanthropy’s capability has been demonstrated by the increased availability of data and knowledge.**

**Since 2008, publications on charity have increased by over 60 per cent, with an average of 3,000 publications per month.**<sup>118</sup> Most of these publications are posted on the internet. The Siberian Civic Initiatives Support Centre, for example, has a regularly updated library with over 9,000 items<sup>119</sup> and databases created by organisations such as the Agency for Social Information have details on over 5,000 non-profit organisations across 400 Russian cities.<sup>120</sup> PSOs are also utilising online methods for capacity building. The NGO Development Centre reported 15,000 participants making use of the various online courses developed by them.<sup>121</sup>

**Russia has seen a growth in the number of registered NGOs and improvements across some global indices, contributing to the credibility of philanthropy.**

**As of 2018, 219,500 NGOs were registered with the Ministry of Justice of the Russian Federation, the largest assessment of the number of the country’s non-profit organisations.**<sup>122</sup> Transparency is a growing trend in Russia. The country’s score on the SDG Index increased from 69.8 in 2018 to 71.9 in 2019.<sup>123</sup> On a ten-year aggregate score of the World Giving Index, however, out of 126 countries, Russia ranks 117.<sup>124</sup>

*“Another trend is towards transparency. NGOs have already developed a request for clear rules of the game and government organisations, who had their own non-transparent system of NGO support, several years ago did not understand at all why this is needed and why they should describe these strange rules, have started to be involved in this.”*

— Olga Drozdova, Agency for Social Information

## Philanthropy's connection can be evidenced by the growing number of participants at events.

**Philanthropy-related events have drawn greater participation over the years.** From 900 partners in 1,500 events, in 124 cities in 2016, GivingTuesday grew to 4,100 partners in 3,000 events in 320 cities by 2019. Community foundations are considered to be the most connected philanthropic organisations.<sup>125</sup> Collaborative initiatives have also led to favourable policy changes, and the reinforcement of tax exemptions in 2020 and improvements in legislation governing endowments in 2020 were achieved through the collective action of philanthropy players.

*“Partnerships help us thrive. Generally there are internal and external barriers that often prevent us from cooperation with other ecosystem players in the field of social enterprise support. But when we take a stand and overcome those, the resulting joint efforts allow us to attract a wider and more diverse group of participants and provide multiple forms of support to them. When two organisations work on a joint programme its efficiency is much higher than when we do it all by ourselves.”*

— Ekaterina Khaletskaya, Impact Hub Moscow

## Contribution of PSOs to that growth

**Both data and practitioners' views suggest that government and international support for PSOs contributed to the growth in philanthropy over the period in question.**

Figure 13: PSOs' contribution to the growth of the capacity, capability and credibility of philanthropy in Russia



Source: Interviews with 17 field experts

## **1980s-1990s: Investments by the state and the entry of international organisations laid the foundation of Russian Philanthropy, forming the first set of PSOs.**

Russian philanthropy was kick-started by the opening of two foundations, namely the Soviet Culture Foundation and the Children's Foundation in 1987 by the then General Secretary of the Communist Party of the Union of Soviet Socialist Republics (USSR), Mikhail Gorbachev. This initiative marked the abandonment of the view that charity and philanthropy are not needed in a socialist state.

In the early 1990s, international funders such as USAID (1992) and CAF (1993) entered Russian philanthropy and were seen as instrumental to the development of the ecosystem. CAF Russia, in particular, has played a critical role in setting up community foundations and enabling philanthropy in Russia from the start. This was followed by the development of supporting infrastructure bodies such as non-profit resource centres and community foundations that have also taken on philanthropy support roles, like Togliatti Foundation (1996), "Garant" (1996) and the Foundation for Development of Tyumen (1999). Experts noted that the early non-profit resource centres were internationally funded by grants of long enough duration to enable the launch of large-scale projects and develop internal competencies. Some of these organisations evolved into durable PSOs over a period of time. For example, "Garant", in the early 2000s, launched a new activity for raising local sources for support of social organisations.

## **2000s: The investments of the 1990s saw returns with an increase in the number of NGOs and foundations in the 2000s, which continued to evolve to meet the changing economic and policy needs.**

The early 2000s saw the rise of private foundations, corporate foundations, iconic media houses and the acceptance of the use of CSR to support the development of some civic initiatives and/or organisations. There was a marked rise in giving following the privatisation of state-owned companies and the accumulation of great wealth by the so-called 'oligarchs' and other entrepreneurs.<sup>126</sup>

The rising number of NGOs (see above) was put to a test by the economic crisis of 2008-9 and the growing policy influence of the state, which led to a rising demand for NGO services and activities, prompting them to seek new donors and intensify activities with volunteers. By 2008, the first online giving platform 'Blago.ru' was started by CAF Russia. In 2010, the site saw a growth in the number of donations of 127 per cent over the previous year and in 2011, an increase of 64 per cent over 2010.<sup>127</sup>

The law on endowments was adopted in 2006 and some tax exemptions for private philanthropists were envisaged. When the endowment legislation came into force in the following year, 15 endowment funds were established.<sup>128</sup> The endowment principle is developing thanks, among other things, to the activities of The Vladimir Potanin Foundation and the national Concept for Promotion of Charitable Activities and Volunteer Movement in the Russian Federation, which was developed (with active participation of NGOs) and ratified in 2009. The main stages in the subsequent development of the endowment idea have been as follows. In 2009, an endowment club was initiated by the Potanin Foundation at the Russian Donors' Forum. In 2012, an education programme, 'Endowments: Growth Strategy', was started by The Potanin Foundation in partnership with the Russian Donors' Forum. Most recently, in November 2019 the government approved a new Concept of Assistance to the development of charitable activities in the Russian Federation for the period up to 2025.<sup>129</sup>

## **2010s: The implementation of the foreign agents law saw the exit of foreign funders which set back the development of the sector, but also enabled the growth of smaller PSOs who were supported by the state.**

In 2012, under the so-called foreign agents law, organisations were now required to register as 'foreign agents' if they were engaging in any forms of political activity and were receiving foreign funding. The resultant exit of a number of foreign funders was partly compensated by initiatives such as the Presidential Grant Fund (2017). Federal allocations to the social sector, including those from the new Fund, went up by 13.7 per cent from USD 141 million (RUB 10.3 billion in 2017) to USD 166.7 million (RUB 12.2 billion in 2018).

“Another critical point was massive exit of international organisations from Russia. Many new local organisations emerged at that time. Now it is possible to say that their influence has grown, that volunteer movement as such is supported by the state authorities.”

— Alexandra Boldyreva, Russian Donors’ Forum

**2020: COVID-19 has led to the development of non-state elements of Russian philanthropy and the formation of multiple collaborations to respond to the crisis.**

**Non-state charity has become more significant in Russia, with the COVID-19 crisis appears to have stirred the ultra-wealthy to action,** and many individuals have given large donations during the pandemic, among them The Vladimir Potanin, Alisher Usmanov and Gennady Timchenko.

**Coalitions have sprung up to address capability and awareness gaps for NGOs and people dealing with the impact of COVID.** ‘The care is here’ coalition by Elena & Gennady Timchenko Foundation brought together 231 organisations to share information/technology and establish hotlines for elderly people. 81,500 elderly people have received support. Seven NGOs from different fields have come together to create the ‘Neighbours project’ - a web resource with materials and instructions for non-profits and people on how to help their neighbours and ‘Play For Russia’ organised by corporate and government stakeholders along with PSOs raised over USD 354k for regional hospitals and health workers fighting COVID-19.<sup>130</sup> While PSOs have been quick in pivoting their response, funders have also risen to the occasion by offering flexibility in grants to address evolved market needs.

“We have more information to process and readers’ interest has increased as well. People are interested in what happens, what actions are taken, what initiatives exist, how to get a volunteer’s pass, how to help health workers, etc. So, this information is in demand.”

— Olga Drozdova, Agency for Social Information

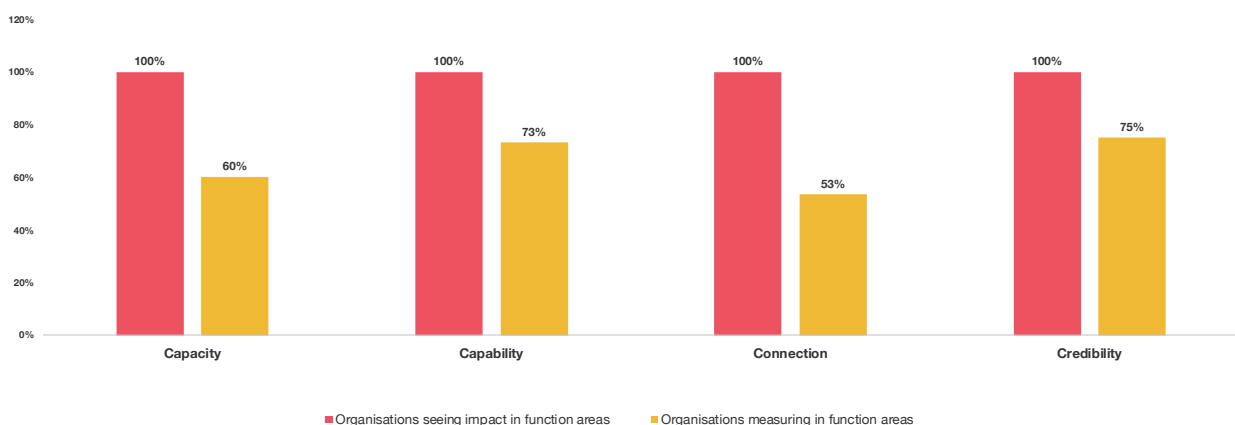
## Impact of Russian PSOs across 4Cs

**Scanning the self-reported individual contributions of PSOs creates a bigger picture of their impact.**

**The ecosystem is seeing or measuring impact across all the 4Cs.**

**The survey results demonstrated that the ecosystem is aware of the impact created by its constituent parts.** All respondents were seeing, and at least 50 per cent of them were measuring, impact across all categories. In the areas where they provided core or auxiliary functions. Moreover, the aims and outputs of organisations are clear which helps them articulate their impact on Russian philanthropy.

Figure 14: PSOs seeing and measuring impact in the 4Cs function areas in Russia



Source: Interviews with 17 field experts

**Organisations do not refrain from undertaking activities outside of their goals if they believe that those activities would support their goals in the long run.** For example, the 16 funders surveyed are involved in service provision above and beyond the provision of financial resources. The Vladimir Potanin Foundation has set up five endowment knowledge hubs and last year set up the Centre for Philanthropy Development. As a result of this overlap, some philanthropic organisations have dual roles as funders and as PSOs – hence the inclusion of the Potanin and Timchenko Foundations in the table below.

Table 13: Impacts of Russian PSOs in the 4Cs

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums/platforms/networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Elena &amp; Gennady Timchenko Foundation<sup>131</sup> (2010)</b>	<p><b>Funds raised in 2018 for ‘active generation’ grants competition:</b> USD 490k (RUB 36 million)</p> <p><b>Funds enabled for socio-cultural transformation by grantees:</b> USD 1.8 million (RUB 135.82 million)</p>	<p><b>Evidence-based practices supported:</b> 163</p>		<p><b>End beneficiaries:</b> over 114,000</p> <p><b>People engaged:</b> 24,000+</p> <p><b>Indirect beneficiaries:</b> over 400,000</p>
<b>The Vladimir Potanin Foundation<sup>132</sup> (1999)</b>	<p><b>Grants and scholarships distributed:</b> USD 8.8 million RUB 649 million (2019)</p> <p><b>Grantees supported:</b> 56 organisations, 946 professionals, 643 students (2019)</p>	<p><b>Philanthropic Leadership Platform:</b> Russia-Europe: 20 leaders annually</p> <p><b>Endowment Knowledge Hubs (established and funded):</b> 5</p> <p><b>Centre for Philanthropy Development:</b> established in 2019</p> <p><b>Researches supported:</b> 11 (2019)</p> <p><b>Digital data portal on social problems supported and launched:</b> www.tochno.st.</p>	<p><b>Professional public events:</b> 58 (2019)</p> <p><b>Events participants:</b> 292,409 (2019)</p> <p><b>Grantees, partners, experts:</b> over 35,000</p>	<p><b>Press readers reached (across all interventions):</b> 745 million</p> <p><b>People engaged across social media:</b> over 17,000 (2019)</p>
<b>Dobro.mail.ru<sup>133</sup> (2013)</b>	<p><b>Verified charities collected on the platform:</b> 193</p> <p><b>Projects successfully fundraised for:</b> 1424+</p> <p><b>Number of people engaged:</b> 257,000 people over 4 years</p>	<p><b>People helped to do good:<sup>134</sup></b> 854,850</p>		<p><b>Projects checked and authenticated:</b> 168</p>
<b>CAF<sup>135</sup> (1993)</b>	<p><b>Grants and donations distributed:</b> USD 3.9 million RUB 293 million (May 2018-April 2019)</p> <p><b>NGOs and municipal institutions supported:</b> 123 (May 2018-April 2019)</p> <p><b>Community foundations supported:</b> 76 (May 2018-April 2019)</p> <p><b>Growth in online donations to NGOs made via donation platforms on #GivingTuesday:</b> 2 times in 2018 (from USD 17-34k or RUB 1.3 to 2.6 million) and 3 times in 2019</p>	<p><b>Consulting projects for business and private donors:</b> 17 (May 2018-April 2019)</p> <p><b>Non-profits consulted on media campaigns:</b> over 200 (since 2009)</p> <p><b>NGO professionals trained on marketing communications:</b> over 400 (since 2009)</p> <p><b>Articles published:</b> 200 by 40 authors published in philanthropy.ru e-magazine (May 2018-April 2019)</p> <p><b>Publications of #GivingTuesday:</b> 2,500+ (2019)</p>	<p><b>Partners joined #GivingTuesday launched in 2016:</b> 4,100, from 320 towns and cities, on over 3,000 events (2019).</p> <p><b>Regional community campaigns held in 2019 as part of #GivingTuesday:</b> 7</p> <p><b>Inter-regional and regional community foundation alliances currently existing in Russia:</b> 6</p>	<p><b>Socially active media:</b> over 50 advertising campaigns for non-profits implemented since 2009</p>



	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums/platforms/networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>“Garant”<sup>136</sup> (1996)</b>	<p><b>Amount raised for implementation of projects since inception:</b> &gt;USD 4.7 million (RUB 350 million)</p> <p><b>Grant competitions organised since inception:</b> 100+</p> <p><b>Projects funded since inception:</b> 1,000+</p> <p><b>Total sum of funding for those projects:</b> USD 953k (RUB 70 million)</p>	<p><b>Seminars and training conducted for specialists of NGOs:</b> 1,500</p> <p><b>Persons participated in training:</b> &gt; 30,000</p>	<b>Charity marathons conducted:</b> 7	<b>Citizens participated (from Arkhangelsk and Arkhangelsk region):</b> >25,000 per event
<b>Russian Donors Forum (RDF)<sup>137</sup> 1996</b>		<p><b>Enabled reporting of organisations:</b> Reference Point competition of NGOs annual public reports was launched by the Donors Forum in 2004. More than 300 non-profit organisations participated since inception</p> <p><b>Repository of Best Practices in philanthropy</b> launched in 2019</p>	<p><b>Members:</b> 54 (2020)</p> <p><b>Competition ‘Leaders of Corporate Philanthropy’:</b> 170+ Russian and foreign companies operating in Russia participated over 11 years</p> <p><b>Participants of ‘Focus Philanthropy’:</b> 280+ over 8 years across 46 regions.</p>	<p><b>Photos, photo stories and infographics, videos and posters as part of ‘Focus Philanthropy’:</b> &gt;1,300 (since 2012)</p> <p><b>Law enabled:</b> one of the key achievements of the Donors Forum was building a community of endowed foundations in Russia and advocating for an endowment law</p>
<b>The Siberian Civic Initiatives Support Center<sup>138</sup> (1995)</b>	<p><b>Number of organisations supported:</b> 721 non-profits within the project, Cooperation of Resource Centers in 2019, 425 consultations delivered</p>	<p><b>Regularly updated electronic library. Items in the library:</b> 9,000+</p> <p><b>Events held within the project, Cooperation of Resource Centres:</b> 62 in 2019</p> <p><b>Educational events for (community leaders, social entrepreneurs, active citizens):</b> 23 for 47 people held in 2019</p> <p><b>Trainings for 45 non-profit key employees</b> 4 held in 2019</p> <p><b>Internet-platform (created in 2019) for local communities with</b> 17 neighbour centres registered there</p> <p><b>Number of articles disseminated on project Cooperation of Resource Centres:</b> 231 in 2019 with 1,993 people informed</p>	<b>Number of actors participating in the project, Cooperation of Resource Centres</b> 945 representatives of 29 Russian regions in 2019	
<b>Moscow School of Professional Philanthropy<sup>139</sup> (2018)</b>	<b>First cohort of students successfully completed the course:</b> 26 (2019)		<p><b>Alumni community:</b> 60+ people (2020)</p> <p><b>Expert community:</b> 100+ people (2020)</p>	

	<b>Capacity</b> Generating financial, human and infrastructure resources for philanthropy	<b>Capability</b> Strengthening organisation strategies, implementation, knowledge, data, and skills for philanthropy	<b>Connection</b> Creating forums/platforms/networks for collaboration, peer-learning, and action for philanthropy	<b>Credibility</b> Enhancing the reputation, transparency, recognition and influence of philanthropy
<b>Agency of Social information<sup>140</sup> (1994)</b>		<p><b>Proportion audience informed:</b> 22% of non-profit leaders</p> <p><b>Number of publications:</b> 8,799 publications in 2019 (incl. 2,795 news)</p> <p><b>Number of participants in Communication and Innovation School (webinars):</b> 204 participants from 93 cities (2019)</p> <p><b>Number of interviews published for cross-media project 'NGO Profi' (supported by The Vladimir Potanin Foundation):</b> 24 interviews with non-profit leaders and 45 materials published by the partners in 2019</p>		<p><b>Media mentions:</b> 3,397 (2019)</p> <p><b>Subscribers in Social media:</b> Over 20,000</p> <p><b>Unique website visitors:</b> 1M+ (2019)</p> <p><b>Number of charities supported in social advertising:</b> 9 in 2019</p> <p><b>Number of correspondents:</b> 37 covering 590 cities</p>
<b>NGO Development Centre<sup>141</sup> (1995)</b>	<p><b>Organisations supported:</b> 793 (2019)</p> <p><b>Professionals supported:</b> 8,330 representatives of non-profits and initiative groups (2019)</p>	<p><b>Educational events for non-profits:</b> 67, including 3 online courses with 5,969 participants (2019)</p> <p><b>NGO Kitchen:</b> community platform and data base for professionals</p> <p><b>Number of newsletters on non-profits:</b> 49 for 3,125 subscribers (2019)</p> <p><b>Number of newsletters on social entrepreneurship:</b> 18 for 1,203 subscribers (2019)</p>		<p><b>Website visitors of NGO Kitchen:</b> 24,042 (2019)</p> <p><b>Website visitors:</b> 12,330 (2019)</p> <p><b>Subscribers in V Kontakte social media:</b> 5,274 (2019)</p>

Over the years, the featured PSOs have helped channel at least USD 20 million, generated over 15,000 capability building resources and trained over 30,000 personnel. More than 65 events engaging 200,000 people have been curated and one law has been introduced.

Source: Interviews with organisation representatives, organisation websites and documentation

An overview of impact tracked shows that for capacity and credibility, impact indicators often measured final outcomes such as the volume of funds raised, or the number of NGOs verified. However, in the case of connection and capability, impact indicators focused largely on outputs, such as the number of people brought together and the number of research reports created, and not on the final outcome of these indicators on philanthropy. Similar observations were made in the interviews, as practitioners shared their perceptions of PSO contributions, as highlighted below.

**PSOs primarily selected credibility functions as core functions of their organisation, followed by connection, capability and capacity.** Enhancing reputation and transparency was the most popular core function (10) which seems to have paid dividends in that there is **growing credibility across the sector, where primary research suggests that transparency and flexibility are acknowledged assets of the philanthropic sector.**

PSOs have demonstrated impact in enhancing capacity by enabling access to finance for a wide range of organisations and enhancing capability by catering to the growing demand for technical, information and technological support.

**As noted above, in Russia, much more than in the other two countries studied, there is much more overlap between funders and PSOs. As a result, some organisations that fall into the PSO category are heavily involved in financial provision.** Organisations are dependent on these for funding as well as for assistance on methodological and informational needs.

*“PSOs provide substantial financial resources and it is possible to follow their impact just by the number of projects, initiatives, institutionalised activities supported. Activities of these foundations have the largest return which may be traced.”*

— Anna Orlova, NGO Development Centre

While organisations are providing financial support on one hand, there are also organisations providing ‘systemic training’ on the other hand which increase the skills in technology and improves professionalism in the philanthropy sector in Russia. Technology support for the sector in the form of tools for collecting and processing individual donations, for work with clients, etc. and basic information and technology (IT) support is also seen as extremely important. One of the oldest organisations in Russia involved in this is the Agency for Social Information. Experts also mentioned projects such as the Teplitsa Socialnykh Technologii (Greenhouse for Social Technologies) which are known to almost every NGO working in this field. They provide IT technologies support. Russian philanthropy also has volunteer projects, for example, The Rybakov Foundation has a project where volunteers help non-profit organisations with technological issues called ‘Philtech’.

*“CAF, for example, invested a lot both in education and in financial support. The Vladimir Potanin Foundation – it finances serious strategic programmes for a long time. Speaking of technology providers – the Teplitsa Socialnykh Technologii (Social Technologies Greenhouse) offers many technologies to implement in philanthropy organisations.”*

— Marina Mikhailova, “Garant” Centre for Social Technologies (Arkhangelsk)

*“Anyone who is interested in starting a new initiative is far more likely to succeed if there is relevant information available to assist them. Philanthropy support organisations will provide them with not only legal support on getting started, but also some basic background information on non-profits and volunteer associations and their best practices.”*

— Alena Meshkova, Konstantin Khabensky Charity Foundation

**PSOs establish credibility through the transparent functioning of the resource centres, which are recognised as key players by respondents.**

Transparency is acknowledged by stakeholders in Russian philanthropy as an enabler of trust in philanthropy organisations and the sector at large and primary findings suggest these are highly developed in the sector, although it might be that government foundations have a lower degree of flexibility than their non-government counterparts.

*“The largest resource centres for NGOs – the “Grani” from Perm, the “Garant” from Arkhangelsk, The Siberian Civic Initiatives Support Center...and The “Podari Zhizn” (Gift of Life) Foundation....thanks to such organisations, extremely transparent ones, the level of trust in philanthropy organisations and the non-profit sector in general increased significantly.”*

— Elena Ivanitskaya, Ministry of Economic Development of the Russian Federation

## Zooming in on the life-cycles and journeys of specific PSOs, their attributable impact becomes clearer.

### Case study: The Russian Donors Forum

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The Russian Donors Forum is an association of the largest grantmaking organisations operating in Russia and as of 2020 connects more than 55 member organisations<sup>142</sup>. The Forum leverages its competitions and networks to bring in the professionalism and transparency needed to establish philanthropy's unique identity.

The first meeting of the Russian Donors Forum, a group of foreign charitable organisations working in Russia took place in 1996. However, it was only in 2002 that it was formalised and registered as a legal entity.<sup>143</sup>

**Bridging ecosystem gaps - fostering credibility.** Early in its life, the Russian Donors Forum realised that one of the major criticisms of Russian philanthropy was its lack of transparency and the delayed introduction of reporting tools which are fundamental enablers of clarity and visibility within the sector. The group therefore diversified its area of operation to address this issue.

'Tochka Otshcheta' (Reference Point), a competition for NGOs based on their annual public reports was launched by the Forum in 2004. As a part of this project, the Forum produced a transparency rating of non-profit organisations in collaboration with their partners from the 'big four' accounting firms.<sup>144</sup>

*"A source we may use (to assess industry notions on measuring impact through quantifiable objective indicators) is materials of the competition organised by the Donors Forum. It is possible to trace at least the number of participants, themes and subjects, and subsequently assess the input of the companies and see whether the trend is positive or negative and determine the areas of cash infusions. One of the criteria traced in the competition is the specific social impact of a segment of NGOs."*

— Anna Orlova, NGO Development Centre

**The competition has continued to develop.** 252 reports were submitted to the 2018 competition and 280 reports to the 2019 event.<sup>145</sup>

In a further move to encourage professionalism and integrity, the Forum also runs an initiative called 'Repositoryy Luchshih Praktik' (Repository of Best Practices), whereas leaders of corporate philanthropy come together to determine best practices of businesses in corporate philanthropy, CSR and sustainable development for social impact. **The total amount of funds that 32 companies spent in 2018 to support various external social initiatives amounted to USD 777.9 million (57.5 billion RUB), reflecting a growth in capacity.**

The Russian Donors Forum also carries out a project aimed at visualising philanthropic activities called the 'Obiektivnaya Blagotvoritalnost' (Focus Philanthropy). **Since 2012, more than 1300 photos together with powerful stories behind the scenes have been shared through this project.**<sup>146</sup>

*"In order to build something that might even last beyond our own lives, we believe there is a need to invest in three elements: individuals, creative ideas and institutions that are crucial to implementing the ideas leaders have."*

— Oksana Oracheva, The Vladimir Potanin Foundation

## Case study: CAF Russia

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**CAF Russia has become a backbone of the philanthropy development in the country paving new ways to increase giving and establish industry standards.**

*“CAF played the role of showcasing what a good infrastructure organisation can do for the sector. This role has been recognised and appreciated by different stakeholders - government, donors, NGOs”*

— Maria Chertok, CAF Russia

### The sculptor of ‘capacity’ for Russian philanthropy

CAF Russia was initially established in 1993 to build the emerging civil society sector through free consultations on legal and accounting issues and fundraising, a library of resources and training for NGOs across Russia. In late 1990s, CAF Russia started focusing on creating an environment, which encouraged Russian emerging donors to give. In 1998, CAF Russia established the first corporate giving program in the country and was involved in the creation of Russia’s first Community Foundation. There are now over 80 community foundations (CFs) across Russia and bringing significant resources to their communities.

*“CAF has not only introduced community foundations, it supported development of these foundations, planted and nursed them. Some of them died, some of them would develop without CAF’s assistance, but many of them would never appear without it. So it is fair to say that the community foundations model emerged in Russia thanks to CAF. Now these foundations develop themselves, but this just shows efficiency of CAF – this model survived after they stepped aside.”*

— Marina Mikhailova, “Garant” Center for Social Technologies (Arkhangelsk)

While community foundations were being fostered by CAF, there was special emphasis on alliances to advance their development through peer-to-peer connections. Due to these efforts, four community foundation alliances exist in Russia. One of them – in the Perm region - has become an experimental ground for the development of rural CFs in Russia.

### Working toward increasing the volumes of giving CAF Russia introduced payroll giving in Russia and helped to establish the first private foundation in the country.

Its on-line giving platform [www.blago.ru](http://www.blago.ru) launched in 2008 was the first of its kind in the country paving the way for successful growth of platform solutions that triggered the development of mass giving. In 2018, USD 6.8 million (RUB 40 million) was raised through platforms in Russia – 20 times more than in 2013. 70% of Russians give to charity and more than 50% of donations are made on-line.

### Increasingly, CAF Russia is seeking to move the dial on the engagement of ordinary Russians in charitable giving. To this end, CAF Russia has successfully brought #GivingTuesday to Russia in 2016.

#GivingTuesday has also become a tool for bringing different civil society players together (over 4000 partners took part in the campaign in 2019) and growing connectedness through civic campaigns led by community foundations. It also increases volumes of giving (donations through on-line platforms grow 2-3 times on the day) and credibility of the sector - in 2019 GivingTuesday inspired over 2500 media publications.

Giving culture depends on the credibility of the sector. In order to enable charities to earn public trust, CAF Russia introduced validation and detailed reporting on the donations it processed, making such transparency an industry standard. By providing advice, managing programmes on behalf of donors, producing research and guidance publications and practicing impact management CAF Russia has increased overall standards

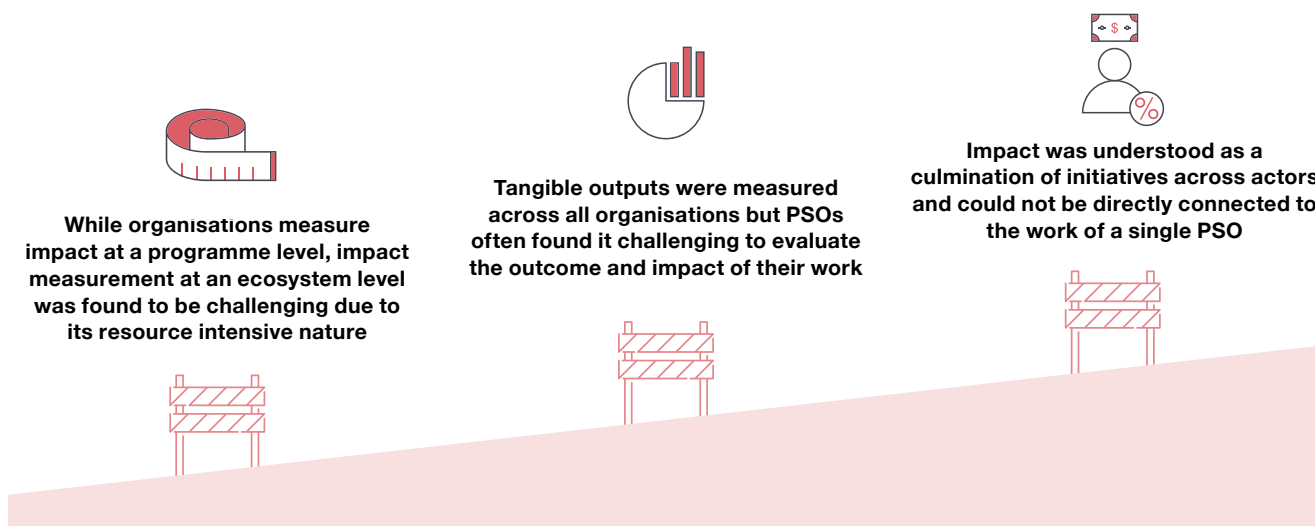
of institutional philanthropy. Over time, CAF Russia incubated over a dozen of private foundations and CSR programmes, helping them to develop strategically, demonstrating impact and giving confidence to their donors to start permanent institutions.

**CAF Russia has become a model of a successful infrastructure organisation that inspired other groups and influenced donors to make infrastructure support their priority. Largely due to CAF Russia's example and efforts, Russia now enjoys a diverse philanthropy ecosystem – from large government-supported institutions to cutting-edge IT-based platform solutions, to local community foundations in remote rural areas.**

## Challenges faced by PSOs in achieving and measuring impact

**Although the ecosystem is seeing or measuring impact across all 4Cs, stakeholders pointed to some persistent challenges in measuring impact outcomes.**

Figure 15: PSOs' challenges to measuring impact in Russia



Source: Interviews with 17 field experts

**While organisations measure impact at a programme level, impact measurement at an ecosystem level was found to be challenging due to its resource-intensive nature.**

Primary findings suggest that there is a need for an infrastructural body which is a source of statistical data at a sector level. While programmatic indicators can be created, data for any sectoral analysis are lacking because of the resources involved in producing them.

*“Any kind of research of any efficiency is a quite resource-consuming project, especially if we want reliable data.”*

— Anna Orlova, Board Chairperson, NGO Development Centre

**Tangible outputs were measured across all organisations but PSOs often found it challenging to evaluate the outcome and impact of their work.**

While areas of finance can be measured, influence and social impact are more difficult to assess. PSOs find it is hard to choose one metric representing qualitative changes and to convey how the knowledge and skills they acquired helped them to develop their organisation. PSOs were able to map indirect impact using certain metrics, however, they found it impossible to apply ‘unified indicators’ for measuring impact for everybody.



## Impact was understood as a culmination of initiatives across actors and could not be directly connected to the work of a single PSO.

Organisations say that they cannot trace ‘where there is their work, and where there isn’t’. One might develop certain metrics for assessing impact, but the scope of these is limited, owing to the multiplicity of players and similarity of work and organisation objectives. It remains difficult to trace direct causation and to say whether or not an idea is attributable to the work of one single organisation. This is an effect of ‘synergies’.

*“A number of factors taken together contribute to an overall effect, and it is almost impossible to detach one single factor. For example, many of our grantees receive both our grants and grants from the Presidential Grant Fund. How would you measure individual contribution towards impact?”*

— Oksana Oracheva, The Vladimir Potanin Foundation

## The way forward

**The demonstrated impact of PSOs highlights the positive outcomes of various investments. This impact could be further sustained, scaled and diversified through targeted interventions by PSOs and funding by investors.**

*Figure 16: Recommendations for Russian PSOs’ progress in bandwidth support, provision of technical expertise, field context, actionable research, diverse connections and regional variations*



### Fundraising support

#### Recommendation for PSOs:

PSO services are most sought after for the support provided in generating financial resources.



### Need for networks

#### Recommendation for PSOs:

PSO clients value the synergies achieved through networks and collaborations, an area where PSOs can provide additional support.

#### Recommendation for funders:

Given the important role of the State in Russian philanthropy, there is a need for active engagement with the government to align interventions with sector requirements.



### Accountability/transparency

#### Recommendation for funders:

Users of PSO services also recognise the need of accreditation and standardisation services for bringing in transparency and accountability to the sector.

Investments in the development of a common language and framework for the ecosystem can be seen as a first step towards achieving common goals.



### Data management

#### Recommendation for funders:

Funding for smaller organisations, and PSOs in smaller towns and villages can enable PSOs to cater to the larger ecosystem.



### Professionalism

#### Recommendation for PSOs:

PSOs can play an important role in filling the professionalism gap noted by clients in the sector.



## Access and reach of PSO services

### Recommendation for PSOs:

Diversification of support made available by PSOs across regions and players was also seen as key to enhancing impact.

### Recommendation for funders:

Work is needed to ensure that the services of PSOs cater to the larger ecosystem, and don't remain restricted to certain regions and clients.

There is a need for investment in reliable statistical data and supporting infrastructure to create such data sources.

Source: Interviews with 17 field experts

## Recommendations for PSOs

Conversations with PSO service users show that their engagement with PSOs has evolved over the years and they now see the role of PSOs as that of specialised service providers. They identified six types of value that PSOs add. Most often, this is through fundraising support, however, differing views prevail on whether or not PSOs add value through accountability/transparency enhancing services.

### PSO services are most sought after for the support they provide in generating financial resources.

Advice and support on raising funds is an important service provided by PSOs. As an illustration of this, organisations which do not receive any support from PSOs, such as RDF, Dobro.Mail.ru and the Siberian Center for Supporting Public Initiatives said that they do not require any support from PSOs.

PSOs themselves often need support in fundraising or generating financial resources, and find fundraising liable to variations according to the income levels of citizens and their ability to provide support. It may also not be a sustainable option for PSOs to depend entirely on big donors for support for each project. Hence, it is advisable for organisations to explore mixed methods of donor funding and wider public fund-raising.

*“Perhaps our dependence on big donors is a barrier, and our inability to find a key to sustainability. We are very sensitive to external support. We depend on the project-based system. But we are both an NGO and a mass medium. And this duality is on the one hand helpful, as it is our uniqueness, and on the other hand it is an obstacle, as we are not always able to “fit” our activities as a mass media into the project-based logic. If the system of NGO support were not only project-based and grant-based, we probably would feel better and easier.”*

— Olga Drozdova, Agency for Social Information

### PSO users value the synergies achieved through networks and collaborations, an area where PSOs can provide additional support.

While some social sector organisations have already taken advantage of cooperation and partnerships, many still believe that further effort is needed to improve the status of collaboration within Russian philanthropy. However, the sector is at least acknowledging the gap and is moving to address it. Collaborations created by technology and digital means of engagement can accelerate networks and public giving. This also creates a medium for NGOs to fundraise directly from the public, a step forward especially during the current pandemic when transition from competition to synergy is crucial.

*“In ‘ordinary’ times one of the missing resources is a resource to unite, communicate, build alliances and partnerships. Such permanent resources in our infrastructure are few and far between.”*

— Anna Orlova, NGO Development Centre

*“The most important thing is probably cooperation. The sector is highly competitive and everybody competes for resources.”*

— Ekaterina Khaletskaya, Impact Hub Moscow

## Staffing needs

Skills training is an area throughout the Russian PSE that needs attention. PSOs themselves struggle with a shortage of adequately skilled professional staff. One recommendation for PSOs would therefore be to ensure that the staff is trained to suit their jobs and to encourage ‘on-the-job’ training, if required to increase capacity.

*“This lack of competence is what slows down our capacity to do new things and try new ideas. What certainly helps is the existence of a professional team within the company, the support of the management and the understanding that this is the right and necessary cause that helps our company to develop.”*

— Svetlana Ivchenko, Norilsk Nickel

## Recommendations for funders

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### **Users of PSO services also recognise the need for accreditation and standardisation services in order to increase the transparency and accountability of the sector.**

Another area, widely acknowledged by PSO service users as one in which they needed support, is transparency. Secondary literature and primary findings suggest that there is still a need for developing trust in the NGO sector. This can be created by the development of accreditation and standardisation, an area explored by CAF in its interventions.

*“We wanted to introduce a more sensible, transparent and trustworthy mechanism for NGOs, as previously it was not transparent and NGOs thought that it was worthless to participate because the money would be allocated to the “cronies”. It was important to change this and we succeeded. The level of trust is higher now. NGOs apply to us much more frequently.”*

— Igor Sobolev, Presidential Grants Foundation

### **Funding for smaller organisations and PSOs in smaller towns and villages can enable PSOs to cater to the larger ecosystem**

There is prevalent regional and resource bias within the Russian philanthropy sector and while support amenities have been developed they may not necessarily reach small towns, and cities and might remain concentrated in certain places, as with the case of resource allocation, which is centred on a few big players. Smaller organisations in remote areas suffer from these disparities.

*“The opportunities have been also developed, but they often do not reach small towns and villages, they are concentrated in regional centres and big regional cities...certainly, financial support in the form of grantmaking and allocation of financial resources is very disproportionate.”*

— Anna Orlova, NGO Development Centre

### **Investment in the development of a common language and framework for the ecosystem can be seen as a first step towards achieving common goals.**

Primary findings suggested that alliances, collaborations and partnerships of all kinds have increased, but the sector is still in need of lobbying tools, and is yet to devise a common language. It was also noted that while this need exists, thought leadership and resources to make it fit for common use will be required. Existing collaborations and partnerships could be leveraged to collectively oversee this task.

**Given the important role of the state in Russian philanthropy, there is a need for active engagement with the government to align interventions with sector requirements.**

Currently the sector lacks a clear stance on state influence. It needs to align on how it interprets the pros and cons of state intervention and what way forward it should seek for smooth collaborative functioning of the state and philanthropy.

**There is a need for investment in reliable statistical data and supporting infrastructure to create such data sources.**

**Moving forward, in light of COVID-19, it will also be important to ensure that smaller charities are supported and kept afloat amidst the drop in funder attention towards ‘other’ pressing issues within the society.**

Despite a significant increase in philanthropy in the recent months, experts foretell a severe shortfall in funding in the coming year, which could potentially force smaller charities to close with research showing that overall, charitable donations could fall by 30-40 per cent this year. More than 40 per cent of Russians who donated to charity in 2018 did so in cash at a public event — all of which have now had to be cancelled. The latest statistics follow warnings from NGOs that only 5 per cent of the country’s foundations and charities have enough resources to cover a lengthy disruption to their incomes caused by the pandemic.

## Conclusion

The early 1990s marked the beginning of domestic philanthropy in Russia. Three decades later Russian philanthropy has grown significantly. The availability of data and knowledge, an increase in the number of NGOs, and of participation in public events, and rising credibility of philanthropy in the country have also been positive contributors to this growth, along with government and international support for PSOs. These organisations, over the years, have demonstrated impact which highlights the positive outcomes of various investments which can be further sustained, scaled and diversified.

However, Russian philanthropy continues to face challenges in measuring its impact, owing to the resources required to do so and the difficulty in attributing impact. The ecosystem shows potential and scope for improvement if aided by PSOs and funders. While fundraising and financial support remain most sought after, there is a need for improvement in the services for smaller players within the ecosystem, professionalism and data management. COVID-19 has highlighted the gaps within Russian philanthropy and its support ecosystem, but, at the same time, has created an opportunity for further strengthening the ecosystem.

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# Annexure

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# Annexure 1

## One-on-one consultations with experts about the country cases

Country/ Region	Respondent name and designation	Organisation
India	Amrut Joshi, Founder	GameChangers Law
India	Anil Kumar Reddy, CEO and Co-founder	DonateKart
India	Anita Kumar, Head - CSR	Sattva Consulting
India	Bindi Daria, Deputy Director	Centre for Social Impact and Philanthropy (CSIP), Ashoka University
India	Gautam John, Director of Strategy	Rohini Nilekani Philanthropies
India	Harsh Jaitli, CEO	Vani
India	Ingrid Srinath, Director	Centre for Social Impact and Philanthropy (CSIP), Ashoka University
India	Kashyap Shah, Principal and India Education Lead	Bridespan
India	Kavita Mathew, India Partnerships Consultant	Global Giving
India	Komal Goyal, Assistant Manager	A.T.E Chandra Foundation
India	Kunal Verma, Managing Director	Centre for Fundraising
India	Lakshmanan A G, Head of Non-profit partnerships and Online Giving	GiveIndia
India	Meenakshi Batra, CEO	CAF
India	Megha Jain, Associate Director - Strategic Philanthropy	DASRA
India	Noshir Dadrawala, Chief Executive	Centre For Advancement of Philanthropy
India	Paul Basil, Founder and CEO	Villgro
India	Pearl Tiwari, President (CSR & Sustainability)	Ambuja Cement Foundation
India	Poonam Choksi, Social Sector Capacity Building	A.T.E Chandra Foundation
India	Priya Naik, Founder and CEO	Samhita
India	Pushpa Aman Singh, CEO	Guidestar India/GivingTuesday
India	Rathish Balakrishnan, Co-founder & Managing Partner	Sattva Consulting
India	Ravi Sreedharan, Founder	Indian School of Development Management (ISDM)
India	Sathyasree, Director - Development Support	CRY
India	Shalabh Sahai, Co-founder & Director	iVolunteer
India	Smarinita Shetty, Co-founder and CEO	India Development Review
India	Sujatha Srinivasan, Senior Research Manager - Infrastructure & Governance	Institute for Financial Management and Research (IFMR) LEAD
India	Swapnil Agarwal, Co-founder & Director	Dhwani RIS

Country/ Region	Respondent name and designation	Organisation
India	Urvashi Deividayal, Sankalp India Lead	Sankalp, Intellecap
India	Venkat Krishnan, Principal Trustee	India Welfare Trust (Founder, GiveIndia)
India	Vidya Shah, CEO	EdelGive Foundation
India	Swapnil Agarwal, Co-founder & Director	CSF
Kenya	Arif Neki, National Coordinator for SDGPP and former Regional CEO, AKF	SDGPP, Aga Khan Foundation
Kenya	Chilande Warrande, Program Manager	Viwango
Kenya	Clement Nganga, Program Officer	Allavida Kenya
Kenya	Cynthia Onyango, Program Officer	Aga Khan Foundation (East Africa)
Kenya	Evans Okinyi, CEO	East Africa Philanthropy Network (EAPN)
Kenya	Hannah Ahere, Personal Assistant to the Regional Director	Ford Foundation
Kenya	James Gatere, Director	I&M Bank Foundation
Kenya	Janet Mawiyoo, Executive Director	Kenya Community Development Foundation (KCDF)
Kenya	Lucy Chepchumba, Co-Founder	Good Kenyan
Kenya	Melvin Chibole, Director, Governance, learning and Communication	Kenya Community Development Foundation (KCDF)
Kenya	Nancy Kairo, Executive Director East Africa Region	Africa Venture Philanthropy Alliance (AVPA)
Kenya	Nzilani Muema, Program Manager - Kenya	Amani Institute
Kenya	Tom Olila, Director	Strategic Connections
Kenya	Virgile Bahujihimigo, Program Officer	Segal Family Foundation
Russia	Alena Meshkova, Director	Konstantin Khabensky Charity Foundation
Russia	Alexandra Babkina, Social Projects Director, Mail.Ru Group; Head of the Dobro.mail.ru service	Dobro.mail.ru
Russia	Alexandra Boldyreva, Executive Director	Russian Donors' Forum
Russia	Anna Bitova, Head of the Management Board	Center for Curative Pedagogics
Russia	Anna Orlova, Board Chairperson	NGO Development Centre
Russia	Ekaterina Khaletskaya, Co-founder and Director	Impact Hub Moscow
Russia	Elena Ivanitskaya, Deputy Head of the Department for Strategic Development and Innovations	Ministry of Economic Development of the Russian Federation
Russia	Elena Malitskaya, President	The Siberian Civic Initiatives Support Center
Russia	Igor Sobolev, Advisor to the General Director	Presidential Grants Foundation
Russia	Maria Chertok, Director	CAF Russia
Russia	Maria Morozova, General Director	Elena & Gennady Timchenko Foundation
Russia	Marina Mikhailova, Director	"Garant" Center for Social Technologies (Arkhangelsk)
Russia	Oksana Oracheva, General Director	The Vladimir Potanin Foundation
Russia	Oksana Razumova, Chairperson	The "Druzya" (Friends) Foundation
Russia	Olga Drozdova, Head of Social Projects and Programs	Agency for Social Information
Russia	Roman Sklotskiy, Director	Center for Philanthropy Development, The Vladimir Potanin Foundation
Russia	Svetlana Ivchenko, Director of Social Policy Department	Norilsk Nickel
South Africa	Bhekinkosi Moyo, Managing Director	Africa Centre for Philanthropy and Social Investment (ACPSI), WITS Business School
South Africa	Shaun Samuels, Executive Director	SGS Consulting
Tanzania	Stigmata Tenga, Executive Director	Africa Philanthropy Network (APN)



## Annexure 2: Details of selected organisations listed in the 4Cs table

### One-on-one consultations with experts

<i>Africa Venture Philanthropy Association</i>	The African Venture Philanthropy Alliance (AVPA) is a Pan-African network for social investors, headquartered in Nairobi and committed to building a vibrant and high impact community across Africa.
<i>Aga Khan Foundation/Yetu</i>	The Aga Khan Development Network (AKDN) brings together a number of development agencies, institutions, and programmes that work primarily in the poorest parts of Asia and Africa. Yetu fosters a stronger ecosystem for Kenyan CSOs through collaboration, learning and adapting (CLA) approach in both design and implementation of interventions that promote local development while enhancing the sustainability of the local CSOs.
<i>Agency of Social Information</i>	The Social Information Agency is a leading expert organisation in the Russian non-profit sector and a professional news agency specialising in reporting on civic initiatives.
<i>Charities Aid Foundation Russia</i>	CAF (Charities Aid Foundation) – is a non-profit organisation committed to motivating society to give ever more effectively. CAF Russia was established in 1993 to provide free consultations to the fledgling NGO sector on legal and accounting issues and fundraising.
<i>Center for Advancement of Philanthropy</i>	Centre for Advancement of Philanthropy (CAP) specialises in all the laws that regulate India's non-profit sector and in providing complete compliance solutions to organisations involved in philanthropic activity.
<i>Centre for Fundraising</i>	Centre for Fundraising (CFF) is a management consulting firm providing full function fundraising solutions to the non profit organisations across India and several Asian countries.
<i>Charities Aid Foundation India</i>	CAF India is a registered charitable trust set up in 1998 to provide strategic and management support to corporates, individuals and NGOs with an aim to ensure greater impact of their philanthropic and CSR investments.
<i>Daan Utsav</i>	An annual 'festival of philanthropy' that engages the corporate, NGO and government sectors, schools, colleges and the general public through 'acts of giving' - money, time, resources and skills.
<i>Dasra</i>	Dasra began as a venture philanthropy fund to invest in early stage non-profit organisations in India. Their model has grown to facilitate collaborations between funders, non-profits, corporations and the government and partner with leading foundations and philanthropists to help them shape their vision.
<i>Dhwani Rural Information Systems</i>	A development-oriented technology enterprise envisioned to provide affordable, integrated and smart ICT tools to organisations working at BoP levels.
<i>Mail.Ru Group</i>	A fundraising platform that enables users to make a donation to an organisation or apply for participation in a volunteer project.
<i>DonateKart</i>	Donatekart is an India-based social enterprise that allows individuals to donate supplies needed to a charity instead of donating money.
<i>East Africa Philanthropy Network</i>	A voluntary membership association that brings together Trusts and Foundations in the East Africa region with the aim of promoting philanthropy.
<i>EdelGive Foundation</i>	The philanthropic arm of the Edelweiss Group, primarily a grant making organisation, supporting small and mid-sized NGOs across the country. Additionally, EdelGive Foundation has become the connecting platform between grantmakers/donors and credible NGOs across the country.
<i>Gandhi Fellowship/Teach for India/ Make a Difference</i>	Programs that recruits, trains and nurtures college graduates and working professionals to emerge as leaders in the social development space
<i>"Garant"</i>	Regional charity NGO "Arkhangelsk Centre of social technologies "Garant" was created in autumn 1996 to develop civil society organisations in Arkhangelsk region. They work towards the development of social stability in the region through coordination of efforts of various organisations and institutions, introduction of innovative approaches in solving problems of the community and development of civic participation

<i>GiveIndia</i>	GiveIndia is India's largest giving platform for donors that undertakes a robust due diligence process covering legal, compliance, financial and impact checks for each donation made to any non-profit, including in-person visits to beneficiaries and actual feedback reports.
<i>Global Giving</i>	A crowdfunding community that connects non-profits, donors, and companies.
<i>India Development Review</i>	IDR is an independent media platform for the development community that publishes ideas, opinion, analysis and lessons from real-world practice.
<i>iVolunteer</i>	iVolunteer is a social enterprise that promotes volunteering with the mission to bring volunteers and organisations together to share time, skills, and passion to promote India's social development.
<i>Kenya Community Development Foundation</i>	Kenya Community Development Foundation (KCDF) is a public philanthropic foundation that supports sustainable community driven development.
<i>Kenya Philanthropy Forum</i>	The Kenya Philanthropy Forum is an organised platform that brings together philanthropy institutions and individuals to interact, share and engage in efforts that promote philanthropy in Kenya.
<i>Moscow School of Professional Philanthropy</i>	MSPF is a community of like-minded people in the philanthropy industry who are ready to support each other by exchanging expertise and experience. The program is an accelerator of Non-Profit Organization projects and creates a community of professionals.
<i>Nudge Lifeskills Foundation</i>	The Nudge Foundation is a collective of some of India's brightest entrepreneurs, leaders and change-makers, tackling - poverty.
<i>Russian Donors Forum</i>	The Donors Forum is an association of the largest grantmaking organisations operating in Russia to promote the development of a professional charitable community working for the benefit of the whole community.
<i>Sankalp</i>	Sankalp Dialogues are comprehensive discussions, facilitated through the year, across regions, to build ecosystems that enable entrepreneurs to address complex development challenges using local solutions.
<i>SDG Philanthropy Platform</i>	The Partnerships for SDGs online platform is United Nations' global registry of voluntary commitments and multi-stakeholder partnerships made in support of sustainable development and the 17 Sustainable Development Goals.
<i>Strategic Connections</i>	A social enterprise, Strategic Connections exists to provide management and development advisory services as its core business.
<i>Tata Institute of Social Sciences, Azim Premji University Institute of Rural Management, Anand</i>	Autonomous institutions with the mandate of contributing to the professional management of philanthropy, development and rural organisations.
<i>The Siberian Civic Initiatives Support Center</i>	The Siberian Civic Initiatives Support Center is a Russian non-commercial, non-governmental organisation which supports the development of democratic and economic reform by supporting the Third Sector in the Siberian region.
<i>Viwango</i>	Viwango is an independent, standards-setting and certification organisation for CSOs in Kenya.

## Annexure 3

### Research methods and the choice of countries

A participatory approach was undertaken to develop these case studies and represent their contribution across India, Russia and Kenya, following these steps:

1. Editorial Committee consultations to identify and shortlist countries for the case studies. The countries were selected on the basis of their ranking in the WorldGiving Index, the size of their PSE and its evolution over time.
2. Literature review on the evolution of the philanthropy support ecosystem across India, Russia and Kenya to build insights on the broader landscape and context for the case studies.
3. One-on-one semi-structured interviews with 65 experts in the following categories to shortlist organisations for the country case studies (see Annexure 1 and 2 for the complete list of experts and organisations):
  - Platform builders/Network conveners: heads of networks or platforms that convene stakeholders in philanthropy .
  - Researchers, academics, evidence builders on philanthropy: Current head or director of research units and academic institutions on philanthropy.
  - PSE enablers (funders, and PSOs): Practitioners previously Interviewed, or panellists at PSE forums, or member of global networks with 10+ years' experience.
4. Online structured surveys with 65 PSOs, funders and implementing organisations to map their role and impact.
5. One-one-one in-depth interviews with shortlisted PSOs, funders and implementing organisations across India, Russia and Kenya, based on expert recommendations to substantiate survey findings.
6. Editorial Committee consultations to gain feedback and suggestions on the development of these case studies.

## Annexure 4

### Conversion rates for the case studies

1 INR to USD = \$ .01 USD (as of 07.07.2020)

Or 1USD = 75 INR

1 RUB to USD = \$ .01 USD (as of 07.07.2020)

Or 1USD = 73.5 RUB

1 KES to USD = \$ .009 USD (as of 07.07.2020)

Or 1USD = 108 KES

## 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.

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## 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.

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