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External review and options appraisal of the Global Fund for Community Foundations

Barbara Klugman and Mark Turpin

March 2013

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Acronyms

CF: Community Foundation(s)
CoF: Council on Foundations
CPh: Community Philanthropy
EFC: European Foundation Centre
GFCF: Global Fund for Community Foundations
INGO: International non-governmental organisation
NGO: Non-governmental organisation

Acknowledgements

This review has been written by Barbara Klugman[1] and Mark Turpin[2] who would like to thank:

- Jenny Hodgson for her time, insights and the effort she put into making herself and GFCF's resources available to the process
- All those interviewed for the process, listed in Annex 3
- All those of the GFCF's partners, including grantees, and recipients of its e-list bulletins who chose to respond to our e-surveys

March 2013
Johannesburg

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Executive Summary

This Strategic Review and Options Appraisal was undertaken for the Global Fund for Community Foundations (GFCF) by external consultants Barbara Klugman and Mark Turpin in response to a call for proposals issued by the GFCF in late 2012. The work was undertaken between January and March 2013, and the draft Report was presented to the GFCF Board in March 2013.

The consultants received invaluable support and guidance from the GFCF Director, Jenny Hodgson, and also acknowledge the cooperation of all the people interviewed who devoted valuable time and attention out of their busy schedules to the process.

This Report is not an evaluation of the work of the GFCF, while it nonetheless 'reviews' the work and achievements of the organisation, particularly in the light of where the organisation stands at the present time. In this sense, it is more of a 'snapshot' view of the GFCF, and the Report, recognising that the GFCF is at an important moment in its life at a time of both challenge and opportunity, then presents a set of Options for decision. At its March meeting, the GFCF Board made a choice for one of the Options presented and this is elaborated in the conclusion of the Report.

In initially reviewing the current strategic plan for the GFCF, it was clear to the consultants that there were three broadly defined strategic focus areas for the work of the GFCF. It also became clear that the GFCF had paid little attention to its own organisational growth and development and that no specific goals or outcomes existed or were articulated in this regard.

Therefore to initiate the review, the consultants worked with the Director to articulate the current theory of change of the organisation, showing the strategic assumptions that ground its activities, and the intended outcomes and organisational goals they hope to achieve. The Intended Outcomes were defined as 'Effective Grant Making', 'Strengthened Collaborative Learning Networks', and 'Expanded Field of Funders and Practitioners'. We also included an additional Intended Outcome focused on institutional capacity development of the GFCF itself.

The External Review presented here shows evidence that the GFCF has made a significant impact in the field of community philanthropy based on a solid programme of small grant making to organisations around the world. The grant making programme has contributed significantly to the development of an expanding corps of community philanthropy organisations especially in the global south in recent years. Beyond this, the GFCF has started to shape thinking and learning on community philanthropy through a variety of

mechanisms, including webinars, convenings and an excellent and growing body of publications.

It is too early to identify outcomes towards an expanded field, while the Director has nonetheless played an increasingly important advocacy role, attending numerous conferences and events around the world over the last few years.

Also, as mentioned above, little attention has been given to date to strengthening the institutional capacity of the GFCF.

It is clear that the GFCF has a clear vision and mandate, and has pursued these with vigour and singular determination, whilst its institutional capacity is regarded as thin. The Director is highly regarded in the field, and is also very over-stretched. The Board has been supportive, but somewhat 'hands-off', and this Report makes clear recommendations in this regard.

The GFCF is a values-based organisation, and in seeking to understand the work of the organisation the consultants were able to distil a set of values that appear to underpin the work. These were further refined at the March Board meeting and are presented as Annex 2 to the Report. They appear to us to encapsulate the 'essence' of what the GFCF is about.

The Options Appraisal presented here identifies four specific Options for the GFCF going forward. Assuming that the GFCF will seek to retain and strengthen its current identity, each Option is based on a different combination of the strategic outcomes identified in the 'Theory of Change' framework mentioned above.

Option A – 'The Global Hub' assumes that the GFCF will retain and develop its work with the aim of achieving all four outcomes. Option B – 'The Grant making and Learning Organisation' - envisages a smaller and more focused organisation with reduced aspirations for influencing the wider development and philanthropy fields (at least in the short-term). Option C – 'The Collaborative Learning Network' – envisages a shift away from grant-making and a focus on horizontal networking and learning among Community Philanthropy practitioners. Option D – 'The Global Knowledge and Advocacy Partnership' – also assumes a shift away from grant-making, including both the horizontal learning of Option C and feeding into influence and advocacy in the broader development and philanthropy fields.

The March Board meeting adopted a clear preference for Option A 'The Global Hub'. This is an exciting development, although a lot of work will be required to embrace this choice and make it happen. Initial steps were mapped out at the Board meeting.

External review and options appraisal

Introduction

An external review and options appraisal of the Global Fund for Community Foundations (GFCF) is being undertaken "to support the next phase of the GFCF's development as an essential piece of the infrastructure for the global community philanthropy field".[3] It is intended "to clarify for external and internal stakeholders the GFCF's development objectives, its constituency and its strategies; clarify internally what resources (financial, human etc.), structures and funding model will be required to advance its agenda; and identify key goals and outcomes that the GFCF will work to in the next strategic plan."[3]

The questions that this report explores are:

1. What added value does the GFCF bring to the philanthropy and development fields?
2. Contextual: Why is the community philanthropy field not recognised?
    a. Why is it so hard to raise money for this work?
    b. Are the donor constraints structural or a result of lack of evidence of the effectiveness of the CF approach?
3. What strategies are required to achieve this? (options appraisal)
    a. Who are the constituencies this role requires the GFCF to engage?
    b. Who are natural allies and how can they better organise
    c. What kind of institution – values, board (capacities e.g. fundraising, insight on issues, who needs to be brought in to move this agenda forward, and build enhanced credibility for the organisation), other structures e.g. advisory group, location of organisation and board, funding,

Barbara Klugman and Mark Turpin were chosen to undertake the review on the basis of their response to a public request for proposals.

What is the GFCF?

The Global Fund for Community Foundations (GFCF) describes itself as "a grassroots grant maker working to promote and support institutions of community philanthropy around the world. The GFCF works with individual community foundations and other local grant makers and their networks around the world, with a particular focus on the global south and the

[3] Call for Consultant: external review and options appraisal for GFCF.

emerging economies of Central and Eastern Europe. Through small grants, technical support and networking, the GFCF supports these local institutions to … fulfil their potential as vehicles for local development and as part of the infrastructure for sustainable development, poverty alleviation and citizen participation" (see www.globalfundcommunityfoundations.org).

The GFCF was established in 2006 as a project of WINGS (Worldwide Initiatives for Grantmaker Support) with an initial 3-year grant from the World Bank's Development Grants Facility. (See Annex 1: GFCF Timeline) The establishment of the GFCF was in recognition of the emergence of community philanthropy organisations, foundations, networks and initiatives around the world as an important developmental phenomenon that recognised local community initiatives as drivers of community development and progressive social change. Appreciation of community-ownership and a developmental approach are core values shaping the GFCF's modus operandi. (See Annex 2: Core Values and Beliefs) Since the establishment of the GFCF, it has employed Jenny Hodgson as its Director and established an office base in Johannesburg, South Africa. This was a deliberate decision, recognising that GFCF needed a base in the 'global south' as this was to be a focal area for its work. The GFCF has remained small in terms of staffing, relying to a great extent on the Director, some contractual support, and various external consultants, with a key strategy of partnering with other organisations to extend the work. Currently, the GFCF receives financial support from the Charles Stewart Mott Foundation, Rockefeller Brothers Fund, the King Baudouin Foundation, Aga Khan Foundation and TrustAfrica, as well as some anonymous donors.

Methodology

The methodology involved

- A series of discussions with the GFCF director, Jenny Hodgson.
- Half-day attendance at the GFCF's convening at Intundla in November 2012
- A discussion with the GFCF consultant, Barry Knight.
- 16 interviews with board members, key donors and stakeholders in the community philanthropy field. (See Annex 3: List of Interviewees)
- An e-survey of the GFCF's 854 bulletin recipients (termed 'subscribers' in this review, for want of a better term), of which 42 responded.
- An e-survey of the GFCF's 187 partners (including grantees) of which 43 responded.
- A review of the end of year grant reports of 24 grants done as part of a youth cohort in 2011, using the first step of the outcome harvesting methodology which is to "identify, formulate, analyse and interpret outcomes to answer usable questions." [4] 75

[4] Wilson-Grau, R. and Britt, H, *Outcome Harvesting*, Cairo, Ford Foundation MENA Office, May 2012.

actual outcomes were identified. Many contribute towards a number of the GFCF's intended outcomes at once, resulting in 220 notations in total.

- Reading of key documents (Annex 4).
- A review of 2012 website usage analysis.

The analysis was done through reviewing findings and discussing them in an iterative process of conversations between the consultants, the Director and members of the board. The board then met to discuss the findings and Options presented, and the consultants wrote the conclusion as a reflection of the implications of the board's decisions.

What is meant by Community Philanthropy?

Community Philanthropy (CPh) is used in this document to refer to a diverse range of models, processes and organisational forms – from the archetypal community foundations of the U.S., to locally-driven resource mobilisation efforts by volunteers all over the world; from groups with endowments of millions of dollars, to groups making change happen with a hundred dollars.

Core to the concept is that it brings together two processes – philanthropy and community development, that is

- the process of community members mobilising, growing and sustaining resources; and
- the process of communities deciding for themselves how to use those resources to promote social justice and development initiatives that benefit themselves.

The purpose of grant making for community philanthropy is to provide local communities with the funds, capacity development and support to enable them to establish and institutionalise a community philanthropy mechanism, and to leverage other resources, locally, regionally and even internationally.

Why is this important? The development discourse of the last few decades has recognised that development is more effectively and efficiently delivered when power, decision-making and resourcing is located as close as possible to the needs that are being addressed. This is the core motivation for local government decentralisation processes throughout the world and forms the core philosophy behind the work of many international development agencies and INGOs.

Nonetheless, it remains a global challenge to ensure that these processes are effectively introduced and managed. There remains a 'developmental gap' between those with the

power and resources, and the communities they seek to support[5]. Community philanthropy offers a model that demonstrates the value of bringing together local resources (community assets), with local decision-making, responsibility and accountability, to address community needs and aspirations.

Community philanthropy initiatives can play an important role in peace-building and promoting local resilience and development in post-conflict situations, such as in Northern Ireland, the Middle East, some parts of Asia and South Africa.

Community philanthropy initiatives have significant potential to influence and address the current limitations of conventional development (the silos, short-term timelines, accountability issues etc.). Part of the challenge is how to ensure that community philanthropy as a concept can increasingly become more mainstream so that it can help enhance development outcomes, rather than exist as an 'added extra' on the side. There is current interest among many donors in resilience, and perpetual concerns around absorption among Southern NGOs, issues of ownership, leadership, stability etc. Organisations such as the GFCF can make an important contribution to strengthening the practice, the evidence-base for and global understanding of the roles of community philanthropy in promoting development and social justice.

Question 1: What added value does the GFCF bring to the philanthropy and development fields?

The GFCF has added substantial value to the field of CPh and has achieved this in a number of ways. The grant making programme, which is at the core of the GFCF's work, has managed to seed and support a wide variety of initiatives in different parts of the world. Most of the GFCF grants are small grants – in the region of $5,000-$15,000. The grant making programme promotes the concept of an 'asset-based' approach to development. Such an approach focuses on mobilising assets at community level – including the whole range of human, financial and other resources available in communities. Some examples of the different kinds of organisations and initiatives are included in the case studies in Annex 5.

The diversity of organisation supported by the GFCF reflects its appreciation of the wide variety of different approaches to CPh, and its ability to support local communities and organisations to explore a range of options to mobilise resources to address their needs.

All our interviewees agreed that the GFCF has a unique niche; that there is no other institution that occupies this niche; and that the GFCF's most substantial challenge is that it

[5] For more on this, see the Note on Outcomes 3 & 4 below – addressing the issue of vertical linkages.

doesn't have the capacity or confidence to take advantage of its positioning as the key institution it is.

This niche was variously described by interviewees as:

"flexibility of concept and commitment to progressive social change"
"bringing about long-term sustainable socio-economic change"
"recognising local agency and capacity"
"building community resilience at grassroots level"
"supporting innovation in communities taking responsibility for their own development"

The GFCF's work can best be understood through its theory of change, which comprises four intended outcomes. The first, stronger institutional capacity has not been the focus of work to date, but in the process of this review was continually articulated by board and staff as essential, and has therefore been included.

Figure 1: Global Fund for Community Foundations THEORY OF CHANGE

The Global Fund for Community Foundations is a grassroots grant-maker working to promote and support institutions of community philanthropy around the world.

Vision Empowered communities articulate and address their needs and have a stake in their own development towards progressive social change.	**Goal** A global movement of vibrant, resilient, credible and locally-owned community philanthropy organisations, foundations, networks & initiatives mobilizing and channelling resources and influence.	**Mission** To build a network of strong community foundations that link the community philanthropy and development fields.

Meta-Outcomes

Increased transparency, accountability and inclusivity of decision-making processes for local development	Increased recognition by global philanthropy and development stakeholders of community philanthropy as a field that bridges philanthropy and development

Intended Outcome Categories

1.	2.	3.	4.
1. GFCF has stronger & sustainable institutional capacity **Specific outcomes** 1.1 Increased & sustained resource mobilisation including for core costs 1.2 A developed knowledge management and dissemination system (Knowledge production, M&E and learning system) 1.3 Increased human resource capacity 1.4 Defined governance structures and systems 1.5 Efficient Financial management systems 1.6 Communications systems	**2.** Community foundations and other local grant making institutions have increased effectiveness as grassroots grant makers **Specific outcomes** 2.1 Effective mobilisation of diverse local and international resources 2.2 Grant making that increases community empowerment and local decision-making 2.3 Increased capacity to work in participatory and inclusive ways, in particular by and for 2.3.1 youth 2.3.2 women 2.3.3 ethnic or other marginalized people 2.4 Increased legitimacy as community leaders to perform a convening role among government, corporate and civil society sectors 2.5 Increasingly independent and transparent governance 2.6 Increased organisational sustainability (financial, human, technical)	**3.** Increased collaboration between networks of community foundations and other constituents for local philanthropy, nationally, regionally and internationally **Specific outcomes** 3.1 New and strengthened partnerships with other local, national and international philanthropic [infrastructure] organisations and networks 3.2 New and strengthened partnerships between community foundations 3.3 New and strengthened regional advisory structures and in-region technical assistance capacity 3.4 Increased representation at and influence over global policy-making	**4.** An expanded active global learning community advocating to link local philanthropy to government and international institutions' efforts to promote community-driven development **Specific outcomes** 4.1 Increased knowledge and understanding and collaboration among civil society, governments and private sector of the role and potential of community philanthropy. 4.2 Increased resource flows from international donors to community foundations 4.3 GFCF increasingly recognized as a key hub of global learning & advocacy network

Strategic Assumptions

Building institutional capacity of GFCF	Providing small grants and technical support to community foundations	Convening community foundations & philanthropic & development stakeholders	Undertaking / commissioning research to document the growth of the field & assess evidence of impact of CFs	Advocating to philanthropic and development stakeholders using evidence

Strategic Assumptions

Building institutional capacity of GFCF	Providing small grants and technical support to community foundations	Convening community foundations & philanthropic & development stakeholders	Undertaking / commissioning research to document the growth of the field & assess evidence of impact of CFs	Advocating to philanthropic and development stakeholders using evidence

Development that is owned, driven and resourced at local level is likely to be more efficient and effective at meeting the needs of local communities.

Seeding and Strengthening Philanthropy in Communities

Almost all interviewees believed that the GFCF's grant making is an essential component of their work, although none argued that the GFCF should do grant making alone. One pointed out that it is through grant making that the GFCF has built up perhaps half of the CFs in the south[6]; without the funds, this would not have been possible.

On the other hand, one Board member argued that the GFCF's strength lies in its ability to support communities and that this does not require money, but more of a brokering / technical support /consulting role. This view was that legitimacy stems from genuine partnership rather than from giving funds and that "being a conduit for resources puts you in a difficult situation".

What is clear from the data generated for this review, in particular the analysis of outcomes from its 2011 Youth Grants, is that the GFCF is playing an exemplary role in identifying, nurturing and supporting community philanthropy.

Grantee outcomes

The outcome harvesting of 24 end-of-year reports of the GFCF's 2011 grantees produced 74 actual outcomes. Since grantees were asked to highlight on only three achievements, these outcomes are likely to represent only a fraction of overall grantee outcomes. We analysed them in relation to the intended outcome categories of the GFCF's Current Theory of Change.

These outcomes resulted from a wide range of activities, but some common ones include

- Youth mobilisation events to orient young people to the idea of philanthropy
- Training of young people in leadership – becoming agents of change – and in philanthropy, from negotiation skills to how to establish and run Youth Banks/Funds/Collectives
- Establishment and strengthening of Youth Banks
- Consolidation of youth clubs and other types of youth organisations
- Producing art work for sale; holding concerts and fashion shows to raise money
- Negotiating with business and local authorities to contribute venues and other resources as well as funds
- Involving large numbers of citizens in fund-raising and community development initiatives

[6] This was a guestimate and we are not in a position to verify, but it is clear that through its engagement with community groups GFCF has helped to seed the concept, and indeed diverse forms of CPh.

We report here on the 65 of the total of 74 actual outcomes that contributed towards the GFCF's Intended Outcome 2: 'Community foundations and other local grant making institutions have increased effectiveness as grassroots grant makers'. Within this intended outcome category, the GFCF has identified a number of more specific intended outcomes and we analysed the actual grantee outcomes in relation to these. The GFCF specific outcomes in relation to the overall Intended Outcome 2 are:

2.1 Effective mobilisation of diverse local and international resources
2.2 Grant making that increases community empowerment and local decision-making
2.3 Increased capacity to work in participatory and inclusive ways, in particular by and for
    2.3.1 youth
    2.3.2 women
    2.3.3 ethnic or other marginalised people
2.4 Increased legitimacy as community leaders to perform a convening role among government, corporate and civil society sectors
2.5 Increasingly independent and transparent governance
2.6 Increased organisational sustainability (financial, human, technical)

The largest proportion of actual outcomes (44/65) contributed towards the GFCF's Intended Outcome 2.1: *Effective mobilisation of diverse local and international resources* – as illustrated by the following:

A new 'Iron Fund' community foundation was created with $5,000 by 14,718 citizens (Moloda Gromada, Outcome 54)

Over $15,000 in Arkhangelsk was raised through 'Charity Marathon' projects run by 90 young leaders & over 30 civil society, business, media and government organisations reaching 10,000 members of the public to raise private donations (Garant 26)

The GFCF's Intended Outcome 2.2: *Grant making that increases community empowerment and local decision-making,* corresponded with 16 outcomes that illustrate building the trust of community leadership including local authorities and business, for example:

On 9 November 2011 the Cahul mayor approved CF Cahul Youth Council's plans for 2012 as the result of strengthened relations between the council and policy makers through the activities of 2011 (Cahul CF 9)

Intended Outcome 2.3: *Increased capacity to work in participatory and inclusive ways* corresponds with 25 actual outcomes, not surprisingly focusing on youth, given the nature of this cohort of grantees – as in:

Young volunteers of Dalia mobilised through the Tamra Youth Forum in the Lower Galilee to involve poor families, housewives and young people in production of food and marketing it locally, on destroyed lands (Dalia Association, Palestine, 17)

Youth mobilised through VRCF's awareness raising activities have got involved in Valmiera Youth Council and Youth Consultative Committee and their activities (Valmiera Region CF 71)

Seven actual outcomes support the GFCF's Intended Outcome 2.4: *Increased legitimacy to perform a convening role.* The relatively small number is not surprising given that these are relatively new groups, only beginning to engage their communities. Nevertheless, those described are significant, for example:

On 10 Dec 2011 a young man conducted a community initiative on constitutional democracy for Human Rights day with children and youth in Khayelitsha using experience he had gained in CDF activities. (CDF Western Cape 6)

Successful implementation of community projects in Ungheni, Moldova, in partnership with local public authorities, private and public institutions, and NGOs built community trust of philanthropy and youth leadership (Ungheni CF 70)

Similarly it is early days to expect impacts on CF governance, yet there are already 7 outcomes supporting the GFCF Intended Outcome 2.5: *Increasingly independent and transparent governance* – as illustrated by:

Youth in Stip, Macedonia, elected a youth representative onto the board of CF-Stip (LCDF Stip 41)

Kok Oyrok Community Foundation, Kyrgyzstan, has begun to involve the youth wing in decision-making whereas before it only implemented actions (Kok Oyrok CF 35)

Likewise there are some signs of *increased organisational sustainability* – Intended Outcome 2.6 – such as:

The Youth Bank got a long-term donor - "Taxi-GPS" and some young people who were former beneficiaries of the Youth Bank now have become philanthropists and volunteers of the Youth Bank. (Penza Civil Society 60)

In April 2012, 15 youth banks from Ukraine and Russia used a convening of 40 participants to identify shared technology that they are now using in 15 youth community banks (Nikolaev CF 23)

This level of outcomes in the first year of grant making is highly significant and reveals that the GFCF's approach to grant making is achieving its intended results. A donor to new community philanthropy initiatives should reasonably expect to see processes which may take a good while to deliver new resources, and indeed the reports include many examples of processes underway and first signs of effectiveness.

The outcomes also reveal the effectiveness of promoting community philanthropy among groups that do not, or not yet, see themselves as Foundations, but are nevertheless able to generate and draw up on community assets.

It should be noted that this analysis does not quantify the wide range of community development and social justice initiatives that grantees have undertaken with the resources they have mobilised. Many include

- helping individuals and groups in need with food, funds for schooling, employment opportunities
- improving community life as diverse as creating safe parks, equipping a dancing hall, and creating community vegetable gardens
- strengthening youth participation in community-decision-making structures
- strengthening community advocacy, both for political representation and for community resources

all of which are delivering their own outcomes.

Networking and enabling collaboration among those engaged in Community Philanthropy

Key to their effectiveness of their current model is the link between grant making and field building, where relationships built through grant making draw people into the field, as expressed in the words of one partner,

> *"The main collaboration was established with one of our programs. It was close, supportive and allowed us to provide better tools and services to the Community Foundations that are members of our organisation. Today the relationship is not as close, but we do follow the GFCF through their publications."*

The GFCF is seen to be playing a critical and unique role in creating networks and linkages among CFs and other CPh practitioners and with the donors in the field. It does so by creating opportunities for learning between these groups, and by identifying and sharing information with these groups. While all of these could be done more deeply and widely with greater capacity, perspectives of those interviewed and surveyed all reveal high levels of respect for the way that the GFCF's approach, insights and relationships are enabling learning and collaboration for CPh.

Grant making as a vehicle for enabling collaboration

The GFCF's Intended Outcome 3 is *Increased collaboration between networks of community foundations and other constituents for local philanthropy – nationally, regionally and internationally*. (See the GFCF's Current Theory of Change, under Question 1).

This has a number of specific intended outcomes within it:

3.1 New and strengthened partnerships with other local, national and international philanthropic [infrastructure] organisations and networks

3.2 New and strengthened partnerships between community foundations

3.3 New and strengthened regional advisory structures and in-region technical assistance capacity

3.4 Increased representation at and influence over global policy-making

Ten actual grantee outcomes from the 2011 Youth Cohort correspond with this intended outcome. Of these, two support the GFCF's Intended Outcome 3.1: *Strengthened partnerships with other philanthropic groups*:

> *In 2011 the youth program of ICom involved small businesses in Florianopolis, Brazil collaborating with a network of 300 young people to plan a pilot for drawing young people into philanthropy (ICom 37)*

> *During the CFC 2011 conference in Canada, YCE Peer Learning was attended by 22 participants coming from different community foundations and grassroots grant makers who now use Facebook, Twitter, YouTube, Webinar to build each others' expertise (Simag 62)*

Eight actual outcomes support the GFCF's Intended Outcome 3.2: *Strengthened partnerships between community foundations* – as illustrated by:

> *Research showed the Dobrochin on-line method to be 60% more effective than other similar efforts in Ukraine so other groups are now asking the Foundation 'Moloda Gromada' for support (Moloda Gromada 52)*

> *West Coast Community Foundation's Youth Civic Engagement Program (South Africa) was shaped through lessons learnt at peer exchanges (WCCF 72)*

> *Waqfeyat al Maadi Community Foundation's programs drew on ideas gained from the Cluj and Ireland youth initiatives (WMCF (75)*

Hence the GFCF's grant making process is contributing towards the ability of community groups to leverage funds for community organising and development. This is in part because of the links made by the GFCF staff during the grant making process, but also because of it bringing grantees into the CPh fold, including through GFCF media, knowledge-building and learning events.

Outcomes of the work of this cohort of grantees are not yet contributing towards the GFCF's other specific intended outcomes in this category[7] but it would be inappropriate to expect them to do so at this early stage:

Webinars, convenings and participation in conferences
GFCF's other strategy for increasing collaboration in CPh is to create forums for mutual learning and to enable CPh stakeholders from different parts of the world to participate in international CPh and related fora.

These strategies too, are contributing towards participants taking new actions based on insights gained during these events.

Firstly, a high proportion of the GFCF partners who responded to the e-survey of partners identified that the GFCF convenings or webinars have led them to take subsequent actions to improve their strategies. For example, 15 out of 17 participants of the series of Youth Civic Engagement Webinars that the GFCF hosted, identified that they had improved their strategies as a result of the webinars; as did all four of the respondents who had attended the Global Community Philanthropy Convening (Intundla, 2012), 8 out of 13 of the respondents who had attended the Youth Civic Engagement Convening (Cluj, 2011), all 3 out of 3 that attended the South Asia Convening (Kathmandu, 2011), and 3 of the 5 who attended the Africa Partner Convening (Nairobi, 2010).

Respondents' descriptions of actual actions taken illustrate this, for example,

> *"Participating in the YCE Convening at Cluj, helped FST to get a perspective of the range of YCE work being done by other foundations internationally and zero in on the Youth Bank idea for piloting and testing by FST. We were able to participate only in one webinar on the Youth Bank idea and this helped us get more clarity on the way the YB concept works in Ireland and Cluj and Nebraska. This subsequently shaped our own plans for adapting it in our regional context."*

[7] 3.3 New and strengthened regional advisory structures and in-region technical assistance capacity; and 3.4 Increased representation at and influence over global policy-making

"After the webinar, we have circulated a memo about youth programmes to talk more about this topic among trustees."

"My organisation participated in the peer exchange meeting in Riga, Latvia in April 2010. We discussed how community foundations address poverty in their region. This helped us to redefine some of our strategies in this field."

Secondly, in the case of all the convenings, a high proportion of participants indicated that as a result of insights gained, they had subsequently collaborated with one or a number of participants. Respondent comments illustrate this, for example,

"After Youth Civic Engagement in Cluj, in 2011, our organisation partnered with two participants from Latvia and the Ukraine in projects concerning youth engagement. After the webinars our way of organising the activities was improved and the experience of Great Britain, Romania, Slovakia and Brazil opened new opportunities for our work with young people."

"Through our participation in the Youth Civic Engagement Convening, Cluj, 2011, our organisation was able to establish a partnership relationship with Community Foundation West Flanders. Together the two Community Foundations were able to pilot a north/south partnership through the MyMachine Project. A grant from GFCF enabled us to successfully implement this project, where we hosted 6 Belgium students to facilitate the project with a local primary school and university."

Despite contributing to other outcomes, only the webinars did not result in a high proportion of subsequent collaborations (3 of 17 respondents reported subsequent collaborations), which talks to the added value of face-to-face meetings relative to internet-based convening.

Thirdly, on average half of respondents who had attended each webinar had also improved their operational systems as a result of insights gained during the convening.

Global advocacy to influence the field

Apart from the grant-making programme and efforts to support horizontal learning, the director of the GFCF presents and articulates the case for CPh at many international meetings and conferences. For example, in the last year alone, she has participated at the Arab Foundations Forum in Cairo (Sept 2012), the Civicus conference in Montreal (Sept 2012) and the Global Philanthropy Forum, Washington, April 2012. At these events, the she has been able to present emerging thinking on different models of community philanthropy,

emphasise the importance of CPh in working with marginalised groups, create global linkages etc. In this way she has contributed an important voice to the global discourse on CPh.

This work since the GFCF's inception has contributed to building a solid global profile for its work and to promoting a set of perspectives and values that support CPh as a vehicle for promoting progressive social change.

In addition, a range of key stakeholders, particularly donors, use evidence provided by the GFCF as the basis for their own publications.

The website, e-bulletins and publications

In addition to the role of staff in advocating for the GFCF, findings from both a review of who visits the GFCF website, and from the e-survey of subscribers indicate that the GFCF's audience is truly global.

The only comprehensive analysis of website use was carried out in February 2013 and covers the 12 month period January 2012-January 2013. As such it is not possible to identify any trends from the review, but it does constitute a baseline against which website traffic trends can be monitored in the future.

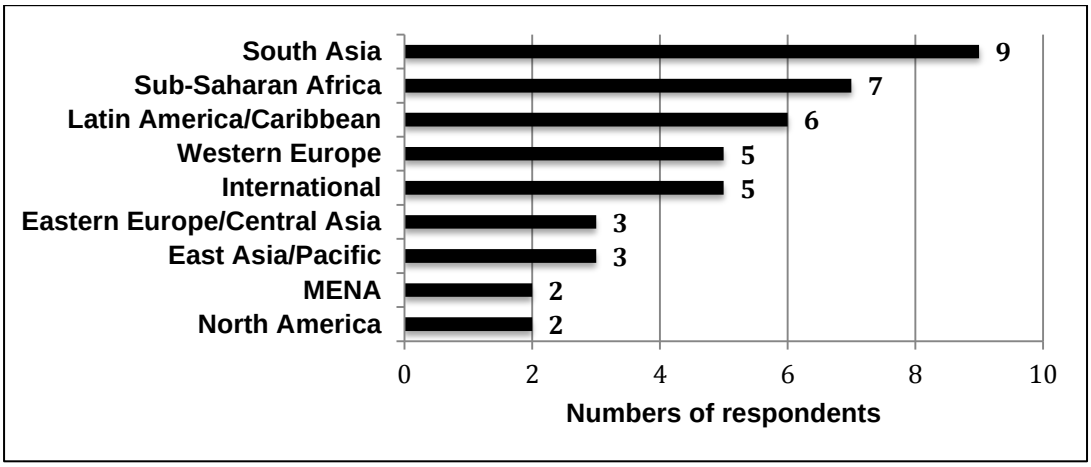
The analysis of website traffic shows that the GFCF website had just over 11,000 unique visitors in the 12 month period, with 34,605 distinct page views – on average 2,887 page views per month. Each visitor goes to three pages on average and spends on average around 3 minutes on the site.

A 'past month' review showed that approximately two thirds of site visitors were new visitors, while one third were returning visitors – demonstrating interest in the site and suggesting potential for increasing traffic.

The 'visitor map' shows that the site has visitors from many countries in all continents – where countries do not appear to have visitors it is probably a consequence of no internet access. Countries with the highest number of visitors in the past month are the US (119) and the UK (51).

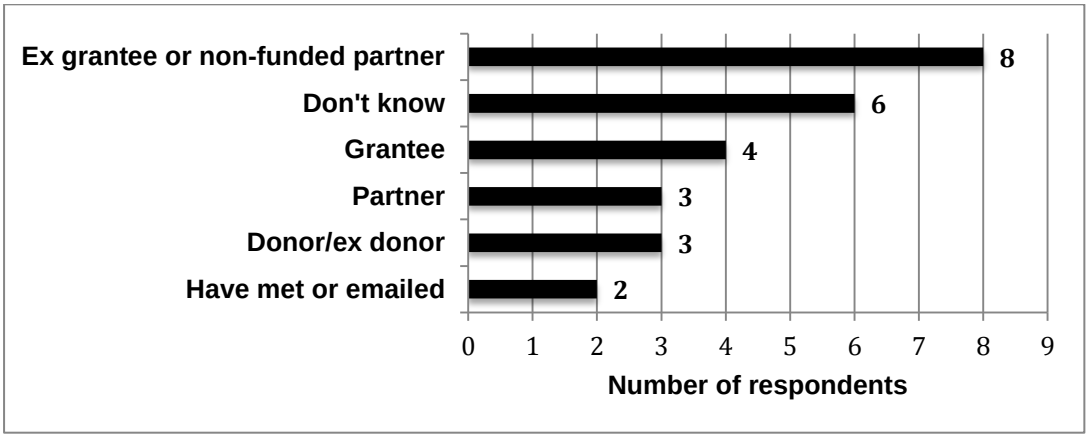
Global website traffic suggests disbursed interest in the work of the GFCF, and this is borne out by the location of respondents to the subscriber survey:

Figure 2: Location of Respondents to Subscribers' Survey



Moreover, it is not restricted to grantees. While we did not ask respondents whether or not they were grantees, we did ask those who were willing to name themselves, and from these 26 responses, the GFCF's director identified them, and only four were current grantees (See Figure 3).

Figure 3: Mix of Respondents to Subscriber Survey



The 42 overall respondents are from a wide diversity of organisations. Nineteen were from national organisations, 10 from international organisations, 10 were individuals, and three were regional organisations. Most described themselves as community foundations (10) or NGOs (14); five were donors or private foundations (with a wider scope than a community foundation) and two were networks or coalitions.

Readers seek information about community philanthropy / foundations, community-driven development and development cooperation. They indicate that what they gain from reading the GFCF publications or the bulletin is strengthening their understanding of the processes that support community-driven development, learning from work similar to theirs and feeling part of a broader community of groups and practices. A number described this as 'keeping up to date' and others emphasised the opportunities to learn:

> *"…the publications just have continued to shift my perceptions and grow my belief of the positive role that can be played by community foundations in development."*

They took actions as a result of ideas generated, particularly to improve the way their organisations do their internal work (fundraising, monitoring etc.) and expand their participation in networks or communities they were already part of. They also used information in the GFCF media to contact other individuals or organisations to learn more about their experiences or invite them to collaborate, to actually successfully collaborate with another group, or to join a network or community that they or their organisations were not part of previously.

Respondents were asked to expand on the changes they had made. Some responses emphasised their ability to engage the field and locate their work within the field. Others were more concrete, for example,

> *"The procedures we followed earlier for control on funds were centralised. These have been rationalised and decentralised with control in the hands of communities."*

> *"We did start to approach funders differently to explain the value of community foundations in conjunction with other forms of international aid."*

> *"We like the idea of including youth in the grant making process whether by allowing them to apply for funding and/or participating in proposal selections"*

> *"I have used the publication 'More than the Poor Cousin' to brief and inspire my (renewed) Board of Directors; to give them some necessary background of the broader field on the one hand, but also to increase their ownership and engagement being part of a wider community on the other."*

> *"I no longer use the term 'community foundation' exclusively when discussing community-driven development issues. Instead, I now almost always couple it with the term 'community philanthropy' to illustrate the broader concept. I would not have done*

this without the GFCF's repeated use of the broader term when discussing its first hand observations of on-the-ground work."

These findings suggest that the content and tone of the GFCF's media are having the desired effect in terms of building a shared discourse of 'community philanthropy' and strengthening capacity of diverse stakeholders in community philanthropy.

The area that could be strengthened, over time, is numbers reached, something that will come as the scope of the GFCF's networking and advocacy activities and/or its grant making activities increase.

The GFCF's media is perceived as valuable, with the e-Bulletin distributed to over 900 recipients. Significantly, it is contributing towards actual outcomes - that is "changes in the behaviours, relationships, actions, activities, policies or practices of an individual, group, community, organisation or institution."[8]

This indicates that the GFCF's role in gathering, analysing and disseminating information – whether stories of CPh, or data on outcomes and impact – is key to its effectiveness.

Participation of partners in conferences
All six of the respondents to the subscriber survey who had travelled to an international conference with the GFCF's support indicated that that experience had led them to subsequently improve their strategies, and four indicated that they had subsequently collaborated with other participants and that they had improved their operational systems.

Question 2: Contextual: Widening recognition for the community philanthropy field?

The development of community foundations in the U.S. was associated with a particular philosophy and practice that consolidated over time and lead to rather fixed ideas about what a community foundation (CF) should be. However, many practitioners within the U.S. and globally have recognised that these ideas are not always appropriate in other socio-cultural and political and economic contexts. In addition, CFs are but one mechanism for members of communities to mobilise and control local resources and decision-making to address local needs and social justice challenges. Hence the idea of Community Philanthropy (CPh) has taken over as an organising concept, with CFs but one mechanism within this, and it is increasingly recognised that CFs themselves now take many forms, rather than conforming to a single formulation.

[8] Earl, S., Carden, F., and Smutylo, T., *Outcome Mapping: Building learning and reflection into development programmes',* Ottawa: IDRC, 2001.

In the opinion of those interviewed, the field overall has shifted towards this perspective. Yet, perhaps because of a few influential players here and there, there continues to be a debate over terminology and definitions. Many of those interviewed argued that this debate is undermining the field, and that the vast majority of practitioners, including those in the U.S. who are engaged in global CPh, have moved on. They pointed out that the GFCF has played a key role in helping to frame the CPh field; indeed, as already mentioned, the evidence and analysis that it has produced are being used by the key donors in the field to frame their own perspectives and public materials on CPh.

People recognise this achievement, and the irony that even while promoting and building knowledge of the diversity of approaches to CPH, the GFCF's name focuses on foundations. The following comment reflects this broad perspective:

> *"Terminology is a problem – people are arguing about the meaning of different terms and this is a distraction. The important thing is that everyone is looking for local, trustworthy, credible institutions that they can support in different ways – so what is in a name? The GFCF aims to recognise these local organisations, and sometimes even the GFCF name gets in the way – does it have to be Global, does it have to support Foundations etc.? We need to get away from intellectualising about terminology about ideas that actually may be quite simple…"*

In this context, part of the lack of recognition of CPh appears to be the result of more effort going into internal debate than into shaping a clear 'case statement', as one interviewee called it, of the core concepts of CPh and using that to advocate to the broader world of potential stakeholders both in the development terrain and in philanthropy. Some interviewees noted that this also requires the GFCF, as the primary institutionalised voice of CPh, to be more confident of its current niche, reputation and effectiveness, since it has effectively built consensus within the global CPh field. This would allow it to be more expansive, flexible and mobile in finding ways to articulate CPh in ways that might resonate with diverse constituencies in the broader development field.

The challenge of mobilising money and resources for this work

The current funding context is difficult in most fields because of the global financial crisis. In addition, a number of donors who initiated interest in creating a global mechanism, and subsequently in supporting the GFCF in particular, have retracted or reduced their support for this field – in particular, the World Bank and the Ford Foundation. They have done so for internal reasons rather than because of any perceived problems with the CPh approach.

On the other hand, some donors have increased their interest in this field, such as the Aga Khan Foundation. Others have remained constant, including the Mott Foundation, the Rockefeller Brothers Fund and the King Baudouin Foundation. To date, there has been relatively little interest demonstrated by International NGOs (INGOs) such as Oxfam and CARE.

It is also the case that the terrain of CPh, and indeed development more broadly, is rapidly changing. The recent the GFCF convening at Intundla in South Africa identified a number of key factors:

- A growing interconnectedness between global and local issues, which while global in nature, impact mainly at community level.
- An ongoing search for new models of sustainable development, coupled with a new interest in asset-based approaches and community 'resilience.'
- Shrinking public sectors and reduced aid budgets.
- Expanding research on local and traditional philanthropic forms and a renewed interest in how traditions and culture can shape new institutional forms.
- Local philanthropy is growing in many developing and middle income contexts.

Board members also noted that while the GFCF had initially focused only on low and middle-income countries, the potential value of diverse forms of CPh is now being recognised in other contexts, for example countries in Europe that are going through budget crises with their associated political upheavals. These factors all suggest that it is a time of opportunity for CPh, while the field is still young, fragmented, dependant on large institutional funding and at an early stage of interdependence.

As such, the GFCF has articulated its role currently as seeking "*to strengthen the field by supporting and reducing the isolation of individual organisations and focusing on the interlinking roles of communities, people and assets. The GFCF seeks to better understand the role of local institutions in providing the necessary kind of "glue" that can bind communities together, as well as what happens beyond just money in terms of building local trust and capacities*". [9]

The donor field beyond Community Philanthropy

That said, many of those interviewed believed that a concerted and systematic effort had not been made to build up the interest of groups outside of the Community Philanthropy (CPh) field, particularly bi-lateral and multi-lateral donors, but also INGOs. They argued the need

[9] From GFCF Draft Report on Intundla Convening, Nov 2012

for both a ‘concerted campaign’ and ‘a hot date’ between community philanthropy and development practitioners, implying both the need for a long term, well strategised process, and perhaps, the need for that campaign to make CPh desirable to the groups that the GFCF and the CPh field is wooing.

This would mean being less precious about the terminology of CPh and rather identifying the interests and goals of multilateral and bilateral donors, corporate social responsibility/social investment groups and INGOs and then working out how to market CPh to them, using evidence to show how it could contribute towards achieving their goals.

Those interviewed argued similarly that there may be other donors – as evidenced, for example, by the GFCF’s recruitment of an anonymous donor to support its work in Asia – that have not been identified because of the lack of systematic engagement by the field. It also may be that the GFCF’s ‘global’ frame makes it less attractive to regional donors, which would require it to make more explicit its regional-specific capacities and achievements to date.

Most of those interviewed said that this resource mobilisation task has major scope and hence the GFCF should co-ordinate but not do it alone. To do so would require bringing in someone with an interest in and desire to do this kind of work[10], and then mobilising existing CPh donors and other stakeholders, including existing the GFCF partners, around a collectively agreed strategy. See the discussion re the GFCF board members in this regard.

Sector- or geography-specific funding

There were mixed responses to the idea of raising funds by engaging sector- or issue-specific[11] donor circles, with a few interviewees arguing that there are already many intermediary organisations in such spaces – for example donor intermediaries at national and regional levels focusing on women’s rights and development, and that the GFCF should not be seen to be encroaching into their space.

A couple of interviewees feared that going after sectoral or geographical funds would stop the GFCF from keeping its eye on the interviewees perceived prize, of bringing more funds into CPh as a whole and a number of interviewees expressed a concern that becoming thematic in a programmatic way would detract from the GFCF’s niche – “building community resilience at the grassroots level” through “catalytic small grants”. This process was described by one interviewee as “inevitably a messy long-term process”.

[10] Most interviewees were quick to assert that the current director has both the contacts and the knowledge to play this role. However, some argued that this role would not be the best use of her capacities, and a few suggested that this is not work that would retain her current high levels of motivation.

[11] Here sector refers to a population e.g. women or youth, and issue refers to a content area such as environment or extractive industries.

Others felt that that there are donors with sectoral, issue-based and geographic foci that the GFCF could and should access because CPh could bring added value to supporting both community and donor agendas of in these fields. For example, one interviewee argued that there are new opportunities in relation to mining:

> *"The mining industry all over the world is now more and more coming to the understanding that they cannot operate the way they do and a number are taking the lead in trying to be more responsible and transparent about their activities which means understanding they have to show the communities they work in that they are going to benefit from the operations as well.*
>
> *One of the most interesting ways they could do that is to create a community philanthropy resource that the people in that community have control over. It would be a good opportunity but would require care because the problem is not just the mining companies, but that the people there are used to being ripped off and may think they should take the money and run. There are probably a number of things like that – so the power of the model is its strength and we have to figure out how to position ourselves to the opportunities that are opening up."*

Similarly many interviewees thought that geography-specific donors might have an interest in CPh and the GFCF in particular. One interviewee argued that the GFCF might be able to raise more funds from geographical communities e.g. Africa, or Asia, if the GFCF was defined as being of that community rather than global. Yet the same interviewee noted the GFCF's success in gaining recognition and legitimacy for its niche in convening the CPh field in Africa, despite its 'global' name. This raises the question as to whether one strategy might be to create geographic hubs – at this stage conceptually rather than through opening more offices – opening the opportunity to fundraise explicitly by region.

Generally interviewees recognised that going the geographic route would mean investment of substantial time in identifying such groups.

Only one argued against seeking geography-specific funding for fear of losing the global niche that the GFCF occupies; while in contrast, one argued that the GFCF's impact is diluted by its global grant making and another that it cannot create a sense of 'geographic community' when it is global. For these reasons both suggested that it could be useful to choose one area, for example Africa or Asia, and thereby create focus (an idea also supported by a second interviewee).

Donor constraints – structural or based on lack of evidence?

Structural issues

The GFCF is recognised for its ability to form strong partnerships. Despite our misgivings about the language of 'partner' being applied to grantees, because of the inherent inequalities in the donor-grantee relationship, when asked "How would you describe the nature of your relationship with the GFCF?", grantees' own discourse affirms partnership:

> *"We find the GFCF more than a donor. It is more partner in development of such challenging mission of development of community foundation and community philanthropy."*

> *"We have built a good working relationship with the GFCF and we believe we are part of the GFCF family."*

> *"I find that our relationship with the GFCF is one of equals where, much like our organisation would provide a grant to local CBOs to carry-out projects, the GFCF understands the value of our work and seeks to strengthen it. The GFCF model is a perfect example of the "multiplier effect" and proves that much can be accomplished with even relatively small donations."*

When asked what the GFCF's strengths are, interviewees invariably identified the current director's vision and capacity to implement that vision while recognising that having all of the GFCF's capacities reside in one person puts extreme pressure on her, and is also a sign of a weak organisation. The Director is widely recognised for her ability to form strong partnerships quickly, for effectively managing an enormous workload and for bringing valuable conceptual thinking to the formative development of the GFCF.

The Board

As part of its legal registration in both the United Kingdom and South Africa, the GFCF's board has to have three members. However there are no additional policies regarding terms, pace of revolving members off the board, terms of reference etc.

Interviewees generally argued the need for board renewal, in particular to allocate responsibilities to one or a number of board members to develop and implement a fundraising strategy, and to bring in new board members who are well networked in the funding terrain, including the bi-lateral and corporate terrains. One board member noted their reluctance to bring in new members because of the future uncertainty of the GFCF, but most argued that

this is precisely the reason to bring on board people who have the time and capacity to fundraise and to bring on board other stakeholders to help with fundraising, even without being board members.

Interviewees generally saw the value in bringing key current and potential donors onto the board, although one donor argued that their relationship with the GFCF is already so close that they feel no need to be on the board. They noted the need to balance this group with board members who are experienced CPh practitioners, while ideally avoiding having grantees on the board, or board members who are already having to raise funds for organisations similar to the GFCF because they are then not in a position to use all of the networking opportunities in their daily lives as an opportunity to advocate for the GFCF.

Other proposals, regarding types of board members, included bringing in one or two high-level corporate people with a history of giving, in order to model the option of giving to community philanthropy, discussed further in the Options under Question 3.

The evidence question

Respondents concurred that there is a major need for more evidence. They noted effective efforts of the GFCF in this regard, including both the case studies they regularly produce in the bulletins and on the website, and the efforts currently underway to systematise findings, as reflected in the publications *More than the Poor Cousin* (GFCF 2010) and *A Different Kind of Wealth.* (GFCF 2012)

This review has found that the GFCF already has, in its grantee reports, evidence of the ways in which CPh in Central Asia, Eastern Europe and in the South is enabling communities to leverage local funds to support locally-defined development and social justice priorities. What the GFCF does not have is time to analyse and mobilise that evidence systematically, nor to analyse how to frame that evidence in ways that talk to the interests of diverse potential donors and to produce materials appropriate to each of those audiences.

Hence there are many opportunities for production of evidence out of existing Community Philanthropy initiatives, but as yet insufficient investment in doing so, nor in producing appropriately framed findings and marketing those to diverse constituencies.

Question 3: What strategies are required to achieve this? (Options Appraisal)

The Options presented in this section represent choices that can be made for the future of the GFCF. That said, once an Option is chosen it is likely to evolve as part of the continuing journey of the organisation. Recognising that the environment that the GFCF operates in is a

rapidly developing one, it will be important to see these Options as determining only short to medium term strategies (2-3 years) and whatever choice is made will need to be reviewed accordingly within this timeframe.

For decision purposes, it needs to be emphasised that, while final decisions could possibly involve hybrids or adapted versions of the Options presented here, a real strategic choice should always involve hard choices and will mean deciding what will not be done, or what may be compromised, as well as what will be done.

Whichever Option is preferred, some important 'over-arching' decisions will need to be taken.

Cross-cutting questions that need consideration

The Board

Most respondents argued that the role and structure of the Board need to be re-visited, so as to strengthen it and enable it to play a more active and useful role to support the GFCF. This is partly a consequence of being disbursed globally and meeting infrequently. It could be strengthened by engaging more 'between committees' and by allocating more specific responsibilities or 'portfolios' to members, although previous efforts to establish working committees have not been successful. Board weakness is also ascribed to most board members not being in a position to give the time needed to take the GFCF to the next level of institutionalisation and financial sustainability.

Specifically, immediate steps need to be taken to

- Establish board policy and governance systems, including
    - Board values statement, expectations, roles etc.
    - Terms for board members (number of years), whether these can be renewed, and a system to ensure that not all board members leave at the same time

- Give consideration to how the Board can support resource mobilisation for the GFCF (which will impact on who is invited to join the Board). It may be that the Board should have a Resource Mobilisation Committee that could then bring in non-board members from the CPh field.

- Clarify terms of current members in order to allow a revolving membership process to begin; and identify and invite in new board members based on the strength of their networks, innovative ideas for the GFCF sustainability, and willingness to spend time supporting the GFCF's transition to a larger and more secure institution. This process may require the establishment of a board search committee.

The nature of a global board also needs consideration. A Board that consists of members from the developed and the developing worlds will inevitably need to integrate different cultures. A board with some members bringing in funds and sometimes global linkages, and others bringing in grounded community experience will need to take account of this in ways that include, for example, ensuring per diems for those from non-profit or non-donor institutions unless the individuals concerned are able to cover these costs as part of their contribution towards the board.

Irrespective of money, issues of power, gender etc. will invariably be present. There is a 'power distance' or 'culture distance' that can unintentionally marginalise members, minimise their contribution and even silence people. A new, possibly more diverse, Board will need to be aware of this 'distance' and its board in particular, will need to work on issues of diversity and actively manage group dynamics, if it wishes to harness the full potential of all members. The tone and style of the chair will need to actively ensure that all members can express their views and be heard with the same levels of respect.

And, further, serious consideration needs to be given as to how to support the Director to reduce her workload and enable her to play to her strengths.

The Name

Consider whether the GFCF's name should be changed. It is important that an organisation's name should embody what the organisation is about, what it does and capture something of its identity.

A number of interviewees argued that the current name might not be serving the GFCF well. As one interviewee put it:

> *"…structures need to reflect what they do on the ground…"*

In particular, the word 'Foundation' suggests a limited understanding of the field whereas the GFCF is specifically committed to Community *Philanthropy.* Hence changing to GFC*Ph* may be essential in order for the name to match its purpose.

Also, depending on which Option is chosen, the 'Global' dimension may or may not remain, and this should then be reflected in the title.

This could be viewed as a question of semantics and as a distraction, but we think the board needs to give serious consideration to this perspective from a few interviewees.

Our view is that the next few years will be a critical transitional time for the GFCF. The Options presented here can take the organisation in different directions, which will impact on the identity and essence of the GFCF. Hence this is not the best time to change the name, but it would be worthwhile for the board to signal whether it intends to change the name. Our recommendation is that for now, the GFCF should downplay its full name in this next interim period, using 'GFCF' rather than 'Global Fund for Community Foundations' wherever possible, so that the full name is not emphasised. In due course, when the future direction and identity is clear, it will be possible to adopt a new and more appropriate name.

The question of 'legitimacy'

The GFCF has seen its legitimacy as stemming from its relationship with its grantees –the partnership that derives from the grant making relationship. "Partnership" is a much-used term that is frequently applied without a lot of thought to any kind of relationship that can exist between two or more parties, regardless of the nature of the relationship. There are power relationships involved in grant making – particularly when grants are made by organisations that can be seen as 'global' or 'elite' (with everything that is implied in terms of structure, governance, access to resources etc.) to organisations that can be viewed as 'non-elite' (and frequently less institutionalised in terms of structure, leadership, resource access etc.).

Here, we distinguish between the idea of a 'transactional' partnership, in which parties agree to a particular partnership to achieve limited goals that they both/all agree to for their own reasons and to advance their own interests, and a 'developmental' partnership, in which parties agree to enter into a partnership on a more open-ended basis to achieve wider goals that they might not be able to achieve on their own.

A transactional partnership is usually for a limited period of time and the parties agree on very specific shared goals. Normally they do not envisage any particular benefits beyond what is agreed, and do not anticipate that there will be any organisational change as a result of the partnership. The parties need not necessarily share any common values and have no interest in each other beyond the core transaction of the partnership. As long as the GFCF is a grant-maker, the relationship with grantees will be, at least in part, transactional. In this case, the GFCF's partners gain money, capacity support, and often even emotional support in the process. The GFCF in turn, gains access to information about the CPh process and to the people who embody that learning, both of which enable the GFCF to build knowledge and promote learning for the field.

A developmental partnership, on the other hand, is one in which the parties enter into a longer-term relationship to achieve mutual aspirations, and to learn and benefit organisationally as well from the relationship. Typically the parties will share some common values in terms of how they approach working together, and develop shared perspectives on

their own organisational development. The GFCF's style appears to ameliorate the grant maker-grantee power relations and can perhaps be well understood as reflecting its commitment to a developmental partnership.

Hence there is a question as to what gives the GFCF its legitimacy – whether grant making is an essential dimension of legitimacy or whether it stems from something else. From our review of partner, including grantee, perspectives of the GFCF, it appears that issues to do with trust, mutuality and respect form the basis for the GFCF's perceived legitimacy. To some extent it is achieved despite the transactional nature of the funder-grantee relationship, because of the GFCF's way of working, and the mutual interests of all parties in CPh and social justice. From this perspective the GFCF's relationships with grantees can be understood as partly transactional and partly developmental partnerships in which the parties enter into a longer-term relationship to achieve mutual aspirations, and to learn from the relationship.

Legitimacy is fundamentally grounded in the nature of the relationship between partners, and flows both ways. The GFCF both provides legitimacy to its partners, as well as deriving legitimacy itself from the partnerships.

There are different views amongst the GFCF Board members as to what is necessary for the GFCF to claim 'legitimacy' in the field of global community philanthropy with no unanimity as to whether grant making helps or hinders legitimacy.

We do not propose a formulation on what is necessary for the GFCF to have legitimacy, whilst we see the concept of 'developmental' as distinct from 'transactional' partnership as being central to the legitimacy concept. A grant making relationship, while it may be integrated with the partnership concept, will generally raise questions of power that need serious consideration, and a grant making relationship alone may not in itself confer legitimacy.

Our view is that the issue needs to be addressed by the GFCF Board, and a consensus developed since this, in turn, may influence which Option is most appropriate for the GFCF moving forward.

The matter will also need continuing consideration as the organisation evolves.

Options as choices among the GFCF's current Intended Outcomes

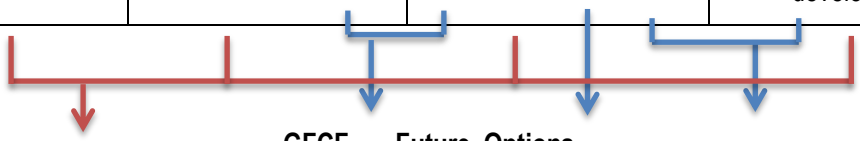
We have designed the Options below as a mix of different Intended Outcomes that the GFCF currently seeks to achieve. This is because the GFCF's current theory of change is somewhat all encompassing, even though at the moment, in practice, the GFCF focuses more on some intended outcomes than others, as discussed under Question 1. The analysis of the findings of the surveys and interviews did not put forward any additional goals or intended outcomes, hence the question the GFCF faces now is whether it continues to aim to achieve them all, and over what time frame, or whether it should hone down to focus on achieving only one or two outcomes.

The other question is whether, in relation particularly to grant making, knowledge creation and further consolidation of its learning network, the GFCF goes small, choosing a geographical focus, or retains its global focus.

What is clear is that substantial work needs to be done to realise the potential of each intended outcome so that none of the Options presented allow the GFCF to continue in exactly the way it is now. This is because its current reliance on one highly skilled person, and on unpredictable funding, is unsustainable.

While the GFCF's full Theory of Change is presented under Question 1, here we present the four intended outcomes of the Theory of Change and how they could be mixed to frame the GFCF's future Options.

Figure 4: The GFCF Future Options in Relation to Current Intended Outcomes

GFCF Current Intended Outcomes			
1 **Strengthened GFCF Institutional Capacity**	2 **Effective Grant making**	3 **Strengthened Collaborative Learning Networks**	4 **Expanded Field of Funders & Practitioners**
GFCF has stronger & sustainable institutional capacity	Community foundations and other local grant making institutions have increased effectiveness as grassroots grant-makers	Increased collaboration between networks of community foundations and other constituents for local philanthropy, nationally, regionally and internationally	An expanded active global learning community advocating to link local philanthropy to government and international institutions' efforts to promote community-driven development
 **GFCF Future Options**			
A **The Global Hub**	B **Grant making & Learning Organisation**	C **Collaborative Learning Network**	D **Global Knowledge & Advocacy Partnership**
Outcomes 1,2,3,4	Outcomes 1,2,3	Outcomes 1,3	Outcomes 1,3,4
Global	Global or regional? Many grants or grants focused on specific learning?	Global or regional? Built predominantly out of grantees or from any CPh practitioners?	Global

Option A: The Global Hub: deepening, growing and devolving – (Intended Outcomes 1,2,3,4) would require a major upscaling of the GFCF[12] across all outcomes and operating globally.

Option B: The Grant making and Learning Organisation: focusing on philanthropy – (Intended Outcomes 1,2,3) retains and strengthens the roles of global or regional grant-maker and of facilitating learning from grant making, among grantees and related partners, but does not seek to influence the wider development field, leaving it to others to use the GFCF's analysis and materials and to draw on the network the GFCF has created.

Option C: The Collaborative Learning Network: extending the web – (Intended Outcomes 1,3) removes grant making and shifts into a global or regional horizontal knowledge-creation and learning network of community philanthropy practitioners. It may shift from an organisation to a network with members or other forms of formal partnership that enhance its ability to build a learning movement.

Option D: The Global Knowledge & Advocacy Partnership: closing the developmental gap – (Intended Outcomes 1,3,4) adds to Option C a vertical advocacy apparatus to move beyond community philanthropy organisations and bring in a wide diversity of role-players contributing to development and social justice. To achieve depth and breadth of outreach it would have to partner with other organisations and individuals that bring in wide-ranging links and capacities.

Contextual moment: The Global Solidarity for Community Philanthropy Program

It is worth noting that the Aga Khan and C.S. Mott Foundation's programme 'Global Solidarity for Community Philanthropy'[13] with other key donors offers on the surface a strong degree of synergy in terms of its objectives with those of the GFCF. The three focal areas of the initiative are: programming and piloting community philanthropy activities (which matches the GFCF's Intended Outcome 2); learning and research about community philanthropy (which matches Intended Outcome 3); and communication and representation to global stakeholders (which matches Intended Outcome 4). Furthermore the programme specifically indicates that it will seek to invest in the GFCF to build its capacity. If the GFCF is able to position itself effectively and respond positively to this programme, it is envisaged that there will be a medium to long-term benefit in terms of small, but sustained, financial support, investment in organisational capacity and consolidation of the GFCF. This holds irrespective of whether it bids for and becomes the secretariat of the programme, or bids for and becomes responsible

[12] We continue to use the name GFCF here, although recognising that over time the name may be changed to suit to the Option chosen.

[13] Global Solidarity for Community Philanthropy Program Framework, Aga Khan Foundation & Mott Foundation document, 2012

for one component of the programme (which could fit within one of the other Options presented in this review) it would gain the short-term resources it urgently needs in order to move towards positioning itself for this Option.

It would also immediately gain commitment of many of the key current role-players in CPh, although most of these are already funding and committed to CPh. That said, it may lose some of its current independence. However, the realisation of Option A anyway requires greater partnership with other role-players.

The Options presented here do not, however, make any assumptions about this Programme or how the GFCF is and ultimately will be positioned in relation to it. The board would be advised to make choices among the Options on the basis of what they see as most viable for the GFCF and most needed by the field, rather than based on any assumptions regarding the forthcoming Programme.

Option A: The Global Hub: deepening, growing and devolving

(Intended Outcomes 1,2,3,4)

Option A, The Global Hub – deepen, grow and devolve – is based on the recognition that the GFCF is perceived to be a really significant organisation playing a unique role and with an important contribution to make to global debates on, and commitment to, philanthropy and development. It is perceived as having contributed substantially to the growth in understanding of CPh globally, and to the increased CPh practice in the global south and Eastern Europe and Central Asia. The majority of those interviewed see the GFCF as already being the global hub for the field of CPh. If it is to consolidate its achievements and this role, it would have to pursue all four intended outcomes with far greater reach and depth than it is currently able to do. Rather than here providing a full organisational workplan, we consider only the essential requirements and key choices to consider for upscaling in relation to each outcome.

Intended Outcome 1: Institutional Capacity

Staff

The GFCF's generally high standing in the field has been achieved despite its currently being perceived to be, and actually, thin on capacity and overly dependent on the high levels of energy, commitment and intellectual capacity of the Director. For the GFCF's contribution to be sustained more staff capacity is needed so that the Director is able to continue her

contribution to the field while focusing on her strengths and without becoming further overstretched with the likelihood of burn-out.

Ultimately, this Option would require at least one senior staff for each Intended Outcome:

- A Director to oversee the work of the organisation and ensure a learning organisation with crosscutting reflection in order to maximise the value of each aspect of the work.
- An Operations and Finance manager to ensure effective IT and communications systems, knowledge management systems, events organising, financial management etc.
- A Programme Officer to oversee grant making and technical support
- A Knowledge and Learning manager to oversee both research and analysis, and the processes of building and sustaining the learning network regionally and globally. Alternatively this role could be carried out, at least at the start, through a formal partnership between the GFCF and one or a number of research institutions with staff and students who would analyse routinely collected data as well as take on specific research projects. Initially collaboration between the director, operations manager and programme officer could enable building and maintenance of the learning network but over time, more institutional capacity would be needed for this role which would include the GFCF communications.
- An Advocacy and Resource Mobilisation manager who would identify new potential role-players in CPh and engage them (and create opportunities for partners to engage them) in order to bring more resources and diverse ways of building CPh globally. Arguably this role could be played by board members – with substantial time and commitment being needed. On the other hand moving this role to the board can create confusion between the board's oversight role, and the operational activities of the organisation.
- Again, over time, a full time communications person would be required in order to package learning in different ways for different audiences. Alternatively existing staff could extract key messages, and communications itself – in terms of publications, website etc., could be contracted in.

Over time, depending on the scale of activities, additional staff may be needed, who may be located in various parts of the world. For example, the grant making would be strengthened by having staff in the regions of substantial grant making. The advocacy would be strengthened by having both the Manager and potentially additional staff located in the global north, close to the locations of major bi-lateral, multi-lateral and international corporate headquarters and many philanthropy- and development-related meetings. Over time this might extend to the East in search of bi-lateral, philanthropic and corporate opportunities in

Asia. However, if initial efforts at innovative resource mobilisation bear fruit, then a different model, ideally requiring less staff, would replace that of the traditional advocate/fundraiser.

Governance: membership/partnership

This Option would require the establishment of partnerships with other institutions with an interest – or the possibility of developing an interest – in community philanthropy (and/or philanthropy and/or development). In particular, as part of strengthening the GFCF's legitimacy, in consultation with its existing partners, it may need to formalise its relationships with institutions by creating a system of membership or partnerships that allows key institutions to contribute to the GFCF's strategic planning and become part of the GFCF's ongoing reflection on the effectiveness of its strategies, how to proactively create new opportunities, and how to respond to shifts in the environment.

The GFCF already has a wide network and implementing partnerships, for example with Community Philanthropy institutions in different regions that may originally have been grantees but now provide capacity development support to the GFCF's new grantees. One potential interim or long-term step towards strengthening the GFCF's institutional capacity through the partnership model would be to create more formal MOUs with such groups to do such work, or having them provide staff who work part-time for the GFCF, in the words of one interview,

> *"so the network becomes the engine for the institution and the secretariat is just the driver…"*

Governance: the board

The board for Option A would need to have a mix of the kinds of role-players who are core to the achievement of Outcomes 1,2,3 and 4, that is in CPh grant making, knowledge-development, advocacy and resource mobilisation generally. They would have to be well positioned in the development, philanthropy and corporate sectors, with some experience in community-driven social justice and development work, and from diverse parts of the world.

The board would form working committees on each aspect, which could support the staff, particularly in the first few years of building up the staff cohort, to envision and make choices on the best ways of achieving each outcome.

Resource mobilisation

In the short-term, as with all Options, the priority is to bring in an advocacy and fund-raising director to take over this dimension of the work from the current Director or for one or a number of board members to take on this task immediately and leverage the GFCF's already solid reputation to bring in a commitment of funds for the transition process, whether from existing or new donors.

One task of this person(s) is to establish a resource mobilisation working group from role-players committed to CPh who are themselves well networked globally who would collectively re-imagine and implement innovative resource mobilisation options.

Two proposals emerged from the interviews:

- Most argued for the need to conduct a campaign using existing evidence and the networks of diverse CPh stakeholders, to systematically engage staff of multi- and bi-lateral funders at international, regional and national levels to build their understanding of, interest in, and recognition of how supporting CPh could contribute towards the achievement of their own goals. De-emphasise differences in language and terminology, while keeping the values and strategies of the GFCF front and centre. The purpose of this campaign would be to garner resources both for the GFCF and the field. This would require leverage existing relationships of the current GFCF director and members of the board and volunteers of the resource mobilisation committee, developing the necessary materials using current GFCF and other evidence of effectiveness, and creating one-to-one opportunities as well as using existing venues or creating venues for operationalising the campaign.

- A number of interviewees argued that if the GFCF is to promote CPh, then its own ways of fund-raising should mirror the CPh approach, mobilising resources from its own community which, in this case, would be global.

One innovative idea from an interviewee was the establishment of a GFCF consulting wing which draws on the volunteer spirit among retired professionals globally, to establish an accounting and auditing wing which would set a high standard of quality and integrity and offer services to NGOs globally, including CPh practitioners, at costs below those charged to them by the private sector, but higher than any logistical costs involved in providing the service. The fees would come into the GFCF to use for its operational costs.

Clearly establishing this kind of initiative would take substantial work over a number of years, but would allow the GFCF to model CPh and to create resources independent of the interests of any specific stakeholder. It may even be possible to find someone to voluntarily establish the initiative. It is finding such people, or imaging these kinds of innovation that will be the task of the resource mobilisation working group, in addition to sourcing funds from individual and institutional givers.

Intended Outcome 2: Effective Grant Making

In Option A, grant making continues but its primary purpose is to build relationships with groups testing or operating different types of CPh, to enable ongoing exploration and learning. There are choices regarding its mechanisms, breadth and depth:

- regional grant making hubs could be established to identify resource mobilisation opportunities at regional level and identify opportunities for CPh regionally

and/or

- grant making could build out to explore different approaches to CPh, with
    - one focus continuing to build, examine and share lessons learnt regarding Community Foundations in diverse contexts
    - one focus deepening the work on how to build and sustain CPh for particular constituencies, for example youth CPh, studying, amongst others, the models and ways of sustaining YouthBanks
    - one focus working with development INGOs such as CARE and Oxfam to introduce CPh as an element of their programming with a view to enabling them to exit over time

In addition, while the GFCF has begun to test methods of routinely gathering and analysing information about the effectiveness of the CPh it is supporting, the ability to learn from grant making needs to be substantially increased through routine collection and analysis of data with an appropriate knowledge management and strategic reflection system, allowing the GFCF to continually learn from its grant making and improve its strategies accordingly.

This would include the ability to compare and contrast different types of grant making (including the role of different types of capacity development), and different types of CPh initiative.

Intended Outcome 3: Strengthened Collaborative Learning Networks

In no Option does grant making stand alone; it is always accompanied by knowledge generation and learning. This is because effective grant making requires learning-through-doing. Hence, as indicated, Intended Outcome 2 incorporates routine monitoring, analysis and reflection on the quality of grant making.

Intended Outcome 3 expands this to ensure that lessons learnt by the GFCF as grant-maker are shared with the field, horizontally, something that is already recognised as a key strength of the GFCF. Horizontal networking, learning and collaboration at different levels in the system usually involves engagement between different organisations that share a common 'language' and discourse, based on similar experiences in addressing similar challenges. In this case, people from organisations all undertaking some form of CPh are likely to have

similar levels of power and influence in that they are all operating locally[14]. In this sense, common and shared understandings can be developed to make working together relatively easy, and to collectively build up an understanding of CPh in all of its diversity.

Building the evidence base

In Option A, as the Global Hub, in addition to routine data gathering and analysis from existing grantees, the GFCF would need to identify and prioritise research questions that would help to strengthen understanding of how CPh works best in diverse contexts. This would require documenting and comparing similar and different models in similar and different contexts, some of which may not be studying the GFCF's grantees, but others engaged in CPh in the field.

In addition to hosting some research capacity in-house, the GFCF would need to identify and partner with research institutions in the global North and South with an interest in community-driven development or other issues related to CPh in order to construct and support a number of major evidence-building initiatives, for example each studying a particular approach or model of CPh in diverse settings and assessing effectiveness and sustainability over a number of years.

Over time, through these partnerships, it would build up a community of practice among academics and others interested in Community Philanthropy, perhaps evidenced in gaining regular slots for CPh at certain disciplinary annual conferences, building interest of key development and philanthropy journals in regularly carrying research findings and think-pieces, or producing special editions on CPh.

Partnering with diverse research institutions and funding multi-site, multi-country studies would simultaneously support Intended Outcome 1, by opening avenues to garner research funding, and Intended Outcome 4, by drawing existing communities of knowledge into the CPh field, and, through the evidence produced, strengthening the perceived legitimacy of CPh.

Extending and deepening collaborative networks

As indicated in Question 1, the GFCF's approach to enabling learning among CPh practitioners appears to be effective. The knowledge gained through the GFCF's mix of regular sharing of information through the web and bulletins and running webinars and convenings on particular issues is influencing the practice of CPh practitioners.

[14] This is not to underplay likely differences in approach and discourse of CPh groups operating in different parts of the world and with different levels of resources; however their positioning as CPh practitioners lends itself to creating systems for shared learning.

Option A requires taking this to scale over time, as more and more evidence is developed through both internal monitoring and evaluation and external research programmes it needs to be subject to ongoing analysis and strategic reflection by diverse role-players in the field.

Conceivably as the network is built, working groups could be developed focused on shared learning goals. Diverse partners might lead some of these. They could take one or a number of forms, for example

- where a number of groups are trying out similar approaches
- where a number of groups are trying to achieve a similar goal or working with a similar constituency
- where groups in one geo-graphical area want to create a mechanism for collective sharing and learning

At moments where groups are highly motivated, GFCF could facilitate their use of blogs, twitter and other social media to catalyse the sharing and mobilising process, and allow such learning to also be shared more broadly among CPh practitioners.

In addition, this strategy requires using the evidence generated as parts of Intended Outcomes 2 and 3, to make a case for CPh.

Intended Outcome 4: Expanded Field of Funders & Practitioners

Besides those running CPh initiatives at local level, who will be horizontally networked into a learning community as part of achieving Intended Outcome 3, there is a world of role-players with a current or potential interest in CPh who could be linked vertically to those doing the work on the ground. While under Intended Outcome 1 we considered such role-players in relation to mobilising resources for GFCF, Intended Outcome 4 focuses on expanding the overall field of CPh at a scale far beyond that of the GFCF grant making, or CPh practitioners, however large these groups become. It involves actively consolidating the GFCF's existing and wide-ranging relationships with donors and development practitioners plus seeking and building new and close structural relationships with other significant role-players in the CPh field. As such, it will require imagination and a degree of pragmatism, since many potential role-players at this point may be neither informed nor sympathetic to the fundamental principles of CPh of community-driven resource mobilisation and development.

The discourse and assumptions of donors, corporate leaders and leaders of INGOs are not the same, and are also likely to differ substantially from those of CPh practitioners. In addition, all have different amounts of power and influence which differ, again, from those of CPh practitioners. Consequently, working towards Outcome 4 is likely to be more challenging and easily prone to misunderstanding, as communication takes place 'vertically' between different levels and shared meaning and experiences are often not present.

Intermediary organisations, such as the GFCF, play a critical role in bridging the developmental gap, provided they are able to mediate the issues of language and meaning between different levels – something which the GFCF is already recognised as doing well. This is why the issue of legitimacy and trust become so important, as the GFCF sits at different tables and has a 'representative' role – articulating voice on behalf of communities that are not present.

To win the support of this wider range of groups, requires taking the evidence and case statement generated through strategies producing Outcomes 2 and 3, and framing and marketing it in different ways for different groups. This would allow, for example, international development or social justice INGOs to be able to see how investing in CPh could further their causes, and the corporate sector to see how their 'social responsibility' or 'social investment' commitments could be effectively realised through CPh.

It also requires both identifying, targeting and building relationships with individual influencers in each constituency, and identifying the spaces in which these role-players convene, gaining access to them, and creating opportunities to engage them as a group – or for the influencers that the GFCF has identified to then engage their own constituencies on behalf of the GFCF and CPh.

Option B: The Grant making and Learning Organisation: focusing on philanthropy

(Intended Outcomes 1,2,3)

The next three Options are elaborated in less detail because they each comprise a number of the Intended Outcomes already elaborated under Option A. Here we simply pull out specific challenges or questions related to this Option.

Option B – The Grant making and Learning Organisation: focusing on philanthropy – is really aimed at sustaining the GFCF in its current form, except with greater internal capacity. This Option recognises that the GFCF has developed a successful track record in building the field of CPh around the world through a strategy grounded in making small grants to emerging community organisations, supporting local initiatives aimed at mobilising local resources to support locally-determined developmental strategies and building capacity of these institutions. (Intended Outcome 2) It has also built a solid reputation for enabling learning through and with current and former grantees, and other groups closely linked to this work (Intended Outcome 3).

With Option B, the GFCF will have the opportunity to continue this work, deepening and broadening it over time. Judging from the process of growth of the existing GFCF network and partnerships, this will inevitably draw in additional institutions that can support the work.

This Option will still produce learning from grant making and other collective learning initiatives, such as convenings as described above, which could be harnessed by others promoting the field of CPh to a much wider development and philanthropy constituency, without the GFCF having to take this on.

Why not include Intended Outcome 4? Option B considers that the GFCF is still at an early stage in gathering evidence that can in due course be mobilised in support of more pro-active advocacy strategies as envisaged in the advocacy/influencing orientation of Intended Outcome 4, and this Option avoids the resource mobilisation and staffing demands required to incorporating a broader advocacy agenda at this stage.

The value of this Option will be in ensuring the essence of the GFCF as it is, with minimal need for change or compromise in terms of principles and methodologies.

Institutional capacity

It nevertheless needs to be recognised that building the GFCF to the current stage of development has come at a high cost in terms of the workload on the current Director. The most urgent task for Option B is to employ a second staff all-rounder/ Operations and Finance Manager, to work with the director on grant making and learning. The knowledge management system would be further institutionalised with consultant support and then operationalised by this staff member. If the number of grants increase substantially, the time may come when an additional Knowledge and Learning manager is needed.

Over time, additional grant making staff could be required, ideally located regionally, or in whatever region(s) would be the focus of the work. A model of local 'agents' drawn from existing partners who already do some support for the GFCF grantees could be established, or indeed of partnerships with local-CPh groups that could do this work on a consultancy basis.

A part-time bookkeeper would manage the books. In addition, the GFCF would employ or contract a part-time person who moves in international development circles, is committed to a CPh approach, and is an experienced fund-raiser.

This staff configuration would allow the Director to work normal hours and sustain her commitment to the work, and create institutional sustainability, over time enabling the GFCF to move from utter dependence on its 'pioneer leader' towards institutional sustainability (Intended Outcome 1). This Option also cuts down on the demands of the director to engage in the broader CPh terrain, limiting the numbers of international and regional meetings that currently cut into time for focused grant-making and related learning.

Scope of grant making

There are choices within Option B as to the scope of grant making. Should the GFCF continue to be open to grant making for all types of CPh or should it tie its grant making to particular learning agendas, for a few years at a time, choosing who to fund on that basis?

Working with this Option could also mean giving serious consideration to whether the GFCF should create a narrower geographic focus for its work, and maybe also identify key themes for which resources can be more easily mobilised.

A critical question would then be how to retain the GFCF's flexibility and agility to support innovative grassroots initiatives of different types – how to retain what one interviewee referred to as the 'magic' of the GFCF.

Resource mobilisation

Critically, it will be necessary to mobilise financial resources on a continuing basis to support the work of the organisation even at current levels of activity so that the ideas for resource mobilisation covered under Option A remain pertinent for Option B.

Option C: The Collaborative Learning Network: extending the web

(Intended Outcomes 1,3)

Option C – The Collaborative Learning Network – extending the web involves a re-think of the role and focus of the GFCF so that it moves away from grant making and focuses on facilitating a horizontal knowledge-building and sharing network of CPh organisations and institutions around the world or in one or two regions. The main focus under Option C will be to support network activities in the field of knowledge, learning and best practice. The GFCF will be the facilitator of the network, drawing on strong established partnerships that it has created and its credibility as an innovative leader. A focus on horizontal learning in and across different regions will make a substantial contribution to building best practice in governance and local accountability in the field of CPh, reduce isolation and help build leadership at micro-levels, as well as contributing to the sustainability of local organisations.

It would be necessary to ensure ongoing monitoring of the outcomes of CPh in order to produce evidence of effectiveness out of existing initiatives. Invest in conducting this research and analysis and in producing findings for use both internally with the GFCF partners and, appropriately framed, to use with other constituencies where CPh could contribute towards achievement of their goals.

While the premise of Options A and B is that grant making is one of the cornerstones for building evidence, it is not necessarily the only basis for building evidence. Many knowledge-development institutions play this role through partnering with a mix of practitioners doing the work that is the basis of study, and researchers with the skills to support evidence-building. This option is open to the GFCF, and it is arguably well positioned to play this role because it already has the niche of linking CPh practitioners for learning.

This approach would allow the GFCF to take advantage of the director's vision, knowledge of the kinds of issues on which the CPh field needs to build knowledge, and relationships of trust with CPh practitioners which would enable her to mobilise them into collaborative research and knowledge sharing initiatives. It also builds on the GFCF's existing wide-ranging relationships and experience in constructing and consolidating learning networks. Ideas for

deepening or broadening by creating a mix of various types of such networks were described in Option A under Intended Outcome 3 and would apply here.

One advantage of choosing Option C is that it removes the need to mobilise resources for grant making which would make the GFCF's overall sustainability easier to achieve, on the assumption that either it could develop its own community philanthropy initiative to raise its own resources, as described in Option A, perhaps supplemented by pro-rata support from its partners becoming members, and from donors who are keen to see the sustained development of a CPh learning community(ies).

Option C also removes the power imbalance between the GFCF and potential learning partners who are currently grantees (see discussion on the issue of legitimacy under Question 3: Cross-cutting questions – 'The question of legitimacy', above.)

Governance

Pursuing Option C may best be achieved by the GFCF shifting from an organisation to a network with members or other forms of formal partnership that enhance its ability to build a learning movement. There are diverse models for learning communities and networks which the GFCF could explore with its current network, to identify what would most support collective learning, including what process for identifying priorities and what degree of accountability the GFCF needs to the network. This is discussed in more depth under Option A, Intended Outcome 1: Governance: membership/partnership.

Institutional capacity

As with all Options, Option C does not remove the need to build out the GFCF's institutional capacity and sustainability (Intended Outcome 1) in ways already described under Option A. However, it does not require substantial staffing or internal infrastructure in the way that grant making does. It could conceivably function effectively with the director, a research and knowledge manager, a part-time communications person, and a part-time or consultant book-keeper. Additional researchers would either be drawn in through partnerships with existing research institutions, or would be contracted for particular projects.

Most learning events would continue to be hosted by partners in keeping with the current GFCF commitment to creating opportunities for others in the field.

Option D: The Global Knowledge and Advocacy Partnership: closing the developmental gap.

(Intended Outcomes 1,3 and 4)

Option D – The Global Knowledge and Advocacy Partnership – closing the developmental gap aims adds to Option C an advocacy apparatus that creates vertical linkages between CPh practitioners and the terrain of international and regional development and philanthropy decision-makers. It recognises that CPh is an important emerging field with significant learning to bring to global development discourse. In this way, the work of the GFCF in pursuing new knowledge can be taken to scale, enabling leverage of the work done to date, and facilitating and enabling vertical linkages between the micro-level of individual organisations and bi- and multi-lateral donor and other development, social justice and/or philanthropic institutions (INGOs etc.) or indeed the private sector.

Governance

To achieve depth and breadth of outreach the GFCF would have to partner with other organisations and individuals that bring in wide-ranging links and capacities. Here too, a network model might serve the GFCF well, with a system of membership of groups with a shared interest in growing the CPh field.

Institutional capacity

Incorporating Intended Outcome 4 means bringing in an Advocacy director at a minimum, but also resources for international travel and to convene diverse constituencies that the GFCF would aim to bring into the CPh fold over time.

Conclusion

In moving forward, the GFCF needs to find ways to consolidate its high level of recognition and scale up its ability to foster relationships and learning on CPh. The challenge will be how to retain the values-base, which has seen it providing leadership through enabling others, rather than through making its own institutional claims. It now finds itself in a chicken and egg situation where many of the major stakeholders including its traditional donors, would like to see the GFCF having somewhat more institutional capacity, and playing even more roles, even while they fear the GFCF's financial dependency on them.

The GFCF board's review of the options presented in this document lead them to conclude that there is an opportunity and a threat. The opportunity resides in recognising the enormous recognition that the GFCF has won for its work, and leveraging that to move from a pilot to an institutionalising phase, embracing all four of the Intended Outcomes that have informed the GFCF's theory of change, including that of Strengthened and Sustainable Institutional Capacity, which, until now, has had no attention. At the same time the threat lies in the current lack of easily available funds to make this move, and the possibility that with offers of funding will come the desire of those with the funds to see the GFCF institutionalise in a form that is in keeping with the vertical and transactional approach associated with many donors, rather than enabling it to continue to experiment with ways of working that consolidate its current values and have been the drivers of its effectiveness. Figure 5 illustrates the idea of the GFCF as an organisation that creates connections but also devolves roles and activities as part of its core approach. Bearing this in mind, in taking its next steps, there are a number of factors that need to be put at the centre of the board and staff's endeavour, which are discussed here.

An immature field will be undermined by imposition of a large global infrastructure

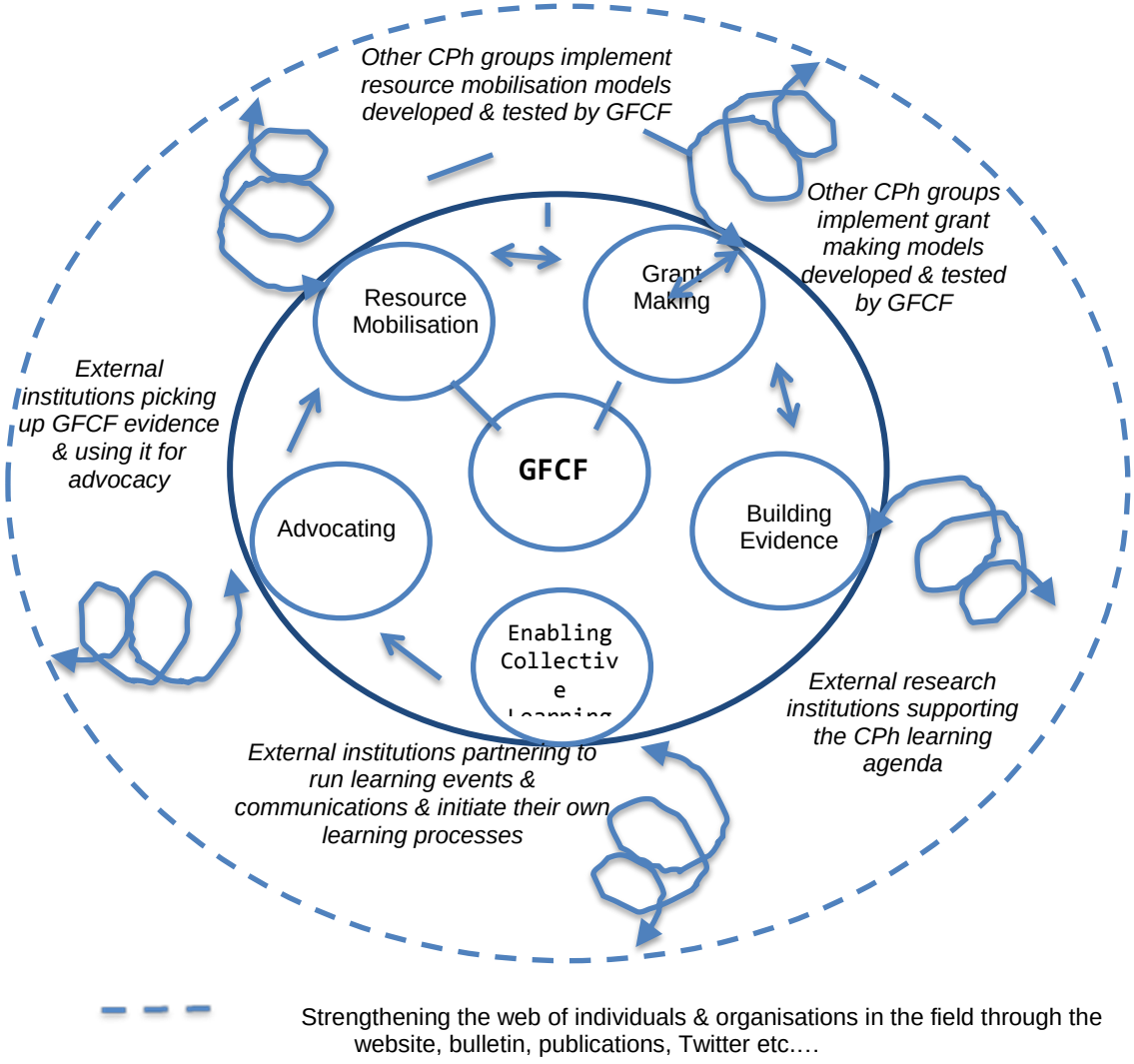
In considering the options presented in this paper, and possible permutations of each, a key concern of the GFCF board's as regards the GFCF's institutional capacity is that this is an immature field which will not benefit by having a large infrastructure imposed upon it. A mature field usually holds a range of institutions that carry specific roles – international and regional NGOs offering technical support for capacity development; international and regional networks of research institutions and practitioners studying the field, identifying best practices in diverse contexts; and a range of grant-making institutions taking on specific geographies or specific issues within the field. CPh is far from this level of capacity. Local level CPh groups are mostly new and relatively vulnerable and need to be nurtured over time. Researchers need to be wooed into the field in a way that does not foster the usual power imbalance between researchers and those researched. Moreover, a mature field may hold enough

mature institutions that they can provide the membership to sustain and even fund, through membership dues, a global infrastructure. This is not yet the case with CPh.

CPh is a delicate terrain which the GFCF has managed to extend into the global south, central Europe and West Asia as a result of its deep awareness of the field's vulnerability and the importance of growing the field through building trustful relationships that enable people to grow from where they are, without imposing models or requiring more of groups than they are able to deliver at this moment.

This context has required and continues to require the GFCF and any others doing grant making in CPh to have a developmental and participative rather than transactional model, with ongoing engagement and learning. This developmental style means that if an approach is not working it will rapidly become apparent, and lessons learnt can build the field's understanding about CPh approaches.

Figure 5: Strategies for consolidating the GFCF: deepening, growing and devolving



This is not a model that requires grantees to presume on what their results will be, but rather to experiment and strengthen their approaches through identifying what is working and what is not in an ongoing learning process internally and with the GFCF and others on the same path.

Another critical factor in trying to build the CPh field, is to remain aware that it is intertwined with the broader philanthropy and development fields. The aim is to influence existing groups in existing networks to try out a CPh approach. This requires the global hub to be extremely careful not to be seen to threaten existing philanthropic or development networks, whether regional or issue-based networks. Rather the GFCF needs to be, and be seen to be, a resource to a wide range of groupings including existing networks, which enables their work and their learning, which catalyses new approaches to philanthropy, and enables them to pick up and lead these. For example, rather than the GFCF needing to formalise a 'youth CPh' network, it has enabled those interested in this work to meet and learn from each other, with them slowly taking over the role of cross-learning.

Whereas some might consider the GFCF's lean staff capacity as a weakness, its tremendous impact on the field indicates that something its approach is effective. This approach seeks to enable others by creating a respectful, emotionally and intellectually communicative environment, which fosters the ability of other players to strengthen their own work, and to share what they are learning. It is an approach in which the GFCF is explicitly not in the field in order to make claims about its own achievements, but rather to facilitate and open the CPh terrain.

Hence even as the GFCF strengthens its institutional capacity somewhat, it needs to hold onto this model, as far as possible creating spaces that catalyse others into action, enabling others to become proponents of CPh. This applies as much as taking forward CPh approaches – such as the Youth Bank example above – as to building of institutional capacity. For example, the GFCF's approach to convening meetings has been to contract grantees to organise them. This builds the profile of those grantees, and, through the GFCF's engagement with them in the planning process, strengthens their logistical and organisational capacities. This is why the GFCF does not have, internal staff responsible for planning and managing events, nor should it be seen as a gap. Rather it is a reflection of the GFCF's fundamental philosophy of walking the talk, in this case strengthening and using its communities' assets, rather than using up resources of the field within its own institutional structure.

The GFCF has, and should continue to, measure its success by its ability to influence the actions of others – that is to achieve the outcomes envisioned in its theory of change.

Strengthening the profile, sustainability and recognition of the GFCF

At the same time as the evidence gathered indicates the effectiveness of the GFCF's approach, the findings have indicated that from an institutional point of view, both the GFCF's board, its donors, and the field have continued to think of GFCF as a 'pilot'. At this stage the approach has been piloted. The lessons from the pilot indicate that the values and style of the GFCF have elaborated are effective for grant making, for networking, for learning, and for advocacy. Hence it is time for the GFCF stakeholders to shift their mind-set from seeing the GFCF as a pilot, to claiming it as the global hub it has become. To do so requires consolidating its institutional infrastructure (while keeping it small), developing and consolidating innovative forms of resource mobilisation in the mode of CPh, and strengthening its visibility outside of existing CPh circles.

Strengthening the board

The challenge in moving from pilot to sustainable organisation, is not to let go of the values that the GFCF has modelled thus far. It means retaining the critical expertise of CPh practitioners on the board, while bringing in people who can identify new ways of mobilising resources, and new individuals and constituencies that the GFCF aims to influence over time. This means making explicit that different board members have different roles, ensuring that the board rules and procedures explicitly take account of differential access to resources of different board members (for example requiring some to cover costs of board participation and others not to) and actively mitigate the potential for negative power dynamics that could result from these. It also means actively investing in the board to orient them to the developmental approach of the GFCF and ensure they remain grounded in its values and continually challenged by the ongoing learning generated by the organisation.

Imagining and establishing new forms of resource mobilisation

Since the field is not yet deep, wide or strong enough for the formalisation of systems of membership and membership dues, alternative forms of community resource mobilisation need to be imagined and piloted, in precisely the way that the GFCF supports local groups to do so. While some members of the board may initiate this approach, a wider range of imaginative people currently working on innovation in resource mobilisation need to be enticed into learning about CPh and creating modes of resource mobilisation that would enable the GFCF to ultimately generate independent resources.

Managing and promoting its image as a global hub

The vision of the original architects in recognising the need for the GFCF should be recognised. Most of the initiators – notably the World Bank and the Ford Foundation – envisioned an organisation that they would fund, and which would then go out and create a CPh field. Ironically, their decisions to leave this field, and therefore also the GFCF, required

the GFCF to rethink what it is, and what the field needs. The lack of a large budget pushed the GFCF to develop an approach that is in reality more in keeping with the CPh philosophy than it might have been, had it been well endowed with funds. It is overwhelmingly recognised by all the major CPh donors and practitioners, as having played and continuing to play a critical role in building the CPh field.

Yet even while its enormous influence is recognised, in language such as 'punching above its weight', it is blamed for its institutional fragility, thus finding itself in a 'chicken and egg' situation, as one interviewee put it, of donor unwillingness to provide further funding because it is institutionally fragile, even while recognising that it is the only group that is playing the role it is, and doing so with high levels of legitimacy and support from a wide range of constituencies.

Hence, in addition to addressing its institutional weaknesses – particularly in relation to both board and resource mobilisation as noted above – the GFCF needs to lay claim to the space it has created by increasing its profile and presentation of self. While the values of self-effacement, in particular building the voice of others in the field, remain essential to its ethics, this should not be done at the expense of ensuring that the field is fully aware of its work and the role it is playing globally.

As one dimension of this new public presentation, the GFCF should consider using its acronym more than it's full name, because of the confusing message some key stakeholders associate with the name's focus on 'foundations' rather than the broader range of models that collectively encompass CPh. It should develop a by-line to go with the GFCF that accurately describes its niche as a global hub.

By choosing Option A, the global hub, the board has decided to own the GFCF's achievements to date, recognising that contribution that it has made and that the field continues to need it to make. Hence the board needs, with staff and GFCF's broader network, to more explicitly name its role and its achievements, even while continuing to catalyse the work of others.

Annexes

Annex 1: GFCF Timeline

2005	**October**	Global Fund for Community Foundations begins under part-time Director
2006	**January**	Interim Programme Manager appointed
	October	Round 1 grants awarded
		Evaluator selected
2007	**January**	Full-time Director, Jenny Hodgson, begins
	March	Round 2 grants are awarded
	June	Incubation committee for independent organization formed
	July	Round 3 grants are awarded
		Programme manager appointed
		Review of grantmaking strategy
	December	Round 4 grants awarded
2008	**May**	Incubation committee sets out plans for an independent organization
	September	Responsibility for grants shifts from Management Committee to newly established shadow board of directors for Round 5 grants
		Regional consultations about the future of the Global Fund
	November	Inaugural meeting of shadow board of directors
	December	Round 6 grants are awarded
		Management Committee's responsibility ends
		End of project period
2009	**March**	Board retreat and meeting of new board
	June	Development of new strategic plan
	July	GFCF incorporated in Northern Ireland and agreement to establish an office in South Africa
	November	First meeting of GFCF board in South Africa: Round 7 grants awarded
2010	**January**	GFCF established as a Section 21 company in South Africa
	March	GFCF takes up pro bono office space at Mott Foundation's Johannesburg office
	April	GFCF and TCFN host peer exchange on community foundations and social justice philanthropy in Riga
	June	*"More than the Poor Cousin"* published
	September	TCFN and GFCF host a meeting on global community philanthropy in Charlotte
	October	Round 8 Youth Civic Engagement (YCE) grants awarded (last open call for proposals)
	November	GFCF hosts African community foundations peer learning and exchange in Nairobi (and board meets in Nairobi)
2011	**February**	Launch of new website and resource centre
	March	GFCF hosts regional meeting of South Asian community philanthropy institutions in Kathmandu
	May	Launch of Asia grants programme
	June	*"The Story Behind the Well"* published with Coady Institute
	July	GFCF and Coady host convening on new approaches to community and organizational development in Nova Scotia
	August	GFCF opens separate office in Johannesburg
	September	GFCF board meets in Belgium
	November	GFCF hosts peer learning event on community foundations and YCE in Cluj, Romania
2012	**March**	*"The New Generation of Community Foundations"* published with Coady Institute
	May	GFCF board meets in Belfast
	October	*"A Different Kind of Wealth"* published
	November	Convening of GFCF partners to reflect on state of global community philanthropy

Annex 2: The GFCF Statement of Core Values and Beliefs

The Global Fund for Community Foundations is a values-based[15] organisation that works on the basis of certain important core values and beliefs. It is this set of core values and beliefs that motivates and drives the organisation to work in certain ways and informs the strong relationships and partnerships that the GFCF has developed around the world. The values and beliefs provide the basis for the important work of the GFCF in promoting community philanthropy and social change.

The GFCF works with these values in an 'integral' way – internalising the idea that an organisation needs to be a model of, and work consistently with, the ideas and values that it seeks to promote in the world:

Grant-making as entry-point

- Small grants can catalyse community initiatives of different kinds and encourage leverage of local assets, thus promoting community philanthropy
- brings local groups into the wider network - offering connections with peer organisations & influencers at a global level
- and can be the basis for a real partnership

Community ownership & decision-making in CPh

- Development initiatives are more relevant & effective when decisions are made at local level and local resources are mobilised
- Promotes horizontal accountability, trust & social capital at local/community levels
- Enables local organisations to build more equal relationships with outside bodies (not just 'upward' accountability)
- Developmental outcomes are more sustainable when locally owned

Developmental partnership

- Understands the relationship as open-ended and more than just a financial or time-limited transaction, premised on a shared interest in enabling progressive social change
- Both parties have an interest in learning and changing through the relationship
- Recognises the mutuality and transparency of the relationship

[15] This statement of values was developed in the course of the Strategic Review & Options Appraisal undertaken in early 2012, with input from the GFCF Board in March 2012

- Acknowledges and works to ameliorate power dynamics associated with one partner providing, among other things, financial resources

Learning & Sustainability

- Creating space to share learning and recognise the local contribution to field
- Lessons learned means not having to ‘re-invent the wheel’
- Supporting local initiatives can be a catalyst for building community empowerment and leadership
- Local lessons can inform advocacy messages and influence global policy
- While resources mobilised may not result in total independence, they do give organisations some independence

Appreciation

- Listening & hearing the views, hopes & fears of local communities
- Valuing the contribution, commitment & imagination of local communities
- Recognising and underpinning grassroots commitment to progressive social change

Annex 3: List of Interviewees

1. Jenny Hodgson, GFCF Executive Director
2. Barry Knight, GFCF Consultant

GFCF Board Members

3. Avila Kilmurray
4. Bongi Mkhabela
5. Barry Gaberman
6. Gerry Salole
7. Maureen Smyth
8. Rita Thapa

GFCF Current Donors

9. Luc Tayart de Borms, King Baudouin Foundation
10. Mirza Jahani ,Aga Khan Foundation
11. Shannon Lawder & Nick Deychakiwsky, Mott Foundation
12. Betsy Campbell, Rockefeller Brothers Fund
13. Jon Edwards

Other key role-players in Community Philanthropy

14. Padraic Quirk, Atlantic Philanthropies
15. Marcy Kelley, Inter-American Foundation
16. Shannon St John, Synergos
17. Tony Pipa, USAID
18. Bhekinkosi Moyo, TrustAfrica

Annex 4: Key Documents Consulted

1. WINGS Global Fund for Community Foundations, Proposal for Support, 2006
2. GPP Assessment Report, World Bank, May 2007
3. Establishing the Global Fund for Community Foundations, Andrew Kingman, August 2007
4. WINGS Fund for Community Foundations, Discussion Paper: Grant decision-making procedures, Jenny Hodgson, July 2007
5. Global Fund for Community Foundations Consultation Update, Kingman, April 2008
6. Evaluation of the Global Fund for Community Foundations, Barry Knight, 2009
7. More than a Poor Cousin: The emergence of community foundations as a new development paradigm, Hodgson & Knight, June 2010
8. The Value of Community Philanthropy – Results of a Consultation, Knight, February 2012
9. Global Solidarity for Community Philanthropy Program Framework, Aga Khan Foundation document, 2012
10. 'The story behind the well - A case study of successful community development in Makutano, Kenya', Halima Mahomed & Brianne Peters – Global Fund for Community Foundations and the Coady International Institute
11. Memo for June 2012 Board Meeting from the Director
12. GFCF Digital Report 2013
13. Convening on Global Community Philanthropy: Seeing the Forest for the Trees, GFCF Draft Report on Convening, Intundla Lodge, South Africa, November 2012
14. In Search of Legitimacy: Peace Grant Making of U.S. Philanthropic Foundations, 1988-1996, Sada Aksartova, Nonprofit and Voluntary Sector Quarterly 2003 32: 25

Annex 5: Case Studies of GFCF-supported Organisations

The following case studies illustrate some of the diversity of the GFCF approaches to community philanthropy. They are constructed from the GFCF's website and the websites of the groups themselves.

Uluntu Community Foundation, Zimbabwe: Putting People First

Uluntu was registered in 2008 to provide a people-centred mechanism for community development and empowerment in Matabeleland Provinces. The Foundation serves as a convener, a broker and catalyst for community empowerment through training and grant making.

Uluntu Community Foundation seeks to provide tools for the building of resources (financial, technical, material, and intellectual) within and outside communities in the Matabeleland Provinces. The tools will enhance local philanthropy and build leadership as well as entrepreneurship at the community level.

Uluntu Community Foundation is a young institution based in Bulawayo, Western Zimbabwe. The foundation was the initiative of a group of concerned citizens – including two journalists, a teacher and a former diplomat – who shared a vision of a local Zimbabwean philanthropic grant making institution which could foster and support a type of development driven by local people rather than by external agencies. Indeed, this spirit of a people-centred organisation is captured in the organisation's name: "Uluntu" means "people" in Ndebele, the main local language of Western Zimbabwe.

The Matabeleland Provinces (North and South) are some of the poorest parts of Zimbabwe, with poverty levels estimated at 80% and unemployment at 90%. In the face of such stark challenges, however, this young community foundation - which operated for the first couple of years on very modest resources including a home office, volunteer labour and the moral and material support of its board - has taken a gradual and considered approach in charting out its

direction and focus, taking time to put down roots and build trust at the community level through some initial projects in rural communities.

In 2009, a small planning grant from the GFCF helped support some start-up costs, including basic office equipment, board development and strategic planning. More recently, as the foundation has become more established (it now has three staff members and operates from a modest one-room office in a Bulawayo suburb), other international grassroots funders, such as Global Greengrants and American Jewish World Service, have stepped in to help the foundation develop a number of key programmes around youth development, education and food security and livelihoods. In 2011 and 2012, Uluntu staff and board participated in two joint learning events on youth civic engagement with community foundation peers in South Africa and the GFCF has provided support for Uluntu's institutional development and its youth programmes through 2013.

As the foundation looks forward, it remains committed to building up local philanthropic support within the community: even in such difficult economic times, the foundation has received small donations from its board as well as volunteer and in-kind support. And grant making to local groups, normally a key function of a community foundation, is also on the cards. For the time being, Uluntu strives as much as possible to devolve decision-making and leadership to its partners, but as long as many community groups do not have bank accounts and bank charges remain high, transferring cash is problematic.

For more information: www.uluntu.org.

LIN Center, Vietnam: promoting a new culture of giving in Vietnam

The LIN Center for Community Development *serves grassroots not-for-profit organisations and individual and corporate philanthropists located in and around Ho Chi Minh City, Viet Nam. In addition to providing direct support to local not-for-profit organisations, LIN also serves as a vehicle through which donors can effectively contribute their knowledge, energy and resources to support these NPOs. In our effort to help local people to meet local needs, LIN aims to advance a more efficient and responsive philanthropic environment and strengthen the communities in which we live and work.*

The LIN Center for Community Development, Vietnam, was established in 2009 with the aim of fostering a culture of philanthropy and supporting the development of a strong, credible and professional non- profit sector. The organisation's founders, who include a core group of Vietnamese professionals working in the finance sector, were concerned with the growing levels of inequality associated with Vietnam's transition to a market-based economy. This was becoming particularly evident in urban contexts like Ho Chi Minh City, where LIN is based, and which has seen increased levels of inward migration from rural areas in recent years. Over the past few years, LIN has developed a diverse programme of work which volunteering (particularly among young professionals), corporate philanthropy, capacity building of local non-profit organisations and mapping of local philanthropy. In addition, LIN has provided small grants of up to $1,500 to local organisations to support their activities, involving community members as volunteer evaluators.

In 2011, the GFCF awarded LIN a grant of $11,900 to introduce a new version of its small grants programme designed to promote social justice while mobilising broader public involvement with – and support to – local non-profit organisations. LIN invited local organisations to present project ideas for a small grants programme on issues affecting migrant workers and their families. For the first time, LIN facilitated broader community involvement in the grantee selection process by means of a public vote, including votes by the target beneficiaries. Short-listed project ideas were presented at LIN's regular "*Networking for a cause: community grant"* event which attracted an audience of 150 people. Two grants were awarded: one to provide vocational training for migrant male children who are vulnerable to exploitation and abuse and the second to provide vocational training for migrant children with disabilities.

Five months after the grants were disbursed, the two grantee organisations were invited to present updates on their projects at a second networking event, "*Narrow the Gap".* 250 people came to hear the results of the projects: this event resulted in an additional $2,600 being raised in cash and $10,000 in in-kind contributions. Although these amounts may be small in terms of monetary value, LIN sees the process of raising local Vietnamese contributions for local causes as extremely important in building stronger communities (better informed, more connected) and, in the end, improving the likelihood of sustainability of local efforts.

For more information: http://www.linvn.org/

Monteverde Institute, Costa Rica: building community assets through eco-tourism

The Monteverde Institute (MVI) is a member-governed Costa Rican not-for-profit association dedicated to education, applied research, and community engagement. Founded in 1986, Monteverde Institute is located high in the Tilaran Mountains of Costa Rica. Its 38-acre campus forms part of the famous Monteverde Reserve Complex, an area of natural preserves that protect more than 65,000 acres of endangered tropical forest. This location underlines the importance of MVI's commitment to sustainability.

The institute's programmes are based on the belief that in order to achieve sustainability—both locally and globally—a combination of environmental, social, cultural, economic, and technological factors must be carefully considered. To that end, MVI fosters a synergistic approach that blends international study abroad, applied research and community engagement. Its programmes focus on sustainable development, ecotourism, Spanish language and culture, conservation biology, community health, land use planning, integrated water resources and social justice.

The isolated Monteverde mountain region of Costa Rica, with a population of 7,000, is world-renowned for its unique social history as well as its efforts to protect rare tropical forests along the Cordillera de Tilaran in northwest Costa Rica. These forests attract hundreds of thousands of visitors to the region each year. Although tourism has brought many benefits, the large numbers of visitors, rapid urban growth and changes in the local economy, culture and landscape have all resulted in some complex problems for the local community and its environment. Recent scientific research plainly evidences that Monteverde's historically abundant flora, fauna and water resources are increasingly stressed and in danger of future decline.

As a response to these challenges, the Monteverde Institute – an NGO working on sustainable development in the region for 27 years - has taken the lead in establishing a new community foundation that can raise resources from tourism and channel them towards community-identified conservation priorities. The GFCF has helped support start-up costs in a modest way.

Community involvement throughout the process of establishing the foundation has been crucial, not least as an important strategy for ensuring local ownership. Local people have been involved in all aspects of the institution's development, including researching best practices for fundraising and organisation development, testing and evaluating fundraising models, and developing granting processes. A local Stakeholder Advisory Committee has provided oversight and there have been multiple consultations with community groups. As the foundation prepares for its launch in 2013, it will be interesting to see if the experiences of Monteverde can be replicated and built on in other contexts affected both positively and negatively by tourism.

For more information: www.monteverde-institute.org

Nirnaya Trust, India: Beyond Home and Hearth

Nirnaya, *was the first women's fund set up to make a difference in the lives of the marginalised women of urban and rural India and enhance their decision-making capacity.*

Nirnaya *believes that poverty, deprivation of all basic rights and social discrimination affect women the most and addressal of this will impact the society in a positive and most sustainable way.*

Nirnaya *aims to recentre women by making them economically and socially strong. It helps them form self-help groups for their social and economic empowerment, enhances their skill base, promotes entrepreneurship and other livelihoods. It is also in the forefront of educating women and girls thereby creating awareness about their legal and other rights and helps them claim a rightful place in society.*

Nirnaya Trust is a women's fund based in Hyderabad, India. It was established in 1998 by three women who felt that the issue of the advancement of women's rights in India needed not only urgent attention but an institution dedicated to mobilising and granting money for the cause.

Nirnaya works with marginalised women and communities who have traditionally been neglected and under-resourced, including dalits (so-called "untouchables" in the Indian caste system), advasis (indigenous tribal communities), Muslim women, commercial sex-workers

and urban slum-dwellers. This women's fund works with groups across India, its small staff travelling – often at some risk to themselves - to rural areas where outsiders might not be welcome, for political or religious reasons. Grants are usual small (in the range of $1,500 - $3,000) and are usually combined with capacity building of grantee institutions.

Nirnaya's philosophy has always been to encourage women to be in charge of their own change process. For example, in a recent programme to improve the livelihoods of women in rural villages in Jharkhand state through soft loans for collective income generating activities (and supported by a grant from the GFCF), women were asked to devise their own plans. Each woman was given 1,000 Indian rupees each (around U.S. $20) and organised themselves into groups around vegetable cultivation, cereal preparation etc. The direct results of this project included income raised by the women selling their products at the local market. But perhaps more important were the changes in the women's mindsets and behaviour: they grew more confident in themselves and in each other, developing their decision-making capacities and learning the value of co-operation. These changes are perhaps best observed by one of the women themselves who remarked to Nirnaya staff: "Before you were asking questions and we were answering, now we are asking the questions and you are giving the answers."

Such transformations are also not only internal: they also translate into external perceptions and interactions. In their community, the women have noticed how their value and image has also changed, with other local leaders, banks and government bodies now starting to listen to them and to hear their opinions on village activities.

For more information: www.nirnaya.org

iPartner, India: building a new culture of philanthropy in India

iPartner India *is a UK based charity that is at the forefront of a new kind of international philanthropy. We help individuals, families, advisors, companies, charitable trusts and foundations discover, get involved with and continue to support inspiring projects in India. iPartner works hard to connect donors with strikingly effective initiatives which*

currently fall outside the priorities of established agency funding. We recognise that helping these organisations grow to the next level will help raise the bar for the entire voluntary sector in India. We have an extensive network of partners in India who have been carefully selected for maximum impact and effectiveness. We currently work with 42 organisations in 16 States of India.

Although the number of self-described community foundations in India is still quite small, there is a broader set of new and more established institutions – including women's funds, social justice funds and philanthropy development organisations – which are involved in building new and strategic cultures of giving and which are using small grants as a tool to empower and strengthen grassroots groups in ways that foster transparency and local accountability. Since 2011, the GFCF has supported a number of these with small grants and convenings.

Although not a community foundation *per se*, iPartner performs many of the functions of new generation community philanthropy organisations by connecting new philanthropic resources with grassroots action.

iPartner originated in 2009 under Indian leadership in the UK, where it works predominantly with non-resident Indians to develop and facilitate strategic philanthropic giving across a wide range of development issues facing modern India. Increasingly, its Delhi office is engaging middle class donors in India too, as part of a strategy for increasing active citizenship and for weaning the country off already diminishing external funding. (The GFCF is currently supporting iPartner to raise awareness and mobilise domestic philanthropic resources targeted specifically at child-trafficking). iPartner's ultimate goal is to raise the same amount of money inside India as in the UK: part of this process involves connecting new donors in India with their peers in the UK in order to share experiences.

As a bridging institution, iPartner not only works to educate donors on how their philanthropic contributions can make a different to the lives of India's poor and most marginalised, but it also seeks to ensure that money granted to local Indian NGOs is used effectively and transparently. If Indian philanthropy is to grow in the long run, it will require trust and transparency on the part of donors, implementers and local communities. iPartner therefore seeks out credible local partner organisations in India, and works with them to strengthen capacities and to learn and share from each other. It currently has a network of 42 partners in 16 states in India.

For more information: www.ipartnerindia.org