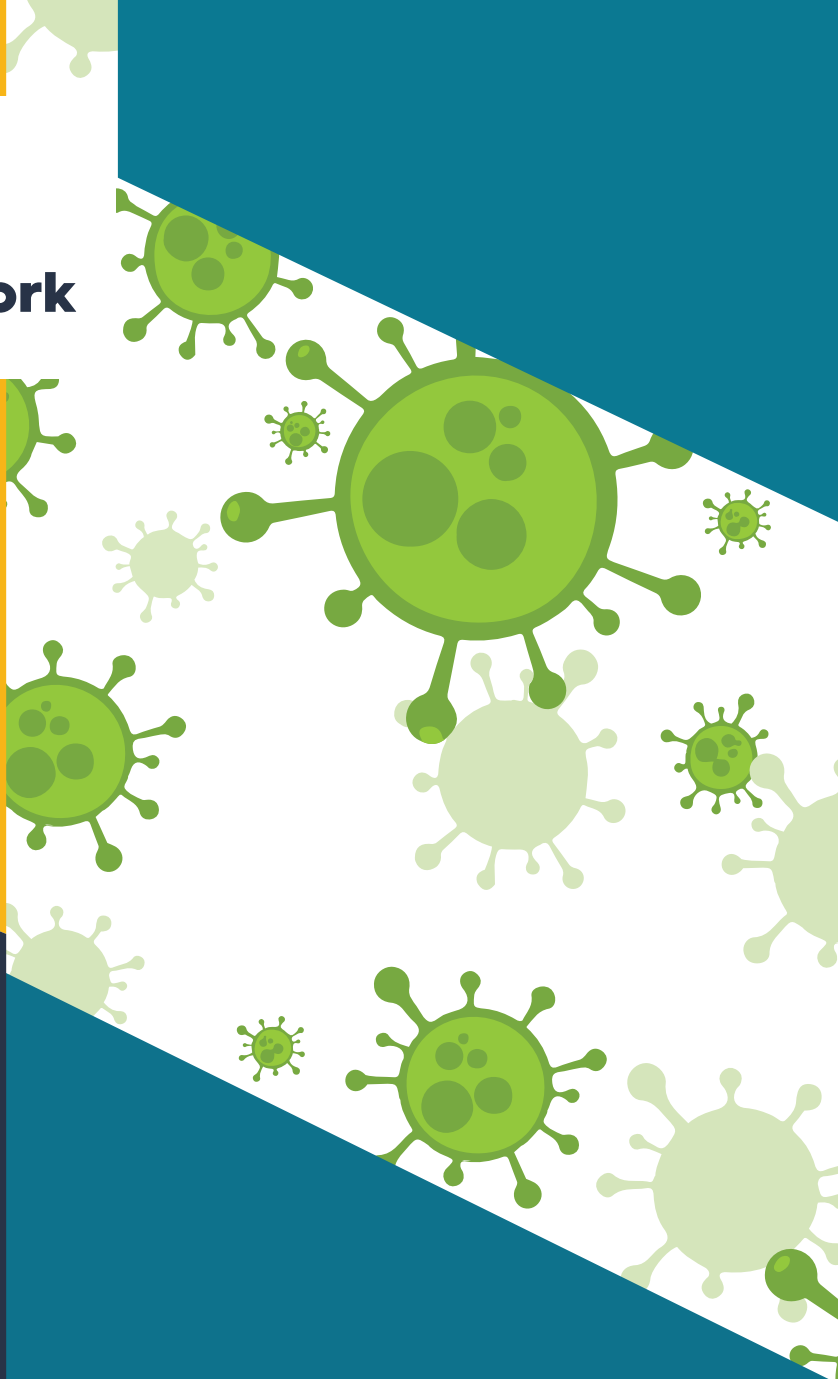




**East Africa
Philanthropy Network**



Research on Impact and Implications of COVID-19 on Philanthropy Work in East Africa



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**The best time to understand
social life is when it is disrupted'**
– *Erving Goffman.*

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LIST OF ACRONYMS AND ABBREVIATIONS

CBOs	Community Based Organizations
CSOs	Civil Society Organization
COVID-19	Corona Virus Disease 2019
CSR/I	Corporate Social Responsibility
EAPN	East Africa Philanthropy Network
FBOs	Faith Based Organisations
ICT	Information and Communicatians Technology
INGOs	International NGOs
KIIs	Key Informat Interviews
LNGOs	Local Non Governmental Organizations
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
PBO	Public Benefit Organization
SCL	Strategic Connections Limited
ToR	Terms of Refference

ACKNOWLEDGEMENT AND DISCLAIMER

The philanthropy research for which this report is concerned was organised as a collaborative process between the East Africa Philanthropy Network (EAPN) and Strategic Connections Ltd (SCL), the facilitating consultants.

We are grateful to the leadership of EAPN for commissioning this research study, and for entrusting us with the facilitation of the same. Special gratitude goes to the leadership, management and staff of EAPN for their cooperation and valuable inputs during the process. We are equally thankful to all those who provided crucial inputs towards the study, without which the study would not have been possible. Since it is not possible to mention everyone by name, we wish to extend thanks to all those who contributed either, directly or indirectly, towards the research study.

The findings, conclusions and recommendations contained in this report are based on the research feedback, observations and reviews by the consultant as of the time of the study; we are conscious of the fact that such status is bound to change with time.

EXECUTIVE SUMMARY

The East Africa Philanthropy Network is a regional membership Association that brings together grantmaking and non-grantmaking organizations interested in promoting local philanthropy in East Africa. The Network exists 'To promote local resourcing and effective grantmaking', and envisions 'Sustainable Development in East Africa driven by vibrant philanthropy',

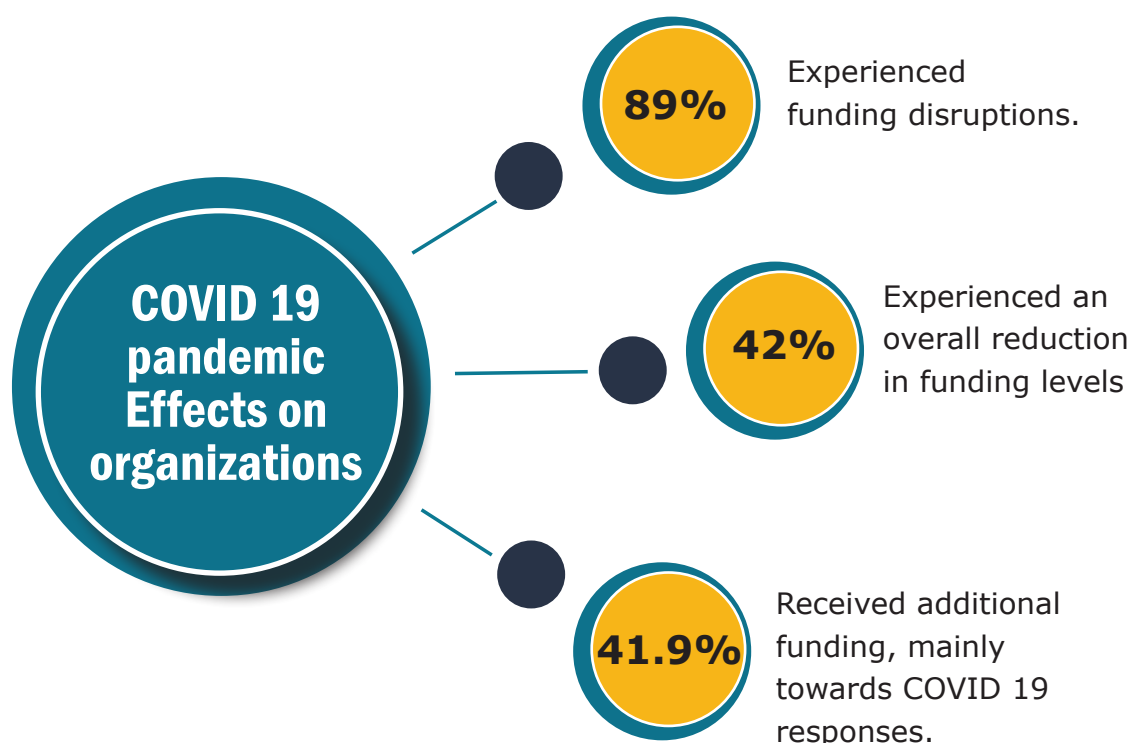
Recognizing that the effects of the novel Corona Virus Disease 2019 (COVID-19) have not spared the philanthropy sector, EAPN organised a research to establish the *Impact and Implications of COVID-19 for Philanthropy work in East Africa*. The purpose of the research was to identify emerging trends, practices and adaptations that have been occasioned by COVID-19 in the philanthropy sector, and the lessons thereof. Strategic Connections Ltd., a consultancy firm, was contracted by EAPN to facilitate the study, which was undertaken between October and December 2020.

The study design was participatory and entailed active involvement of EAPN staff, board and members, other philanthropy organizations and key informants drawn from Kenya, Uganda and Tanzania. The study methodologies included an online survey, Key Informant Interviews (KII), and secondary data review.

The primary and secondary data collected has been synthesized and the outcome compiled into this report. The report reveals many insightful observations. The key findings for the assessed elements are as follows:

Over 95% of the organizations that participated in this study indicated having been affected in one way or another by the COVID-19 pandemic. In particular, 89% of the respondents had experienced funding disruptions. In the end, 42% of the respondents experienced an overall reduction in funding levels during the COVID-19 period in 2020. On a positive note, however, 41.9% of the respondents indicated that they had received additional funding, mainly towards COVID-19 responses.

As concerns sources of *funding*, the research revealed that the number of philanthropy actors receiving resources from local sources, increased, while those receiving funds from international sources declined in 2020 compared to the year before. This implies a closing of the gap between international and



local funding sources.

The sources with the most growth were - own generated resources at 46.6%, followed by individual and community giving at 42.9% each, and government at 32.1%¹. There was on the other hand a decline in number of recipients of multilateral agencies, International NGOs, and Foundations/ Trusts by 4.5%, 4.5% and 3.6% respectively. Similarly, those receiving support from individual givers dropped by 7.1%, possibly due to people holding back resources due to related uncertainties.

Regarding major *channels of giving*, mobile money and bank transfers were the leading conduits at 61.5% each, followed by online means at 35.9%. Credit cards were the least mentioned at 7.7%. The limited use of both online channels and credit cards highlights a gap in the exploitation of Information and Communication Technology (ICT) in promotion of local philanthropy.

As pertains to *recipients of the mobilised support*, there was a significant reduction in the number of benefactors who channelled resources through local/national

¹ It is important to note that percentages for various categories of responses for multi-response questions do not usually add up to 100%. This is because the analysis double or triple counts such respondents. All cases in this report that do not add to 100% imply they were multiple response questions (see section 1.2.2 for further explanations).

organizations during the COVID-19 period compared to 2019. Community Based Organizations (CBOs) were the most affected, experiencing a decline of 45.8%, followed by local Non-Governmental Organizations (LNGOs) at 38.6%. On the other hand, International NGOs (INGOs), and government experienced a growth of 34.1% each in the number of actors channelling resources through them during the same period.

These shifts in fund recipients could be due to (perceived) existence of suitable



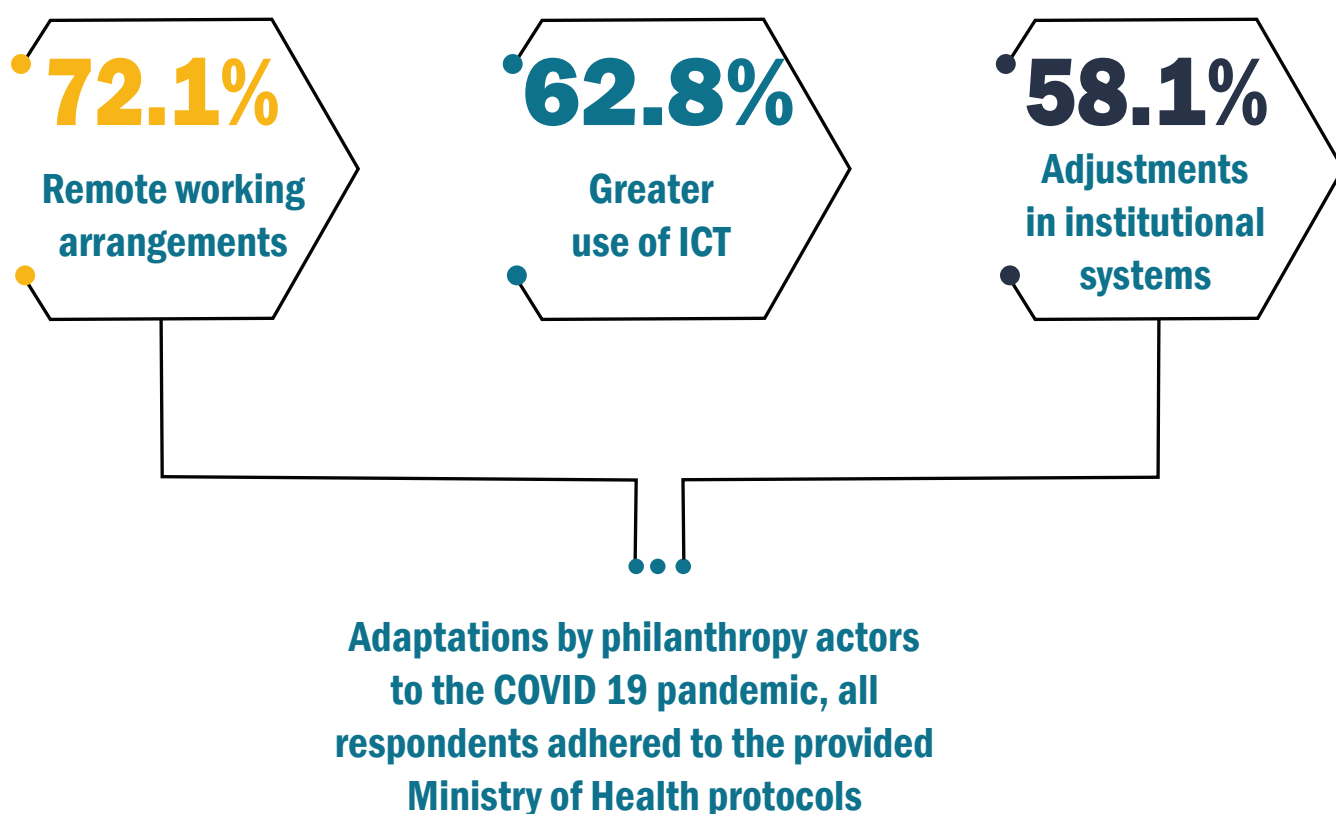
International NGOs (INGOs), and government experienced a growth of 34.1% each in the number of actors channelling resources through them during the same period.

giving channels and accountability structures within the INGOs, Trusts/ Foundations and Government. Additionally, there was possibly greater trust in the technical capacities of the State and international NGOs to address the complexities and sensitivities around COVID-19 responses.

Concerning the sectors *where resources were channelled*, health and livelihoods development topped the list, averaging about 51% and 55% respectively over between 2019 and 2020. On the same breadth, allocations towards emergency support increased by 20% from 25.9% in the year before. On the other hand, there were notable declines in allocations towards education (14%) and food

security (6%) over the same period. These shifts were possibly a natural response to the closure of learning institutions and a need to respond to immediate emergency support needs. These reasons notwithstanding, the patterns point to a need to strategically balance attention between emergency needs and medium to long term socio-economic resilience building initiatives.

With regard to *adaptations by philanthropy actors to the COVID-19 pandemic*, all respondents adhered to the provided Ministry of Health protocols, except in Tanzania where this was short-lived. The topmost institutional adaptations to these protocols by research participants were remote working arrangements, mainly working from home (72.1%), greater use of ICT (62.8%), and adjustments in institutional systems (58.1%). It is natural that these entities adjust their systems and policies, being a way of ensuring effective adaptation to the changed working arrangements.



It emerged however that smaller organizations were unable to adequately invest in needed system changes, ICT and other organizational infrastructure, with some being cut off, albeit temporarily, from accessing communities. On the other hand, all participating organizations indicated having stopped, rescheduled or postponed some planned project activities/ interventions.

In terms of *monitoring and oversight*, most participating entities turned to remote/ virtual follow ups in response to the COVID-19 movement restrictions. The most commonly used (remote) monitoring and reporting means included online review meetings, updates and briefings, sharing of photos and videos, and data entry into online donor reporting portals/ templates. There was also mention of increased use of community-based structures to provide updates on community developments or project progress. In general, few actors undertook structural changes in/ digitization of their monitoring and accountability systems, rather, majority resorted to use of existing open source or paid for platforms and applications.

The study also observed some indications of shifting power balances of relations between funders and grantees. This was exemplified by cases of grants becoming less restricted, simpler or more flexible grant application processes, funders being more amenable to requests for budgetary reallocations, as well as greater acknowledgement of grantees' greater context knowledge. These developments were a departure from the common situation where funders unilaterally define policies which grantees have to strictly adhere to.

Finally, the study also sought to establish the *COVID-19 adaptation strategies* that had been employed by philanthropy actors. This covered both institutional strategies as well as those for sustaining giving beyond the COVID-19 period.

Concerning institutional adaptations, the most mentioned strategies included continued capacity development to enhance institutional resilience, diversifying the resource base, and especially increasing locally generated resources to enhance financial independence, stability and continuity, as well as establishment of financial reserves, endowments or savings. Other mentioned strategies were effective (scenario, contingency) planning; increased adoption of technology; and greater investment in staff care and wellbeing.

Pertaining to proposed strategies for sustaining local giving, reference was made to the need to engage in structured marketing of and strategic communications about the sector and its work, adequately invest in relations building with

existing and potential benefactors besides forging strategic partnerships and collaborations with complementary actors. Additionally, respondents advised for philanthropy actors to invigorate capacity development of key actors on local resource mobilization, deepen community involvement and engagement to build ownership and trust, as well as more regular research, intelligence gathering, and evidence building to inform and improve philanthropy practice.

Lastly the need for philanthropy organisations to enhance their structures for compliance, governance, and accountability; advocate for an operating environment supportive of philanthropy; as well as investments in ICT driven creativity and innovation were emphasised.

In light of the study findings, the study makes the following overall recommendations².



Invest in promotion, conscientization and public awareness of organized philanthropy. This may be done through effective marketing and communications, strategic collaborations with media, and development of suitable platforms for local giving.

01



Invest in building philanthropy sector's continued relevance, legitimacy, image and credibility, as well as in trust and confidence building with key stakeholders. This could be achieved through better communication, downward accountability and self-regulation mechanisms.

02



Continue advocacy with policy makers towards achieving a conducive legal, policy, legislative and institutional environment for philanthropy to thrive.

03

² Several specific recommendations have been provided within the body of this report, directly addressing the noted points of attention. The below recommendations are thus but a summary of the general recommendations.



Explore strategic opportunities (spaces, places, platforms) for cross-sectoral collaboration towards learning, research, intelligence sharing, advocacy, joint resource mobilization, and resource sharing.

04



Continued capacity development of (local) philanthropy actors to enhance institutional resilience. Areas of focus to include say risk management, internal systems strengthening, access to applicable ICT tools; and (local) resource mobilization skills/ strategies.

05



Continuously strengthen philanthropy sector's research (resourcing, tools, linkages, dissemination), documentation, learning, strategizing, and intelligence gathering capacities.

06



Undertake greater investments in ICT driven innovations. These could include structures for online resources mobilization; systems for remote oversight and monitoring; as well as mechanisms for (remote) downstream accountability.

07

1.0 BACKGROUND AND INTRODUCTION

1.1 About the East Africa Philanthropy Network

The East Africa Philanthropy Network, formerly the East Africa Association of Grantmakers is a regional membership Association that brings together grantmaking and non-grantmaking organizations interested in promoting local philanthropy in East Africa. The EAPN membership draws from Family Trusts, Community Foundations, Corporate Foundations, and other organizations interested in promoting local philanthropy in East Africa.

The Network was established in 2003, amongst others to provide a platform for promoting indigenous philanthropy, strengthen and assert the credibility of philanthropy institutions, and act as an intermediary between other Civil Society Organisations (CSOs), Government and private sector. Additionally, the Network promotes the adoption of best practices in local grant making and provides a critical mass for influencing work that seeks to improve the environment for philanthropy.

EAPN envisions, 'Sustainable Development in East Africa driven by vibrant philanthropy' and exists to 'To promote local resourcing and effective grantmaking.' The key goals of EAPN are to increase the volume and quality of local giving and resource mobilization in East Africa; establish a vibrant network of members; and nurture an informed grantmaking community.

1.2 Study Purpose, Process and Methodology

1.2.1 Study Purpose and Objectives

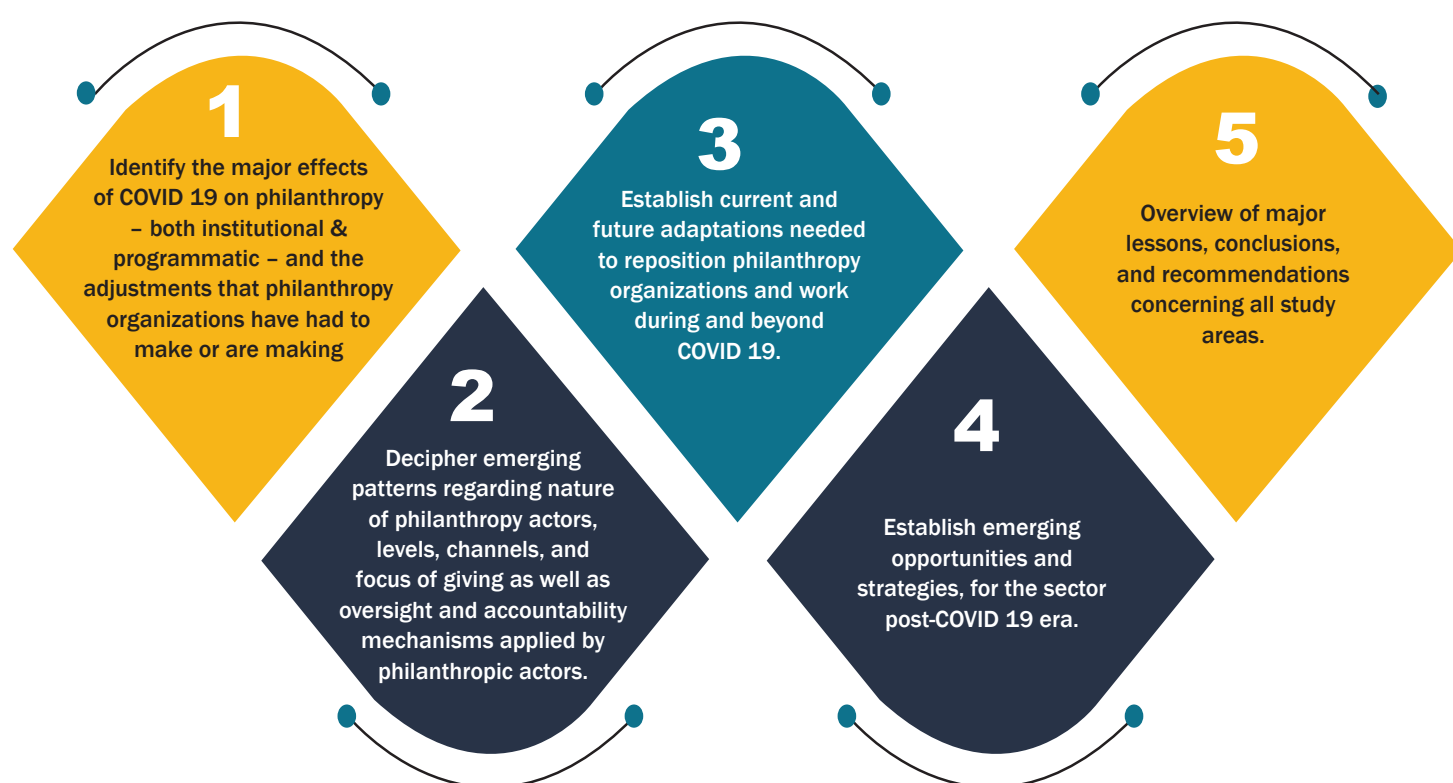
The Corona Virus Disease 2019 pandemic and the related movement restrictions have caused massive social and economic disruptions across the world, of which philanthropic organizations and their work has not been spared. The pandemic among others triggered a major shift towards remote work, changes in the way philanthropy organizations mobilize resources, deliver services, as well as funding patterns. These shifts have created a necessity to re-think philanthropy, including greater attention to shifting needs, changing giving patterns and emerging technologies.

In response to this, EAPN organised a research on *'the Impact and Implications*

of COVID 19 on Philanthropy work in Uganda, Tanzania, and Kenya'. The research aimed at identifying emerging trends, practices and adaptations that have been occasioned by COVID 19 in the philanthropy sector, as well as the lessons thereof.

Strategic Connections Ltd, a consultancy firm, was contracted to facilitate the study. The study carried out between October and December 2020.

The specific objectives of the research were to:



1.2.2 Research Approach and Methodology

To meet the defined objectives of the study, both random and non-random sampling techniques were employed. In particular, the sampling considered amongst others the nature of registration, forms of philanthropy as well as country and sector of operation.

Further, in view of the multi-dimensional and layered objectives of this study, a combination of qualitative and quantitative research methodologies was applied.

The data collection process was done through SurveyMonkey and was augmented with documents' review and Key Informant Interviews (KIIs). These are elaborated thus:

1 Online Questionnaires

SurveyMonkey was used to administer survey questionnaires. The survey targeted 93 philanthropy actors comprising 45 existing EAPN members and 48 non-members.

2 Records Review

This entailed a review of available reports and data on philanthropy provided by EAPN, besides a study of online data and other relevant materials collected by the consultants. Secondary data has been used for comparative purposes. All such materials have been appropriately referenced in this report.

3 Key Informant Interviews

This entailed interviews with sampled philanthropy actors and subject experts. At least 19 out of the 31 targeted key informants were interviewed. The data collected from key informants has been used as part of the triangulation process.

The descriptive statistics used in this report were based on data generated from SurveyMonkey, and further processed through Microsoft Excel. Forward data cleaning was conducted with a view of removing inconsistencies and outlier in the data sets. Afterwards, the study team ran crosstabs and frequencies, where applicable, with a view to generating various frequency tables, graphs and other relevant descriptive statistics as have been used in this report.

It is noteworthy that the study had multiple response questions, being questions where respondents have the possibility to provide more than one answer. Often when adding the answer percentages for this kind of question, one automatically double-count respondents who selected two answers, and triple-count those who selected three. For this reason, summing up the percentages gives totals that do not add to 100 percent. Subsequently, for this report, all percentages for responses that do not add to 100% imply that these were multi-response questions.

On the other hand, answers from open questions collected through KIIs were listed to enable clustering of emerging themes or issues. The frequency of occurrence of concepts and phrases were interpreted to determine significance attached to the same by the respondents. Efforts have been made to identify patterns, trends, associations and causal relationships in the themes.

1.2.3 Structure & Content of the Study Report

The data and information generated from all the sources enumerated in the methodology have been analyzed, synthesized and used to develop this report. The desired formats and content and size of the report was discussed and documented (adopted) in the inception report prior to the study.

The report is structured into four sections, besides the executive summary and the preliminary pages. Section one of the report presents the background information on the study, as well as the research objects, process methods and limitations.

Section two, on the other hand presents the detailed findings and analysis. The findings are organized per the study areas (questions) as were outlined in the study Terms of Reference (ToRs). Section three on its part highlights the study conclusions and recommendations, while section four contains the key study annexes and appendices.

1.3 Limitations of the Study

The data collection for the research study commenced in the final quarter of 2020, a time when most targeted respondents, and EAPN itself, were busy with year-end closure processes. This made it very difficult to secure appointments with respondents. A number of appointments were also shifted in the last minutes to the interviews. Separately, the time allocated for the exercise emerged as too compressed granted the challenges with securing appointments.

Separately, the prevailing COVID-19 situation, and the resultant health protocols meant that it was not possible to have physical interviews with stakeholders, hence interviews had to be conducted via Zoom, Skype or phone.

The study team believes that the two challenges above ultimately impacted the response rate for the study. Of the 93 targeted respondents for the study, only 43 (46%) eventually responded positively to the study, even after much push by both the consultants and EAPN. There was additionally challenges with availability of comparative data. In this regard, the study included requests for data for the pre COVID-19 period, which made the survey questionnaire long.

The above challenge notwithstanding, the consultants believe that the information received was sufficient and a reasonable basis to arrive at the indicated conclusions and recommendations, and that the limitations have not negatively affected the findings of the report.

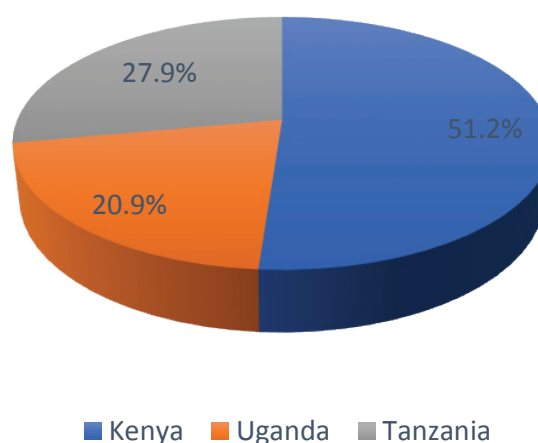
2.0 DEATAILED STUDY FINDINGS AND ANALYSIS

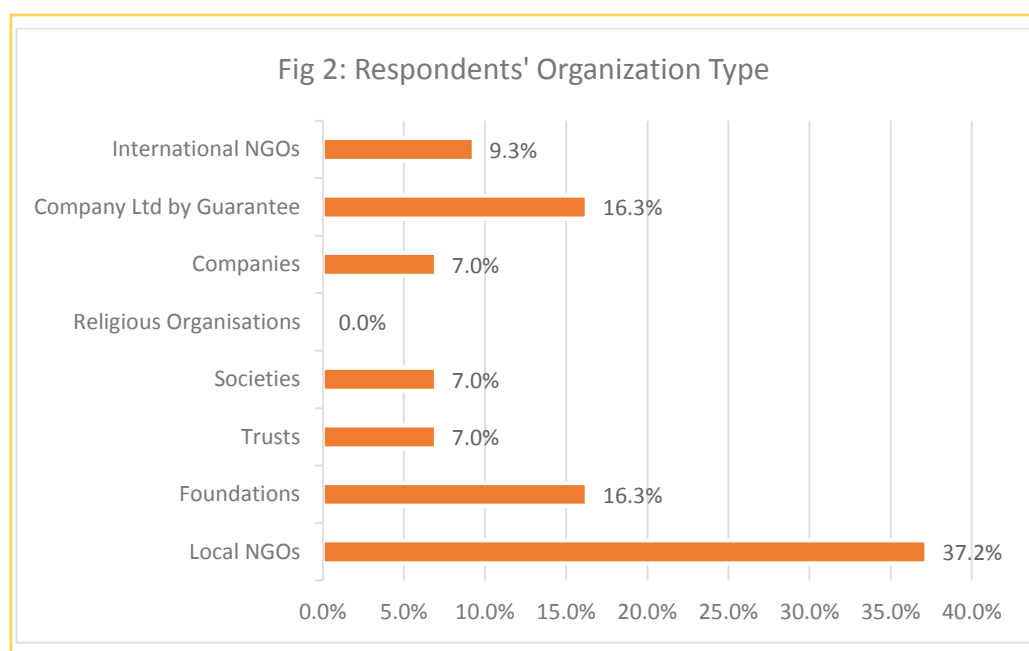
This section of the report presents the key findings of the research study. The section is organized in line with the key study objectives and questions. The section also presents for each area, an analysis of identified issues, and where applicable, specific recommendations.

2.1 Typology and Location of Philanthropy Organisations

Out of the 43 philanthropy actors that responded to study, 51.2% were from Kenya, 27.9% from Tanzania and 20.9% from Uganda. While this distribution pattern is similar to the last philanthropy study by EAPN in 2016, the actual number of participating actors reduced significantly from 111 in 2016 to only 43 in 2020. While this could be a result of the study timing and COVID-19 restrictions, it may be interesting, perhaps in a follow up study, to look deeper into what the causes of these variations could be.

Fig 1: Respondents' Distribution by Country





Concerning the legal status of the respondent entities, majority (37%) were registered as Local LNGOs, followed by both Companies Limited by Guarantee and Foundations at 16.3% each. International NGOs were a distant third at 9.3%.

Compared to the EAPN's Giving Report of 2016, whereas NGOs, both local and international, remained as the major respondents (45% in 2016), there has been a significant growth in participating Foundations, moving from 1% in 2016 to 16.3% in 2020. On the other hand, the percentage of Companies limited by shares dropped from 21.6% in 2016 to 7% in 2020. This could imply that a number of Companies that engaged in philanthropy work from their CSR/I units have since formalised the same into Corporate Foundations.

It is also notable that participation of Faith Based Organizations (FBOs) in both surveys remain low, notwithstanding the fact that most participate in one form or another of giving.

2.2 Impact and Implications of COVID-19 on Philanthropy

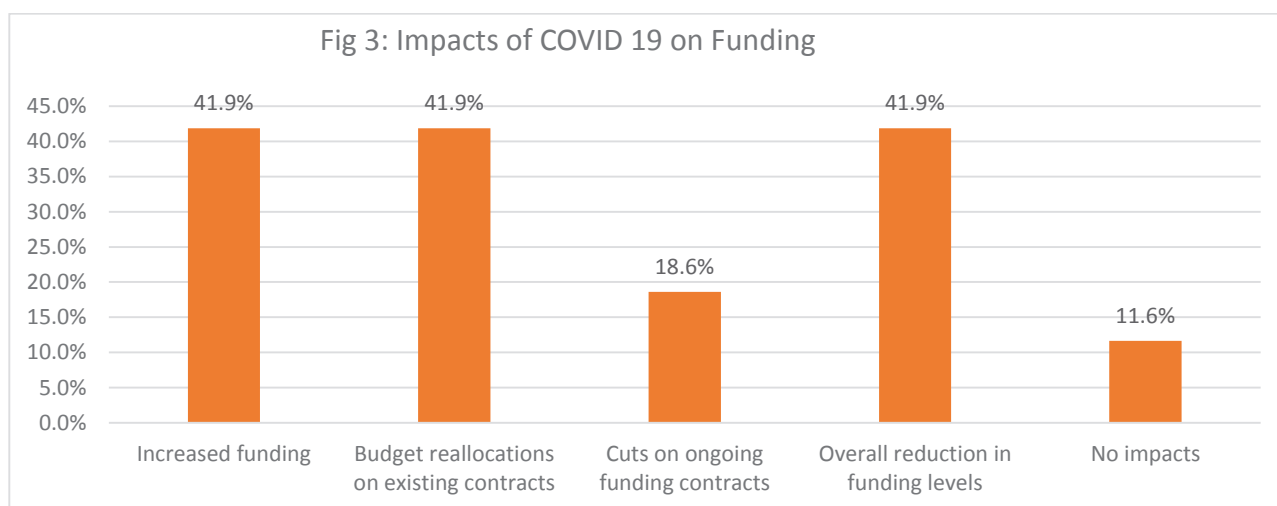
One of the aims of this research study was to establish how the COVID-19 pandemic had affected philanthropy organizations, and their work, as well as their coping mechanisms and needed adaptations. From the survey results, only 4.7% of the respondents indicated having not been affected, implying that over 95% of the philanthropy organizations had been affected in one way or another by the COVID-19 pandemic. The sub sections below highlights some of such impacts.

2.2.1 Effects COVID 19 on Funding Sources and Channels

Impacts on Funding Levels: One of the variables reviewed in this regard was the **effect of COVID-19 on the funding status** of the respondent organizations. It emerged in this regard that all but 11% of the respondents had had their funding status affected in one way or another, with at least 18.6% experiencing cuts on ongoing contracts.

Further, as shown in figure 3, while 41.9% had received additional funding, mainly towards COVID-19 responses, a similar percentage of respondents did experience an overall reduction in funding. This position was confirmed by key informants, one of whom asserted that, 'we received an unexpected funding for COVID-19, with the donor instructing us to focus on awareness creation'.

Asked whether they had earmarked/ set aside any of their resources for COVID-19 responses, only 50% of Ugandan and 25% of Kenya respondents said Yes. None of the Tanzanian actors responded affirmatively to the question. In general, however, figure 3 implies that most likely funders simply reallocated budgets from ongoing contracts towards COVID-19 responses, thereby reducing resources originally meant for other programs.



Impacts on Funding Sources: The study further sought to determine the **main sources of funding** for respondents' work since the onset of COVID-19, compared to the previous year. The findings in this regard are presented in table 1 below. Per the feedback, all respondents benefited from a reasonable level of local resources in 2020, the most being own resources at 46.6%. This was followed by individual and community giving at 42.9% each, and government resources at 32.1%.

It is also notable that there were marginal increments across all respondents that received local sources of funding, except for funding from local Foundations and Trusts, and individual givers. Allocation of own revenues had the highest growth of 3.3% from 43.3%, followed by Community giving at 2.9% growth from 40% in the previous year.

Table 1: Overview of Funding Sources

Funding Sources	2019	2020	% Change
Bilateral Agencies	53.3%	50.0%	-3.3%
Multilateral Agencies	36.7%	32.1%	-4.5%
Local Foundations/ Trusts	36.7%	32.1%	-4.5%
Global Foundations/ Trusts	50.0%	46.4%	-3.6%
Local NGOs	33.3%	35.7%	2.4%
International NGOs	36.7%	32.1%	-4.5%
Local Companies	30.0%	32.1%	2.1%
Community Giving	40.0%	42.9%	2.9%
Individual Givers	50.0%	42.9%	-7.1%
Government	30.0%	32.1%	2.1%
Self/ Own Revenue	43.3%	46.6%	3.3%

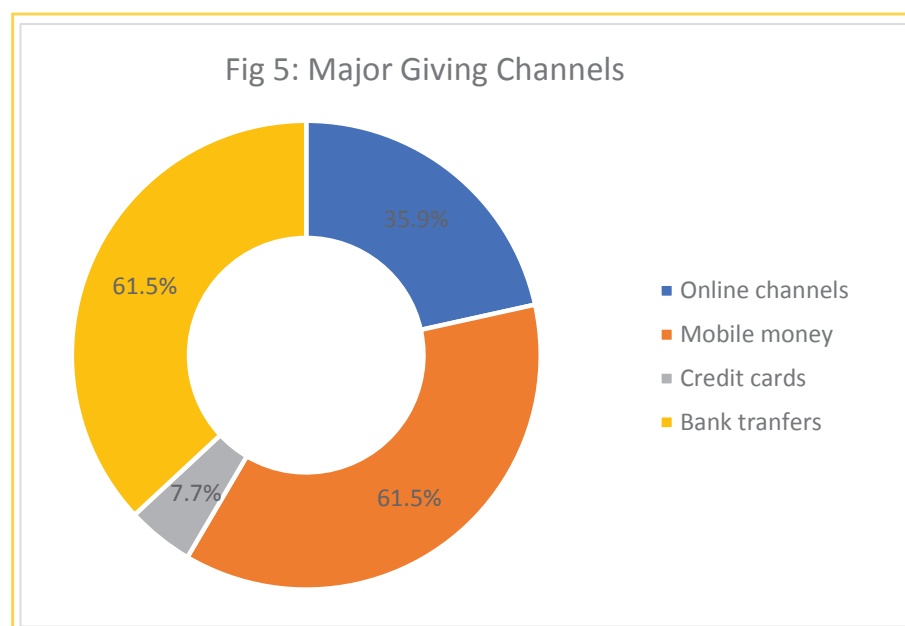
Further, those receiving support from individual givers had the highest drop of 7.1%, possibly due to people holding back resources due to related uncertainties. There was a decline in the number of respondents who had received support from international sources. There was in this regard a decline of 4.5% each for multilateral agencies and International NGOs, followed by global Foundations/ Trusts at 3.6%.

It may thus be concluded from the above that there was generally an increase in the number of philanthropy actors receiving resources from local sources during the 2020 COVID-19 period, whilst receipt of funding from international sources by the same actors declined over the same period. The net effect of these changes is an overall closing of the gap between international and local sources of funding.

The feedback also means that all (100%) of the respondents received a mix of both local and external funding. This status compares favourably with the situation as of the last Philanthropy study in 2016 where 57% of the respondents depended purely on international funding sources. This overall growth in local givers could possibly be a result of sustained investments by Philanthropy actors towards promoting local giving to reduce dependencies in foreign aid.

Channels of Giving: Asked about the top two local channels through which they received or gave financial resources, 61.5% of the respondents listed mobile money and bank transfers. This was followed by online channels at 35.9%. Credit cards was the least mentioned at 7.7%³.

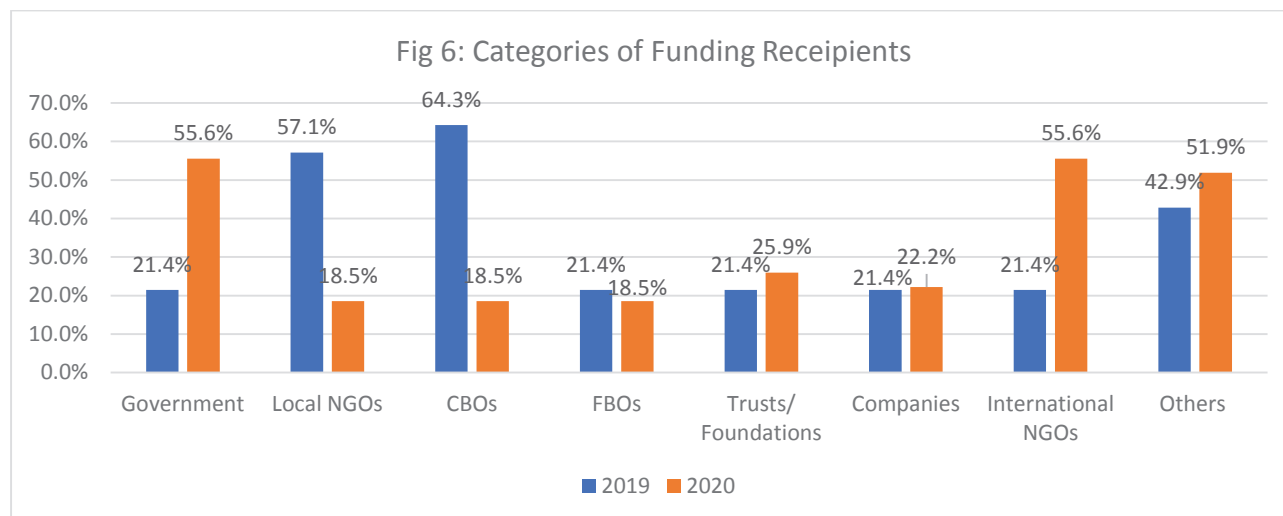
³ This was a multi-response question, that is, respondents were requested to provide more than one response. Subsequently, the percentages for the chosen channels do not ordinarily add up to 100%, as would be the case with single response questions.



The non-optimal use of both online channels and very limited use of credit cards highlights a gap in the exploitation of Information and Communication Technology (ICT) in promotion of local philanthropy. There is thus a great room to further grow these channels. This is especially important if the sector would seek to target the growing middle class in East Africa, majority of whom use credit cards and online means for most of their financial transactions.

Distribution of Support by Organization Types: The analysis of **distribution of mobilised support** was done at two levels being the organisational typologies receiving the support, and the sectors towards which the resources were allocated. The findings are elaborated in figure 6 below.

Interesting shifts are notable in the categories of funding recipients during the COVID-19 period in 2020 compared to the year before. In the first place, the number of benefactors who offered resources to local organizations reduced significantly. The most affected in this regard were local CBOs who experienced a decline of 45.8%, followed by local NGOs with a decline of 38.6% compared to the pre -COVID-19 period. The biggest beneficiaries of this shift were international NGOs and government, both of whom had a growth of 34.1% during the COVID-19 period, compared to 2019. On their part, Trusts and Foundations experienced a marginal growth in givers of 4.5%.



While the reason for shift in giving towards international NGOs, Government, and Foundations/ Trusts was not explicitly mentioned, two reasons can be deduced. First, this could be due to perceived existence of appropriate giving and accountability structures within the favoured recipients, especially International NGOs and Trusts and Foundations. This is evident given that most of the used channels comprised bank transfers, credit cards and mobile money transfers.

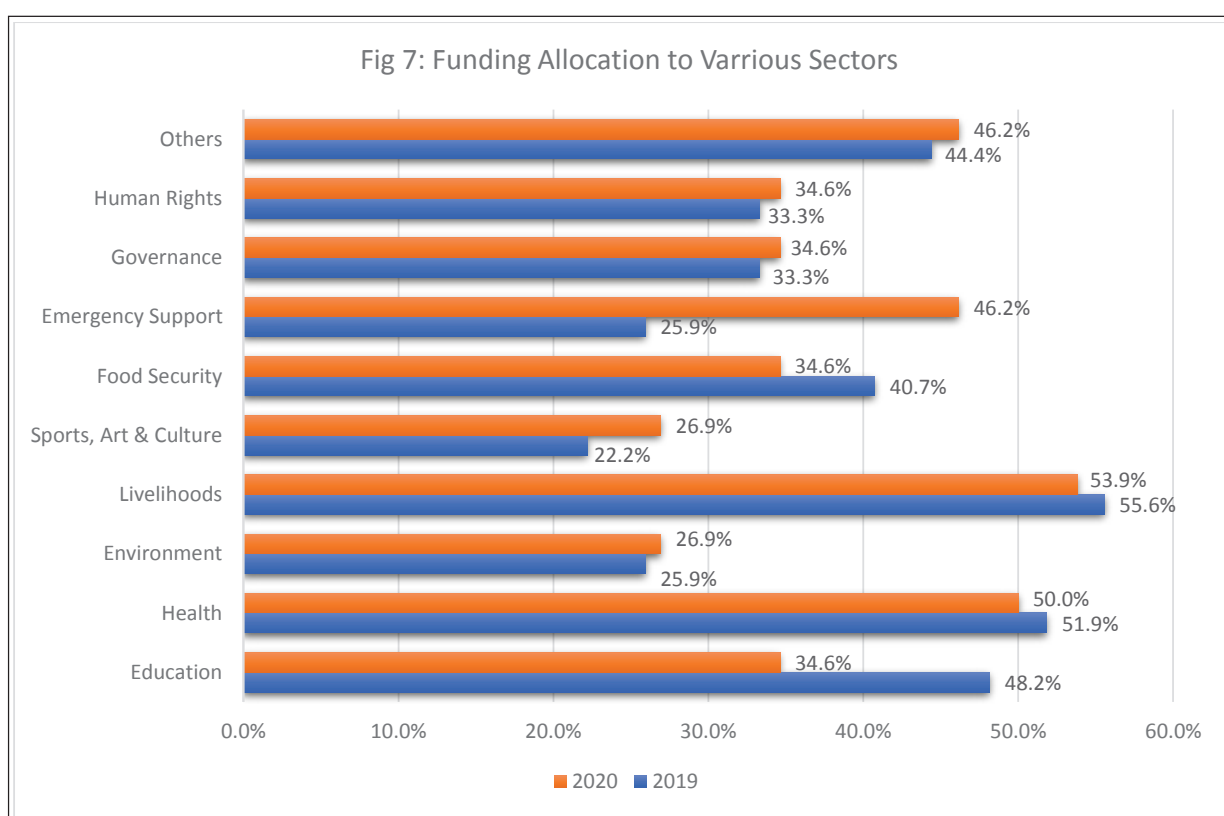
A second reason for the above shifts could be due to greater trust in the technical capacities of the State and international NGOs to address the complexities and sensitivities around COVID-19 responses. Finally, it is notable that all three countries set up COVID-19 response funds, towards which benefactors were encouraged (e.g., Kenya) or compelled (e.g., Uganda) to contribute towards. On the other hand, the Tanzania CSR policy was amended to allow tax exemption for corporate givers.

Distribution of Support by Sectors: As concerns the **sectors where resources were channelled** by participating philanthropy actors, health and livelihoods development (economic empowerment) topped the list, averaging about 51% and 55% respectively over both years. There were very marginal changes in the allocations of both sectors between 2019 and 2020.

The most significant changes on sectoral allocations between 2019 and 2020 were a 14% decline in allocation towards education and a 20% increase in allocations towards emergency support. This is most likely due to closure of education facilities in 2020, and the need to respond to emergency support needs brought about by the socio-economic ramifications of the COVID-19 lockdowns. It is worth noting that per the last philanthropy study in 2016, education was the most supported sector at 51%, compared to 48% in 2019

and 35% in 2020.

A further notable change is the decline in investments towards food security by about 6%, implying a need for shift from pure emergency responses towards medium to long term socio-economic resilience building initiatives. Finally, as was with the case of the 2016 Philanthropy study, human rights, governance, environment, sports, arts, and culture are some of the least supported sectors. It may also be deduced that the reduction in external funding has come with a corresponding support to environment, human rights, and leadership and governance sectors.



Other Effects of COVID-19: Asked about other **programmatic adaptations necessitated by COVID-19**, 58% of the respondents mentioned having had to reschedule activities, while 41% indicated having undertaken budgetary reallocations. To exemplify, one of the respondents, a benefactor, indicated that 'we took a very flexible approach to re-purposing and re-allocating funding, allowing organisations to make adjustments that were within reason'. A separate respondent on their part indicated that 'we have had to adjust grants by extending end dates and allowing grantees to review activity schedules during this period.' Additionally, there were references to simplification of grant application processes to enable faster responses to emergency support needs. The detailed feedback is presented in table 2 below.

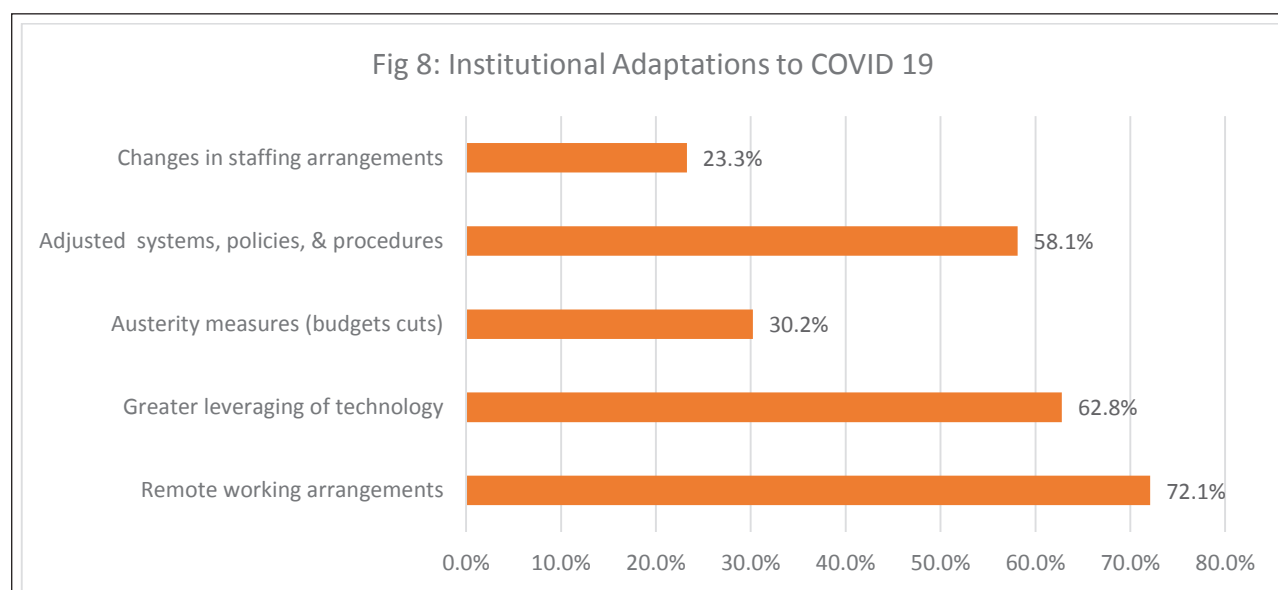
Table 2: Other Effects /Adaptations due to COVID 19

Effects/ Adaptations	Percentage
Created additional work opportunities	37.2%
Budgetary reallocations	41.9%
Rescheduling planned activities	58.1%
Reduced organizational productivity	30.2%

2.2.2 Effects COVID 19 on Institutional Arrangements

Changes in Organizational Staffing, Systems and Structures: The topmost **institutional adaptation** by participating philanthropic organizations was remote working arrangements at 72.1%. This was followed by greater use of ICT at 62.8% and adjustments of institutional systems at 58.1%. The latter was mostly to support remote working arrangements. These demonstrate that most of the philanthropic organizations did adhere to the respective Ministry of Health protocols. It also comes almost naturally that these entities indicated having had to adjust their systems and policies, being a way of ensuring relevance to the new working arrangements.

The detailed feedback by respondents on institutional adjustments is presented in figure 8 below.



It emerged however from the KIIs that smaller philanthropic organizations were not always able to invest adequately in the needed ICT and other organizational infrastructure, whilst some ended up being cut off, albeit temporarily, from effectively reaching their beneficiaries. This observation is confirmed by the survey findings that showed that 37.2% of the respondents had not leveraged on ICT as a response to the pandemic. While it is possible that some of the entities already had these capabilities, majority had limited capacity to expand the same, highlighting the potential to further invest in upgrading ICT infrastructure and skills.

Adjustments in Oversight/ Monitoring Modalities: The research also sought to establish how the respondents and or their benefactors had **adjusted applicable oversight mechanisms** in light of the COVID-19 occasioned movement restrictions. All participating organizations indicated having postponed some planned project activities/interventions as well as physical monitoring visits. However, the postponement was much shorter in Tanzania where the Government declared the country COVID-19 free and suspended most related health protocols.

In response to the movement restrictions, most philanthropic entities turned to remote/ virtual monitoring. These included online review meetings, updates and briefings, sharing of photos and video and data entry into online donor reporting portals. The most referenced platforms were Zoom and Google Meet. These were complemented with periodic phone calls and short messaging services. Further, a number of organizations indicated that they now undertake periodic online (phone, google, mail) surveys as part of their monitoring and learning processes.

KII respondents also indicated that some 'donors allowed more expenditure on communication to allow staff to work from home and offer remote support to beneficiaries.' Further, there was mention of an increasing number of 'funders providing online templates or digital platforms to support remote monitoring.' To exemplify, one of the respondents indicated that they had deployed KoBoCollect tool (see <https://www.kobotoolbox.org/>) for local data collection and instituted ZOHO Application (see <https://www.zoho.com/crm/mobile/>) for downstream financial administration.



Participating funding organizations indicated that they had during the initial stages of the pandemic relaxed some reporting requirements. As an example, one respondent indicated that 'for the first few months of the pandemic, we lifted most reporting requirements by grantees so that they could focus on doing the work.' On the other hand, however, a handful of respondents mentioned having instituted or had requests for shorter reporting periods as a way of addressing stoppage of physical monitoring visits. Similarly, there were indications that most of the organisational boards of directors/ trustees had requested for regular updates to appraise them on unfolding institutional and programmatic developments.

Further, there was noted to have been an increase in the use of community-based structures to carry out local monitoring and/or provide general monitoring updates. However, most of these structures and/or persons did not have technical program or Monitoring and Evaluation (M&E) knowledge. It may thus add value for such community-based structures to be trained in basics of data collection to enable them better support M&E initiatives in the future.

Separately, it is noteworthy that only one respondent indicated having 'digitized their M&E systems as a response to the COVID-19 pandemic', besides 'undertaking donor education to enable alignment of donor M&E requirements towards changing local contexts.' This status shows that very few philanthropy actors undertook major structural changes their oversight, M&E and accountability systems in response to COVID-19. Instead, most actors resorted to use of existing open source or paid for platforms and applications such as KoBo Toolbox, Open Data Kit (ODK), Google Forms.

2.3 Adaptation Strategies Arising from COVID 19

2.3.1 Strategies Towards Organizational Resilience

This research also sought to establish **strategies for strengthening institutional resilience** of philanthropy organizations against disruptions such as COVID-19. This section highlights some of the proposals made based on the open-ended questions that were asked. These have, in various cases, been triangulated by information from secondary data. The major strategies mentioned included:



Institutional Capacity Development: A key success factor for institutional resilience was noted to be the level of organizational capacity. This includes the quality of internal strategy, staffing, skills, systems, structures, and leadership or management style. In particular, the capacities for resource mobilization, business development, communications, relations management, effective reporting and accountability were emphasised. Furthermore, the need to set clear targets, assign budgets and responsibilities for resource mobilization were noted. These would be over and above efforts towards increasing internal efficiencies and establishing administrative systems for preventing resource waste/ leaks, ensuring value for money, and cost efficiencies. The need for continued organisational legitimacy and relevance were also mentioned. Finally, it must be noted that such investments in institutional capacity requires that funders also assign resources towards core costs.

Diversifying the Resource Base: The study highlighted the need to diversify the resource base from dependency on a few sources of funding, often international. There is thus a need to have a broad set of funders, including local and international INGOs, bilateral and multilateral donors, embassies, grantmakers, local and community-based resources, government funds, private sector support, and individual giving. Diversification was also noted to entail ensuring a portfolio of long and short funding contracts, as well as funders from diverse countries and continents.

Expansion of Local Resource Mobilization: The research respondents highlighted the need to increase and diversify locally generated resources to enhance independence, stability and continuity of philanthropy actors. Proposals in this regard included seeking financial, technical and in-kind resources from private sector, as well as giving by community, high net worth individuals and government⁴, capacity development of local organizations for effective local resources mobilization and explore opportunities for generating own income.

The need to advocate for legal, policy and institutional frameworks that incentivise local philanthropy was also emphasised. These could be complemented by establishment of mechanisms or systems for recognition of local giving and givers. Finally, it was suggested to also invest in strengthening downward accountability and demonstration of value for money.

Establishment of Financial Reserves, Endowments or Savings: Considering the increasing frequency and severity of various disruptions, and funding uncertainties, respondents argued for establishment of endowments, reserves or savings by philanthropy actors. Such funds could be earmarked or used flexibly to cushion the organizations during uncertain times or meet unforeseen needs. It was indicated that such a fund could be established or built using own or local sources. Further, donors were encouraged to either directly contribute to such funds or allow for exchange gains, interests on bank balances, or project balances to be transferred into the same. A clear policy governing such a fund is also needed.

Effective (Scenario) Planning: The study respondents expressed a need for more rigorous emergency preparedness, contingency and response planning capacities by philanthropy actors. This could entail amongst others undertaking periodic risk assessments, defining contingency or business continuity or scenario plans and setting aside required resources (see immediate previous point) for actual response. More specifically, philanthropy actors were encouraged to establish institutional risk registers, with clear analysis, response and mitigation strategies.

⁴ Includes leveraging government technical expertise and material or financial support towards disasters

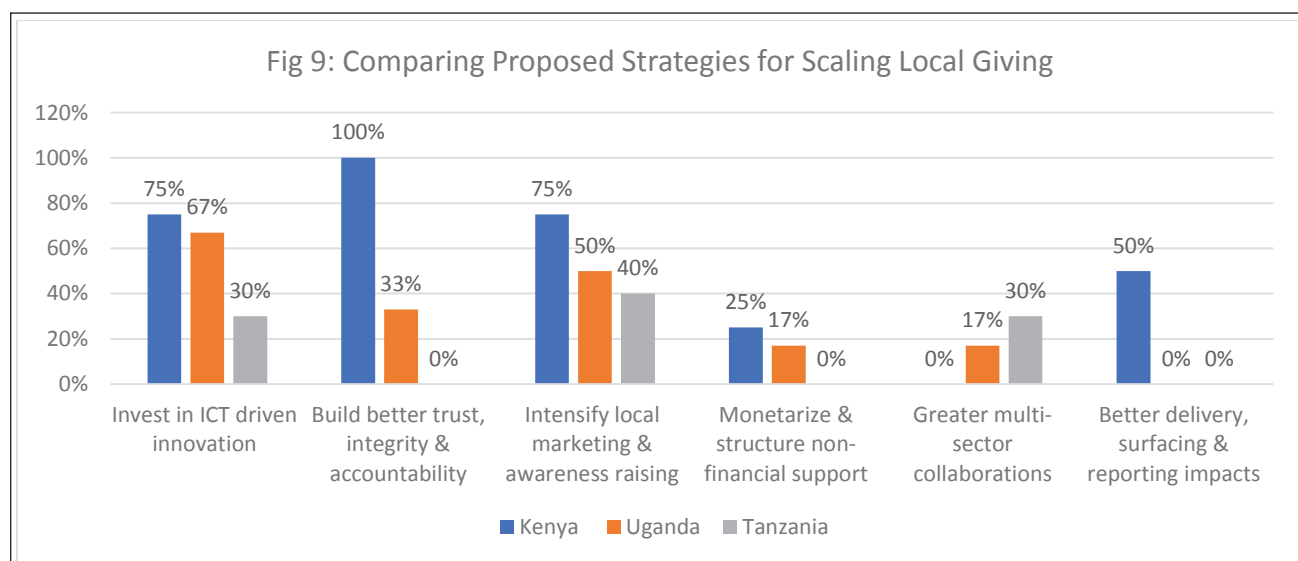
Increased Digitization: The need for greater leveraging of technology for philanthropy work in the context of increasing disruptions has been emphasised by nearly all respondents. On the other hand, it was noted that most actors still had gaps in ICT knowledge, skills, and equipment. The services also often require subscriptions to service providers that ought to be budgeted for. These are besides problems with internet access/ stability especially in rural areas.

All respondents thus expressed the need for greater investment in building / resourcing philanthropy actors' digital capabilities and infrastructure. While appreciating that the specific ICT needs will vary granted the huge diversity and variety of philanthropy actors, some of the highlighted areas of possible strengthening included:



Investing in Staff Care and Wellbeing: The research findings also emphasized the need for employers to consider having appropriate wellness programs. These would entail establishment of systems for care, psychosocial support and wellbeing trainings for personnel and or volunteers. Such programs should especially be incorporated into formal organizational policies and or strategies. Specific attention was especially mentioned as being needed towards mental health.

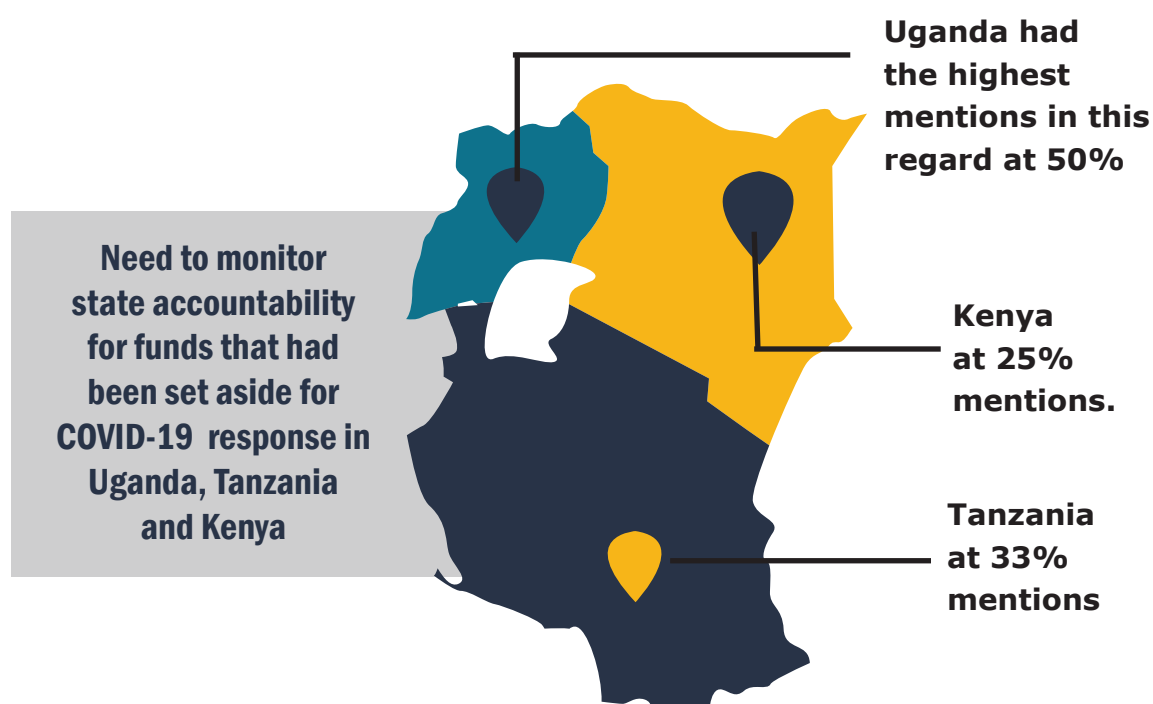
Comparative Analysis: This study also made an attempt to compare the similarities and differences in the emphasis on a few of the proposed strategies towards enhancing local giving that cut across the most of the three countries. The frequency of mentions of a few selected by the respondents are highlighted in figure 9 below.



From figure 8 above, it is observable that proposals for greater investments in ICT driven innovation and creativity was stronger in Kenya (75%), followed by Uganda (67%), and Tanzania (30%). A similar pattern emerged as far as suggestions for intensification of marketing, visibility and awareness raising towards local giving with Kenya having the most mentions at 75%, followed by Uganda and Tanzania at 50% and 40% respectively. Separately, the need for increased trust and confidence building towards local givers only came up in Kenya and Uganda, at 100% and 33% respectively.

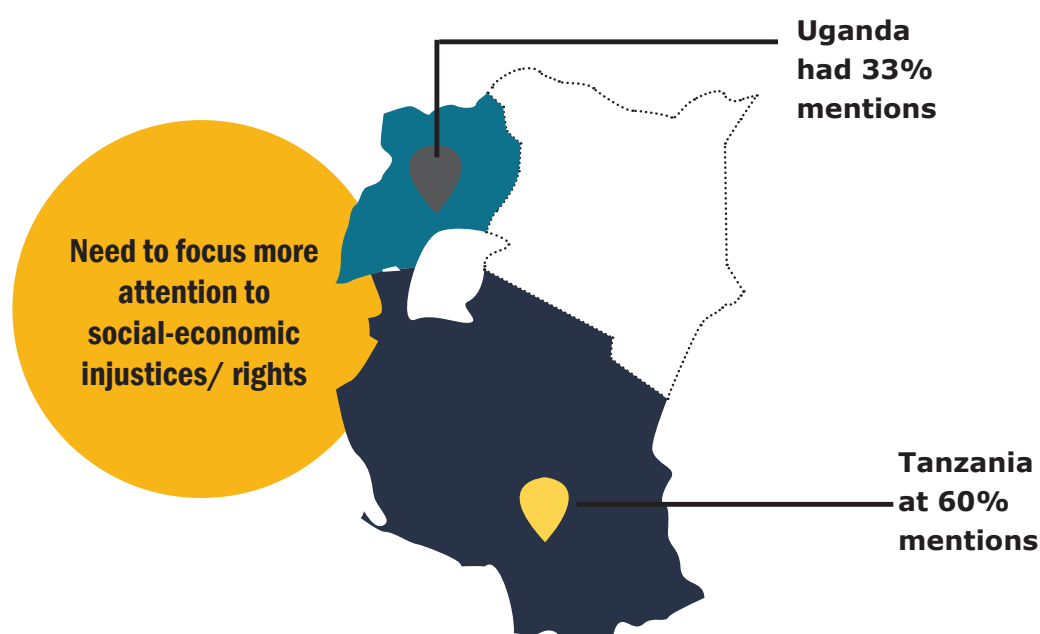
Interestingly though, the need to improve on the delivery, surfacing and reporting on impact level results was only highlighted in Kenya; 50% of the respondents highlighted the issue in this case.

Priority Advocacy Issues: On a separate note, the study sought to determine what respondents regarded as critical areas for advocacy towards promoting local giving. Two points were mentioned across all the three countries, the first being the need to have a legal and policy environment that nature local giving – more so on taxation and disclosure and reporting requirements. The point was mentioned by 40% of Tanzanian respondents and all (100%) Kenyan and Ugandan respondents. The second issue that cut across all the countries was the need to monitor state accountability for funds that had been set aside for COVID-19 response. Uganda had the highest mentions in this regard at 50%, followed by Tanzania at 33% and Kenya at 25%.



Other policy issues that were mentioned for specific countries were: need for enhanced (resourcing, inclusion) emergency preparedness and planning at various levels (33% Uganda, 20% Tanzania); need to focus more attention to social-economic injustices/ rights (60% Tanzania, 33% Uganda); and access to information and address of intrusive State surveillance (40% Tanzania).





2.3.2 Strategies Towards Scaling and Sustaining Giving

This sub section of the report captures respondents' proposals on possible **strategies for sustaining or scaling giving during or post COVID-19 pandemic**. These are as follows:



Engage in Structured Marketing and Communications: Intensify ICT driven communications to increase awareness and visibility of the philanthropy sector for purposes of igniting and or sustaining passionate support. In particular, strategically use ICT to drive marketing, including through active web presence, as well as engagement with mainstream media and social media.

It was further proposed that individual philanthropy organizations should consider undertaking periodic marketing campaigns through distribution of IEC materials/ promotional merchandise, various marketing events⁵, as well as document and publish testimonials, photos, videos and other evidence of their work. These would be besides presence in strategic places and spaces, including to establish/deepen relationships and enhance visibility.

Invest in Relations Building: The need to deliberately establish strategies for trust building between various philanthropy actors, beneficiaries and benefactors was mentioned. This includes increased accountability and openness with funders founded on mutuality, complementarity and ambition for collective impact. Examples of possible activities in this regard were given as undertaking periodic engagements, updates and briefings, ensuring timely and quality communication, periodic acknowledgements, appreciation and recognitions to supporters.

Forge Strategic Partnerships and Collaborations: The respondents highlighted the need to increase multi-sector collaborations to leverage resources and scale reach. Such partnerships also have the potential to avail more capital and social innovation to states, while providing CSOs and grant-makers an opportunity to align with national development policy and accelerate scale up of initiatives that have been proven to be successful⁶.

The same were also noted to be useful for effective advocacy, as well as for sharing knowledge, experience and information. Collaborations were also deemed useful during crisis situations since responses towards such disruptions often require joint action if one is to be effective or impactful. Strategies in this regard could also include pooled resource mobilization amongst complementary partners. Finally, the need to collaborate with and or support efforts of the government and private sector were highlighted.

Capacity Development on Resource Mobilization: Almost all respondents expressed the need to further develop the capacity of local philanthropy actors and communities on local resource mobilization. This would include continuous sensitization on the essence of scaling local giving, how and where to give. There

⁵ Could include say talk shows, sponsorships, road shows, social networking events etc.

⁶ See Philanthropy and COVID-19: Is the North-South power balance finally shifting?

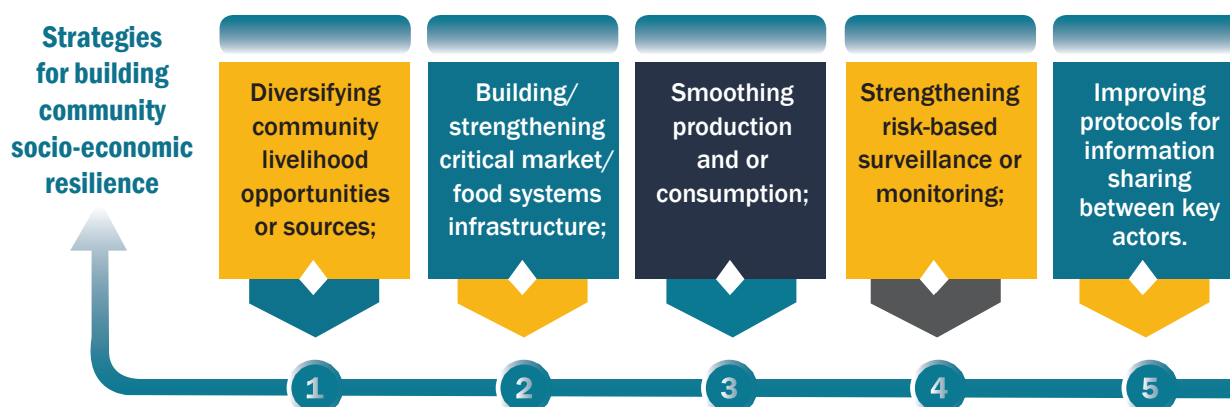
must also be deliberate efforts towards enabling philanthropy organizations to understand the reporting needs of private sector and or corporate foundations. Similarly, the need to pay attention to resources beyond finances was also emphasised.

At the sector level, respondents indicated the need to focus on amongst other sector governance (self-regulation, accountability, standards, coordination etc.), resource diversification strategies and actions (leveraging local & international resources), as well as sector visibility and image building. A related expressed need was that of support philanthropy organizations to better tell their stories.

Greater Community Involvement: The study respondents expressed the need to deliberately inform, engage and involve communities in all stages of projects, from need identification to final reporting. This would amongst others seek to enhance local ownership, change perceptions and attitudes, cement relations, and entrench a culture of giving. Additionally, this would avoid being supply driven (top-down) with a view to ensuring legitimacy and relevance. There is in this regard equally a need to improve downward accountability and reporting to build trust and confidence. Further, it was observed that greater investment towards grassroots, informal movements and collectives - and not just in well-structured, formal NGOs and groups - would be needed.

These efforts would also need to be complemented by continuous building of community socio-economic resilience. Some of the strategies that were highlighted in this regard included: 1) diversifying community livelihood opportunities or sources, 2) building/ strengthening critical market/ food systems infrastructure, 3) smoothing production and or consumption, 4) strengthening risk-based surveillance or monitoring and 5) improving protocols for information sharing between key actors.

Research, Documentation and Evidence Building: Feedback was also provided regarding the role of data and intelligence in informing resource mobilization



practice and/or advocacy for a conducive environment. Such data would amongst others be translated into concrete messaging to inform resource mobilization efforts and other philanthropy strategies. The same information is equally useful for information future practice. Such research, documentation, analysis and/or assessments could be conducted collaboratively amongst philanthropy actors, and possibly in collaboration with academia and knowledge institutions. Another proposal was to consider having joint learning or reflection processes amongst various actors.

There is also a need to consider establishing a structured system for philanthropy data management, including standardised tools/ frameworks for philanthropy data collection, tracking, analysis, reporting, and sharing. Such systems should also ensure that such data is collected and organised in such a manner as to allow for trend and cross-sectional analysis⁷.

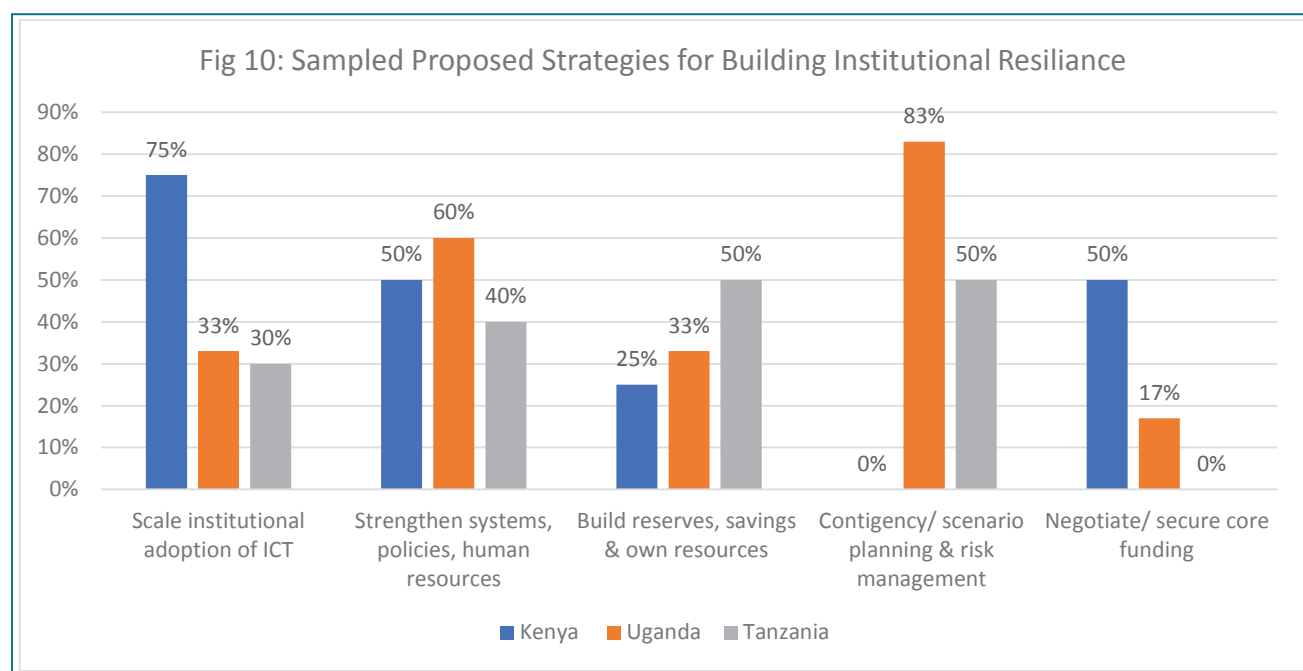
Governance, Accountability and Compliance: The responses in this regard revolved around the need to improve philanthropy sector mechanisms for accountability, oversight, compliance, standards, and self-regulation. These include establishment and adherence to downward & peer accountability mechanisms. Additionally, proposals were made for strengthening philanthropy actors' capacities to deliver, surface, and demonstrate impacts of their work. Finally, there has been an expressed need to look into philanthropy sector *standards and or certification*.

Operating Environment: Granted the perception of shrinking civic space, there is a need to collectively invest in ensuring a conducive operating environment for philanthropy across East Africa. This relates especially to the extent by which the policy, institutional and legal environments are supportive of local giving. Some of the mentioned areas of attention included issues of self-regulation, Non-Profit Organization laws, and tax laws.

Creativity and Innovation: While no specific examples were provided, many respondents expressed the need to invest in innovation - new technologies, ideas, and strategies - for promoting or sustaining philanthropy within the shifting contexts. Areas for which rethinking is needed included channels of giving, marketing or communication, M&E and accountability. Other questions raised in this regard were say how to use online giving to target local and diaspora giving and or crowd funding, or how to ensure that local giving is easier, more flexible and more rewarding.

⁷ May borrow from the guidelines contained in the Global Philanthropy Data Charter developed by WINGS and the Foundation Centre, a framework that aims to guide the philanthropic sector's data-related work and instil a data culture.

Comparative Analysis: As was the case with strategies for sustaining local giving, the researchers carried out an analysis of the distribution of sampled proposals towards strengthening institutional resilience that cut across two or all the three countries where the study was undertaken. The outcome of the comparisons is presented in figure 10 below.



From figure 10, it is observable that ICT adoption has emerged – once again – as a critical strategy, for ensuring ongoing institutional resilience. The same was mentioned as having great potentials for enhancing operational efficiencies as well as scaling program reach and or impact. The mentions of ICT as a tool for increasing institutional resilience was mentioned by 75% of Kenyan respondents, with Uganda and Tanzania following distantly at 33% and 30% respectively.

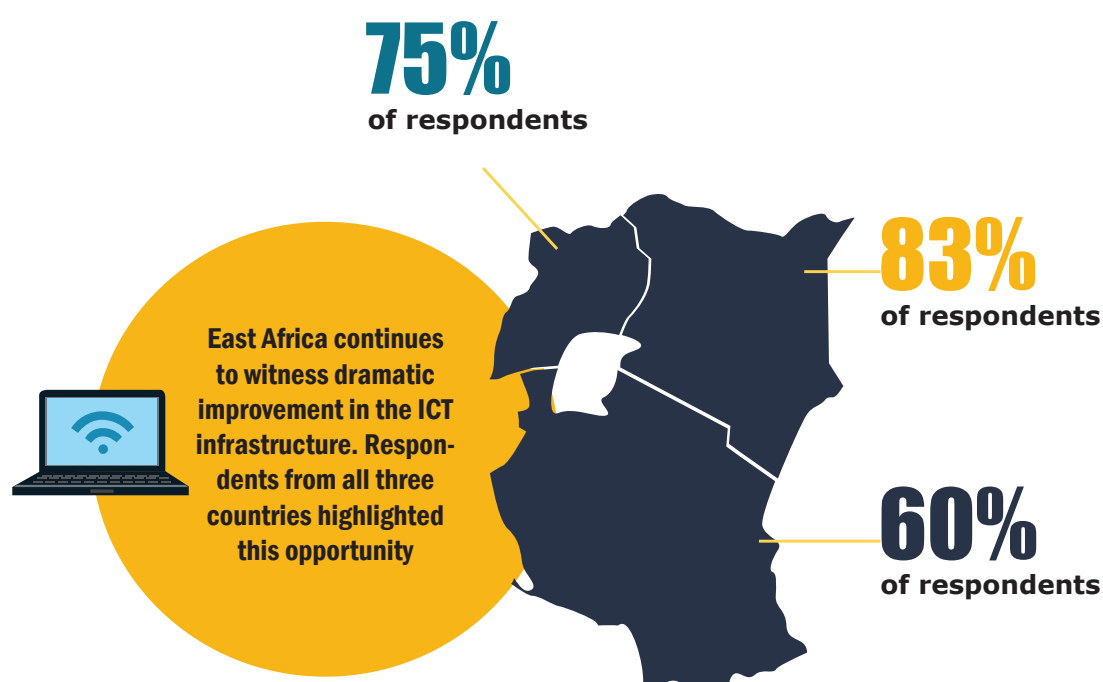
GRANTED THE PERCEPTION OF SHRINKING CIVIC SPACE, THERE IS A NEED TO COLLECTIVELY INVEST IN ENSURING A CONDUCTIVE OPERATING ENVIRONMENT FOR PHILANTHROPY ACROSS EAST AFRICA.

Separately, Tanzanian respondents expressed greater emphasis on the needs for strengthening institutional systems, structures and human resources (staff, leaders' capacity), and contingency or scenario planning and risk management, compared to Kenya and Uganda. On the other hand, Kenyan respondents laid more emphasis on the need for better funding terms and conditions. Specific mention was in this regard made of need for core funding and more flexible terms for project applications, delivery and reporting. These conversations essentially touch on the need for a recalibration of the power relations between funders and implementing organisations.

2.4 Emerging Opportunities

The research also sought to establish existing opportunities that could be explored towards further growth of local philanthropy. The following emerged:

1. East Africa continues to witness dramatic improvement in the ICT infrastructure. This includes advances in internet penetration, increased use of mobile telephony, social media, and other web-based platforms. These advances provide opportunities for increased sector visibility, social mobilization and/or development of innovative products that support enhanced (local) giving. Respondents from all three countries highlighted this opportunity, with Kenya leading at 75% of respondents mentioning the same, followed by Uganda at 83% and Tanzania at 60%.





2. This research shows growing cases of philanthropy actors receiving resources from local sources. There is space to further grow this through structured marketing, communication, awareness raising and capacity development to show case the sector's work and value add. Clear media engagement strategies are needed. 83% of the Ugandan and 20% of the Tanzanian respondents highlighted this opportunity.



3. There is potential for more invigorated advocacy towards laws, policies, institutions, and norms that better nurture local philanthropy. This includes pushing for operationalisation of existing progressive frameworks such as the Kenyan PBO Act 2013. There is equally space to consolidate increasing attention to issues of inclusion of minority groups into mainstream spaces.



4. Greater opportunities for multi-sectoral collaborations between civil society, private sector / corporate foundations and state actors; including tapping into the complementary expertise, technical skills and financial resources of each other. It was however noted that there is still a need for greater levelling of expectations between the different sectors, including shared values, what impact looks like, accountability standards and reporting requirements.



5. Potential to enhance philanthropy sector standards, certification and or self-regulation to enhance best practice, credibility and legitimacy. A self-regulatory mechanism may help sector actors to promote self-assessments, remedial actions, capacity strengthening, and peer reviews to ensure the sector grows within the tenets of best practice, and compliance with all accountability principles.



6. Possibilities to improve the learning, knowledge, data and artificial intelligence within the sector through increased investments in research, documentation and knowledge sharing. There was in this regard a mention on the potential for greater use of data and artificial intelligence to guide the work of the sector.



7. Possibilities to explore growing sustainability options such as social investors, venture capitalists, assets building and social enterprises.



8. There is an increasing potential role of Southern Philanthropy Networks to support smaller CSOs collectively bargain for better relationships with governments, grant-makers/ funders and the broader development community. They can also provide more insightful intelligence about the needs and potential of the sector. It is thus important to continue investing in such networks – including their staffing, core costs (besides project support), and needed infrastructure⁸.

⁸ See also report titled Philanthropy and COVID-19: Is the North-South power balance finally shifting?

3.0 CONCLUSIONS, LESSONS AND RECOMMENDATIONS

3.1 Major Conclusions

The following conclusions may be drawn from the study.



01

Over 95% of the philanthropy organizations were affected by the COVID-19 pandemic. In particular, 89% of the respondents had had their funding status affected, with 18.6% of them experiencing funding cuts on ongoing contracts.

There has been a major increase in the number of philanthropy actors benefiting from local resources. In particular, the number of philanthropy actors receiving resources from local sources increased between 2019 and 2020, while funding from international sources dropped. This is an indication that efforts by philanthropy actors towards promoting local giving, ostensibly to reduce reliance on external funding, has started to bear fruit.

02



03

There was reasonable adoption of technology for promotion of local giving, with e.g., mobile money, bank transfers, and online channels being leading channels of giving. However, smaller organizations were unable to invest adequately in the needed ICT infrastructure. There is thus an urgent need for continued sector investments in ICT, both at institutional and programming levels.

The COVID-19 pandemic saw a major shift in the giving patterns. There was in this regard a major decline in benefactors channelling resources to local CSOs, against an increase of funding towards international NGOs and government. As an example, Funding to local CBOs and local NGOs declined by 45.8% and 38.6% respectively between 2019 and 2020, while that towards international NGOs and government both grew by 34.1% during the same period.

04





05

Health and livelihoods development sectors received the most support attracting an average of 51% and 55% of funding between 2019 and 2020. There however a 14% decline in resource allocation towards education between 2019 and 2020, while allocations towards emergency support increased by 20%. These changes were most likely due to closure of schools in 2020, as well as the increased need for emergency support related to COVID-19 lockdowns.

There were a few cases indicating shifts in power balances/ relations between funders and grantees. This was exemplified by cases of grants becoming less restricted; funders being more amenable to budgetary reallocations; as well as greater acknowledgement of grantees' greater context knowledge. Whether these power shifts will be sustained is to be seen.

06



07

Nearly all philanthropy actors resorted to remote monitoring due to the COVID-19 movement restrictions. However, very few philanthropy actors undertook major structural changes in (or digitization of) their oversight, M&E and accountability systems. Instead, most actors resorted to use of existing open source or paid for platforms and applications to support remote M&E.

The regulatory frameworks (policy, legislative, institutional) governing the philanthropy sector in remain fragmented across the region. This is characterised by multiple laws and oversight authorities, that are cumbersome and expensive to comply with, as well as inadequate operationalization of progressive frameworks. The need to advocate for an environment that is conducive for philanthropy to thrive thus remains.

08



3.2 Key Lessons Learnt

The lessons learnt documented below are a representation of the views synthesized from review of secondary data as well as feedback from research respondents. These include the facts that:

- 1) Access to capacity to effectively use ICT, has become, and will remain critical success factor for philanthropy work. The philanthropy sector must thus more than ever leverage technology as it seeks to innovatively increase its resource base, reach, internal efficiencies, and the impact of its work.

- 2) It is possible to significantly increase the levels of local giving by ensuring adequate investment in philanthropy actor's capacity development, establishment of local giving support structures and public conscientisation. The latter includes structured communication on the work and value add of the sector.

- 3) Sustainable growth in local giving across East Africa region especially in the context of growing disruptions - requires effective collaborations by concerned actors across all sectors. This includes collaborations in the areas of research, learning, due diligence, information sharing, joint resource mobilization and advocacy.

- 4) A conducive operating environment is needed for philanthropy to effectively contribute to durable development. There must thus be structured investments towards addressing structural barriers to local giving, often in the areas of formal regulations, institutions, social norms, perceptions and individual or collective capacity constraints.

- 5) The increasing frequency and severity of disruptions such as COVID-19 demands that philanthropy actors integrate risk management into their plans and operations. This includes increased capacity for risk analysis, adopting scenario planning models, emergency or disaster preparedness and building institutional resilience.

- 6) Crises like COVID-19 expose most frontline philanthropy workers to difficult circumstances. This has illuminated the need to pay more attention to mental wellbeing which includes a need for employers to consider setting up employee care and wellness programs and/or initiatives.

- 7) To grow local resources requires adequate attention to all types of local benefactors. There is a need in this regard to more deliberately engage, inform, and involve local communities and general public in philanthropy work. These are in addition to genuine relations with, and adequate downward accountability to build trust.

- 8) Increasing the resilience of philanthropy organizations requires sufficient investments into their institutional capacity and infrastructure. This among others requires that funders provide core and unrestricted funding other than just project funding.

- 9) There is a need to consolidate the experienced attempts at faster, flexible decision-making to allow organisations to respond to the on-the-ground demands from realities such as COVID-19. These would be in addition to increasing understanding and adaptability on the side of funders, be it concerning program or institutional considerations, simpler grant applications, support towards core funding, budget reallocations, more reasonable grant conditionalities etc.

3.3 Overall Recommendations

Several specific recommendations have been provided within the body of this report, directly addressing the noted points of attention in each subsection of the report. This section therefore only presents the general recommendations; these should therefore be read together with the other recommendations under each subsection of the report. The recommendations are as thus:

- 1) Invest in promotion, conscientization and public awareness about organized philanthropy to reduce dependency on foreign funding. This may be reinforced through well documented success stories, effective marketing and communications, and strategic collaborations with media to promote philanthropy. Also develop appropriate mechanisms (e.g., platforms, applications, channels) that seek to make local giving easier.
- 2) Deliberately seek to enhance philanthropy sector's relevance, legitimacy, image and credibility. Also invest in trust and confidence building with the public, government and private sector. This includes establishment of strategic communication and downward accountability mechanisms, stronger self-regulation mechanisms and promoting standards.
- 3) Continue strategic engagements with policy makers towards ensuring a conducive national or regional environment comprising progressive legislative, policy, and institutional frameworks that enable local philanthropy to thrive.
- 4) Explore greater opportunities (spaces, places, platforms) for cross-sectoral south-south collaboration that more effectively tap on complementary capabilities of concerned actors. These could be for purposes of learning, research, intelligence sharing, advocacy, joint resource mobilization, resource sharing and joint programming.
- 5) Ensure continued investments in capacity development of various (local) philanthropy actors. Focus could include risk management, internal systems strengthening, access to and use of applicable ICT tools and (local) resource mobilization skills and strategies. Funders must listen more and commit to contribute to building more resilient philanthropy institutions – this includes financing core costs.
- 6) Innovation, effective positioning, and influencing in the philanthropy space requires quality data. The sector must thus continuously strengthen its research, documentation, knowledge generation, periodic reflections, learning and intelligence gathering capacities. This may also require establishment of strategic collaborations with knowledge institutions.
- 7) Both funding and implementing actors to factor a reasonable level of flexibility in their plans considering the increasing frequency of disruptions. This also entails deeper risk analysis, adoption of scenario planning models and willingness of all parties to make adjustments in plans whenever there is a justifiable reason for the same.
- 8) Undertake greater investments in ICT driven socio-economic innovations. These could include structures for online resources mobilization, systems for remote oversight and monitoring as well as mechanisms for (remote) downstream accountability.

4.0 ANNEXES AND APPENDICES




4.1 Annex 1 - List of References

1. East Africa Giving Report 2015
2. 2012 East Africa Giving Report
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