GFCF Evaluation

Final Report

Karen Kotschy
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Executive Summary

Introduction

The European Union (EU) funded programme "**Community philanthropy as a strategy for strengthening civil society's response to COVID-19**" was the EU's first investment in community philanthropy as a specific and alternative development approach. The programme intended to explore new approaches that could accelerate localisation or locally-led development. The COVID-19 pandemic provided impetus to the localisation agenda by highlighting the importance of context-specific knowledge and credible, trusted local organisations in rapid emergency responses (Dany, 2021; Fujita & Sabogal, 2021; Robillard *et al*., 2021; Cornish, 2020).

This final evaluation was commissioned to help the funder understand what was achieved by funding community philanthropy organizations, and how government or institutional funding can best support community philanthropy. It was also intended to help the Global Fund for Community Foundations (GFCF) to deepen and improve its work and communicate the outcomes in ways that are meaningful to the field, to funders, and to others not immediately involved in community philanthropy.

The GFCF has championed community philanthropy and locally-led development for over 15 years. During this time, the global community philanthropy movement has become more visible, vocal, and organised (Hodgson and Knight, 2016; Hodgson and Pond, 2018; Hodgson, 2020) in part due to the role the GFCF has played in facilitating the emergence of a global network of activists, practitioners and allies under the banner of #ShiftThePower.[1] This network, along with others, seeks to re-imagine a system of development aid and institutional philanthropy that ensures that local people have more control over the resources they need to enable them to build the communities they want (Knight, 2019). Community philanthropy emphasises the role of local community resources in challenging conventional power dynamics between 'funders' and 'beneficiaries'. While money is important, it is not central: instead, value is placed on generosity, trust and solidarity, and on the quality of relationships between people, communities, and institutions (Hodgson, 2020).

The GFCF theory of change focuses on three interconnected scales or levels simultaneously. These are the **local level**, the **community-of-practice level**, and the **system level**. Work at the local level is carried out primarily through making grants to community philanthropy organisations that work with specific communities (geographic, identity and/or issue-based), which in turn fund grassroots and community-based organisations. However, the GFCF also funds non-grantmaking work such as collation of knowledge and evidence, research on systems of community giving and efforts to develop culturally appropriate language for community philanthropy, because it recognises the importance of these activities in creating functional

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[1] https://globalfundcommunityfoundations.org/what-we-stand-for/shiftthepower

Graphic representation of the GFCF theory of change, showing the three interlinked scales or levels of activity

community philanthropy "ecosystems". The GFCF sees grantmaking not so much as an end in itself, but as a way of understanding emergent practice on the ground, in different contexts.

At the **community of practice level**, the GFCF works to connect organisations in different countries and contexts and with different approaches and focal issues. The purpose of this is to break down the "silos" that often exist and to build a community where organisations can support, inspire and learn from each other. The GFCF also works to bring about change in the global **system of development aid and philanthropic funding**. They do this through advocacy within their global networks of funders and partners, through writing and research that connects theory and practice, and through supporting the creation of an evidence base for community philanthropy.

The goal of the EU programme was "To strengthen and support civil society's ability to respond to the immediate health, economic and social welfare impacts of the COVID-19 pandemic on communities, using a community philanthropy approach, and to foster dialogue and processes that help communities to explore ways to 'build back better'." The programme addressed the full range of activities in the GFCF theory of change and was therefore very well aligned with the GFCF's core mission. The programme was evaluated against both the intended outcomes and the GFCF theory of change.

Given the scope of the evaluation and the fact that this was a new area for the funder, the evaluation combined several different tools and approaches to try to understand some of the less obvious, or frequently overlooked, impacts of community philanthropy. A realist evaluation approach was used to understand how, why and for whom outcomes were achieved; this was combined with the use of frameworks for understanding system change. Discourse analysis was used to understand the way two key concepts are being framed and used by the GFCF, grant partners and others in the system, namely "**localisation**" and "**community philanthropy**". The analysis looked not only at how these terms are explicitly defined, but how the choice of words, phrases, metaphors and emphases communicates underlying worldviews and assumptions, with the aim of understanding how different actors are using these terms and what this might mean for future communication between them.

Findings

The programme enabled the GFCF to make 22 grants to 21 organisations in 15 low-income countries, mainly in Africa. Grants ranged from just over €8,000 to just over €56,000 and were spent over 3-16 months.

Organisations that received grants identify mostly as community foundations or community philanthropy organisations. Most have been established for more than ten years. Organisations are generally small, with between one and 46 staff members and an average staff of 14.2. Interestingly, almost all are supported by a number of volunteers – with volunteers vastly outnumbering staff in several cases.

Most organisations act as grantmakers, providing grants to civil society organisations, community-based organisations and other groups. Three focus specifically on marginalised groups (indigenous communities, conflict-affected families, LGBTQI+ people, sex workers and marginalised language groups), six focus specifically on women/girls and six include a focus on youth. The average size of grants made by these community philanthropy organisations ranges from €4,000 to €21,500 and grants can be as small as €280. Most of the organisations are heavily dependent on international donors, although most are exploring ways of reducing this.

At the time the grants were made, many of the organisations were facing threats to their resilience (or even their ongoing existence) due to the direct and indirect effects of the COVID-19 pandemic. These effects included declines in international funding, economic hardships, challenges around remote working and an increasing burden of need in the communities they serve. Several grants therefore included support for organisational resilience, through funding of operating costs, development or review of operational plans, support for volunteer networks and assistance with remote working.

Key outcomes of the programme are summarised in tabular form below.

COVID-19 Grantmaking Outcomes	
Outcome 1: "COVID-19 response activities conducted in at least 30 different contexts and communities using a community philanthropy / local grantmaking approach that: • addresses direct impacts of COVID-19 • supports community-level dialogues and processes that focus on "building back better" • fosters stronger local civil society, civic engagement and enhances social capital through transparent, accountable and inclusive decision-making processes at the local level, and • leverages local philanthropy and systems of solidarity and mutual aid."	• Of the 22 grants, several were implemented in more than one country or context. Three grant partners are regional organisations working across several countries. • Ten partner organisations addressed direct impacts of the COVID-19 pandemic, across 15 different countries. Responses included home-based medical care, awareness-raising, provision of soap, sanitizers and personal protective equipment, enhancing social safety nets for vulnerable groups, and dealing with the economic impacts of the pandemic – which in many lower-income countries were more devastating than the public health impacts. • Five grants specifically promoted community-level dialogues (although all did so to some extent). For example, the two grants to the Foundation for Civil Society in Tanzania focused on storytelling to support the growth of local philanthropy through blogs, videos, poems, social media and stories, as well as the creation of spaces where civil society organisations could openly discuss innovative ideas, challenge one another and build a foundational base of knowledge. • The grants strengthened local civil society, civic engagement and social capital. They also strengthened the capacity of community philanthropy organisations themselves, through strengthening their grant-making capacity, supporting core operational costs, supporting collection of data on local giving, funding evaluation, training for staff and supporting their volunteer networks. This all contributed towards a stronger local civil society. • Many grant partners adopted a participatory, co-creation approach, working with communities to identify local needs and priorities and devise solutions. For example, the Zambian Governance Foundation facilitated training in 'active citizenship' to equip community members with skills to identify and engage government officials; while the community conversations around flood management facilitated by the STAR Ghana Foundation enabled community members to interact directly with the National Disaster Management Organisation and other public institutions around how floods can be better managed and community resilience strengthened. • Building local philanthropy/assets was one of the most important outcomes listed by the grant partners. Grant partners stimulated giving of €170,400 in cash

	and more than €95,750 in kind by local individuals and communities. The in-kind contributions are significantly under-reported, because few organisations tracked them explicitly. Where they were tracked, their value equaled or exceed the cash contributions. • The grant partners used a wide variety of different methods to mobilise local assets and resources, both financial and non-financial. The methods used were both creative and showed a deep understanding of how different aspects of resource mobilisation are systemically connected, including across generations. • Several grants were used to help re-frame "philanthropy" as something that is not only for the very wealthy, to help ordinary local people to see themselves as givers and to document examples of African community philanthropy. For example, CivSource Africa held a regional event called "Gathering of the Givers: Big, Brave, Bold" to inspire, rally and celebrate giving, and also hosted a podcast series on community philanthropy.
Intended Outcome 2: "At least 30 community partners benefit from capacity and network strengthening trainings in diverse areas of community philanthropy practice, feel connected as a cohort, and expand their local and global networks."	• There is good evidence that partner organisations benefitted from capacity and network strengthening in diverse areas of community philanthropy practice, that they feel connected as a cohort, and that they have expanded their local and global networks through the community of practice. • Twenty organisations benefitted from these activities. While this falls short of the target of 30, the depth and quality of the engagement was impressive. In addition, grant partner organisations in turn contributed to strengthening the community-based organisations and NGOs with which they work. This capacity strengthening ranged from creating organisational resilience and community engagement toolkits, to supporting asset mapping and assisting organisations to explore what local resources they are mobilising in their work, providing training and equipment, and supporting leadership development. • The STAR Ghana Foundation established three communities of practice comprising 34 member organizations, for the purpose of building and exchanging new knowledge and skills in local philanthropy. This led to 22 CoP member organizations developing and

	implementing local fundraising plans. The Initiative Pananetugri pour le Bien-être de la Femme in Burkina Faso supported 30 partner organisations led by women and girls in different West African countries to implement their capacity-building plans. If this indirect capacity building is counted, then the impact was well beyond 30 organisations.
Outcome 3: "Data collected (individual and aggregated) across the cohort provides insights into the types and range of hyper-local responses to COVID-19, practices etc. that contribute to the evidence base for community philanthropy and local capacity, and lends value to the localisation agenda."	• Several grants specifically supported data collection, particularly in contexts where the concept of community philanthropy was unfamiliar (see above). • This evaluation used data collected by the GFCF, for example through a "rapid scan questionnaire", a series of surveys and the "pathways to power" network map.
Outcome 4: "Awareness of community philanthropy, as a strategy for people-led development and accelerating localisation, is increased among new audiences in the international development / philanthropy space."	• Grant partners engaged in many speaking roles that targeted audiences including INGOs, international development actors and donors as well as community philanthropy actors, thereby contributing to raising awareness across the system. • The articles contributed by grant partners on the GFCF's website and on their own websites will draw a wider audience than just the #ShiftThePower community. • Connections to two major audiences were strengthened, namely Francophone organisations and human rights organisations. The inclusion of seven new grant partners into the community of practice also expanded the reach in terms of countries and audiences. • An example of system-level advocacy supported by the GFCF and some of the grant partners was the publication of an open letter, and a follow-up online event, highlighting issues around localisation of aid in Ukraine. Grant partner XOESE, le Fonds pour les Femmes Francophones, also led the submission of an open letter to the French government around funding for feminist organisations in Francophone Africa. • Besides the resources provided to partners through the grants, the GFCF itself made a significant contribution to the achievement of the EU programme outcomes through its convening of the community of practice, connecting of partners and other actors across countries and issues, data collection, and its substantial contribution to the discourse around community philanthropy, localisation and shifting

	power, through high-profile speaking engagements as well as academic papers, blogs, articles and reports.

The depth of engagement within the community of practice can be seen by the number of partners who spoke at events (Appendix 2) or contributed articles to the #ShiftThePower Treehouse or GFCF website (Appendix 3). A high quality of engagement was also evident at the partners meeting in Entebbe. Several of the partner organisations show signs of becoming regional leaders and influencers.

Emergent themes from partners' descriptions of "the tribe" (or community of practice) were: Unity in diversity, mutual support, and transformation. Personal transformation was highlighted as a prerequisite for transformation in 'the system'; a mirror that allows for deep reflection, leading to transformation of individuals and groups. Feedback from participants at the Entebbe meeting provides insight into how the members of the community of practice see its influence on them personally, on their organisations and on their work:

- Being part of the group provided them with a **sense of solidarity and community** which was important to them, particularly given the lonely work of being a leader and a pioneer, and the shrinking space for civil society in many parts of the world.
- The chance to meet (especially in person) gave them **inspiration and energy**, reminding them of the value of what they are doing and sparking new ideas and personal commitment.
- Being part of the community of practice helped members to **expand their local and global networks**.
- Members also described several **learnings and ideas** they have taken forward into their own work.

Human rights issues are at present almost exclusively funded by international donors and not by local philanthropy. Local philanthropy is considered difficult to implement because local actors are often complicit in human rights abuses. Governments in some countries see human rights organisations as part of an imposed "western" agenda rather than a genuine expression of local civil society concerns. In this context, the work done by the five rights-focused grant partners to recognise non-monetary local contributions to their causes and to introduce the concept of community philanthropy to their funders and constituencies as a means of shifting power, is significant.

A summary of the top three outcomes identified by grant partners is shown in Figure 13. The larger number of most important outcomes in the centre circle (the local grantmaking sphere) reflects the fact that this is the main sphere of activity for grant partners, and especially for these COVID support grants. However, it is important to note that the outcomes go far beyond simply providing COVID support to communities. Many partners felt that the grants contributed to strengthening community groups, building trust, and building local philanthropy and assets (i.e. building assets, capacities and trust). The results confirm the **importance of community foundations in the relational aspects of development work at the local scale**.

Many also felt that they had contributed to building the field of community philanthropy. Some referred specifically to the bridging role they played between different communities or between communities and authorities, and some even described their most important outcomes as being at the level of system change, namely raising the profile of community philanthropy and building connections or influencing policy with policy makers and funders.

SYSTEM CHANGE:
Raising the profile of community philanthropy (3)

COMMUNITY OF PRACTICE:
Building the field of community philanthropy (7)
Bridging relations between communities (4)
Linking people and authorities locally (2)

LOCAL GRANTMAKING:
Strengthening community groups (12)
Building trust in communities (9)
Capacity building of local institutions (8)
Building local philanthropy/assets (7)
Strengthening gender equality (6)
Poverty reduction (3)

Building connections between community foundations (1)
Spreading skills and knowledge between community foundations (1)

Building connections with policy makers and funders (2)
Changing policies of policy makers and funders (1)

Figure 1: Most important grant outcomes, aggregated across all the grants, in relation to the three scales or levels of activity in the GFCF's theory of change (see Figure 1). Numbers in brackets indicate the number of grant partners who identified a particular outcome as one of the three most important to come out of their grant work.

The approach used by the GFCF to address change at three levels simultaneously and to build bonding, bridging and linking social capital, was successful in producing outcomes at all three levels. Outcomes reported by the grant partners covered all of the more powerful types of system leverage points and all three types of positive power, suggesting that no major opportunities are being missed to produce change towards an aid system that is more mutually beneficial, equitable and just.

Four mechanisms were identified as lying behind the achievement of outcomes, based on the evidence that was available and that could be examined within the scope of the evaluation:

- A trust feedback loop
- A solidarity and mutual support feedback loop
- Reflexive practice
- Reframing of assets and capacities

As an organisation, the GFCF "walks the talk" by demonstrating trust in their grant partners, for example, through providing core or unrestricted funding when needed, allowing partners to choose which outcomes to report on, allowing partners to co-create meeting agendas, and generally imposing a minimum of bureaucracy. They also engage in reflexive practice and in-house monitoring and evaluation activities, but in a way that is careful not to place too many demands on their grant partners.

The diversity of local organisations whose experimentation and evidence-gathering was enabled by the EU grants provide a source of options for system reorganisation. Participation of these organisations in the community of practice, both within and beyond the grant period, will serve to promote growth through increasing connectedness, leading to increased capacity to influence the character of the new system. However, once a desirable system change has been achieved – such as a shift in power towards community philanthropy and locally-led development – it will be important not to reproduce the existing problematic power relations. This will require continual reflection, introspection and learning to keep the focus on "power with", "power to" and "power within" and away from "power over". At present, some of the grant partners do show awareness and concern for this issue, but it will need constant attention.

The following ten recommendations are made:

- Community philanthropy is a feasible route towards enhanced localisation and should be further supported in future – where localisation is seen as part of a **relational process** of anti-racism and shifting of power to local actors and not merely as transfer of funds to local actors.
- Some EU policy documents do not support the above approach to localisation. It is important to "look behind" the use of terms such as "localisation" and "community philanthropy" to ensure that partners have a shared understanding of these terms and their implications for the way partners approach their partnerships and their work.
- Community philanthropy organisations should not be seen merely as funding conduits. They have so much more to offer.
- The GFCF should not make any major changes to its approach, theory of change or way of working with community philanthropy organisations.
- It may be useful for the GFCF and partners to talk more about the challenges of working with communities and that everything at the local level is not necessarily rosy (for example, there may be competing agendas, non-homogeneity, power struggles, elite capture, etc.). Agency can produce negative results, such as rent-seeking (a way of taking charge of your own development) or war. It seems important for the GFCF and partners to show that they are not simply naïve to these issues, but are in fact experienced in dealing with them effectively.

- The writing of the GFCF is strong on advocacy and presents powerful arguments. It may, however, be helpful to add a more reflective type of writing, such as documenting lessons learned and difficulties encountered (maybe not all for public consumption, but this would be useful for understanding and sharing how change happens).
- A more explicit focus on power may be useful. Despite the prominence of the hashtag #ShiftThePower, the GFCF does not explicitly address different types of power or how power will be shifted (although it is perhaps implied that the growing influence of the "emergent system" plays a role). As shown through the discourse analysis, powerful vested interests such as existing large USAID contractors are unlikely to easily relinquish power (and wealth). Shifts in power seldom occur without being claimed, and some level of conflict may occur. The GFCF, and partners, may want to think about how to position themselves and how to communicate about such issues.
- It will be important for the GFCF and partners to pay constant attention to checking their own power and practices and challenging each other within the CoP, to avoid reproducing existing problematic power differentials and creating a "brittle" system, and to prevent bridging organisations from becoming gatekeepers.
- Community philanthropy organisations and their local partners are best placed to keep track of long-term impacts and the durability of development in their communities. The GFCF should consider whether this could be more prioritised without imposing overly burdensome M&E requirements onto organisations. This was covered under the "Measuring what matters" theme within the community of practice, but it still seems rather low-key. This kind of ongoing, cross-project M&E does require organisations to have sufficient core funding, so perhaps that needs to be in place first?
- The mechanisms identified through this evaluation could be used to structure future data collection. For example, evidence could be collected for the role of the trust feedback loop in building relationships, and how organisational and personal practices specifically enable trust, or a lack of trust.

1 Introduction

This is the final report for the evaluation of the European Union (EU) funded programme entitled "Community philanthropy as a strategy for strengthening civil society's response to COVID-19". The programme is the EU's first investment in community philanthropy as a specific and alternative development approach – as opposed to the usual approach of channelling funding through large international NGOs which then implement activities and do capacity-building with local organisations.

The evaluation is intended to help a multilateral funder understand what can be achieved by funding local, national and regional grantmaking funds and foundations (community philanthropy organizations) and how government or institutional funding can best support community philanthropy. It is also intended to help the Global Fund for Community Foundations (GFCF) assess the extent to which its engagement with this cohort of grant partners has contributed to partners' abilities to explore and use community philanthropy to drive community-led development. The GFCF regards the evaluation as an opportunity to engage an external perspective as a way to deepen and improve its work and help to communicate the outcomes in ways that are meaningful to the field, their funders, and others not immediately involved in community philanthropy.

The GFCF has championed community philanthropy and locally-led development for over 15 years. During this time, the global community philanthropy movement has become more visible, vocal, and organised (Hodgson and Knight, 2016; Hodgson and Pond, 2018; Hodgson, 2020) in part due to the role the GFCF has played in facilitating the emergence of a global network of activists, practitioners and allies under the banner of #ShiftThePower.[2] This network, along with others, seeks to re-imagine a system of development aid and institutional philanthropy that ensures that local people have more control over the resources they need to enable them to build the communities they want (Knight, 2019). Community philanthropy emphasises the role of local community resources in challenging conventional power dynamics between 'funders' and 'beneficiaries'. While money is important, it is not central: instead, value is placed on generosity, trust and solidarity, and on the quality of relationships between people, communities, and institutions (Hodgson, 2020).

Community philanthropy needs to be understood within the context of the localisation agenda in the humanitarian and development aid space. Localisation aims to correct the exclusion of local, less formally structured actors from funding, coordination and decision-making activities. It came to the fore in 2016 through its inclusion in the Grand Bargain commitments that came out of the first World Humanitarian Summit. However, progress in achieving these commitments has been slow, with local actors still only receiving 3% of tracked international

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[2] https://globalfundcommunityfoundations.org/what-we-stand-for/shiftthepower

funds (against a target of 25%) and most partnerships still being implemented through a sub-contracting model (Robillard *et al*., 2021).

Several authors have outlined how the COVID-19 pandemic provided impetus to the localisation agenda by highlighting the importance of context-specific knowledge and credible, trusted local organisations in rapid emergency responses (Dany, 2021; Fujita & Sabogal, 2021; Robillard *et al*., 2021; Cornish, 2020). However, the experience of implementing the Grand Bargain commitments over the past five years – and previous attempts to mainstream local-led practices in international development (Knight, 2008) – suggest that achieving system change is difficult. The systems that affect localisation dynamics are global in nature, such as geopolitics and the structures of international aid (Robillard *et al*., 2021). It is also possible for the COVID-19 pandemic to shift decision-making and power to remote international offices instead of to local civil society organisations, and the impacts of the pandemic have in many cases exacerbated existing inequalities (Dany, 2021). The rise of "philanthrocapitalism" or "strategic philanthropy" through massive private foundations also has the potential to further entrench top-down visions of what the world needs (Knight, 2008).

1.1 The European Union explores community philanthropy as a strategy for COVID-19 response

In March 2020, the development arm of the European Union, DEVCO, approached the GFCF to explore a partnership that would see EU COVID-19 funds channelled to and through their network of community philanthropy partners. In particular, there was an interest in exploring new approaches that could accelerate localisation. The GFCF was seen to be an organisation which is both involved in global conversations about new ways of generating resources, and well connected to grassroots groups that would normally be hidden to EU support.

This two-year, €1 million programme (targeted at "least developed countries") was the first time that the EU has invested in community philanthropy as a specific and alternative development approach. The usual approach is to channel funding through large international NGOs (INGOs), which then implement activities and do capacity-building with local organisations. Community philanthropy is also of interest to others: the Dutch Ministry of Foreign Affairs is likewise investing in community philanthropy for the first time through the Giving for Change programme.[3] The aim of that programme – part of the Dutch government's "Power of Voices" programme – is to foster local giving as an expression of voice, civic

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[3] This five-year €24 million programme will be implemented in Brazil, Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Palestine and Uganda, and is led by a consortium of four organisations: the Africa Philanthropy Network, Kenya Community Development Foundation, GFCF and Wilde Ganzen. See https://globalfundcommunityfoundations.org/news/press-release-announcing-giving-for-change-a-new-partnership-with-the-dutch-ministry-of-foreign-affairs-taking-community-philanthropy-to-the-next-level/

participation, solidarity and dissent, and to build evidence around new thinking, approaches and leadership that support the development of community philanthropy.

The goal of the EU programme was "To strengthen and support civil society's ability to respond to the immediate health, economic and social welfare impacts of the COVID-19 pandemic on communities, using a community philanthropy approach, and to foster dialogue and processes that help communities to explore ways to 'build back better'."

The intended outcomes were as follows:

1. Grantmaking programme: COVID-19 response activities conducted in at least 30 different contexts and communities using a community philanthropy / local grantmaking approach that:
    a. Addresses direct impacts of COVID-19.
    b. Supports community-level dialogues and processes that focus on "building back better".
    c. Fosters stronger local civil society, civic engagement and enhances social capital through transparent, accountable and inclusive decision-making processes at the local level.
    d. Leverages local philanthropy and systems of solidarity and mutual aid.
2. Capacity and network strengthening: At least 30 community partners benefit from capacity and network strengthening trainings in diverse areas of community philanthropy practice, feel connected as a cohort, and expand their local and global networks.
3. Data collection and analysis: Data collected (individual and aggregated) across the cohort provides insights into the types and range of hyper-local responses to COVID-19, practices etc. that contribute to the evidence base for community philanthropy and local capacity, and lend value to the localisation agenda.
4. Awareness-raising / influencing among broader audiences: Awareness of community philanthropy as strategy for people-led development and accelerating localisation is increased among new audiences in the international development/philanthropy space.

1.2 The GFCF theory of change

The GFCF did not have a formally drafted theory of change, although the Executive Director was able to provide a clear and eloquent verbal description. Elements of the theory of change had also previously been captured in various pieces of writing (Hodgson and Pond, 2018; Hodgson, 2020; Hodgson and Pritchard, 2021). These sources were used to create a graphic representation (Figure 1) and narrative description (Box 1) of the theory of change for the purposes of this evaluation.
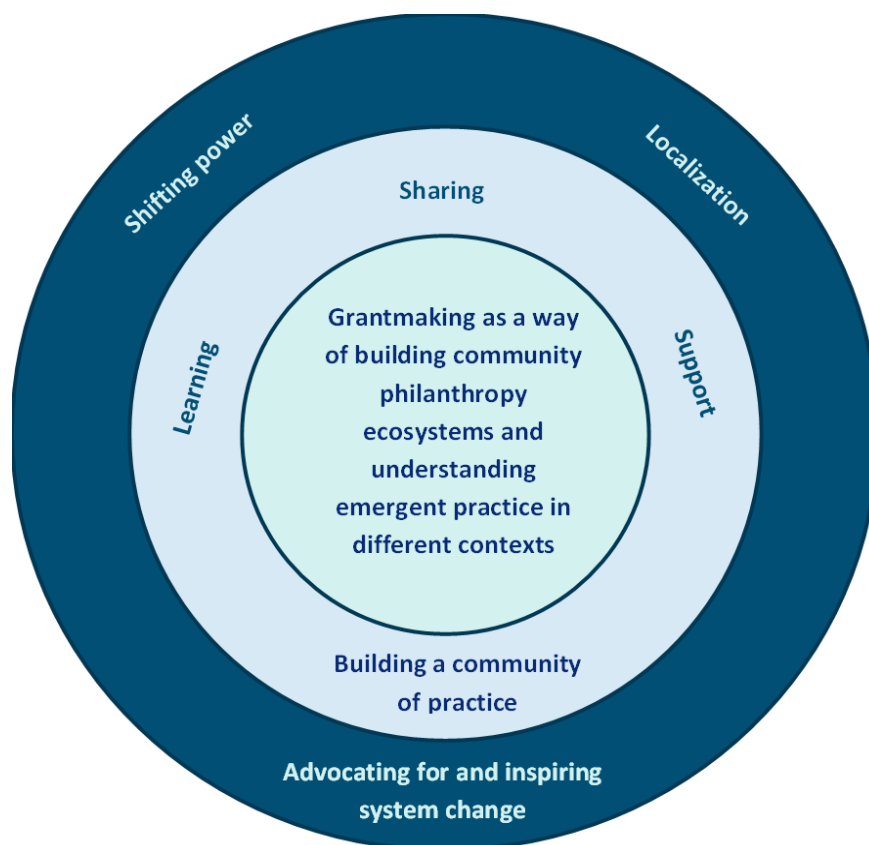
Figure 2: Graphic representation of the GFCF theory of change, showing the three interlinked scales or levels of activity

The EU programme sought to build evidence for the essential role played by local actors in responding to sudden and evolving needs, both in the short and the long term. It also supported experimentation and exploration of community philanthropy models at organisational and sectoral levels, and efforts to communicate and advocate for community philanthropy as a development strategy among a broader range of audiences (including funders and INGOs). It therefore addressed the full range of activities in the GFCF theory of change and was very well aligned with the GFCF's core mission.

Box 1: GFCF Theory of Change

The main focus of the GFCF's work is to build the profile and practice of community philanthropy. The GFCF defines community philanthropy as a value-driven development practice that builds assets, capacities, and trust. In particular, it focuses on the role that local resources can play in changing the power dynamics associated with international development. Community philanthropy is seen not merely as a useful support structure on which mainstream development can build, but as something far more radical. Community philanthropy practised by organisations with their roots in civil society and social justice movements can disrupt and democratise the system and create an alternative to 'development' as we know it.

The GFCF theory of change focuses on three interconnected scales or levels simultaneously. These are the local level, the community-of-practice level, and the system level (Figure 1).

Work at the **local level** is carried out primarily through grantmaking to community philanthropy organisations or other organisations interested in building community philanthropy, that work with specific communities (geographic, identity and/or issue-based), which in turn fund grassroots and community-based organisations. However, the GFCF also funds non-grantmaking work such as collation of knowledge and evidence, research on systems of community giving and efforts to develop culturally appropriate language for community philanthropy, because it recognises the importance of these activities in creating functional community philanthropy "ecosystems". Grantees are carefully chosen on the basis of not only their established community philanthropy practice but also their values and ability to reach new audiences or model different approaches. The GFCF sees grantmaking not so much as an end in itself, but as a way of building community philanthropy ecosystems and understanding emergent practice on the ground, in different contexts. They make a conscious effort to avoid imposing particular language and definitions, preferring to let these emerge.

At the **Community of Practice level**, the GFCF works to connect organisations in different countries and contexts and with different approaches and focal issues. The purpose of this is to break down the "silos" that often exist and to build a community where organisations can support, inspire and learn from each other. This is done through regular face-to-face and online meetings of mixed groups, and by connecting organisations working in the same region or on similar issues, for collaboration and peer learning. An interactive facility for mapping stakeholder connections is intended to help organisations to see their work in the context of an expansive, vibrant and diverse landscape of change-makers and allies.

The GFCF also works to bring about change in the **global system of development aid and philanthropic funding**. They do this through advocacy within their global networks of funders and partners, through writing and research that connects theory and practice, and through supporting the creation of an evidence base for community philanthropy. They attempt to model, and support others to model, new ways of measuring and evaluating change and new ways of blending various financial and non-financial resources.

2 Methodology

The main theoretical foundations for the evaluation approach were **Developmental Evaluation** (Patton, 2010) and **Realist Evaluation** (Pawson & Tilley, 1997). Developmental evaluation aims to facilitate feedback and learning in complex, dynamic or uncertain environments. The evaluator acts as a "critical friend", helping to observe and capture emergent patterns and facilitate reflection and learning in an ongoing way. Realist evaluation is a theory-based approach that uses realist theory[4] and the idea of generative causality to explore the mechanisms that generate the outcomes as well as features of the context that affect whether or not those mechanisms operate. It can provide a deeper understanding of "What works, for whom, in what respects, to what extent, in what contexts, and how?".

The intended EU programme outcomes, as listed in the previous section, were evaluated using evidence obtained from documents, participant observation during six online events and a face-to-face meeting of partners in Uganda, two short online surveys distributed by the GFCF, and six interviews with selected grant partners (details provided in Appendix 1). The outcomes of the grants were seen as part of the bigger process of building the field of community philanthropy as outlined in the GFCF's theory of change (Figure 1, Box 1), within the context of the ongoing relationships between the GFCF and the partner organisations.

Documents analysed included all 22 grant partner application forms and GFCF recommendations, as well as the final grant narrative reports. Documents were analysed using a qualitative coding approach.[5] Codes (themes) were initially formulated based on the expected contexts, mechanisms and outcomes (a realist theory-driven approach), but additional themes were also allowed to emerge during the analysis process (an inductive data-driven approach).

Discourse analysis (Luo, 2022)[6] was used to understand the way two key concepts are being framed and used by the GFCF, grant partners and others in the system, namely "**localisation**" and "**community philanthropy**". The relationship between the two concepts was conceptualised as shown in Figure 2. The analysis looked not only at how these terms are explicitly defined, but also at how the choice of words, phrases, metaphors and emphases communicates underlying worldviews and assumptions. The choice of these two concepts was

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[4] Realism is a school of philosophy which sits between positivism ('there is such a thing as the real world which we can directly observe and about which we can derive "facts"') and constructivism ('since all our observations are shaped and filtered through human senses and the human brain, it is not possible to know for certain what the nature of reality is') (Westhorp, 2014).

[5] Document coding was done using the open-source R software package "RQDA" (Ronggui, 2018).

[6] Discourse analysis involves examining how values, beliefs and assumptions are communicated, and whether the 'ways of speaking about things' normalizes and privileges some frames of thinking while marginalizing others. For example, discourse may position women as gentle and men as active heroes, or whiteness as the norm and coloured bodies as 'others'.
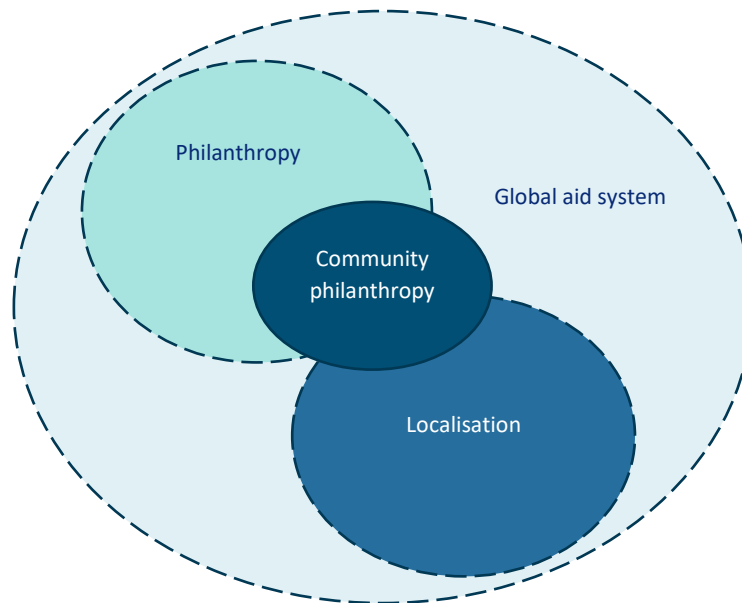
Figure 3: Community philanthropy as a type of philanthropy and a strategy for effective localisation of aid

made together with Jenny Hodgson from the GFCF, with the aim of understanding whether different actors are using the same words to mean different things, and if so, what such differences might mean for future communication between actors. The analysis also aimed to understand and make explicit the contribution of the GFCF and partners to the discourse on these two topics. Documents used for the discourse analysis are listed in Appendix 1 (Table 1.2).

The analysis also identified causal mechanisms behind the achievement (or lack of achievement) of outcomes. Mechanisms are underlying entities, processes, or structures which operate in particular contexts to generate outcomes (Pawson & Tilley, 1997). They are not equivalent to programme activities, but instead refer to the way that programme activities and resources are used, interpreted and acted upon by programme participants (Dalkin *et al*., 2015).

The partnership between the evaluator and the GFCF involved a deliberate stretching beyond both parties' normal spheres of engagement. The GFCF deliberately selected an evaluator from a different part of the "ecosystem" who could provide a fresh, external view of its work. The evaluator had a background in ecology and geography and had worked primarily in environmentally-focused rural development contexts. She had little experience of community philanthropy prior to this assignment, but found it an exciting concept which had strong resonance with her experience of trying to flatten power gradients through participatory monitoring and evaluation. She therefore also saw the evaluation as an opportunity for building connections with others working towards similar goals in different disciplinary areas and communities of practice. The evaluator and the GFCF agreed on values of co-creation, regular dialogue, willingness to stretch beyond their comfort zones, and emphasis on the processes and mechanisms as well as the outcomes of the work being evaluated.

3 Findings

3.1 Summary of grants

The cohort of grants supported by the EU funding consisted of 22 grants to 21 organisations, including seven new partners for the GFCF. These organisations were spread across 15 low-income countries, 12 of which were in Africa, as well as Haiti, Nepal and the Philippines (Table 1, Figure 3).

Grant sizes ranged from €8,432 to €56,281 (Table 1). Nine grants were below €20,000, ten were between €20,000 and €50,000 and three were above €50,000. Smaller grants were given to new partners and existing partners engaging in smaller pieces of work (for example, building on previous grants). Larger grants were given to organisations with an established relationship with the GFCF, or where it was felt that there were strategic opportunities to expand successful practices and showcase their work to the EU. The Foundation for Civil Society received two grants. Grant period varied in length from three to sixteen months (Table 1).

Figure 4: Location of grant partner organisations

The issues addressed by the grants are shown in Table 1. They can also be visualised as a word cloud (Figure 4). The word cloud was derived from the hashtags used by the GFCF in its grant recommendations and internal grants system to characterise the contribution of each grant to the GFCF theory of change[7]. Font size is determined by the frequency of the hashtags. The word cloud reflects the focus on COVID-19 as well as on local and community philanthropy.

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[7] Produced using https://www.wordclouds.com/

There was a deliberate effort to expand to new audiences in Francophone countries and to promote localisation.

Figure 5: Word cloud derived from the hashtags used by the GFCF to describe the focus of grants

The strong links and synergy with the Giving for Change programme are also reflected. Giving for Change is a five-year, €24 million programme being implemented in Brazil, Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Palestine and Uganda, led by a consortium of four organizations: the Africa Philanthropy Network, Kenya Community Development Foundation, GFCF and Wilde Ganzen[8]. The aim is to foster local giving as an expression of voice, civic participation, solidarity and dissent. The programme will build evidence around new thinking, approaches and leadership that support community philanthropy development. The GFCF grant recommendation documents reflect a careful curation of grants, with a clear indication of the strategic value of each one and how it fits into the bigger picture and longer-term goal of promoting community philanthropy.

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[8] https://globalfundcommunityfoundations.org/news/press-release-announcing-giving-for-change-a-new-partnership-with-the-dutch-ministry-of-foreign-affairs-taking-community-philanthropy-to-the-next-level/

Table 1: GFCF grants made using EU funding (including matching grants), from largest to smallest[9]

Organisation	Country	Grant size	Dates	Grant purpose
Zambian Governance Foundation	Zambia	€56,281	Jun21-Oct22	To promote community financial asset building by supporting communities through financial literacy, mentoring for small businesses, and the creation of community funds.
Bulsho Fund*	Somalia	€51,113	Mar-Dec22	Operationalisation of the Fund, testing processes for community engagement, grantmaking and procurement through sustainable drought relief interventions.
UHAI EASHRI	Kenya (regional)	€51,033	Apr-Dec22	Post COVID-19 recovery and resilience for LGBTQI+ communities navigating a shrinking civic space in East Africa.
STAR Ghana Foundation*	Ghana	€47,515	Sep21-Nov22	To support local groups to develop community disaster management plans and models, while building a culture of local giving.
Fundação Micaia*	Mozambique	€46,058	Mar-Dec22	To support locally rooted initiatives that stimulate and raise awareness on community philanthropy, and to support internal grantmaking capacity.
Kenya Community Development Foundation	Kenya	€45,386	Dec21-Dec22	To undertake a mid-term review of the Strategic Plan in order to evaluate the progress made to shift power to communities across Kenya, and around local resource mobilisation.
Tewa	Nepal	€44,959	Apr-Dec22	To support women's organisations and strengthen volunteer networks, building community resilience during COVID-19.
XOESE, Le Fonds pour les Femmes Francophones	Togo (regional)	€31,472	Apr-Dec22	Small grants and capacity building, including local resource mobilisation, for grassroots women's groups.
Twerwaneho Listeners Club	Uganda	€30,496	Jul21-Jun22	To scale up local giving, with a specific focus on mobilising resources for – and engagement around – human rights issues.
Fonds Pour les Femmes Congolaises*	DR Congo	€29,576	Jan-Dec21	To explore the feasibility of community philanthropy in the DRC, and provide small grants to women's groups.
Foundation for Civil Society (2)	Tanzania	€25,593	Apr-Dec22	To deepen and strengthen new models and approaches to community philanthropy.

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[9] * Indicates new partners

Thubutu Africa Initiatives*	Tanzania	€24,049	Jan-Dec22	To assess the potential of community philanthropy as a driver for sustainable change.
Community Foundation for the Western Region of Zimbabwe	Zimbabwe	€21,268	Feb21-Jan22	Operational and programme support for COVID-19 response.
CivSource Africa	Uganda	€17,435	Aug21-Aug22	To generate conversations through stories on community philanthropy among children, and to create platforms that bring together philanthropists through dialogue on community philanthropy.
Haiti Community Foundation	Haiti	€17,018	Apr21-Jun22	Rebuilding livelihoods in the Grand-Anse region in the wake of COVID-19.
Foundation for Civil Society (1)	Tanzania	€16,898	Jan-Dec21	To document stories of giving in Tanzania during the COVID-19 pandemic.
Tamkeen Community Foundation for Human Development*	Morocco	€16,857	May21-May22	To create a virtual story-telling platform that can be used to reach out to new audiences and donors.
Initiative Pananetugri pour le Bien-être de la Femme	Burkina Faso	€16,561	Oct20-Mar21	To conduct a mapping of priorities and needs for organizations focusing on women and girls in Francophone West Africa, to inform the work of the new Pananetugri Fund.
Uluntu Community Foundation	Zimbabwe	€16,463	Jan-Dec21	Supporting community-level COVID-19 awareness and prevention in the Gwanda District of Matabeleland South.
SPNKK*	Philippines	€16,299	Oct21-Oct22	Strengthen marginalised Negrito communities in their collective ability to address critical issues around land tenure and control of natural resources, and to test a community philanthropy approach.
Nagarik Aawaz	Nepal	€12,648	Jul-Oct21	Support to local vulnerable groups most affected by COVID-19.
Kabale Municipality Development Foundation	Uganda	€8,432	Jul-Sep21	Leveraging KMDF's community giving networks to fundraise for home-based medical care for COVID-19 patients in Kabale.

3.2 Analysis of grant partner organisations

Organisations that received grants identify mostly as **community foundations** or **community philanthropy organisations** (Table 2). Two call themselves "community grantmakers" and two identify as "women's funds." The majority of organisations are individual organisations as opposed to support organisations, meaning that their primary focus is on funding and implementing work in their target communities rather than on supporting other community philanthropy organisations. Four organisations identify as support organisations.

Most of the organisations are well established. Eleven have been operating for ten or more years, while four have been operating for more than 20 years (Table 2). One organisation is still in the process of being formed (the Bulsho Fund) and the focus of the grant was on operationalising this pioneering initiative. On the grant application form, organisations were asked to describe their stage of development as either nascent, emerging, developing, strengthening or thriving. Most described themselves as either developing or strengthening (Figure 5). None described themselves as thriving.

Organisations are typically small, with between one and 46 staff members and an average staff of 14.2 people (Table 2). Interestingly, almost all the organisations are supported by a number of volunteers – with volunteers vastly outnumbering staff in several cases.
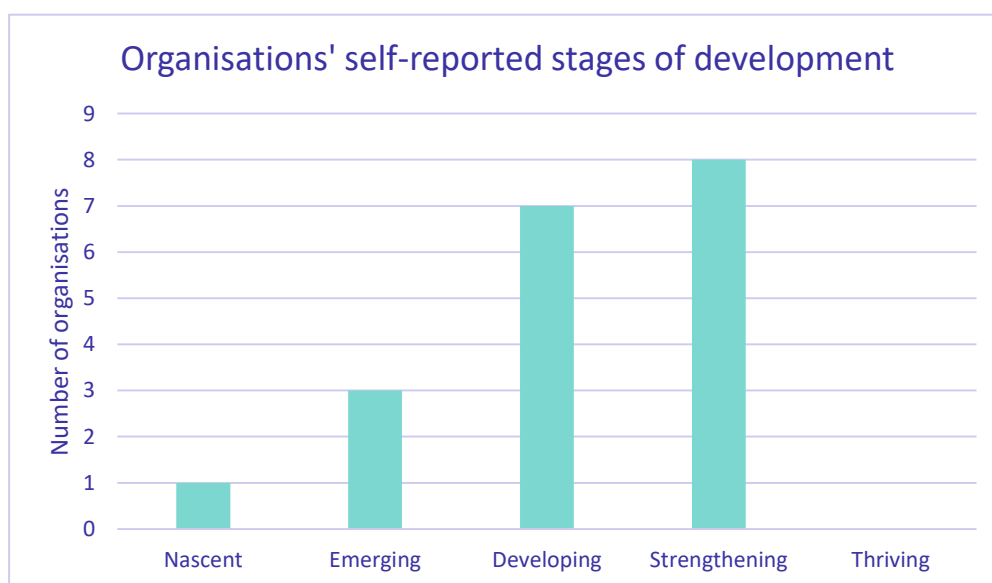
Figure 6: Partner organisations' self-reported stages of development

Table 2: Characteristics of grant partner organisations

Name	Description	Formed	Stage of development	Size	Grantmaker	Issue focus
Tewa	Community philanthropy organisation; Women's Fund	1995	Strengthening	19 staff, 825 volunteers	Yes – women's organisations	Women's rights and support
Community Foundation for the Western Region of Zimbabwe	Community foundation	1997	Emerging	7 staff; 8 volunteers	Yes – Community based organisations (public & private)	Community development
Kenya Community Development Foundation	Community foundation	1997	Strengthening	29 staff	Yes – Civil society organisations	Community development
Nagarik Aawaz	Community foundation	2001	Strengthening	22 staff, 155 volunteers	Yes – Civil society organisations	Peace-building, support for conflict-affected women and youth
Foundation for Civil Society	Community grantmaker	2002	Strengthening	24 staff; 5 volunteers	Yes – Civil society organisations	Civil society support
Uluntu Community Foundation	Community foundation	2007	Not given	5 staff; 3 volunteers	Yes – Early childhood development, women & youth	Community development
Fonds Pour les Femmes Congolaises	Community foundation; Women's Fund	2007	Developing/ strengthening	11 staff; 26 volunteers	Yes – women's organisations	Women's rights and support
Twerwaneho Listeners Club	Community philanthropy organisation	2008	Developing	10 staff, 2 volunteers	No	Human rights
Fundação Micaia	Community foundation	2008	Strengthening	46 staff, 7 volunteers	Yes – matching grants to civil society organisations, micro-grants to youth initiatives	Community development
Tamkeen Community Foundation	Community philanthropy organisation	2009	Developing	16 staff, 6 volunteers	Yes – youth, Model United Nations, Community Solidarity Fund	Community development (education focused)

UHAI EASHRI	Community philanthropy organisation	2009	Not given	19 staff	Yes – LGBTQI+ community, persons with disabilities, refugee asylum seekers, migrants, language minorities and sex workers.	Human rights for marginalised groups
Zambian Governance Foundation	Community philanthropy organisation	2009	Developing	15 staff	Yes – Civil society organisations	Community development
Kabale Municipality Development Foundation	Community philanthropy organisation	2010	Emerging	15 staff; 3386 volunteers	Yes – youth groups	Community development
Haiti Community Foundation	Community foundation	2011	Developing	5 staff; 600 volunteers	Yes – local entrepreneurs and civil society organisations	Community development
Initiative Pananetugri pour le Bien-être de la Femme	Community foundation	2011	Developing	6 staff, 7 volunteers	Yes – women's and girls' groups	Women's and girls' rights and support
Thubutu Africa Initiatives	Community philanthropy organisation	2013	Strengthening	9 staff, 158 volunteers	Yes – Community-based organisations	Community development
XOESE, Le Fonds pour les Femmes Francophones	Community philanthropy organisation	2015	Developing	15 staff, 1 volunteer	Yes – women's organisations	Women's rights and support
SPNKK	Community foundation	2016	Strengthening	4 staff, 9 volunteers	Yes – Negrito community organisations	Support for marginalised groups (natural resource focus)
CivSource Africa	Community grantmaker; Community philanthropy organisation	2017	Emerging	13 staff	Not currently – provides advisory services to grantmakers and supports grant management.	In process of setting up CivFund to fund human rights and social justice interventions
Star Ghana Foundation	Community foundation	2018	Strengthening	14 staff, 3 volunteers	Yes – Civil society organisations	Civil society support
Bulsho Fund	Community foundation; Community grantmaker	2021	Nascent	1 staff, 7 volunteers	Yes – still establishing	Community development

Most organisations act as grantmakers, providing grants to civil society organisations, community-based organisations and other groups. Three organisations focus specifically on marginalised groups (indigenous Negrito communities, conflict-affected families, LGBTQI+ people, sex workers and marginalised language groups), six focus specifically on women/girls and six include a focus on youth. The Twerwaneho Listeners' Club does not make grants, but supports communities facing human rights challenges, such as local artisanal miners and fishers. The average size of grants made is variable – the overall average is €21,492 but this is skewed by six organisations that make larger grants of over €20,000 (Kabale Municipality Development Foundation, CivSource Africa, Foundation for Civil Society, Kenya Community Development Foundation, STAR Ghana Foundation and UHAI EASHRI). If these are excluded, the average grant size is €4,205. Grants can be as little as €280.

Grant partners: Sources of funding

Kabale Municipality Development Foundation
SPNKK
Haiti Community Foundation
Tewa
Kenya Community Development Foundation
Nagarik Aawaz
Thubuthu Africa Initiatives
Tamkeen Community Foundation
Community Foundation of the Western Region of…
Initiative Pananetugri pour le Bien-être de la Femme
Twerwaneho Listeners' Club
Zambian Governance Foundation
XOESE, Le Fonds pour les Femmes Francophones
Foundation for Civil Society
Uluntu Community Foundation
Micaia
Fonds pour les Femmes Congolaises
UHAI EASHRI
Bulsho Fund
STAR Ghana Foundation

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ International donors ■ Corporates ■ Community & individuals ■ Govt

Figure 7: Grant partner sources of funding

Most of the organisations receive the majority of their funding from international donors (**Error! Reference source not found.**). Only one organisation (Kabale Municipality Development Foundation) receives less than 50% of its funding from international donors. Other organisations receiving significant amounts of funding from other sources are SPNKK, Haiti Community Foundation, Tewa, Kenya Community Development Foundation, Nagarik Aawaz and Thubutu Africa Initiatives.

At the time the grants were made, many of the organisations were facing threats to their resilience (or even their ongoing existence) due to the direct and indirect effects of the COVID-19 pandemic. These effects included declines in international funding, economic hardships, challenges around remote working and an increasing burden of need in the communities they

serve. Several grants therefore included support for organisational resilience, through funding of operating costs, development or review of operational plans, support for volunteer networks and assistance with remote working (see Table 1).

The outcomes of the grants will be explored in the following sections according to the three different scales or levels of activity in the GFCF theory of change (Figure 1).

3.3 Grant outcomes: COVID-19 grantmaking

The following section examines the extent to which **Intended Outcome 1** was achieved, namely "COVID-19 response activities conducted in at least 30 different contexts and communities using a community philanthropy / local grantmaking approach that:

- Addresses direct impacts of COVID-19.
- Supports community-level dialogues and processes that focus on "building back better".
- Fosters stronger local civil society, civic engagement and enhances social capital through transparent, accountable and inclusive decision-making processes at the local level.
- Leverages local philanthropy and systems of solidarity and mutual aid."

This section – but also the evaluation in general – further addresses **Intended Outcome 3**: "Data collected (individual and aggregated) across the cohort provides insights into the types and range of hyper-local responses to COVID-19, practices etc. that contribute to the evidence base for community philanthropy and local capacity, and lend value to the localization agenda."

Although only 22 grants were awarded, several were implemented in more than one country or context. Three grant partners are regional organisations: UHAI (7 countries in East Africa), Initiative Pananetugri pour le Bien-être de la Femme (9 countries in Francophone Africa) and XOESE, Le Fonds pour les Femmes Francophones (23 Francophone countries).

3.3.1 Direct impacts of COVID-19 addressed

Ten grant partner organisations addressed direct impacts of the COVID-19 pandemic, across 15 different countries. Responses included home-based medical care, awareness-raising, provision of soap, sanitizers and personal protective equipment (PPE), enhancing social safety nets for vulnerable groups, and dealing with the economic impacts of the pandemic – which in many lower-income countries were more devastating than the public health impacts (Table 3).

The grant to the Foundation for Civil Society in Tanzania focused on documenting, celebrating and sharing existing cultures of giving during COVID-19 rather than anything more contentious, given a challenging political situation in the country and a President who denied the existence of COVID-19, which contributed to restrictions on free speech and civil society activism. In

many countries, the LGBTQI+ community and sex workers bore the brunt of blame for the pandemic and faced increasing marginalisation and risk of physical harm.[10]

Table 3: Direct responses to COVID-19 that were supported by grants

Organisation	COVID-19 Response
Community Foundation for the Western Region of Zimbabwe (Zimbabwe)	COVID-19 awareness and education; provision of PPE and hand sanitizer; adaptation to virtual working arrangements for the foundation; supporting the viability of community endowments established over many years by allowing funds to continue to flow despite some individuals being unable to pay back loans as a result of the economic impacts of the pandemic.
Foundation for Civil Society (1) (Tanzania)	Documenting 50 stories of giving during COVID-19 and sharing these with partners.
Fundação Micaia (Mozambique)	Supporting promising local initiatives promoting solidarity, mutual aid and local resilience to the worsening inequality and poverty due to both COVID-19 and climate change related extreme weather events.
Haiti Community Foundation (Haiti)	Rebuilding of livelihoods in the wake of COVID-19 impacts; raising awareness about COVID-19; supporting entrepreneurs producing traditional remedies (ginger, honey); establishing a community store at which used fats and oils could be exchanged for soap.
Kabale Municipality Development Foundation (Uganda)	Fundraising for home-based medical care for COVID-19 patients; training of home care providers; formation of radio listeners' clubs to promote COVID-19 awareness and local giving.
Kenya Community Development Foundation (Kenya)	Small grants to support the livelihoods of vulnerable households, and review of the organisation's strategic plan in light of COVID-19.
Nagarik Aawal (Nepal)	Support to local vulnerable groups most affected by COVID-19 (conflict-affected families).
Tewa (Nepal)	Supporting women's organisations to enhance the provision of social safety nets for women affected by the impacts of the pandemic; motivation and recognition for the large number of volunteers supporting their work.
Twerwaneho Listeners' Club	Weekly radio campaigns to raise funds for individuals in need of financial assistance to travel abroad for medical treatment.
UHAI EASHRI (Regional – 7 countries in East Africa)	COVID-19 recovery and resilience for the LGBTQI+ community, sex workers and marginalised language groups including providing access to shelters, psychosocial support and emergency assistance.
Uluntu Community Foundation (Zimbabwe)	Supporting schools with facilities for sanitizing and handwashing so that they could re-open; training of local people in making liquid soap and masks.
XOESE, Le Fonds pour les Femmes Francophones (Togo – Regional)	Supporting Francophone women's organisations with small grants for COVID-19 recovery.

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[10] UHAI-EASHRI grant application, March 2022

The remaining grants did not support direct COVID-19 responses, but all contributed to building local community resilience and safety nets, enabling communities to better withstand various shocks including pandemics, natural disasters, climate change, and other economic and social disruptions. Note that some grants covered more aspects than those listed above.

3.3.2 Community-level dialogues and processes supported that focus on "building back better"

Five grants specifically promoted community-level dialogues (although all grants included this to some extent). The two grants to the Foundation for Civil Society in Tanzania focused on storytelling as an under-utilised tool to support the growth of local philanthropy, through blogs, videos, poems, social media and stories. These were used as the basis for inspiring discussions on local resource mobilisation, through which organisations recognised that this was a feasible approach towards strengthening community resilience[11]. The second grant supported the creation of spaces where civil society organisations could openly discuss innovative ideas, challenge one another and build a foundational base of knowledge.

The Twerwaneho Listeners' Club in Uganda used community radio to promote community dialogue on local giving practices for human rights issues (see Case Study 1). The STAR Ghana Foundation facilitated the participation of vulnerable groups in the development of flood preparedness and response plans, which served to promote dialogue both within the communities and with local government officials and helped people to be active participants in local governance processes.

The grant to the Tamkeen Community Foundation focused on sharing stories from community members and partners on a virtual platform. However, the emphasis was not so much on the final product but on the process of co-creating it in a respectful and generative manner. As a Tamkeen staff member put it: "the grant's focus was the **co-creation of conditions for the emergence of a process** that would manifest in a story sharing virtual platform, and not the creation of a story sharing virtual platform".[12]

The Haiti Community Foundation and the Community Foundation for the Western Region of Zimbabwe also placed particular emphasis on careful co-creation and reflection with communities.

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[11] Foundation for Civil Society final narrative report, January 2022
[12] Tamkeen Community Foundation narrative report for Grant 1, June 2022

CASE STUDY 1
"Power with": Supporting human rights through community philanthropy

Few organisations that specifically address human rights, equity and social justice are currently funded through community philanthropy; they are typically funded by international human rights organisations or INGOs. This is partly because local support for minorities or marginalised groups is often lacking, and members of local communities may be even be involved in perpetrating human rights abuses. An unfortunate consequence of the reliance on international funding is that local organisations promoting human rights are often viewed as "agents promoting a Western agenda".

The Twerwaneho Listener's Club (TLC) works with activists and human rights defenders in Uganda, particularly around large development projects that negatively impact local livelihoods. Twerwaneho means "let's struggle for ourselves".

The Lakes Edward and Albert Integrated Fisheries and Water Resources Management Project (LEAF II), funded by the African Development Bank, impacted the livelihoods of 8 million people from fishing communities around the lakes. The TLC supported these communities to submit a complaint through the World Bank's Independent Recourse Mechanism (IRM). Complainants alleged that the project put immense pressure on communities by limiting access to the lakes and affecting livelihoods by severely limiting fishing, that force and reprisals were used against community members, and that promises to strengthen capacities and skills and develop cage farming and other livelihood alternatives, particularly for women, were not implemented. The complaint was found to be plausible by the IRM, which found *prima facie* evidence of harm related to the project and therefore found the project to be eligible for a review of the Bank's compliance with its Environmental and Social Safeguards.

Through this and other cases, the TLC has helped people to gain back their power, and violence against activists has decreased. Future African Development Bank projects will be affected by these findings. Making use of the IRM would be out of reach for these fisher communities without support. The TLC played a bridging role, helping to coordinate, encourage, provide legal support and relocate activists facing threats of violence. Another significant outcome was the trust built between the different fishing communities through their collective action. This prompted local giving: communities used their own resources to organise local meetings, collect evidence and travel to project meetings – a contribution amounting to €2,691. The Ugandan Wildlife Authority also contributed €2,627 towards community mobilisation and court cases. The assets, capacities and trust built through this process can be harnessed in future by these communities to work together on other issues.

The TLC also used other innovative ways of building support for human rights issues, such as community radio programmes and "being good citizens" themselves – for example, by promoting giving for public causes such as support to communities during COVID, and helping two local football teams to expand their support base through local giving. The community radio station, Clouds FM, was able to raise €33,684 – their greatest success to date in building local philanthropy. Through these activities, the TLC hopes to show communities that they are a partner that can be trusted; a partner that has the needs and interests of their own communities at heart, and not an agent seeking to impose external values or agendas.

3.3.3 Stronger local civil society, civic engagement and social capital built through transparent, accountable and inclusive decision-making processes at the local level

Many grants supported the capacity strengthening of community philanthropy organisations themselves, for example through strengthening their grant-making capacity,[13] supporting core operational costs,[14] supporting them to collect and communicate data on local giving,[15] funding a mid-term review,[16] funding training for staff[17] and supporting their volunteer networks.[18] This all contributed towards a stronger local civil society.

Many grant partners adopted a participatory, co-creation approach, working with communities to identify local needs and priorities and devise solutions. For example, the Bulsho Fund in Somalia stated:

"While working with communities to establish the challenges that most affected them, it was necessary to design solutions with, not just for, them. This had to be done while managing expectations and aiming to reimagine and reinvent how people in need are assisted."

The Bulsho Fund also paid attention to measuring the extent to which processes were inclusive, whether grants responded to the needs of communities, and the legitimacy of service providers.

In their efforts to promote locally-led development, the Zambian Governance Foundation makes a deliberate effort to approach and convince other NGOs, service providers, funders or government offices to take an interest in or expand their services to communities. However, they are careful to accompany and introduce external actors to the communities and their local structures, and to keep a close working relationship with them so that communities do not receive contradictory messages and relapse into an overdependence on external support or be drawn into supporting unsustainable, quick-fix solutions.

The Zambian Governance Foundation also facilitated training in 'active citizenship' to equip community members with skills to identify and engage government officials. The training included local zone leaders and councillors who shared guidelines on funding for which communities can apply through their local councils. The Morogoro Paralegal Centre in Tanzania was able, through support from the Foundation for Civil Society, to encourage policy makers to adopt a policy that promotes using local resources and encourages citizens to stop being donor-dependent.

The community conversations around flood management facilitated by the STAR Ghana Foundation enabled community members to interact directly with the National Disaster Management Organisation (NADMO) and other public institutions around how floods can be

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[13] Fundação Micaia, Bulsho Fund
[14] Community Foundation for the Western Region of Zimbabwe and Zambian Governance Foundation
[15] Foundation for Civil Society, Fonds pour les Femmes Congolaises, CivSource Africa, Tamkeen Community Foundation
[16] Kenya Community Development Foundation
[17] Thubutu Africa Initiatives
[18] Tewa

better managed and community resilience strengthened. This process led to NADMO adopting community-led approaches (bringing communities together for priority setting and engaging them as agents in delivering solutions), and also to improved participation from communities. Two regional offices of NADMO reactivated community structures, including volunteers to undertake early warning education in selected communities. The North East regional office also introduced an information system to capture real-time data on flood impacts and use this information for their response planning.[19]

3.3.4 Local philanthropy and systems of solidarity and mutual aid leveraged

Building local philanthropy/assets was one of the most important outcomes listed by the grant partners (Figure 13).

Grant partners stimulated giving of €170,400 in cash and more than €95,750 in kind by local individuals and communities. In-kind donations included skills, labour and time, transport, venues, food, hand-washing basins, soap and sanitisers, fencing, solar panels, water tanks and pipes, seeds, equipment, land and building materials. The in-kind contributions are significantly under-reported, because few organisations tracked them explicitly. Where they were tracked, their value tended to equal or exceed the cash contributions. The resources raised were used to support COVID-19 patients being cared for at home, schools, youth groups, children with disabilities and special needs, pregnant schoolgirls, farmers/local entrepreneurs, and to meet other locally-identified needs.

The grant partners used a wide variety of different methods to mobilise local assets and resources, both financial and non-financial (Figure 7). This suggests both creativity and a deep understanding of how different aspects of resource mobilisation are systemically connected, including across generations.

One way to mobilise local assets is by creating community development funds. These are funds to which people contribute, which are used specifically for community development purposes. They are not the same as the savings/loan groups or rotating funds common across Africa, to which members contribute and receive periodic payouts (a form of microfinance). Three grants facilitated the establishment of new community development funds. The Zambian Governance Foundation supported the establishment of the *Sungapo Fund,*[20] introducing it through existing

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[19] STAR Ghana Foundation narrative report, December 2022
[20] 'Sungapo' means accumulating wealth in Nyanja and Bemba

Creativity and diversity in mobilising local assets and resources

Establishment of community funds

Contributions to a community fund through savings groups

Community funds managed by community-appointed committees

Northern Ghana Flood Fund to complement government disaster relief

Promoting or facilitating local giving

Volunteer networks

Radio programmes

Listeners' Clubs

Podcast series

Surveys to understand giving practices

Collecting and sharing stories of giving

Gathering of the Givers event ("Big, Brave, Bold")

Using sporting and cultural activities to "kick-start" local giving practices

Matching grants

Support for income generation and entrepreneurship

Matching of community contributions to income-generating projects

Mentoring and training

Natural asset mapping to understand future income generation opportunities

Assistance to farmers, "Pay it forward"

Community store

Mobilising future generations of givers

Children's story book on giving

Figure 8: Diverse and creative ways in which the grants were used to mobilise community assets and resources

savings group structures. Savings group members contribute an agreed amount each week for 52 weeks, after which the funds are transferred to the relevant overarching community philanthropy structure to be used for agreed-upon community projects. The SPNKK in the Philippines started a microgrant fund through the GFCF support, and Negrito communities identified natural resources and assets that they would like to unlock with support from the network. The grant to the STAR Ghana Foundation supported creation of a fund focused on disaster relief and risk reduction, to complement government's efforts in this regard. Draft

guidelines for the *Northern Ghana Flood Fund* were created through dialogues between key stakeholders, including communities, churches, regional coordinating councils, international organizations in disaster risk reduction and the National Disaster Management Organisation (although the fund itself is still in the process of being operationalised).

The Community Foundation for the Western Region of Zimbabwe was originally set up through the creation of an endowment fund to which some 30,000 women contributed. They have subsequently moved to a rotating fund model because of the difficult circumstances they face. Through the grant, the foundation revitalised community-managed rotating funds previously established over many years in eleven communities, to which members contribute financial or in-kind resources through a process called *ukuQogelela*.[21] COVID-19 had the effect of depleting these funds due to members' inability to pay back loans as a result of restrictions on economic activities, at just the time when the funds were most needed. The grant allowed communities to support needy households during this difficult time.

Grant partners focused effort on promoting or facilitating local giving in a wide variety of ways (see Figure 7). Some nurtured their volunteer networks (Tewa, STAR Ghana Foundation), recognising the huge contribution that volunteers make in terms of time, energy skills and local knowledge. Volunteer work is a form of local giving that also implies trust, passion and commitment to a cause on the part of the volunteers. Several partner organisations rely heavily on volunteers – Tewa, for example, has 825 volunteers to 19 staff (Table 2).

The Twerwaneho Listeners' Club and the Kabale Municipality Development Foundation both used radio to promote local giving towards COVID-19 needs. The Twerwaneho Listeners' Club also used their radio programmes to raise awareness and connect communities, which led to in-kind contributions towards addressing human rights issues (see Case Study 1).

The STAR Ghana Foundation supported the creation of giving platforms (the FAAKO Social Fund and Yen Somu Bi giving platform) to mobilise local resources.

Several grants were used to help re-frame "philanthropy" as something that is not only a choice for the very wealthy, to help ordinary local people to see themselves as givers and to document examples of African community philanthropy. CivSource Africa held a regional event called "Gathering of the Givers: Big, Brave, Bold" to inspire, rally and celebrate giving, and also hosted a podcast series on community philanthropy. The Foundation for Civil Society collected and shared 50 stories of giving in Tanzania during the time of COVID-19. The Congolese Women's Fund, Fonds pour les Femmes Congolaises, ran a survey to help understand local giving practices and attitudes in the Democratic Republic of Congo (see Case Study 2).

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[21] Meaning 'accumulation' in isiNdebele

CASE STUDY 2

"Power within": Reframing assets and capacities

The Fund for Congolese Women (Fonds pour les Femmes Congolaises) provides grants and technical support to grassroots organisations that campaign for women's rights in a challenging environment with multiple political, economic, social and health crises, in the Democratic Republic of the Congo (DRC). The Congolese people face high levels of conflict, internal displacement, gender-based violence, poverty and low levels of trust. In this context, it is easy for women to see themselves as powerless victims.

Through the grant, the Fund for Congolese Women carried out research on existing systems of giving in the DRC, to determine the feasibility and potential strategies for exploring local philanthropy further. A survey was conducted in three regions to understand local practices of giving and generosity, who gives, how and why, and who does not give and why.

The findings showed that giving is found among all age groups and among both men and women (although the term "philanthropy" was foreign). It is known by various names: "apostolates" (changinzo or musahada in Swahili), when people agree to contribute together to assist with a particular need; resolute giving (offering) or "sadaka", when people give out of conviction or solidarity but without knowing the recipients by name, and "usaidizi" which is when community members bring whatever they can carry to support e.g. a bereaved family. The study found that giving is a means of consolidating internal cohesion, and an influential factor in the peaceful resolution of conflicts. It is also seen as an activity that fills a gap in the absence of a real social policy from the Congolese state. People identify themselves through their different acts of philanthropy.

Helping people to see and value their acts of generosity and to see themselves as "givers" provides a way to rebuild social cohesion and to take care of dehumanised human beings, humanising both giver and recipient and building "power within". Survey respondents considered giving to be "a moral obligation, a duty towards others who lack means, an act that does not require wealth to be practised, but where love of one's neighbour, goodwill to help, generosity, humanism, compassion, acceptance of diversity, solidarity, concern for peaceful cohabitation, and the fight against discrimination push them to integrate the culture".

Community philanthropy as a development proposition is still nascent in the DRC (and in Francophone Africa in general), but the results of this study suggest that it has potential to achieve much more than simply raising funds.

Fundaçao Micaia in Mozambique experimented with matching grants to stimulate local giving. They reflected on the mindset shift required to shift power:

"Following facilitated conversations around community philanthropy as well as some basic training in local fundraising, Micaia is using grant funds to provide micro matching grants to small organizations to support their efforts in becoming more grounded and less reliant on external funding to move the local rights or development agenda forward. The results have been quite interesting, with some organizations sharing their discomfort in having conversations on raising resources locally for people they always thought of as beneficiaries of aid, who got used to and still see themselves as "beneficiaries". It is a space with active interactions but it is early stages. On the other hand, in a completely different landscape where community philanthropy is not yet a central topic of conversations, we are supporting local communities' efforts to develop formal and informal community organizations which will spearhead development actions in their own communities, facilitate local resource mobilization and link with other partners, including government."[22]

Thubutu Africa Initiatives in Tanzania conducted a study on communities' attitudes and willingness to give towards their own development, and found both willingness and frequent giving. A girls' toilet block was built at a school using community contributions, which interestingly also then attracted contributions from government. The organisation described their journey to stimulate community philanthropy as follows:

"As such, making the decision to implement community philanthropy was not an easy process. It was scaring! Most board members had no clue and didn't believe it would happen. Staff were a little bit ambitious but you could also see some fears in their face. This process has made us learn that that the impossible can be possible when there is a good will. Mahatma Gandhi inspiration was one of the inspiration which helped us to move forward. "If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning". Today TAI is justifying to the Tanzania community that it is possible to embrace community philanthropy and shift the power."

Recognising that sustainable livelihood and income-generation opportunities are also important in building functional community philanthropy ecosystems, several grants supported various locally-led entrepreneurial activities. These activities not only generated income (important during COVID-19), but also served as opportunities to build assets, capacities and trust through the process of collaboratively planning and implementing them. For example, the Zambian Governance Foundation supported communities to select and implement shared income-generating enterprises, providing matching grants as an incentive (see Case Study 3). They also conducted natural asset mapping with communities to identify future income opportunities and help community members realise that the assets available within their own community can be utilised for community projects.

The Haiti Community Foundation provided seeds, equipment and monitoring support to small-scale farmers producing ginger and honey (traditional anti-viral remedies), and encouraged them to "pay it forward" by assisting others in turn. A community store is in the process of being established, which will allow used fats and oils to be exchanged for soap.

CASE STUDY 3

"Power to": Strengthening capacity for bridging across different parts of the system

The Bulsho Fund emerged out of a process initiated through a partnership between Save the Children Denmark and the Network for Empowered Aid Response (NEAR), with back funding from DANIDA, aimed at accelerating commitments made under the Grand Bargain to localise aid. "Bulsho" is a Somali word that means community or society. The Bulsho Fund aims to provide direct, flexible and unrestricted grants to communities across Somalia. It supports short-term disaster relief as well as sustainable development approaches that build long-term resilience.

A community-led approach to humanitarian aid and development is highly unusual in Somalia. The context in Somalia – political, economic, social – is extremely complex. The country has long been one of the top recipients of external development aid. An analysis by the NEAR Network found that communities have consistently been excluded from decision-making that most affects them, and that communal safety nets have been significantly eroded by aid industry practices. In a context where the majority of international aid continues to be short-term and top-down, getting communities to realise that this institution was going to be different was a key priority, as was dedicating attention and resources to the human-centered design processes embedded in the Fund's mission to ensure fidelity and sustainability in its approach.

As well as serving as a vehicle through which international funding can be better directed to local civil society organisations, the Fund will also emphasise and seek to grow a constituency of local donors. Local philanthropy in Somalia is strong, both in terms of Islamic (Sadaqah and Zakaat) charity and diaspora and private sector giving. The latter is often short-term, in response to disasters and crises, so an objective of the Fund will be to provide a mechanism through which different kinds of actors can give, and their different contributions recognised and tracked. It also aims to rewrite the risk narrative associated with direct granting to communities, and to reinvigorate community reliance mechanisms. By emphasizing local resources as well as international ones, and with NEAR's seat at major donor tables, the Fund has the potential to serve as a very concrete and powerful example of how top-down and bottom-up approaches can meet: what that looks like in practice and what role external actors can play.

The grant to the Bulsho Fund supported building its capacity to bridge across and connect the different parts of the system – international funders, local donors, the private sector, and local communities. The Fund was able to pilot its direct community granting and procurement mechanisms. Community grants were used to enhance water supply to smallholder farmers through solar water pumping systems and to support food production by a women-led farming cooperative through construction of greenhouses. The Bulsho Fund worked with two local NGOs to ensure community involvement, and paid attention to selecting vendors that had a positive track record and were trusted by the communities.

The Fund's way of working – prioritising the needs of the beneficiaries over those of the benefactors or the contractors – inspired one of the solar pump vendors (who was originally from one the communities) to reduce the cost by 50% (€11,213). The Fund was also able to establish a Memorandum of Understanding with the largest private foundation in Somalia for future collaboration.

The Uluntu Community Foundation in Zimbabwe also supported local informal enterprises making masks and liquid soap.

Leveraging systems of solidarity and mutual aid and building community philanthropy practices is a long-term process and therefore requires a long-term view. CivSource Africa produced a children's anthology of stories on giving, as a contribution towards mobilising future generations of givers. Another innovative approach was to tap into the potential of sports and cultural events to stimulate local giving. The Twerwaneho Listeners' Club used their radio platform to support fundraising for two local football clubs, as a way of stimulating giving towards other more "difficult" issues in future (see Case Study 2).

Community philanthropy organisations can only leverage local systems of solidarity and mutual aid, and stimulate local giving, if they are trusted by the civil society groups and the communities they serve. In most cases, this trust has been built over many years of working in particular areas and with particular communities. It is based on both personal relationships and trustworthy actions. It is an incredibly precious asset, and is essential for creating functional community philanthropy ecosystems – along with trust between funders, the GFCF and community philanthropy organisations. The importance of trust is seen most clearly by what happens when it is absent; for example when Fonds pour les Femmes Congolaises partners trained to run surveys were not trusted by survey respondents, leading to delays and respondents asking to be paid to complete the survey.

3.4 Grant outcomes: Building a community of practice

This section evaluates the achievement of **Intended Outcome 2**: "At least 30 community partners benefit from capacity and network strengthening trainings in diverse areas of community philanthropy practice, feel connected as a cohort, and expand their local and global networks."

Grant partners all identified ways in which the grants had facilitated strengthening of their organisations through, for example, the installation of a new board (Community Foundation of the Western Region of Zimbabwe), development and review of organisational policies (Community Foundation of the Western Region of Zimbabwe, Kenya Community Development Foundation), development of grantmaking expertise (Fundação Micaia), and building or strengthening of other skills within the organisation (Foundation for Civil Society, Haiti Community Foundation, Tamkeen Community Foundation). Other skills developed included facilitation skills and familiarity with participatory approaches, technical skills, and collaboration with other development actors.

The STAR Ghana Foundation reported that the grant allowed them to work and reach communities directly, thereby enhancing the institutional capacity to engage local actors around community development actions and efforts. Working at this level of change not only helped staff to understand communities' aspirations better, but also helped them to demonstrate their value of inclusion and working at all levels of the system.

For the Tamkeen Community Foundation, the grant partnership with the GFCF materialised during the pandemic at a time of a great financial vulnerability and contributed to supporting the team emotionally (most of whom are members of the communities with whom they work). In its vulnerability and willingness to continue even with limited resources, Tamkeen inspired youth from different communities to find their own creative ways to self-sustain their community models. "Tamkeen in its vulnerability was a mirror and our partners in their courage and support a mirror to us."

To support partners in their work and contribute towards building a community of practice, the GFCF hosts a wide variety of events, most of which are open to all GFCF's global partners and other interested parties. The GFCF makes a deliberate attempt to "walk the talk" in its approach to partner events, by making space for partners to lead or contribute to events and to shape the agenda according to their own needs and interests. This was very evident at the six online events attended by the evaluator, as well as at the Entebbe meeting. These events are therefore offered as a space for partners to learn, share, interact, debate and find inspiration.

During the grant period (September 2020 to December 2022), the GFCF facilitated 19 online events as well as one in-person convening in Entebbe, Uganda. Events included a webinar series and various meetings focused on Mobilising the Demand Side of #ShiftThePower and Measuring What Matters (how monitoring and evaluation can align with the intention to shift power). Topics were partly guided by the results of two partner surveys carried out by the GFCF in 2020 and 2021, which revealed clear commonalities in the issues organisations were facing despite the diversity of contexts and organisational focus areas. The names of the events are provided in Table 4, with links to further details where these are available.

Table 4: GFCF events held during the period September 2020 to December 2022

Event	Date
COVID-19 Grants Learning Community	8-9 September 2020
#ShiftThePower Influencing	14 October & 5 November 2020
Measuring What Matters	12 November 2020
Building Local Philanthropy Against the Backdrop of COVID-19	17 March 2021
Engaging Marginalised and Minority Groups	26 May 2021
COVID-19 Grants Learning Community	7 & 8 July 2021
Pando #ShiftThePower Map	14 July 2021
Localism, Livelihoods and Circular Economies: The role of local foundations in creating opportunities and building more durable communities	28 July 2021
Mobilising the Demand Side of #ShiftThePower	12 November 2021
Lost in participation? Why and how meaningful community participation is at the heart of community philanthropy	1 December 2021
"Sister, brother – or just someone who cares": How Giving Circles celebrate the power of giving and reclaim what it means to be a donor (Giving Circles Report launch)	27 January 2022
Mobilising the Demand Side of #ShiftThePower	15 & 16 February 2022
Measuring What Matters	28 April 2022

Mobilising the Demand Side of #ShiftThePower	11 May 2022
Community Philanthropy in Francophone Africa	28 July 2022
Measuring What Matters	6 September 2022
Getting it Right with Corporate Philanthropy	6 October 2022
Shifting Power: People and Practices Driving Change	27 October 2022
Entebbe Convening, Uganda (in-person)	6-7 November 2022
Shift Power and Resources to Ukrainian NGOs	18 November 2022

As can be seen in Figure 8, all EU grant partners bar one[23] attended two or more events – and four partners attended 10 or more. Thirteen partner organisations were represented (by 17 people) at the Entebbe meeting in Uganda, along with 10 other non-EU grant partner organisations (11 people).
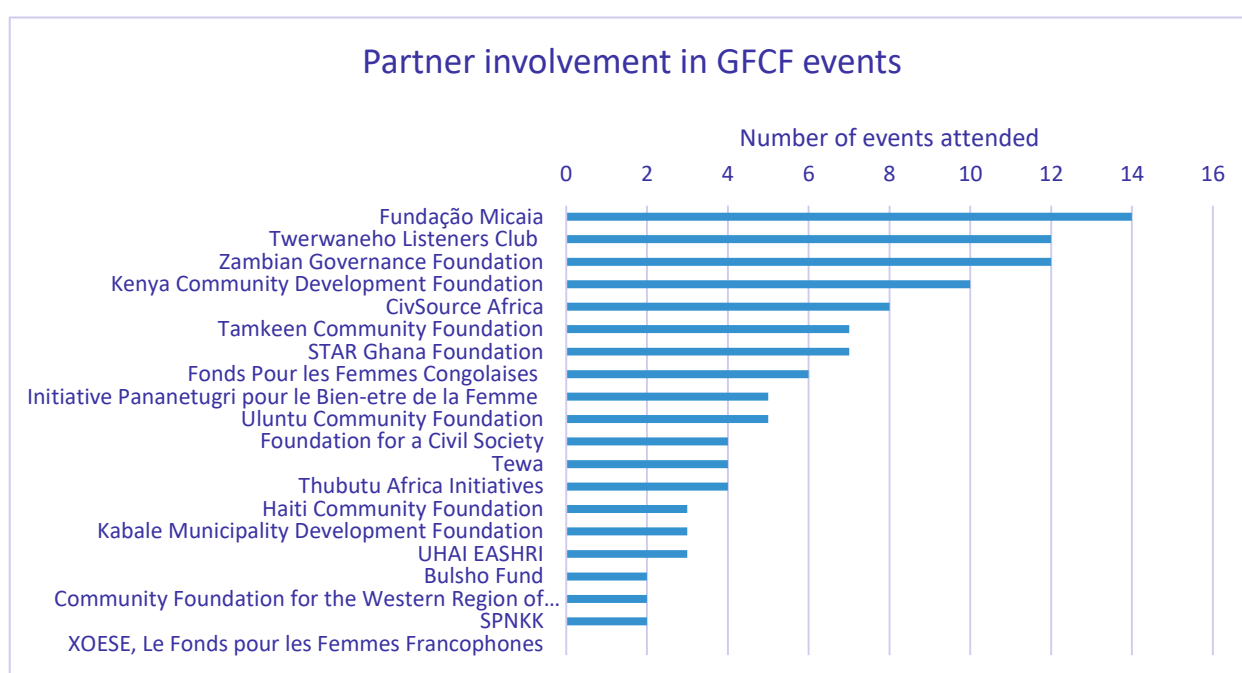
Figure 9: Grant partner involvement in GFCF events during the period September 2020 to December 2022

In addition to the above GFCF events, the GFCF provided financial support to four of the partners to attend the Complexity University Crisis Response and Resilience Lab in October 2021, eight partners to attend online United Edge Transformative Safeguarding Training in May and September 2022, and 12 partners to attend the Africa Philanthropy Network Assembly which took place in-person at the same venue immediately after the Entebbe convening, on 8-10 November 2022 (Table 5).

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[23] XOESE, Le Fonds Pour Les Femmes Francophones. This may be due to the language barrier, which is an issue for some Francophone partners.

Table 5: EU Grant partner participation in non-GFCF events (supported financially by the GFCF)

Organisation	Complexity University	United Edge Transformative Safeguarding Training	Africa Philanthropy Network Assembly
	Oct 2021	May & Sept 2022	8 - 10 Nov 2022
Bulsho Fund		Yes	Yes
CivSource Africa			
Community Foundation for the Western Region of Zimbabwe			
Fonds Pour les Femmes Congolaises	Yes		Yes
Foundation for a Civil Society			
Fundação Micaia		Yes	Yes
Haiti Community Foundation			
Initiative Pananetugri pour le Bien-être de la Femme			Yes (x 2)
Kabale Municipality Development Foundation			
Kenya Community Development Foundation		Yes	Yes
SPNKK			
STAR Ghana Foundation	Yes	Yes	Yes
Tamkeen Community Foundation			Yes (x 2)
Tewa			
Thubutu Africa Initiatives	Yes	Yes	Yes
Twerwaneho Listeners Club		Yes	Yes
UHAI EASHRI		Yes	Yes
Uluntu Community Foundation			Yes
XOESE, Le Fonds pour les Femmes Francophones		Yes	
Zambian Governance Foundation	Yes		Yes

The Complexity University event focused on how to transform the international humanitarian aid sector to better respond to complex crises such as conflicts, extreme weather events, droughts, earthquakes, and COVID-19. It involved participants in teams of 10-15 people working to deepen their understanding of complexity and applying this understanding to designing, testing and implementing community-led solutions, with the support of two coaches.

The Transformative Safeguarding training by Leading Edge introduced a justice-based approach to safeguarding intended to challenge and inspire participants to look more deeply at the systemic causes of injustices, accountability, and how power is disproportionately held. It addressed safeguarding of children and people in vulnerable situations, staff and volunteers, and organisational culture and practice.

The theme for the 2022 Africa Philanthropy Network Assembly was "African philanthropy: Driving Change". It aimed to explore the role of African philanthropy in addressing critical issues of our time, including a focus on "whether we are effective and critical enough when interrogating power dynamics that shape how resource mobilization, distribution, and spending impact the possibilities of transformative work in Africa."

The depth of engagement within the community of practice can be seen by the number of partners who spoke at the above events (Appendix 2) or contributed articles to the #ShiftThePower Treehouse or GFCF website (Appendix 3). A high quality of engagement was also evident at the Entebbe meeting, where participants were fully engaged in group discussions and participatory activities for the two days.

Feedback from participants at the Entebbe meeting provides some insight into how the members of the community of practice see its influence on them personally, on their organisations and on their work.[24]

Partners felt that being part of the group provided them with a sense of solidarity and community which was important to them, particularly given the lonely work of being a leader and a pioneer, and the shrinking space for civil society in many parts of the world. Protecting civil society organisations and building social capital requires support networks that extend beyond the particular context. In the long term these support networks can empower people to realise their rights.

"The GFCF meeting was the equivalent of driving alone and spotting a petrol/gas station on a long, arduous journey. You stop over, fuel up, get refreshments, make conversations that turn into lifelong connections and the memories of that engagement keep you company until the next pit stop."

"We all need to feed off each other's energies to stay afloat in what can seem like a lonely trek into the unknown. The challenges seem to cut across and continued exchange is critical."

"Yes! I no longer feel alone or isolated. The answer to my questions is already there, at arm's length, with my brother or sister on the other side of the border."

"My main take away is that I would love members of the GFCF community to meet in person more often. Having these conversations is uplifting, they put our work in context, and help me reflect better on [what] could be done differently and better. I often feel like a lone wolf, but I want to be a pack wolf."

"In general, I love this family!"

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[24] This feedback was obtained from two online surveys (pre- and post-meeting) as well as unsolicited feedback received after the meeting.

"I definitely miss the warmth from each and every one of you."

"The shift the power family is awesome!"

"My biggest take away was the new connection that were made with other GFCF family. It was my first time being part of such a gathering and from the various discussions that I engage in it gave me confidence in my work as I felt like what I have been doing was not out of context."

Members also felt that the chance to meet (especially in person) gave them inspiration and energy, reminding them of the value of what they are doing and sparking new ideas and personal commitment.

"ShiftThePower is a journey which is achievable. We need to keep it moving and gathering new members to join this global movement. Our small acts of pushing, influencing and advocating for this agenda matters. We need to keep moving and moving with tactics and spirit."

"The interaction with other Leaders was very enlightening. To understand that there are similar areas of work across (and beyond) the continent and we can learn from each other for a common goal is encouraging. I also joined the shift the power movement."

"It was very wonderful and magical, thank you all for your positive energies."

"There is so much warmth, inspiration, energy and courage that the meeting room sparked in me and everyone…"

"I was astonished by the different solutions to community problems GFCF community members have found and have been implementing successfully. I got some inspirations for our work here in Zambia, from Thubutu, Kilimani Project Foundation, Micaia, TLC Uganda, NEAR, Rede Comua etc."

"Yes, the meeting and the people changed my mind about the non-profit sector in general. I always saw the non-profit sector for it mostly is/was as "a stagnant and un-compromising" field that serves itself first, second and third and that I had no place in it. But then being in Entebbe with all of those have made me realize, if not myself who fights to drive change, who else?"

Being part of the community of practice has helped members to expand their local and global networks. Some of the connections have led to specific collaborations or plans for collaborations between members. Some members expressed a wish for more physical meet-ups and learning exchanges.

"It gave me much more sense of belonging to a bigger community of practitioners and changemakers that are actually committed to community-led development and social justice. It was also my first attending an international conference on philanthropy!"

"We are also working with other regional partners like the Sivio Institute Zimbabwe (who we met at the GFCF meeting) to share knowledge on how to advance our work with the CFs."

"We have joined the CoP monthly meeting, organized by KCDF, to share our experiences with Community of Practices in Brazil. One of our goals is to keep engaged in similar initiatives by other partners from GFCF, to reinforce the joint knowledge production and lobbying and advocacy."

"I committed to join hand and learn from MICAYA Mozambique. I am also in line with Barbara from Zambia and would like to learn more from her."

"Cross-geography exchange continues to be a need and would appreciate more support to bring folks together and learn from each other. May be the fellowship can include some cross over physical meet ups between participating orgs and individuals."

"I have been focusing on how to build local human rights movements using local resources. I met an organization shortly after my presentation [at the APN conference] and we have since started discussing unique ways they engage communities to build such movements using available local resources."

Members also described several learnings and ideas they have taken forward into their own work. For example:

"My key take away was how to work with community foundations in a participatory manner and in a way that listens to their needs. Attending this meeting enabled us to really think through relationship building as a critical pillar of our work with community foundations. We look forward to a more thoughtful journey with the community foundations we are working with."

"We are thinking hard about how our operations internally can reflect the Shift Power methodology, including management and internal processes."

"We launched a program to support Community Foundations (CFs) in central Uganda. This is in partnership with the Mott Foundation. The first meetings with the CFs happened a week after the Entebbe meeting. We used the learning opportunity at the GFCF meeting to build a stronger foundation for our work by listening to communities and let the solutions spring from them."

"I would love to work on building a new generation of local leaders that approach development work very differently and in line with the STP manifesto. This is something I discussed briefly with Sivio Institute and I would love to work with GFCF, Sivio Institute and others on building local civil society leadership 2.0."

Several participants found value in the meeting process, saying that the fun and participatory activities interspersed throughout the meeting allowed people to get to know each other better, and the open agenda and process was appreciated and something they would consider in their own interactions with their partners.

"I was also happy to meet the GFCF partners. It felt like family. I loved the fun and light moments that enabled us to connect. I came away with thoughts about how to deepen connection with the groups and partners we work with."

"Entebbe was fantastic - lots of fun, learnings, networking and new opportunities. You did a wonderful job organizing the event and the mix was just good. Thank you everyone for the moments we spent together and for opening up."

What distinguishes a community of practice from a network is the development of a shared identity around a topic or set of challenges.[25] A community of practice represents a collective intention – even if tacit and distributed – to steward a domain of knowledge and to sustain learning about it. This sense of identity and common purpose was particularly galvanized and became evident at the Entebbe meeting. However, even before the meeting grant partners showed common interests and goals in community philanthropy, using funding practices to shift power, localization/local ownership, building positive or new narratives, and countering the shrinking space in which civil society organisations can operate (Figure 9).

How active are you in the following areas of work?

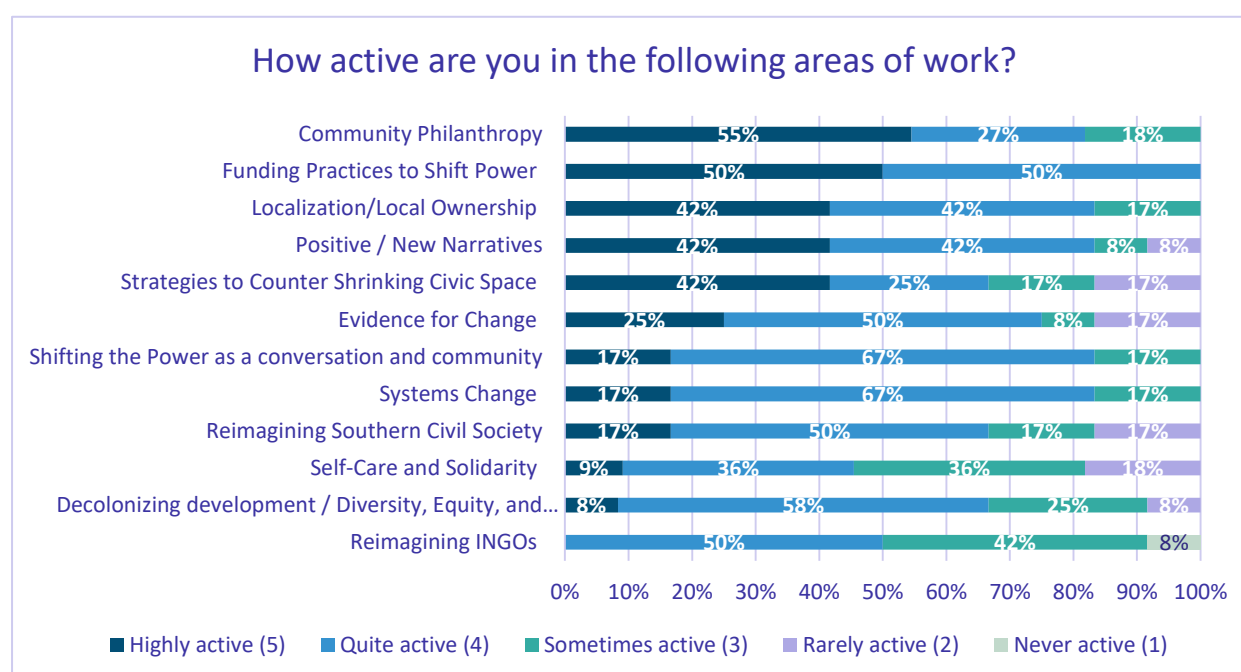| Area of work	Highly active (5)	Quite active (4)	Sometimes active (3)	Rarely active (2)	Never active (1)
Community Philanthropy	55%	27%	18%		
Funding Practices to Shift Power	50%	50%			
Localization/Local Ownership	42%	42%	17%		
Positive / New Narratives	42%	42%	8%	8%	
Strategies to Counter Shrinking Civic Space	42%	25%	17%	17%	
Evidence for Change	25%	50%	8%	17%	
Shifting the Power as a conversation and community	17%	67%	17%		
Systems Change	17%	67%	17%		
Reimagining Southern Civil Society	17%	50%	17%	17%	
Self-Care and Solidarity	9%	36%	36%	18%	
Decolonizing development / Diversity, Equity, and…	8%	58%	25%	8%	
Reimagining INGOs		50%	42%		8%

Figure 10: EU Grant partner activity in different areas of work, from responses to a survey completed shortly before the Entebbe meeting. These areas of work were identified by participants at the Pathways to Power Symposium in 2019 as essential pathways or barriers to shifting power.

Importantly, when asked about the outcomes of their work in general, "raising the visibility of community philanthropy" was the one outcome that was identified as "very important" by every one of the EU partners completing the survey. This represents a significant increase in prominence of this goal, when compared with previous survey responses where this question has been asked, both with this cohort of grant partners and with previous cohorts.

The above finding suggest that the emerging community of practice is centered around **community philanthropy** – both working it out in practice in the different contexts, and advocating for it more widely. But how did the Entebbe meeting participants describe the community of practice?

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[25] Networks and communities of practice refer to two aspects of social structures in which learning takes place (Wenger *et al.*, 2011). The network aspect refers to the set of relationships, personal interactions, and connections among participants - a set of nodes and links with affordances for learning such as information flows, helpful linkages, joint problem solving and knowledge creation. A community of practice entails a shared goal or identity.

Partners at the Entebbe meeting spent time in groups devising pictorial descriptions of "the tribe" and its purpose. They then shared these descriptions with each other and spent time identifying common themes (see Box 2). Partners' vision of the 'new world' they are working towards was of a world where Southern perspectives are given expression, where Southern civil society has transformed its view of itself, where civil society and marginalised groups have the power to enable sustainable and durable development, and where human flourishing is evident.

BOX 2: DESCRIPTION OF "THE TRIBE" – EMERGENT THEMES

1. **Unity in diversity**: Partners recognised their essential unity in terms of both their similar goals and their shared humanity, but also expressed the importance of seeing and valuing their diversity. This was described in terms of many different metaphors:

- Different lamps but the same light
- Mangrove trees with individual bodies but with their roots in the same ocean and returning the water eventually to the same ocean through their leaves
- A shared journey
- A single world made up of different continents
- A body made up of a diversity of parts all working together

2. **Mutual support**: This was seen as an important purpose of the group, especially because members often feel alone as pioneers. It was described using the following metaphors:

- A propeller giving energy and dynamism to important processes
- A mirror to enable self- and mutual understanding and learning
- Holding hands – connectedness
- Strong roots allowing the tree to flourish
- A network that allows partners to collaborate to achieve new things

3. **Transformation**: This was seen as an important goal. Personal transformation was highlighted as a prerequisite for transformation in 'the system'. Systemic transformation was described in terms of:

- Growing the parts of the body that are currently weak
- Changing mindsets at various levels – shining a light that enables new "seedlings" to grow
- A mirror that allows for deep reflection leading to transformation of individuals and groups

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The following quote from one of the partners highlights the essence of the community of practice as a group bound together by shared goals and trust even though they are working on different issues and different contexts:

"My biggest takeaway was the fact that everyone is doing work in their own way and it helped me redefine collaboration as not necessarily "working together" but working in togetherness; with a shared goal and trust."

The benefit of working together to build the field of community philanthropy can be seen in Figure 10. This particular visualisation of the Pathways to Power network map[26] shows how many of the EU grant partners play an influential role in building the field of community philanthropy through their relationships with other key actors. Note that not all grant partners are represented on the map yet.
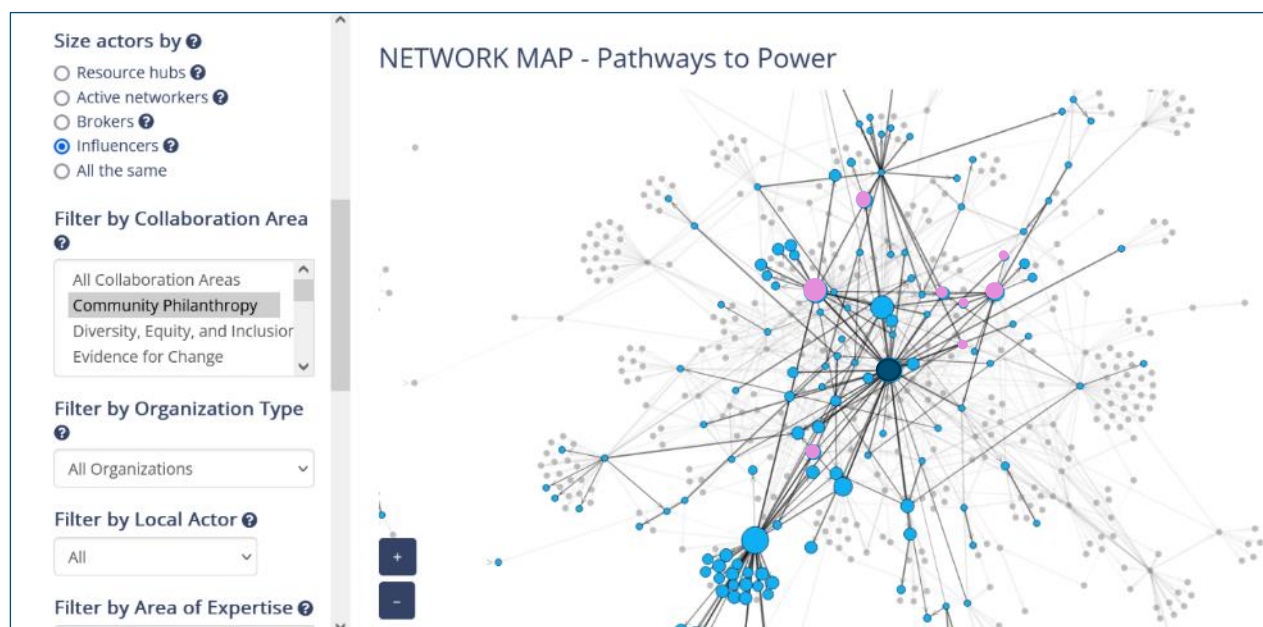

Figure 11: Screenshot of the Pathways to Power network map, showing organisations that influence collaboration on community philanthropy. EU grant partners are shown in pink and the GFCF (at the centre of the map) in dark blue.

In summary, there is good evidence that partner organisations have benefitted from capacity and network strengthening in diverse areas of community philanthropy practice, that they feel connected as a cohort, and that they have expanded their local and global networks through the community of practice. Twenty organisations benefitted from these activities. While this falls short of the target of 30, the depth and quality of the engagement was impressive. In addition, grant partner organisations in turn contributed to strengthening the community-based organisations and NGOs with which they work. This capacity strengthening ranged from creating organisational resilience and community engagement toolkits,[27] to supporting asset mapping[28] and assisting organisations to explore what local resources they are mobilising in their work,[29] providing training and equipment,[30] and supporting leadership development.[31]

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[26] The Pathways to Power network map is hosted by Root Change on the Pando platform. Pando is an online participatory network mapping tool that makes it possible to visualize, learn from, and engage with the systems in which organisations work.

[27] XOESE - Le Fonds pour les Femmes Francophones and Zambian Governance Foundation

[28] Zambian Governance Foundation

[29] Fonds pour les Femmes Congolaises and Thubutu Africa Initiatives

[30] Haiti Community Foundation, Uluntu Community Foundation, Foundation for Civil Society, Kabale Municipality Development Foundation, UHAI-EASHRI, Kenya Community Development Foundation, Fundação Micaia, Zambian Governance Foundation and XOESE - Le Fonds pour les Femmes Francophones)

[31] Haiti Community Foundation and SPNKK

For example, the Foundation for Civil Society in Tanzania focused both their grants on supporting the growth of their partners (local foundations and other local entities). This led to partners including community philanthropy into their organisational plans, training their own staff members, and documenting community-led initiatives through stories, photos and videos. The STAR Ghana Foundation established three communities of practice comprising 34 member organizations, for the purpose of building and exchanging new knowledge and skills in local philanthropy. This led to 22 CoP member organizations developing and implementing local fundraising plans. The Initiative Pananetugri pour le Bien-être de la Femme in Burkina Faso supported 30 partner organisations led by women and girls in different West African countries to implement their capacity-building plans. If this indirect capacity building is counted, then the impact was well beyond 30 organisations.

Several of the partner organisations show signs of becoming regional leaders and influencers, as will be explored further in the following section.

3.5 Grant outcomes: System change

This section addresses **Intended Outcome 4**, namely "Awareness of community philanthropy, as a strategy for people-led development and accelerating localisation, is increased among new audiences in the international development / philanthropy space." This outcome is about raising awareness, with a specific focus on engaging with powerful actors across the international aid system at a range of levels, and on building linking social capital.

The GFCF itself has been a major contributor to this outcome. However the grant partners have also made important contributions. The following quotes show some of the ways in which partners are engaging funders, INGOs and policymakers on community philanthropy, locally-led development and localisation.[32]

"CivSource started conversations with INGOs and local civil society, about 'a different way of doing'. We have held five conversations so far. It has been slow, tentative work, since we are learning as we go. Telling and sharing stories of African giving is our way of shaping the narrative about agency of communities. Through our Resilience Fund, we are experimenting with giving organizations seed money that they can grow over time. We hope this can support dignity, agency and sustainability. We have just begun this journey."

"I have already been able to use some of the learning in a meeting with [an] INGO. They are now interested in building a new platform to share ideas and experiences related to #ShiftThePower."

"Decolonizing Aid and Shift the power conversations and how we can make the most of them as local organisations is top of our Agenda."

"We are the first organisation in Zambia that actively promotes the #ShiftThePower agenda."

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[32] Quotes are drawn from pre- and post-Entebbe meeting surveys

"We also commissioned a study on the legal environment for local philanthropy to serve as a blueprint for advocacy."

"KCDF is actively engaged in lobbying for review of two critical laws in Kenya (The Trusts and Foundations Laws). Once achieved, this will provide for a more enabling environment for Local Philanthropy for both organizations and giving parties (Individuals, cooperates etc.)."

Some grant activities focused on raising awareness about community philanthropy at levels well beyond the local. CivSource Africa's Gathering of the Givers event in 2021, entitled "Big, Bold, Brave: Building a Philanthropy Movement", reached 730 people in the East African region with the aim "to inspire 'bigness', boldness, and bravery among givers to appreciate the power within them to change their community, nation, region and eventually, this continent."[33] CivSource Africa (in Uganda) partnered with the East African Philanthropy Network in Kenya, the African Philanthropy Network and Foundation for Civil Society (another EU grant partner) in

Figure 12: Gathering of the Givers meeting, 2021

Tanzania, the Segal Family Foundation, the Wellspring Philanthropic Fund and the GFCF to organise this regional event. Connections to global funding bodies were made through a keynote address by the Executive Director of UNAIDS and the Chief of Global Individual Giving at UNICEF.

The Director of the African Philanthropy Network stated at the meeting "Movement building requires time and patience. We will contribute by engaging our voices and efforts to be part of this ongoing effort towards a stronger philanthropy movement in Africa." Likewise, the Chief Executive Officer of the East African Philanthropy Network said "We need to embrace collaboration and co-ownership, tell our stories and entities involved in philanthropy to change the narrative. The change starts with us, we have to champion philanthropy in a manner that

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[33] CivSource Africa "Gathering of the Givers" report, 2021

meets our local needs." The presence of strong networks and organisations championing community philanthropy in East Africa seems to have a synergistic effect in pushing towards system change.

The Kenya Community Development Foundation hosted four events during 2022 as part of their 25th anniversary celebrations. These were entitled "Community Voice and Shifting Power", "Building Financial Resilience for Community-Based Organisations", "Golfing for Good" and "Philanthropy and Climate Action". They allowed for sharing of KCDF's experiences in community philanthropy and shifting power at different levels, and engaged development practitioners, community-based organisations, the private sector, environmental agencies and interested individuals.

An important example of system-level advocacy supported by the GFCF, in which three of the EU grant partners participated,[34] was the publication of an open letter entitled "An open letter to international donors and NGOs who want to genuinely help Ukraine". This letter originally appeared on the website of the National Network of Local Philanthropy Development in Ukraine. The letter raised the issue that "In spite of the fact that the international humanitarian sector has raised many millions of dollars, we have failed to see resources coming our way. In May, the UN Financial Tracking Service (FTS) showed that UN agencies received about two-thirds of humanitarian aid funding to Ukraine. International NGOs received 6% of the funding, while national Ukrainian NGOs received a scant 0.003% of the total amount. This doesn't factor in the many millions that INGOs have been securing through direct appeals to the public. Yet we are the ones with access, local knowledge, connections, language and - most important of all - the personal commitment to saving lives and delivering help no matter what."

The letter calls on "donors and INGOs to rapidly consider a different approach in this war – one that builds on successes elsewhere, but that can also be used to model the behaviour we know will nurture stronger civil societies everywhere. Many of our allies in the #ShiftThePower movement have already pioneered the knowledge on how to do this in other contexts." Suggested actions include cutting bureaucracy, letting local civil society actors decide their priorities and how they wish to act in solidarity, investing in ways to help local people tell their own stories, stopping with "capacity building", and replacing talk with action.

The letter was followed up with a GFCF webinar entitled "Shift power and resources to Ukrainian NGOs" (Table 4) in which three Ukrainian NGOs were given the opportunity to share their challenges in accessing donor funding and their suggestions for how to improve the situation. This was attended by 60 actors and organisations from across the system. Anecdotal information suggests that the letter has landed at various head offices and been discussed by

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[34] STAR Ghana Foundation, Twerwaneho Listeners' Club and Initiative Pananetugri pour le Bien-être de la Femme

various INGO networks – although so far, there has been no feedback to the Ukrainian network itself.[35]

In another example of system-level advocacy, Francophone partners XOESE (le Fonds pour les Femmes Francophones) drafted an open letter to the French President, Emmanuel Macron, in November 2022 concerning the proposed €120 million Support Fund for Feminist Organizations.[36] The letter states that despite welcoming the initiative, the signatories are concerned about the numerous conditions imposed that considerably limit the number and type of organizations that can qualify to manage these funds. For example, the requirement that the project organization or consortium leader "must have an average annual budget equal to or greater than 5 million euros" eliminates almost all women's and young women's organizations working in developing countries, including most Women's Funds. The letter was signed by 200 signatories, including another GFCF partner, the Congo Women's Fund (Fonds pour les Femmes Congolaises).

The majority of speaking engagements by grant partners targeted audiences that included INGOs, international development actors and donors as well as community philanthropy actors (Appendix 2), thereby contributing to raising awareness across the system. Likewise, the articles contributed by grant partners on the GFCF's website (Appendix 3) and on their own websites are likely to draw a wider audience than just the Shift The Power community. Note that the talks and articles listed are only a subset of what partners are contributing through other funding sources, and that this sort of advocacy and influencing work tends to have a synergistic effect.

Grant partners at the Entebbe meeting showed a strong awareness of not simply reproducing the problem of power imbalances in the system by shifting power to themselves and taking on a role similar to INGOs in their local contexts. This was linked to the understanding that personal and organisational reflection and transformation must be ongoing in order to guard against this (see Box 2). As one of the partners put it:

"We must keep building connections and networks first with our constituents that we serve, understand their needs, never take away their voice or agency, or attempt to shift power to ourselves."

In terms of the intention to reach new audiences in the international development and philanthropy space, one major new audience that has been reached through this round of EU grants has been human rights-based organisations. Five grant partners, the Fonds Pour les Femmes Congolaises in the Democratic Republic of Congo, the Twerwaneho Listeners' Club in Uganda, the Initiative Pananetugri in West Africa, UHAI-EASHRI in East Africa and the SPNKK in the Philippines all focus specifically on human rights for marginalised groups (women and girls, the LGBTQI+ community, artisanal miners and fishers, and marginalised indigenous language groups). There was significant interest at the Entebbe meeting in the topic of working with marginalised groups, and one of the GFCF webinars was also devoted to this topic (Table 4).

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[35] Jenny Hodgson (GFCF) and Karolina Soliar (National Network of Local Philanthropy Development)
[36] https://xoese.org/en/initiatives-2/elementor-7758/

Human rights issues are at present almost exclusively funded by international donors and not by local philanthropy. Local philanthropy is considered difficult to implement because local actors are often complicit in human rights abuses. Governments in some countries see human rights organisations as part of an imposed "western" agenda rather than a genuine expression of local civil society concerns. In this context, the work done by these five grant partners to recognise non-monetary local contributions to their causes and to introduce the concept of community philanthropy to their funders and constituencies as a means of shifting power, is significant.

3.6 Spread of grant outcomes across the three levels of change

This section explores the extent to which the EU grants contributed to outcomes across the three scales or levels of activity in the GFCF theory of change (Figure 1).

The GFCF has a list of general outcomes which is included in the Rapid Scan Questionnaire that organisations are asked to complete during the proposal stage (where they indicate their organisational focus and goals of their work, as well as the intended outcomes). They are then asked to reflect again on the relative importance of these outcomes at the end of the grant, and to expand on and provide evidence for the three most important outcomes. The list includes outcomes related to three aspects of social capital: bonding, bridging and linking capital (Table 6).

Coleman (1988, 1990) described social capital as the direct and indirect resources available through social networks and support systems. Bonding social capital refers to ties within a recognisable group. Bridging capital connects different groups working towards a shared goal, while linking social capital refers to ties that cross power differentials and are aimed at enabling, leveraging, and making claims of, others.[37] While bonding and bridging ties are "horizontal", linking social capital is "vertical", connecting actors with different levels of control and access to resources in a system (Kyne and Aldrich, 2019).

Table 6: Community philanthropy outcomes relating to bonding, bridging and linking social capital

Bonding social capital	Bridging social capital	Linking social capital
Poverty reduction	Building the field of community philanthropy	Building the field of community philanthropy across the world
Building trust in the community	Advocacy and participation of local people with authorities	Building connections with policy makers or funders
Strengthening community groups	Bridging relations between different communities	Raising visibility of community philanthropy with policy makers or funders
Strengthening racial equality	Building connections between community foundations	Changing policies of policy makers or funders

[37] https://globalfundcommunityfoundations.org/news/representation-in-the-shiftthepower-movement/

Strengthening gender equality	Spreading skills and knowledge between community foundations	Changing practices of policy makers or funders
Strengthening other marginalised groups	Building the field of community philanthropy across a region of the world	Gaining more resources from policy makers or funders
Capacity building of local institutions		
Building local philanthropy / assets		

These three types of social capital also align with the three scales or levels of activity in the GFCF's theory of change (Figure 1). Grant partner organisations build bonding social capital through the assets, capacities and trust they build with their community-based partners through grantmaking and other support activities (the core of the circle). Bridging social capital is built when organisations within the community of practice build links between different communities and between communities and governing authorities, support and share skills and knowledge with their peers, and when they build the field of community philanthropy locally or regionally. Linking social capital, in turn, is built when organisations contribute to "system change" activities, for example by raising the visibility of community philanthropy with policy
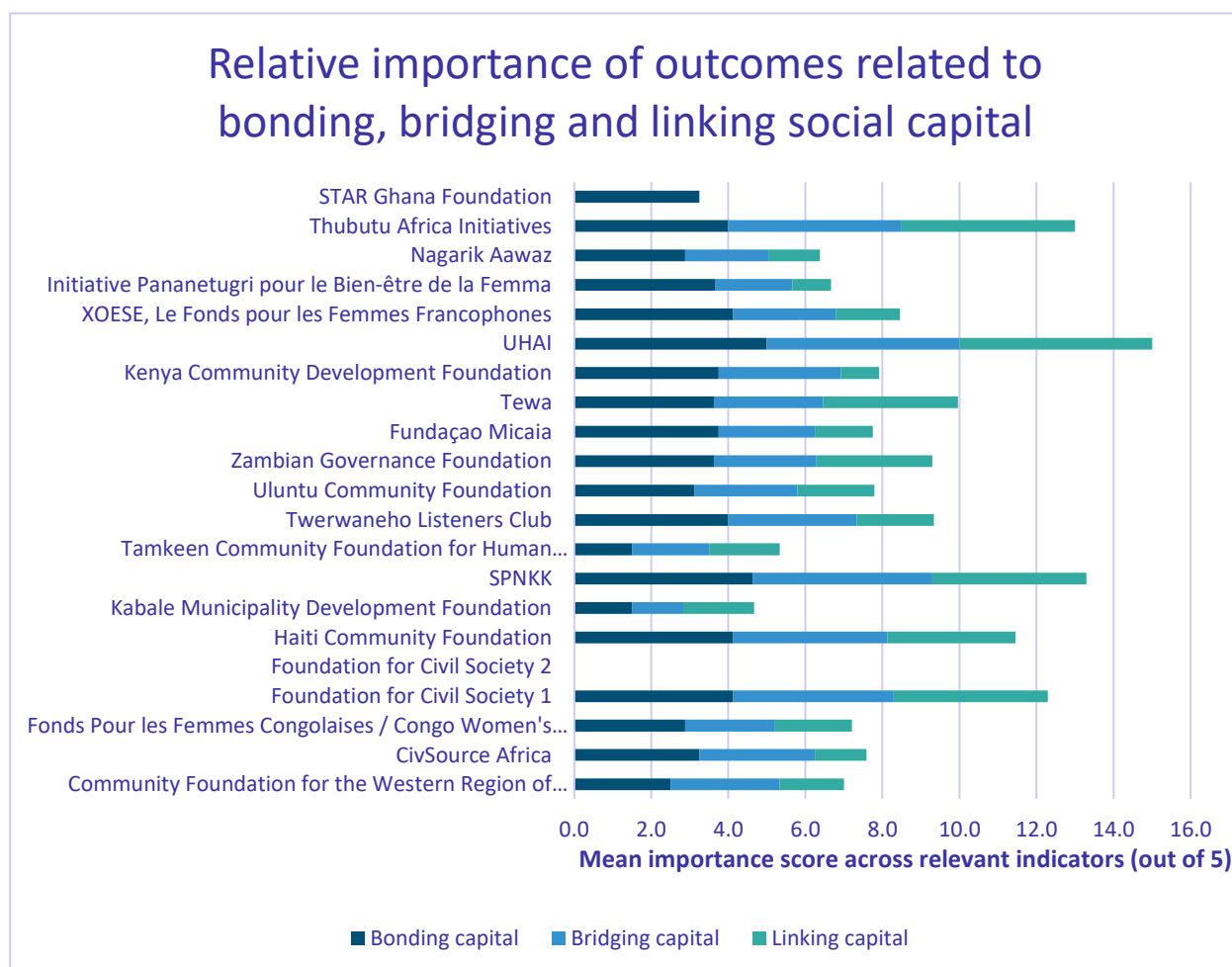

Figure 13: Relative importance of grant outcomes related to bonding, bridging and linking social capital

makers or funders, contributing to changing policies or practices beyond their own contexts, and building connections across the three spheres.

It is clear from Figure 12 that the grants contributed to all three spheres of activity and influence in the theory of change – and built bonding, bridging and linking social capital. The contribution to bonding capital (local assets, capacities and trust) was, on average, slightly greater, and the contribution to system-level change slightly less, as can be seen by comparing the relative lengths of the different coloured bars in Figure 6.[38] However, all organisations bar one[39] contributed to all three outcome areas.

A summary of the top three outcomes identified by grant partners is shown in Figure 13. The larger number of most important outcomes in the centre circle (the local grantmaking sphere) reflects the fact that this is the main sphere of activity for grant partners, and especially for these COVID support grants. However, it is important to note that the outcomes go far beyond simply providing COVID support to communities. Many partners felt that the grants contributed to strengthening community groups, building trust, and building local philanthropy and assets (i.e. building assets, capacities and trust). The results confirm the **importance of community foundations in the relational aspects of development work at the local scale**.

Many also felt that they had contributed to building the field of community philanthropy. Some referred specifically to the bridging role they played between different communities or between communities and authorities, and some even described their most important outcomes as being at the level of system change (outer circle), namely raising the profile of community philanthropy and building connections or influencing policy with policy makers and funders.

It is interesting to note that in their work overall (beyond these grants), grant partners indicated a more even split between the three areas, with mean importance scores of 4.7, 4.6 and 4.8 out of 5 for the local, community of practice and system levels of activity respectively.[40]

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[38] Longer bars indicate that an organisation rated several outcomes in a particular category as very important. Shorter bars may indicate a tighter focus on a smaller number of outcomes.

[39] The STAR Ghana Foundation only provided scores for their most and least important outcomes and not for those of intermediate importance; also their work in linking people and authorities locally was described as 'capacity building of local institutions' but could equally have been captured under bridging social capital.

[40] Results from the Entebbe pre-meeting survey
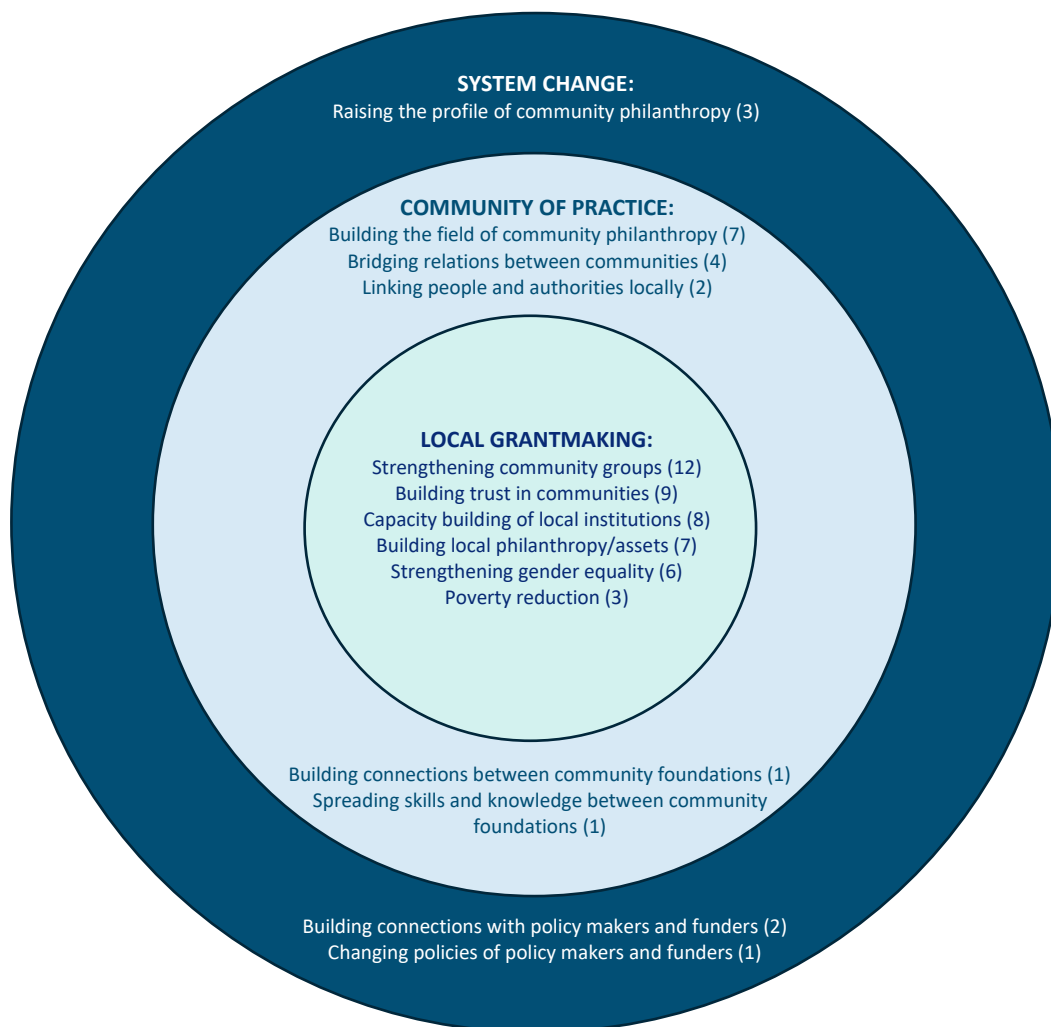
Figure 14: <u>Most important</u> grant outcomes, aggregated across all the grants, in relation to the three scales or levels of activity in the GFCF's theory of change (see Figure 1). Numbers in brackets indicate the number of grant partners who identified a particular outcome as one of the three most important to come out of their grant work.

# 3.7 Mechanisms that enabled the achievement of outcomes

Four mechanisms were identified as lying behind the achievement of outcomes, based on the evidence that was available and that could be examined within the scope of the evaluation. These mechanisms are discussed below together with factors that affected their operation in different contexts.

3.7.1 Mechanism: Trust feedback loop

Trust is built by trusting others. Somebody needs to take the first (possibly small) step of trusting. This tends to make others eager to vindicate the trust shown in them. With evidence of trustworthiness, trust becomes stronger. This is an example of a virtuous circle or positive feedback loop. The level of trust grows over time as long as both partners keep showing trusting and trustworthy behaviour – although the process can take time. The time required

depends on how frequent the opportunities are for trusting and being trustworthy. Trust is an essential ingredient in building relationships. Similarly, a lack of trust also follows a positive feedback loop which leads to trust being further eroded over time.

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   ┌──────────────┐        ┌──────────────┐
   │   Trusting   │  ───►  │ Trustworthy  │
   │   behaviour  │        │  behaviour   │
   │              │  ◄───  │              │
   └──────────────┘        └──────────────┘
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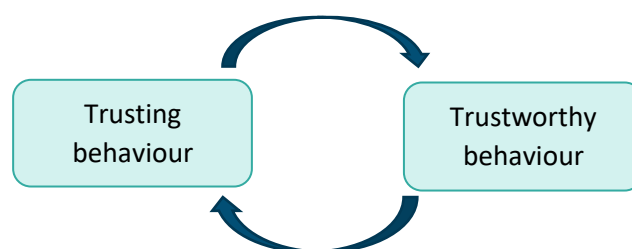
Grant partners in general showed trust towards their local partners by treating them as partners rather than "beneficiaries" or "recipients", for example through engaging in co-design, co-creation and co-evaluation of activities or by being transparent about how decisions were made and finances allocated (this occurred to varying degrees and in different ways across the different grants). Three organisations[41] demonstrated trust through their participatory grantmaking approach, where local organisations select which activities to fund. The GFCF also demonstrated trust in the grant partners by being flexible in how funds could be used, allowing partners to lead events and co-create agendas (such as at the Entebbe meeting), and letting partners choose which were the most important outcomes to report on.

Local giving is an act of trust which shows that those who give, trust the organisation to which they give with causes or places that they care about. The fact that local resources were mobilised by all the grant partners shows that they do all enjoy some level of trust by their local partners.

The trust feedback loop can be affected by context. In conflict zones, a **lack of trust feedback loop** is often in operation. At the meeting in Entebbe, partners Fonds pour les Femmes Congolaises and Initiative Pananetugri pour le Bien-être de la Femme reflected on how to build trust in these situations. Suggestions included educating young women and girls to break the cycle of gender-based violence perpetuated through stereotypes, bringing different groups together around a task/issue, building relationships across the divide, starting small, advocacy with aid organisations to ensure that internally-displaced people and local people get equal benefit (e.g. cash transfers) to prevent conflict, advocacy with government to ensure fair land allocation, raising awareness of gender-based violence in camps, companion modelling to understand natural resource management and climate change as root causes of conflict, and finding people from marginalised groups (e.g. ethnic minorities) who have become prominent in society and who can act as supporters and advocates for their group.

The trust feedback loop is a combination of a belief-formation mechanism and an action-formation mechanism (as classified by Hedström & Swedberg, 1998). Believing that you can trust someone causes you to act in a way that leads to increasing trust (and vice versa). A lack of trust feedback loop could be broken by finding ways to show that not all people of a certain group are untrustworthy. Once the negative/harmful belief has been broken, even if only in a small way, you can start to build a positive trust feedback loop. Individual choices and actions

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[41] UHAI-EASHRI, Zambian Governance Foundation and the Bulsho Fund

are influenced by combinations of desires, beliefs and opportunities. If the situation is conducive to it, people will choose to act in both trusting and trustworthy ways. The trust feedback loop is well known in organisational performance literature (e.g. Mayer *et al*., 1995) and there is evidence that demonstrating a lack of trust e.g. through stricter and stricter compliance requirements, generally evokes less trustworthy behaviour (Braithwaite & Makkai, 1994).

3.7.2 Mechanism: Solidarity and mutual support

Solidarity and mutual support between partners helps to maintain inspiration and provides the energy and courage needed to propel them forward, as described at the Entebbe meeting. This is also a positive feedback loop in the sense that people who have benefitted from support and solidarity are more likely to pass it on to others (reciprocate). If individuals' energy and motivation is sustained, their work and organisations are more likely to also be sustainable.

Solidarity and mutual support are enabled by events and opportunities for people to meet and interact, such as the community of practice events facilitated by the GFCF, but the events do not guarantee people will give or receive support. There needs to be a willingness, empathy, and a commitment to the cause and/or to the relationship. Judging by the interactions between partners in Entebbe, all of these factors seem to be present within this cohort of grant partners.

The COVID-19 context increased the need for solidarity and mutual support. Some grants supported the survival or resilience of partner organisations themselves – a show of solidarity from the GFCF. The quote from the Tamkeen Community Foundation, mentioned in Section 3.4, shows how the solidarity between the Tamkeen Foundation and the communities it serves helped both to find the courage to keep going during a period of severe resource constraints:

"Tamkeen in its vulnerability was a mirror and our partners in their courage and support a mirror to us."

Another important aspect of context is the quality of the relationships and the willingness to share vulnerabilities and human connection. Organisations rooted in communities, whose staff are members of those communities, are more likely to be able to activate this mutual support mechanism between themselves and their communities than "external" organisations.

This is a type of action-formation mechanism (Hedström & Swedberg, 1998), where convening activities, together with the right relational context, lead people to both support others and to receive support.

3.7.3 Mechanism: Reflexive practice

Reflexive practice (the habit of reflecting, critically evaluating and adapting one's practice) enables ongoing adaptation, learning and improvement. This is an important mechanism underlying both personal transformation – and the power to change one's own paradigms – and transformations in organisational culture.

Although the extent of reflexive practice within partner organisations was difficult to gauge from their reporting and limited interactions with the evaluator, the use of a "mirror" analogy

to describe the community of practice (Box 2) and the fact that personal transformation was frequently mentioned during the Entebbe meeting suggests that this mechanism is active within the group. Several members of the community of practice mentioned their own personal or organisational transformations (see the quotes in Sections 3.3 and 3.4), and they portrayed personal transformation as important for enabling transformation in "the system". There were also some reflections on being aware of not reproducing within their own organisations the kinds of power imbalances they are seeking to change – as embodied in the #ShiftThePower Principles.

The GFCF appears to be strong in reflexive practice, frequently collecting data and feedback from partners, reflecting on what these mean for their work and adapting accordingly. This evaluation was also intended to contribute to reflexive practice, to provide the GFCF with an external perspective on what they do, helping to prevent blind spots and tunnel vision.

The online community of practice meetings provide a space for partners to share and reflect on their experiences, for example in creating alternative, more useful forms of M&E, partnering with the private sector and engaging with marginalised groups (see Table 4). These sessions are typically recorded and shared, together with a summary, on the GFCF website. However, the GFCF does not seem to produce more synthetic writings documenting their and their partners' reflections and learnings (at least, none were evident among the documents analysed for the evaluation). Such products could be helpful, both for the GFCF and for partners and funders seeking to play their part in envisioning an alternative to established practices in development and humanitarian aid.

An enabling context for reflexive practice includes personal and/or organisational (leadership) commitments to reflection, learning and adaptation, practically setting aside regular time for such activities, and a "safe space" (which needs trusting relationships). The GFCF plays a role in holding such a space for their partners, through the community of practice. Funders can help to enable reflexive practice by integrating it into reporting processes, and by funding reflection and learning activities and products.

Reflexive practice is also an action-formation type of mechanism. If practised by enough people it can spread and become habitual – for example as part of organisational culture or within a community of practice – which then allows it to become a transformational mechanism (Hedström & Swedberg, 1998).

3.7.4 Mechanism: Reframing assets and capacities

Reframing assets and capacities and seeing wealth as not only money, produces a mindset shift which can be profound. The work of the Zambian Governance Foundation, the Tamkeen Community Foundation and others showed how people were able to move from "I am too poor to do anything", "I have no choice but to be dependent on others" and "I am less valuable than others", to "I am a generous person", "I can contribute to achieving things with my community" and "we are all valuable and interdependent". This kind of reframing gives people a new view of themselves and their agency and leads to a change in actions and commitments.

The Tamkeen Community Foundation noted the importance of communities trusting their own potential:

"When communities' sense-of-self is shaped by the trust in their potential they grow the resilience and principles of action to find their answers to new challenges / issues / crises".

Another important aspect of reframing assets and capacities was using language that was familiar and drew on existing cultural traditions of giving and mutual aid in the different countries, rather than using unfamiliar terms like "philanthropy" (see Case Study 1).

The grants enabled many of the partners to experiment with getting communities to contribute to development projects themselves, supporting them with matching grants or other, non-monetary support (Section 3.3). The positive outcomes of these experiments led to an increased sense within communities of their power to bring about change through collective action. There is no guarantee, however, that it will produce agreement on which projects should be prioritised, and this needs to be managed through appropriate governance mechanisms.

Reframing assets and capacities is a belief formation mechanism, a type of "self-fulfilling prophecy" where a belief leads people to act in a way that eventually vindicates their beliefs (Astbury & Leeuw, 2010).

3.7.5 The role of the GFCF

Besides the resources provided to partners through the grants, the GFCF itself made a significant contribution to the achievement of the EU programme outcomes through its convening of the community of practice, connecting of partners and other actors across countries and issues, data collection, and its substantial contribution to the discourse around community philanthropy, localisation and shifting power through high-profile speaking engagements as well as academic papers, blogs, articles and reports (see Appendix 4). These contributions were enabled by:

- The GFCF's careful choice of partners and ability to identify strategic opportunities to connect partners to each other.
- GFCF staff and associates' ability to write and speak in a way that contributes to the global discourse.
- The GFCF's convening power and many connections and relationships across the different parts of the international aid and philanthropy systems.
- The GFCF's clear sense of the "bigger picture" and ability to harness different sources of funding in pursuit of broader goals.

The GFCF's convening power is likely due to both the personal history of the Director who has worked across different regions of the world, and the history of the GFCF's early support by several large philanthropic and development organisations. The convening power of the GFCF can be seen in the Pathways to Power network map, where the GFCF is the largest resource hub on the map and a prolific networker, broker and influencer.

3.8 Discourse analysis

Discourse analysis was used to understand the way two key concepts are being framed and used by the GFCF, grant partners and others in the system, namely "**localisation**" and "**community philanthropy**".

3.8.1 Localisation

The GFCF documents analysed showed an understanding of the importance and power of language, as expressed in the following quote:

"Language matters, and the international aid industry has long been loaded with jargon and code-words which have shaped the discourse and conditioned behaviour and meaning. Although there is a growing awareness of the ways in which language (terms such as "beneficiaries" or "the field") can inadvertently "steer" roles and relationships and reflect and reinforce power differentials, seemingly neutral, technocratic, language can also be subject to multiple interpretations."[42]

Localisation is portrayed as something that goes beyond transfer of funds to local actors. It is portrayed as a **relational process** – based on trusting relationships that are further developed through the process – and as a **long-term, ongoing process** with broader aims. Localisation is described as "disruptive" to the status quo.

"the GFCF developed an alternative framing question for the project that sought to locate "funding mechanisms" in the context of broader eco-systems and debates, and to emphasize the project's disruptive ambitions."[43]

"By introducing the #ShiftThePower tagline for the Summit, the GFCF placed the emphasis on local asset development, capacity building of local groups and strengthening social trust – as a method and opportunity for re-framing international development. The aim was to draw attention to community philanthropy as a mechanism to push for the 'localization' agenda – a practical means for shifting power from global actors and putting people at the local level in charge of their own development."[44]

In keeping with the above, metaphors used by the GFCF and partners to describe the bigger process of shifting power, of which "localisation" is a part (see Figure 2), make reference to organic processes such as growth, development, transformation and emergence. The GFCF itself uses images of "ecosystems", "seedlings being nurtured", "gardening" (guiding and noticing what emerges but not directing it in a planned way) along with reference to "pioneers", "courage" and "creativity". No battle metaphors are used (e.g. struggle against, overthrow, revolutionise, fight), except for the arguably more "gentle" language of "shift the power" and the idea of system disruption.

The GFCF is not alone in framing localisation in this way, but is part of a growing number of organisations speaking with a similar voice, including many of the GFCF's grant partners (see EU partner contributions in Appendix 2 and Appendix 3), Global South networks for civil society organisations such as Networks for Empowered Aid Response (NEAR) and Adeso, as well as

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[42] Innovation for Localisation 2022 [13385:13859]
[43] Innovation for Localisation 2022 [14544:14757]
[44] Donors working together: The story of the Global Alliance for Community Philanthropy 2019 [42475:42967]

networks and organisations based in the Global North (e.g. BOND, Partos, Peace Direct). Many of these organisations have engaged with the "decolonisation" discourse, which arose from the Global South and brings to the fore deeply rooted issues of racism and neo-colonial attitudes and practices.[45] Two examples of the way localisation is framed by these broader actors are given below.

"The emphasis on localisation that emerged from the Grand Bargain has been a step in the right direction towards an international humanitarian system that is fit for purpose. However, it is wholly inadequate if conceived as the means to achieve wider systems change. It may also explain why the commitments made as part of the Grand Bargain have not materialised, since the underlying assumptions and mindsets of those who hold power have not changed. Localisation, even if only using the narrow parameters set by the IASC, is only likely to succeed if situated within a deeper conversation about power and structural racism, a conversation that the decolonising agenda has helped bring to the surface."[46]

"It is pivotal that our own systems, conduct and partnerships reflect the principles guiding development cooperation, such as solidarity, equality, respect and mutuality. These principles of 'fairly shared power' are also key to unleashing and leveraging the countervailing, convening and co-creative civic power for the bigger 'Shift of Power', both in wider society and particularly in overcoming the imbalance between those who own and decide and those who are excluded from or have limited access to governance, services and justice."[47]

The GFCF and the network of partners described above have also contributed to the discourse by challenging donors and INGOs to re-examine their attitudes and practices, for example in the quotes below.

"the failure to define localisation, along with what constitutes a 'local' organisation, has created a perverse incentive for INGOs to reposition themselves and their country offices as 'local', thereby undermining the spirit of the localisation agenda. Worse still, some Global South practitioners and actors fear that there may be a 'gold rush' of INGOs establishing themselves in-country and registering as a local entity in order to future proof their access to donor funding by claiming local ownership, while benefitting from the INGO brand, infrastructure, capacity, funding, and networks. Many local actors already believe that the term has been co-opted by INGOs wishing to participate in the localisation debate but who do not want to make any meaningful changes to their own organisations."[48]

"While looking at systems, it's also important to consider the cultures that help maintain power configurations within said system. Colonial legacies, racism, ethnocentrism and elitism are still important factors resulting in more influence in decision-making by Northern CSOs and individuals representing them. 'Western knowledge' is given a higher status. This then translates into actions such as 'capacity building' as 'Western knowledge' being transferred to Southern actors referred to as 'target groups' or 'beneficiaries'. Northern CSOs tend to think in terms of interventions they own and implement, and less in terms of interventions they support."[49]

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[45] Peace Direct Localisation and Decolonisation
[46] Peace Direct Localisation and Decolonisation [10734:11435]
[47] Partos Dreampaper 2022 (Preface)
[48] Peace Direct Localisation and Decolonisation [3650:4456]
[49] Partos Dreampaper 2022 [p.15]

The GFCF and partners mentioned above have also contributed clear and specific guidelines on how localisation should be done so that it achieves the broader objective of shifting power. Such guidelines are available in, amongst others, the #ShiftThePower Manifesto, the Community-Led Assessment Tool, Becoming Locally Led as an Anti-Racist Practice: A Guide to Supporting INGOs, Partos' Power Awareness Tool, the Open letter to International NGOs who are looking to 'localise' their operations, the Open Letter to Donors and NGOs who want to Genuinely Help Ukraine, and numerous other blogs and articles on the GFCF and partner websites.[50]

The analysis below looks at recent donor contributions to the localisation discourse, with a focus on the European Union (EU) and the United States Agency for International Development (USAID).

The European Commission's **Communication on the EU's Humanitarian Action**, a major policy document published in March 2021, announced a commitment to provide greater support to local humanitarian actors. This included a proposal to develop guidance on how to promote equal partnerships in line with the Grand Bargain 2.0 commitments.[51]

"The Commission will strive to step up EU support for localisation, taking into account country and context specificities, as well as by leveraging different instruments in line with the humanitarian-development-peace nexus, along four axes:
a) investing in strengthening local capacities, building on its experience with initiatives such as the Local Initiative Fund in Turkey (LIFT), which is providing technical and financial support to local responders so that aid reaches refugees and host communities;
b) favouring environmentally-friendly and local procurement of humanitarian supplies;
c) supporting localised financing models, such as multilateral pooled funding mechanisms with a strong focus on local responders;
d) encouraging consortia based on equal partnerships, shared responsibilities and funding between international and local responders."

However, the document focuses heavily on the EU's coordination role, which is seen to include coordinating needs assessments and linking humanitarian, development and peacebuilding efforts, and in fact proposes increasing the EU's leadership and coordination role. It also proposes the establishment of a new European Humanitarian Response Capacity for direct response by the EU, to "fill gaps in capacity" and "promote rapid assistance". This seems to go against the intention to strengthen the capacity of local players. The text positions the EU as the driver and coordinator of all work.

"The continuing presence of conflicts and the socio-economic impact of COVID-19, only heighten the need to expand these efforts – mainly through even stronger cooperation between the EU, its Member States, their diplomatic network and finance institutions (including national development banks and implementing agencies, as well as the European Investment Bank and the European Bank for Reconstruction and Development) building on the Team Europe approach."

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[50] For example, Dear USAID, let's make sure that "local" really means "local" and How to lift community-led organizations in dry aid: Experiences from Kenya, as well as others listed in Appendix 3.
[51] https://voiceeu.org/news/moving-forward-the-localisation-agenda-of-eu-humanitarian-aid

"the EU will step up its work to link humanitarian relief with development and peacebuilding. Humanitarian aid is not designed as a long-term solution to the needs of people impacted by crises. Through the humanitarian-development-peace nexus, the EU will deploy all the instruments needed not only to address short-term needs but also to provide long-term solutions and, in conflicts, contribute to building lasting peace. This involves joint analysis and operational response frameworks as well as a conflict-sensitive approach so that external assistance does not inadvertently reinforce conflict."

Partners mentioned as relevant to leadership and coordination efforts are only the EU member states, diplomatic networks and financial institutions. Local organisations are hardly mentioned in the document and their roles are not specified, suggesting that they are not really considered important. The document also still uses the word "beneficiaries" to describe those receiving aid, suggesting a donor-recipient power dynamic where beneficiaries are not included in decision-making, coordination or leadership roles. Local actors are not included in the key action to *"Strengthen coordination mechanisms at field level across the EU's humanitarian, development and peacebuilding actions to ensure joined-up and coherent outcomes, with the support of EU delegations and ECHO field offices."*

The relational approach outlined by the GFCF and partners is not in evidence in this EU policy document. Instead, the document suggests a rather instrumental approach to localisation – as a way of improving cost efficiency and getting funds flowing to allow EU partners to meet their humanitarian commitments. For example:

"Local communities and organisations are usually the first responders to a crisis, playing a key role in delivering fast, quality and cost-efficient assistance to people in need. During the COVID-19 outbreak, local actors were often the first to respond, filling a vacuum left by departing international actors. The pandemic has also underscored the importance of local knowledge and contextual understanding to ensure that aid is more readily accepted and to speed up the capacity to intervene."

A recent interview with the EU Commissioner on the EU's new aid policy, localisation, decolonisation and migration provoked a pushback from many NGOs.[52] Most controversial were his remarks that "there is no issue with localisation" because the European Commission Humanitarian Aid Office (ECHO) works through international NGOs with local branches, and that the biggest barrier to localisation is the administrative capacity of local actors when it comes to "accountability, transparency, and sound financial management".

Concerns included:

"At a time when homegrown local/national NGOs are increasingly feeling uncomfortable and marginalised within their own context due to the increasing number of INGO country offices, [the commissioner's] statement not only legitimises the neo-colonial approach of INGOs, but also discourages advocacy of local actors against such practice."

- Sudhanshu S. Singh, CEO of Humanitarian Aid International, a global Indian-based NGO.

"We hope that the EU will continue to invest in… solutions that put local leadership, local design and local implementation at the heart of its mechanisms."

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[52] https://www.thenewhumanitarian.org/opinion/2021/3/18/Readers-react-EU-commissioners-views-on-localisation-create-a-stir

"We appreciate that the European Commission – and indeed all of the INGOs that they work through – have good intentions, but we can no longer define 'capacity' – or success, trustworthiness, or effectiveness – through only Global North eyes."

On a more positive note, the **Donor Statement on Supporting Locally Led Development** announced on 13 December 2022 at the Effective Development Cooperation Summit in Geneva, uses language that is sensitive to the issues raised by the GFCF and partners and refers to the OECD-DAC Recommendation on Enabling Civil Society in Development Co-operation and Humanitarian Assistance (2021), and the Locally Led Adaptation Principles (2021).

The three main actions were worded as follows:

1. ***Shift and share power*** *to ensure local actors have ownership over and can meaningfully and equitably engage in development, humanitarian, and peacebuilding programs. Supporting locally led development requires rethinking our roles as donors; understanding and valuing local knowledge, capacity, and expertise; and integrating diverse local perspectives (including those of marginalized and underrepresented groups) into all aspects of the efforts we support. Decisions should be made in partnership with those who will be affected by them. We will work to prioritize and reinforce local leadership and ownership, and reposition ourselves and other international actors as supporters, allies, and catalysts of a more inclusive, locally led, co-created, and sustainable approach to development.*

2. ***Work to channel high quality funding as directly as possible*** *to local actors while ensuring mutual accountability for the effective use of funds, management of risks, and achievement of development, humanitarian, and peacebuilding results. This shift will require a longer-term development perspective, more flexible mechanisms, and support for organizational development and capacity strengthening. Implementing this approach will require creativity and innovation to address structural barriers to local actors' access to funding and alignment with local partners' goals and capacities. It will also require building trust, simplifying reporting requirements, and reexamining the role of intermediary organizations.*

3. ***Publicly advocate for locally led development*** *using our convening authority; our partnerships and networks; enhanced cooperation with national and subnational authorities, community leaders, and civil society; and our voice in international fora and multilateral institutions. This will require intentional and consistent engagement with local actors, including sharing our platforms with local partners rather than speaking for them.*

The statement was endorsed by USAID, the Spanish Cooperation for Development; the Swiss Agency for Development and Cooperation; the United Kingdom's Foreign, Commonwealth and Development Office and several country governments including Estonia, France, Iceland, the Netherlands and Norway in Europe.

USAID's recently launched (August 2022) document **Localization at USAID: The Vision and Approach** describes an approach to localisation which is congruent with that of the GFCF and partners, described above. For example it states:

"Localization is more than directing awards to local organizations… it requires a shift in how we perceive local actors, valuing their knowledge, respecting their expertise, championing their agency, recognizing their commitment and integrity, and engaging them as partners rather than as our agents and beneficiaries. This kind of partnership will require us to emphasise trust-building, mutuality, and long-term commitments to a shared vision."[53]

However, the document also states that INGOs and development contractors will remain important partners to USAID. It sets a target of 25% of funding to go directly to local organisations, and another 50% to support work that "elevates local voices" (but that is not necessarily led or managed by local organisations). What exactly is meant by "elevating local voices" is not specified; and a feedback session where USAID Administrator Samantha Power addressed USAID contractors suggested that projects led and managed by existing contractors would certainly fit under the second target.[54]

The power of USAID's contractor ecosystem is a concern. The Professional Services Council (a body representing international development and USAID contractors) produced a document entitled **Perspectives on Localization** which justifies their continued importance in the USAID ecosystem. These organisations, and the Washington counties in which they are based, benefit massively from the current system (Roberts, 2014) and they will probably not relinquish power easily. The document explains the move towards localization as being due to USAID's past successes with capacity development, and then, paradoxically, highlights the need for more capacity development of local organisations to deal with "new and complex challenges". This raises concern that, despite the vision laid out by USAID, the current contractors will largely be able to continue with "capacity development" projects led and managed by themselves rather than by local organisations. Another concern is the intention of USAID to increase its staff complement and to hire foreign nationals as contracting officers, which may attract talented local leaders and weaken local organisations, while reducing the funding available to them.

These challenges were recognised by Administrator Power at a presentation to the World Economic Forum in Davos, Switzerland in January 2023:

"We're massively overweighted toward working with large international organizations or U.S.-based contractors, so we're trying to change that by bringing down the barrier to entry by reaching out beyond the traditional kind of aid industrial complex."[55]

3.8.2 Community philanthropy

The GFCF particularly focuses on community philanthropy as a long-term strategy or mechanism to enable effective localisation (Figure 2) – where localisation is seen as truly community-led development and not simply transfer of funds to local organisations. The GFCF defines community philanthropy as:

"both a form of and a force for building local assets, capacities, and trust – ultimately, as a way to shift power closer to the ground so that local people have greater control over their own destiny. Although

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[53] Localisation at USAID 2022
[54] USAID Chief Samantha Power details localization push
[55] USAID's Samanth Power wants to break down the barriers of the industrial aid complex

conversations about empowerment, ownership, and sustainability abound in both philanthropy and international development, we would argue that what is different here is the emphasis on pooling and organizing diverse community assets in ways that transform traditional "beneficiaries" into "co-investors" in their own development processes."[56]

The GFCF and partners always talk about community philanthropy as part of a broader, long-term relationship-building process, and emphasise that it is not only about raising money or resources. For example:

"It is in this context that community philanthropy – as a form of, and force for, locally driven development that strengthens community capacity and voice, builds trust, and, most importantly, taps into and builds on local resources – takes on a particular relevance."[57]

"Local resource mobilization is as much about building relationships and trust – and about changing attitudes and mindsets – as it is about money. Financial contributions should be understood in the context of other constituency/base-building activities."[58]

"local resource mobilization is not a strategy for substituting one kind of funding for another: it is in itself a process of community mobilization and organizing, and of trust and relationship building at the local level"[59]

"the mobilization of local resources does not necessarily equate to community philanthropy"[60]

"If human rights groups can build a strong and diverse financial base among their respective communities and the public at large, this will have far-ranging and highly positive implications for the long-term resilience, visibility and legitimacy of the broader human rights movement."[61]

"As local philanthropy continues to emerge in different parts of the world, particular attention and investment is required to ensure that it is not just directed at quick-fix, feel-good charitable-type causes, but that fostering local cultures of giving is understood as a deliberate strategy for expressing and claiming rights and holding governments to account."[62]

"In community philanthropy, anyone and everyone can be a donor. We're not just talking about the super wealthy, but rather about a mindset shift that celebrates giving as an act of empathy, of dissent, and of participation, and as an expression of trust. In the context of funding for community development and social change, individual contributions from 'ordinary people' – because they care about or believe in a cause or a place – can be a game changer."[63]

Grant partners described the nature of community philanthropy as follows:[64]

"We never leave from the community we work in. We are there to stay because philanthropy is humanity."

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[56] GFCF How Community Philanthropy Shifts Power 2018 [6982:7580]
[57] GFCF How Community Philanthropy Shifts Power 2018 [1663:1924]
[58] GFCF Local Resource Mobilisation: constituency-building for human rights 2021 [11692:12076]
[59] GFCF Local Resource Mobilisation: constituency-building for human rights 2021 [37678:38186]
[60] Donors working together: The story of the Global Alliance for Community Philanthropy 2019 [9342]
[61] GFCF Local Resource Mobilisation: constituency-building for human rights 2021 [5799:6415]
[62] GFCF Local Resource Mobilisation: constituency-building for human rights 2021 [36478:36842]
[63] GFCF How Community Philanthropy Shifts Power 2018 [16832:17284]
[64] Entebbe pre- and post-meeting surveys

"Philanthropy is Love! Let's share it, across the generations."

"Community philanthropy is more than money. It is about love of humanity! It is the love of humanity which drives community members to provide, engage and collectively work together. It is from this project we realized the fact from a Swahili famous saying that "Kutoa ni moyo na sio utajiri" (Giving is of the heart not the wealthy)."

"I was thrilled by the inter-connections between solving community problems and the role philanthropy plays. It appears to me philanthropy plays almost the same purpose regardless the nature [of the] problems."

"There are plenty of resources in communities we work in. This has changed the way I approach projects so far. I only think to fundraise what is not found in my community. Just as people recognize their challenges, they are also able to recognize the solutions and mobilize resources to address the challenges."

"It has helped me to view development as interconnected actions, such as building community philanthropy, undertaking aid decolonization and reimaging community-led durable development."

"As community organizers, we are aware that the community should be the ones to decide for their own destiny. But what we think is lacking is that we always look for external support in advancing their community issues. We did not tap on their own internal assets and community resources as part of our community organizing framework. We realized that when we highlight what they can contribute to advance their community issues, the leaders and members have a strong commitment on the outcome of the initiative. They see themselves as part of the equation and the efforts are not all driven by external support."[65]

Community philanthropy as described above is therefore quite different to philanthropy as it is often understood, as large-scale giving of money by wealthy individuals or foundations. In a recent blog, Jenny Hodgson suggested that one reason community philanthropy remains somewhat "on the margins" is that it is not a simple solution that external actors can deliver at speed, because of its relational nature.

"Yet despite its transformative potential, community philanthropy has lingered in the margins of the INGO and donor discussions. Although things are starting to change, community philanthropy is hardly a crowd-pleasing headline act. One reason may be that <u>it is not a simple solution that external actors can deliver at speed. It is a long-term process involving mindset shifts and behaviour changes</u>. The visible shoots of progress owe their success to the deep, invisible, and interwoven roots of relationships and connections that nourish them, where no single donor or INGO can claim sole credit."[66]

However, there are several large donors and a few INGOs who have embraced and actively work to promote community philanthropy. These include the donors who formed part of the Global Alliance for Community Philanthropy (GACP) which led to the establishment of the GFCF, namely the Charles Stewart Mott Foundation, the Ford Foundation, the Aga Khan Foundation, the Inter-American Foundation, the Rockefeller Brothers Fund and USAID. For example, the Inter-American Foundation, in a recent call for community philanthropy proposals, described community philanthropy as:

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[65] SPNKK narrative report, January 2023
[66] <u>Community philanthropy is essential for lasting and transformative change</u>, Blog, 19 October 2022

"an approach to mobilizing development resources by building on communities' own assets, capacities, and relationships and drawing on pre-existing systems of giving. This increasingly popular and promoted approach seeks to catalyze communities' capacity to generate and manage funds and other resources at a local level to determine how these should be spent and thus reduce the dependence of community organizations on international funding or foreign aid."[67]

The Aspen Institute noted that *"place-rooted foundations bring a unique set of skills required to build opportunity in their place. If we are able to diminish inequality, community philanthropy must be a critical player. Community foundations represent a more democratic form of philanthropy—with funds built from and controlled by scores of community members from every income level, rather than a single benevolent donor."[68]*

There are also several philanthropy networks and institutions in the Global South (besides the GFCF) which are actively promoting community philanthropy, for example the Africa Philanthropy Network, the East Africa Philanthropy Network, the Africa Philanthropy Forum, Trust Africa and the Southern Africa Trust.

Although similar in fundamental message, the discourse around community philanthropy is taking place in quite different contexts in different parts of the world. In the United States for example, community foundations have a long history, starting with the establishment of the Cleveland Foundation in 1914. American community foundations are largely place-based and hold their wealth in the form of managed funds – although the landscape for community foundations has changed substantially over the last two decades with the rise of new forms of community giving (such as crowdfunding) and new hybrid organisations and cross-sectoral partnerships.[69] In Africa, on the other hand:

"The philanthropic landscape in Africa is generally characterised by both horizontal and vertical dimensions. Because the term 'philanthropy' is not popular with the people in the continent, and neither is it useful in capturing what exists, the emerging body of literature on philanthropy in Africa prefers to define philanthropy as 'help' or 'giving'. Philanthropy refers to giving by the poor to other poor individuals of the community. More often this manifests itself in cultural and linguistic underpinnings – hence it normally takes on indigenous expressions such as co-operatives, rotation and savings clubs (normally called stokvels), communal collective efforts and burial societies. Philanthropy also takes forms such as private foundations, trusts, corporate foundations, family trusts, community chests and community foundations"[70]

The rising prominence of community philanthropy should be seen within the context of a changing philanthropy landscape in general. The number of "high net worth individuals" is growing, even in Africa[71] and the concentration of wealth in the hands of a relatively small

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[67] https://www2.fundsforngos.org/latest-funds-for-ngos/call-for-proposals-community-philanthropy/
[68] https://www.aspeninstitute.org/blog-posts/redefining-wealth-21st-century/
[69] Monitor Institute What's Next for Community Philanthropy: Making the Case for Change.
[70] Moyo, B. (2010) 'Philanthropy in Africa: Functions, Status, Challenges and Opportunities' in N. MacDonald and L.T. de Borms (eds), Global Philanthropy. London, MF Publishing (p.263).
[71] Africa has the fastest growing market of high-net-worth individuals in the world. It is projected that Africans with assets more than $30 million will double by 2025, a growth of 59% over 10 years compared to the global figure of 34% (Capgemini, 2016).

proportion of individuals globally is also increasing. This has given impetus to calls for a "just transition" within philanthropy, from extractive towards more regenerative practices.[72] This is about more than the transfer of money from those who have towards those who don't. It is about addressing our underlying assumptions about the role of capital and the underlying approach to philanthropy. This includes considering whether the financial instruments used by philanthropic organisations are supporting social, economic and environmental degradation, as well as ethical issues around using foundations as tax shelters in perpetuity.[73]

"Philanthropy is not synonymous with social justice, social change, or even charity. In fact, philanthropy, like extreme poverty, is simply a byproduct of social, gender, racial, and economic injustice."

Rodney Foxworth, Philanthropy Will Not Save Us

The COVID-19 pandemic has also prompted changes within philanthropic practice. For example, community-based rapid-response funds, collaboration between philanthropic organisations, and commitments to increase the scale and speed of giving and reduce the conditions and demands made on recipient organisations. While local giving has often been deprioritized by philanthropists in favour of national or global issues, the pandemic served as a reminder of the importance of building the strength and resilience of their own local communities.[74]

These developments within philanthropy in general potentially provide an enabling environment for community philanthropy. However, changing deep-seated mindsets and practices is no simple task. The advocacy and contribution of the GFCF and all its partners to the community philanthropy discourse will remain important in the years to come.

4 Discussion

The results show that the grants to community foundations and community philanthropy organisations achieved far more than simply the immediate purpose of the grant. They contributed towards building functional community philanthropy ecosystems and also towards system change.

4.1 What do functional community philanthropy ecosystems look like?

The first point to make is that community philanthropy looks different in different contexts, in terms of the type of activities carried out. The grants covered a wide diversity of countries,

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[72] Justice Funders (2019) A Just Transition for Philanthropy.
[73] Justice Funders (2019) Resonance: A Framework for Philanthropic Transformation.
[74] McKinsey (2020) A Transformative Moment for Philanthropy.

people and organisations, and organisations had different histories, were at different stages of development and focused on different issues (Table 1 andTable 2). While all the grant partners leveraged local philanthropy and systems of mutual aid, they did so in a wide variety of different ways which showed both creativity and an understanding of the systemic connections between activities (Figure 7). What tied them all together, however, was their use of community philanthropy to build assets, capacities and trust and their emphasis on relationships with their partners, peers and communities (**Error! Reference source not found.**).

The dominant localisation model – as seen, for example in the Communication on the EU's Humanitarian Action (see Section 3.9.1) – is concerned with getting more resources to local organisations and finding ways to close funding gaps. The specific programme being evaluated here is a first for the EU because it invested in community philanthropy as an alternative development/humanitarian approach, as opposed to the usual approach of channelling funding through large international NGOs. The community foundations and community philanthropy organisations which received grants did effectively channel funds to their local partners (local NGOs and civil society organisations, and in some cases, communities directly). The grants they made were generally quite small (median and range), but they were able to identify COVID-19 related needs and respond quickly, so that funds reached those who needed them. The role of the grant partners as an effective funding conduit for EU funds, via the GFCF, is illustrated in Figure 14.

Figure 15: The role of community foundations and other community philanthropy organisations in channeling funds from international donors (in this case the EU, via the GFCF) to local partner organisations

However, as shown in the previous section, the grant partners performed so many more roles than simply acting as a conduit for funding. These roles are summarised in Figure 15. The transfer of funds provided a vehicle through which assets, capacities and trust were built and local partners' work and contributions could be recognised and valued. The two-way arrows in Figure 15 indicate that there was generally (to greater or lesser extents) mutual benefit. For example, mindset shifts took place both within local partners, as they realised that they also have valuable assets and capacities to contribute and moved away from grant dependency, and

within the community philanthropy organisations (GFCF grant partners) as they considered and experimented with ways to promote local giving. Through the community of practice both the GFCF (funder) and the grant partners were able to learn from each other, have meaningful conversations about "measuring what matters" (monitoring and evaluation or M&E) and advocate together for system change.

Figure 16: The multiple roles actually played by community philanthropy organisations within their community philanthropy ecosystems

The richness and mutuality of all the interactions in Figure 15 make up a functional community philanthropy ecosystem. Accountability and benefit are shared. It may not be maximally efficient – but it is rich with potential and motivation for ongoing learning, growth and transformation, and therefore has more chance of leading to durable long-term change. While locally-led development may not always be durable because it is driven by people, and leaders in particular come and go, it has more chance of being durable than development that is driven by external people or organisations.

The grant partners and the GFCF are playing a **bridging role** between donors and local partners (but where the local partners are also donors, and the donors are – ideally – also partners). In partners' work beyond these grants, they play additional roles such as consolidating funding from different sources, buffering local partners during funding gaps, and negotiating with donors to ensure that the community philanthropy ecosystem is strengthened, or at least not weakened, by donor requirements. They also play an important role in integrating and cross-connecting different projects that may be taking place at the same time within communities. The GFCF plays a similar bridging role but at a different (global) scale. There is always potential

for a "bridging" role to become a "gatekeeping" role because of the ability of bridging organisations to control the flow of information and resources. What will guard against this possibility is an awareness of how different types of power are held in the system, together with a commitment to maintain the mutually beneficial nature of all the relationships in Figure 15.

4.2 Relating the findings to theories of system change

The GFCF understanding of system change is strongly influenced by the concept of emergence – the idea that connections between individuals and organisations within networks produce new qualities and capacities that are properties of the system rather than the individuals (Wheatley & Frieze, 2006). The GFCF sees emergence within development practice as following the "life cycle" outlined by The Berkana Institute (Wheatley and Frieze, 2006), where networks become communities of practice as participants become increasingly committed and self-organised. This is followed by the emergence of systems of influence, where "pioneering efforts that hovered at the periphery suddenly become the norm. The practices developed by courageous communities become the accepted standard. People no longer hesitate about adopting these approaches and methods and they learn them easily. Policy and funding debates now include the perspectives and experiences of these pioneers. They become leaders in the field and are acknowledged as the wisdom keepers for their particular issue. And critics who said it could never be done suddenly become chief supporters (often saying they knew it all along.)" (Wheatley and Frieze, 2006). This understanding of system change provides an explanation for how local changes can produce global influence. Emergent processes are assumed to lead to desirable outcomes. It is also assumed that emergence can be deliberately brought into being by creating connections between actors in the system.

Hodgson (2020) used the following quotes to encapsulate the GFCF's understanding of system change:

"Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing."
Arundhati Roy (2003)

"You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete." (Buckminster Fuller in Quinn 1999: 137)

These quotes capture the idea of envisioning and then bringing into being a new way of doing things; a way that is emergent and co-created and that replaces the old way by the strength of its own merits. A two-loop model of change proposed by Amanda Fenton and further developed by Dave Nicoll[75] has been used by the GFCF to reflect on their own practice in relation to emergent system change (Figure 16). The model describes the simultaneous decline or death of "the old" and emergence of "the new".
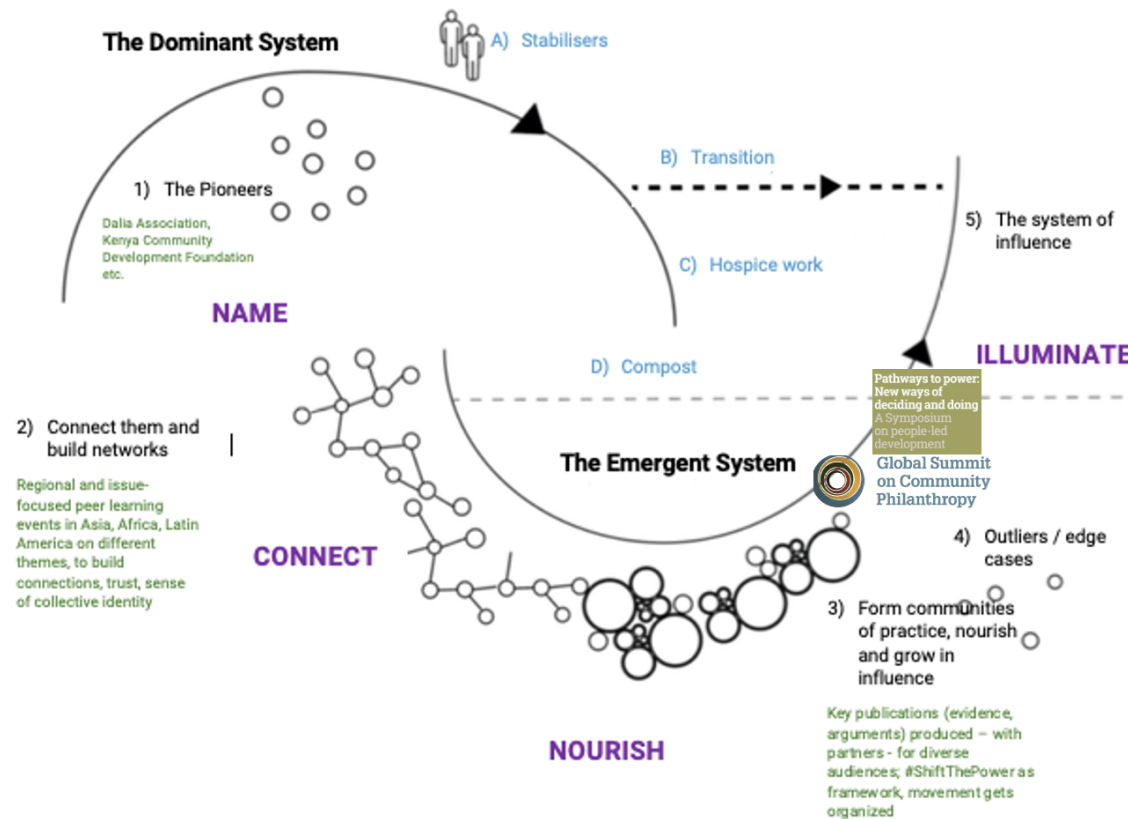
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[75] https://transformationallearningopportunities.com/two-loop-theory

The system change model shown in Figure 16Figure 16 holds appeal for the GFCF because it is seen to be "putting relationships at the heart of development" (Knight, 2019:8). The motivation for system change is the dysfunctional status of the system of development aid – where the emergent part of the system (developing from the bottom-up) is starved of resources, while the designed part (working from the top-down) is consumed with the bureaucracy of aid and failing to align with its stated values and intentions, such as localisation.[76]

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[76] Knight (2019) referencing a blog by Mary Ann Clements on the GFCF website

An emerging global community philanthropy field: the GFCF's "two loops"

The Dominant System

A) Stabilisers

1) The Pioneers

Dalia Association, Kenya Community Development Foundation etc.

NAME

B) Transition

C) Hospice work

D) Compost

5) The system of influence

ILLUMINATE

Pathways to power: New ways of deciding and doing
A Symposium on people-led development

2) Connect them and build networks

Regional and issue-focused peer learning events in Asia, Africa, Latin America on different themes, to build connections, trust, sense of collective identity

CONNECT

The Emergent System

Global Summit on Community Philanthropy

4) Outliers / edge cases

3) Form communities of practice, nourish and grow in influence

Key publications (evidence, arguments) produced – with partners - for diverse audiences; #ShiftThePower as framework, movement gets organized

NOURISH

Phase 1: 2006 – 2011 – from community building to communities of practice
Building a base through small grants, grantmaking, convenings, data collection. First publication, **More than the Poor Cousin,** introduces theoretical framework for CP.

Phase 2: 2011 – 2016 - from communities of practice to growing in influence
New funders become interested. Network grows more quickly. 400 people from 70 countries (CPOs, donors, INGOs etc.) attend first Global Summit on CP (2016)

Phase 3: 2016 – present – CP & #ShiftThePower gain increased recognition, more opportunity to influence: Pathways to Power Symposium in London, key publications widely disseminated, new partnerships with INGOs ("Transition")

Figure 17: A representation of the dynamics of coexisting current and emergent systems which has been used by the GFCF

The different conceptualisations of localisation picked up in the discourse analysis confirm that there is indeed a difference between the "dominant system", and the "emergent system" which the GFCF and partners are intent on building. The relational approach to building the new system is evident in the diagram: the pathway to change is portrayed as a process of finding pioneers, connecting them and building networks, nourishing these connections to form a community of practice and then supporting this community as it grows in influence (Figure 16). The old ("dominant") system is assumed to decay as the new, better system takes shape. While useful, this diagram does not explicitly address power or how it will be shifted (although it is perhaps implied that the growing influence of the "emergent system" plays a role). As shown through the discourse analysis, powerful vested interests such as existing large USAID contractors, are unlikely to easily relinquish power (and wealth). Shifts in power seldom occur without being claimed, and some level of conflict frequently occurs. As the American abolitionist Frederick Douglass once said, "Power concedes nothing without a demand. It never did and it never will".[77]

The work of Donella Meadows (1999) offers a useful complement to the understanding of system change described in Figure 16. Meadows identified different "leverage points" in systems and ordered these according to their effectiveness in achieving system change. This was subsequently built on by Abson *et al.* (2016), who grouped the twelve leverage points into four system characteristics: parameters, feedbacks, design and intent (Figure 17). Aspects of system design and intent are the "deepest" (most powerful) leverage points for change.

System design includes, in increasing order of effectiveness, the structure of information flows, the rules of the system (incentives and constraints) and the power to add, change or self-organise the system structure. The GFCF and partners are using these leverage points when they connects people and organisations to each other, support organisations to address their constraints and provide incentives for local giving, and when they encourage self-organisation, experimentation and emergence.

System intent includes the (emergent) goals of the system, the mindset/paradigm out of which the system emerges, and most powerfully of all, the power to transcend paradigms. The GFCF and partners are engaging these leverage points when they address questions about the purpose of the system of development aid, seek to facilitate a co-created vision of a new system, and put this into practice. This is engaging the power to transcend paradigms.

Addressing system design and intent is more powerful than changing parameters within the system, such as the amount or proportion of funding flowing to local actors. The following insightful comment was made in Peace Direct's 2022 Localisation and Decolonisation discussion paper:

"The Grand Bargain and subsequent localisation efforts can be seen as an attempt to change the international aid 'system' by changing some of the metrics within it, such as funding for local actors, as well as changing some of the rules of the system, such as how partnerships are envisaged between Global North and Global South actors. Most systems thinkers would argue that while changing some of

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[77] Cited by Moyo (2016) How to Make Societies Thrive: The Role of African Philanthropy. In: H. Mahomed & E Coleman, Claiming Agency – Reflecting on Trust Africa's First Decade.

the rules of the system is a powerful lever for change, changing metrics (such as the amount of funding for local actors) isn't likely to shift the system if the underlying values, mindsets, and behaviours don't change. They argue that changing the mindsets and paradigms of key change agents within the system is one of the most important leverage points in any system. Tackling structural racism involves a fundamental change in mindset, values, and paradigms, hence the decolonising agenda being such an important leverage point for systems change and one of the most urgent issues of our times." [78]

Meadows' (1999) place to intervene in a system

12. Parameters (such as subsidies, taxes, standards)
11. The size of buffers stocks, relative to their flows
10. The structure of material stocks and flows
9. The length of delays, relative to the rate of system change
8. The strength of negative feedback loops
7. The gain around driving positive feedback loops
6. The structure of information flows (access to information)
5. The rules of the system (such as incentives & constraints)
4. The power to add, change or self-organize system structure
3. The goals of the system
2. The mindset /paradigm out of which the system arises
1. The power to transcend paradigms

Shallow leverage points / Deep leverage points

Increasing effectiveness (to create system wide changes) and immutability of the leverage points

System characteristics

parameters — The relatively mechanistic characteristics typically targeted by policy makers

feedbacks — The interactions between elements within a system of interest that drive internal dynamics

design — The social structures and institutions that manage feedbacks and parameters

intent — The underpinning values, goals, and world views of actors that shape the emergent direction to which a system is oriented

Figure 18: Twelve leverage points (Meadows, 1999) summarised into four broad system characteristics, arranged in order of their effectiveness in bringing about system change (Abson et al., 2016).

Another way of looking at the ordering of the leverage points in Figure 17 is that the more effective leverage points more effectively address the exercise of power by actors in the system. Powerful actors often consolidate and maintain their power by manipulating the flow of information and the rules and goals of the system so as to exclude others, which is why "shaking up" who is able to influence information flows, system rules, structure and goals can have such large effects on a system. Paradigm shifts among powerful actors can likewise have large impacts, as they open the way for these actors to use their power differently.

Power is complex and there are, appropriately, many different frameworks for understanding it. Power can be seen as being held by actors or as distributed within webs of relationships. It can be seen as a "zero sum game" (where power gained by one party necessitates a loss of power by other parties), or as an "expanding pie". It can be seen as something negative and constraining, or as something positive and enabling. In this document, power is viewed as dynamic and multi-dimensional, ranging in form and expression according to context, and not as something "fixed" (in accordance with VeneKlasen and Miller, 2002 and Gaventa, 2006). This aligns with the GFCF's understanding of power being something that can be shifted; where

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[78] Peace Direct (2022) Localisation and Decolonisation [9725:10721]

advocacy can open up new opportunities in the practice and structures of power, leading to systemic changes.

Four types of power can usefully be recognised (VeneKlasen and Miller, 2002):

- **Power over** is the most commonly recognised form of power. It usually has negative associations with repression, coercion, discrimination, corruption or abuse. Power is seen as a win-lose kind of relationship. Having power involves taking it from someone else, and then, using it to dominate and prevent others from gaining it.
- **Power with** has to do with finding common ground among different interests and building collective strength. Based on mutual support, solidarity, and collaboration, "power with" can help build bridges across different interests to transform or reduce social conflict and promote equitable relations.
- **Power to** refers to the unique potential of every person to shape his or her life and world. With mutual support, it opens up the possibilities of joint action, or "power with".
- **Power within** has to do with a person's sense of self-worth and self-knowledge. It includes an ability to recognise individual differences while respecting others. Power within is the capacity to imagine and have hope, and affirms the common human search for dignity and fulfilment.

Bringing about system change requires using "power with", "power to" and "power within" to navigate and change the dynamics of "power over". However, "power over" is often difficult to confront because it does not always operate in visible ways, and may, for example be part of deeply embedded, invisible social norms, values and worldviews – such as gender roles, racial stereotypes or religious identities (Gaventa, 2006). Hence the need for introspection and deep personal transformation ("power within") which underlies the most powerful leverage point in Figure 17, the power to transcend paradigms.

Mapping the mechanisms of change identified in this evaluation against Meadows' leverage points (Figure 17) and VeneKlasen and Miller's types of power (above), reveals that the GFCF and partners, through the EU funding, engaged all of the "deeper" or more effective leverage points related to system design and intent and also covered all three types of positive power (Table 7). This implies that the GFCF and partners are collectively using the full range of types of power and types of (most powerful) leverage points. Although much more remains to be achieved to change deeply embedded mindsets, by all actors in the system, these findings suggest that no major change in strategy or approach is needed.

Table 7: Mechanisms of change identified in the evaluation, indicating the types of leverage points and types of power engaged

Mechanism	Leverage points engaged (Figure 14)	Type of power
Grantmaking level		
Trust feedback loop	7 – Gain around driving positive feedback loops (the trust feedback loop enables other feedback processes such as a learning feedback loop, a relationship feedback loop, and local giving);	Power with
	6 – Structure of information flows (who is trusted to initiate and make decisions);	Power to
	4 – Power to add, change or self-organise system structure (increasing trust allows for more horizontal accountability and provides a foundation for locally-led development);	Power with, power to
	3 – Goals of the system (trust enables co-creation of goals)	Power with, power to
	2 - Mindset/paradigm out of which the system arises (beliefs about partners' trustworthiness)	Power within
Solidarity and mutual support	4 – Power to add, change or self-organise system structure (power with communities through solidarity, training, buffering etc.; power to self-organise for collective action);	Power with, power to
	2 – Mindset/paradigm out of which the system arises (belief in the world as supportive and caring vs hostile)	Power within
Reflexive practice	7 – Gain around driving positive feedback loops (reflexive practice enables ongoing learning and adaptation);	Power to
	6 – Structure of information flows (reflexive practice allows evaluative information to reach more actors);	Power to
	5 – Rules of the system (building the evidence base helps to illuminate the rules of the system);	Power to
	4 – Power to add, change or self-organise system structure (through learning, reflecting and experimenting together with partners);	Power with, power to
	2- Mindset/paradigm out of which the system arises (reflexivity allows critical evaluation of paradigms and actors' roles in the system);	Power within
	1 – Power to transcend paradigms (possibility of personal transformation and paradigm change)	Power within
Reframing assets and capacities	4 – Power to add, change or self-organise system structure (builds local power by valuing existing assets and capacities)	Power to
	3 – Goals of the system (revisit assumptions about the role of capital, broader understanding of wealth, awaken partners to the possibility of changing system goals);	Power to
	2 – Mindset/paradigm out of which the system arises (making hidden paradigms visible, new language)	Power within
	1 – Power to transcend paradigms (self-worth, beliefs about self-efficacy and agency)	Power within

Another body of work on system change from the fields of ecology and social-ecological systems offers alternative perspectives. The concepts of the **adaptive cycle** and **panarchy**

(Holling, 2001; Gunderson & Holling, 2002) present a picture of system change as a continuous cycle of growth, destruction and renewal at a range of scales. The adaptive cycle describes systems as moving through phases of growth, conservation, release and reorganisation (Figure 18). Growth is associated with increasing connectedness within the system, which eventually causes it to become less resilient and more susceptible to disturbance during the conservation phase. The spread of COVID-19 among human populations and the knock-on effects of disturbances within globally interconnected supply chains are good examples. Once the resources held in the conservation phase are released, a period of reorganisation follows, eventually leading to a new configuration and continuation of the cycle (Figure 18). The release and reorganisation phases are important for generating novelty and diversity in the system.
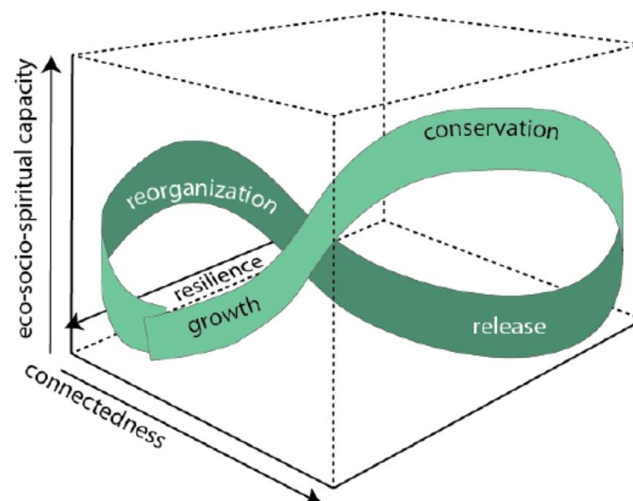
Figure 19: A three-dimensional representation of the adaptive cycle (Holling, 2001)

In the case of this evaluation, there are some indications that the "dominant system" of development aid and philanthropy (in the conservation phase) is experiencing pressure which is pushing it towards release and reorganisation. These pressures include growing calls to address inequality and to recognise forms of wealth beyond money, the localisation and decolonisation agendas, and the COVID-19 pandemic. The diversity of local organisations whose experimentation and evidence-gathering was enabled by the EU grants provide a source of options for reorganisation. Participation of these organisations in the community of practice, both within and beyond the grant period, will serve to promote growth through increasing connectedness, leading to increased capacity to influence the character of the new system (Figure 18). However, the adaptive cycle suggests that we should be careful of assuming that the story ends once a desirable system change has been achieved – such as a shift in power towards community philanthropy and locally-led development. Those pushing for system change now need to be aware of and committed to ensuring that they do not simply reproduce the existing problematic power relations at a different scale. This requires continual reflection, introspection and learning to keep the focus on "power with", "power to" and "power within" and away from "power over". At present, many of the grant partners do show awareness and concern for this issue (Section 3.4), but it will need constant attention.

PANARCHY OF INTERCONECTED ADAPTIVE CYCLES AT DIFFERENT SPATIAL AND TEMPORAL SCALES

Source: Designing Regenerative Cultures, 2016 - www.danielchristianwahl.com; Graphics: www.flaviagargiulo.com
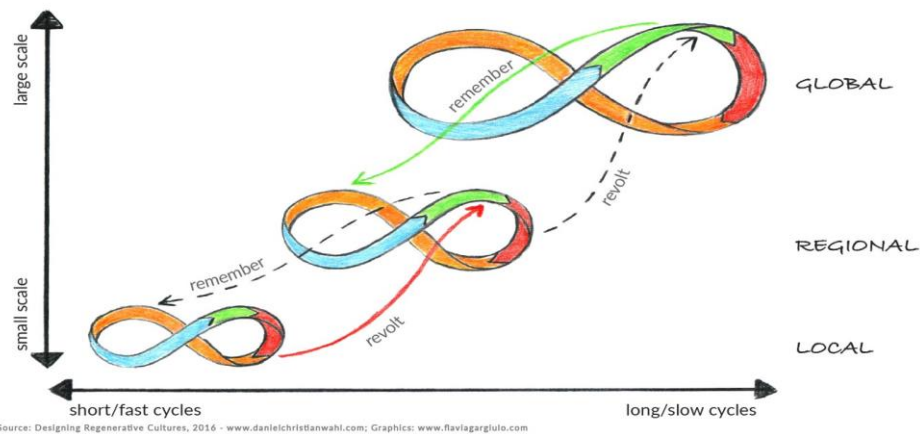
Figure 20: Panarchy, the connections between adaptive cycles across spatial and temporal scales

The concept of panarchy highlights the importance of connections across scales (Figure 19). Smaller, faster adaptive cycles may influence larger, slower cycles through "revolt", where organisation at the smaller scale overwhelms and disrupts the larger scale. This is the type of emergent, bottom-up change the GFCF is promoting. However, larger, slower cycles can also influence smaller, faster ones, for example through memory of previous system configurations and causal connections (Gunderson & Holling, 2002) – which is why mindset or paradigm shifts are such powerful leverage points for change.

5 Conclusions and recommendations

All four intended outcomes of the EU programme were substantially achieved.

Grant partners managed to address both direct and indirect impacts of the COVID-19 pandemic in their contexts, and many particularly provided assistance to the most marginalised or vulnerable members of their communities. These responses covered medical care, provision of personal protective equipment, education and awareness, emergency food support to vulnerable households, advocacy for fair treatment of marginalised groups, and support for livelihood activities which were heavily impacted by the pandemic in these countries. The fact that partners were able receive the funding quickly and meet some of the needs within their communities meant that trust was built through the process. Nine out of the 21 partner organisations cited building trust in communities as one of their most important outcomes.

However the grantmaking process achieved far more in most cases than COVID-19 relief. Besides building trust, other key outcomes were the strengthening of community groups, capacity building of local institutions, building local philanthropy/assets, strengthening gender equality and poverty reduction. Many grants actively promoted or enabled community

philanthropy in their contexts, by raising awareness of its potential for reframing assets and capacities and enabling personal (and organisational) transformation, by collecting data, documenting or celebrating community philanthropy, or by piloting opportunities for local giving. The range of activities tried was broad and innovative. All grants enabled local giving in some form, whether in cash or in kind. Unfortunately, in-kind contributions were poorly tracked and so are probably vastly under-estimated. The results confirm the importance of community foundations in the relational aspects of development work at the local scale.

Grant partners were successfully drawn into the existing community of practice which is nurtured by the GFCF, through a number of online and in-person events, a WhatsApp group, and through sharing of material on the GFCF and #ShiftThePower Treehouse websites. The engagement of partners in these activities was impressive. Partners found the community of practice valuable because it provided them with: A **sense of solidarity and community** which was important to them, given the often lonely work of being leaders and pioneers; **inspiration and energy** to keep going; **opportunities to expand their local and global networks;** and **ideas to take forward** into their own work. While efforts were made to break down language barriers, it is still a little difficult for the Francophone partners to participate fully.

Many partners also felt that they had contributed to building the field of community philanthropy. Seven partners named "building the field of community philanthropy" as one of the top three outcomes. Some referred specifically to the bridging role they played between different communities or between communities and authorities, and some even described their most important outcomes as being at the level of system change, namely raising the profile of community philanthropy and building connections or influencing policy with policy makers and funders. A few partners show signs of becoming significant regional influencers and advocates for community philanthropy, and in this sense they are playing a similar role to the GFCF but at a smaller scale.

The approach used by the GFCF to address change at three levels simultaneously and to build bonding, bridging and linking social capital, was successful in producing outcomes at all three levels. Outcomes reported by the grant partners covered all of the more powerful types of system leverage points and all three types of positive power, suggesting that no major opportunities are being missed to produce change towards an aid system that is more mutually beneficial, equitable and just.[79]

Four mechanisms were identified as lying behind the achievement of outcomes, based on the evidence that was available and that could be examined within the scope of the evaluation:

- A trust feedback loop
- A solidarity and mutual support feedback loop
- Reflexive practice
- Reframing of assets and capacities

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[79] Note that the evaluation only looked at the grant outcomes as reported by grant partners and the GFCF, and did not independently assess impacts on the ground.

Besides the resources provided to partners through the grants, the GFCF itself made a significant contribution to the achievement of programme outcomes through its convening of the community of practice, connecting of partners and other actors across countries and issues, data collection, and its substantial contribution to the discourse around community philanthropy, localisation and shifting power through high-profile speaking engagements as well as academic papers, blogs, articles and reports. These contributions were enabled by:

- The GFCF's careful choice of partners and ability to identify strategic opportunities to connect partners to each other.
- GFCF staff and associates' ability to write and speak in a way that contributes to the global discourse.
- The GFCF's convening power and many connections and relationships across the different parts of the international aid and philanthropy systems.
- The GFCF's clear sense of the "bigger picture" and ability to harness different sources of funding in pursuit of broader goals.

As an organisation, the GFCF "walks the talk" by demonstrating trust in their grant partners, for example, through providing core or unrestricted funding when needed, allowing partners to choose which outcomes to report on, allowing partners to co-create meeting agendas, and generally imposing a minimum of bureaucracy. They also engage in reflexive practice and in-house monitoring and evaluation activities, but in a way that is careful not to place too many demands on their grant partners.

The diversity of local organisations whose experimentation and evidence-gathering was enabled by the EU grants provide a source of options for system reorganisation. Participation of these organisations in the community of practice, both within and beyond the grant period, will serve to promote growth through increasing connectedness, leading to increased capacity to influence the character of the new system. However, once a desirable system change has been achieved – such as a shift in power towards community philanthropy and locally-led development – it will be important not to reproduce the existing problematic power relations. This will require continual reflection, introspection and learning to keep the focus on "power with", "power to" and "power within" and away from "power over". At present, some of the grant partners do show awareness and concern for this issue, but it will need constant attention.

The following ten recommendations are made:

- Community philanthropy is a feasible route towards enhanced localisation and should be further supported in future – where localisation is seen as part of a **relational process** of anti-racism and shifting of power to local actors and not merely as transfer of funds to local actors.
- Some EU policy documents do not support the above approach to localisation. It is important to "look behind" the use of terms such as "localisation" and "community philanthropy" to ensure that partners have a shared understanding of these terms and their implications for the way partners approach their partnerships and their work.

- Community philanthropy organisations should not be seen merely as funding conduits. They have so much more to offer.
- The GFCF should not make any major changes to its approach, theory of change or way of working with community philanthropy organisations.
- It may be useful for the GFCF and partners to talk more about the challenges of working with communities and that everything at the local level is not necessarily rosy (for example, there may be competing agendas, non-homogeneity, power struggles, elite capture, etc.). Agency can produce negative results, such as rent-seeking (a way of taking charge of your own development) or war. It seems important for the GFCF and partners to show that they are not simply naïve to these issues, but are in fact experienced in dealing with them effectively.
- The writing of the GFCF is strong on advocacy and presents powerful arguments. It may, however, be helpful to add a more reflective type of writing, such as documenting lessons learned and difficulties encountered (maybe not all for public consumption, but this would be useful for understanding and sharing how change happens).
- A more explicit focus on power may be useful. Despite the prominence of the hashtag #ShiftThePower, the GFCF does not explicitly address different types of power or how power will be shifted (although it is perhaps implied that the growing influence of the "emergent system" plays a role). As shown through the discourse analysis, powerful vested interests such as existing large USAID contractors are unlikely to easily relinquish power (and wealth). Shifts in power seldom occur without being claimed, and some level of conflict may occur. The GFCF, and partners, may want to think about how to position themselves and how to communicate about such issues.
- It will be important for the GFCF and partners to pay constant attention to checking their own power and practices and challenging each other within the CoP, to avoid reproducing existing problematic power differentials and creating a "brittle" system, and to prevent bridging organisations from becoming gatekeepers.
- Community philanthropy organisations and their local partners are best placed to keep track of long-term impacts and the durability of development in their communities. The GFCF should consider whether this could be more prioritised without imposing overly burdensome M&E requirements onto organisations. This was covered under the "Measuring what matters" theme within the community of practice, but it still seems rather low-key. This kind of ongoing, cross-project M&E does require organisations to have sufficient core funding, so perhaps that needs to be in place first?
- The mechanisms identified through this evaluation could be used to structure future data collection. For example, evidence could be collected for the role of the trust feedback loop in building relationships, and how organisational and personal practices specifically enable trust, or a lack of trust.

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Appendix 1: Details of evaluation methodology

Table A1-1: Evaluation question, data sources and analysis methods

EU programme outcomes	GFCF theory of change domain	Evaluation questions	Data sources	Analysis method(s)
1. **Grantmaking programme:** COVID-19 response activities using a local grantmaking approach that supports community-level dialogues and "building back better", fosters stronger local civil society engagement, enhances social capital through transparent, accountable and inclusive decision-making processes at the local level, and leverages local philanthropy and systems of solidarity and mutual aid.	Local	• How has the EU cohort of grants contributed to this outcome? • Which mechanisms have enabled the achievement of this outcome in the different contexts?	• Grant applications. • Rapid scan questionnaire on organisational characteristics and goals. • Grant partner progress reports. • GFCF survey data. • Interviews with a sample of grant partners, chosen to represent the range of mechanisms present in the data.	Document and interview analysis which focuses on identifying particular local level outcomes, mechanisms and contexts (with reference to Table 1**Error! Reference source not found.**, including emergent outcomes). Development of up to five case studies illustrating different mechanisms and pathways of change that promote localization and "building back better".
2. **Capacity and network strengthening:** At least 30 community partners benefit from capacity and network strengthening trainings in diverse areas of community philanthropy practice, feel connected as a cohort, and expand their local and global networks.	Community of practice	• How has this outcome been supported for and through the EU grants cohort? • Which mechanisms have enabled the achievement of this outcome in the different contexts?	• Pando network data. • Grant partner progress reports. • Participant observation at relevant events. • Interviews with both long-standing and newer members of the community of practice.	Document and interview analysis which focuses on identifying outcomes, mechanisms and contexts at the community of practice level.
3. **Data collection and analysis:** Data collected (individual and aggregated) across the cohort provides insights into the types and range of hyper-local responses to COVID-19, practices etc. that contribute to	Local, system	• What can be learnt about supporting community philanthropy and localisation through public funding?	• Grant partner progress reports and data, with particular focus on those that collected data on local giving and COVID-19 responses	Analysis of data collected under (1) above (type and range of responses and practices).

		• Can activities at the local level influence the wider funding systems in which community foundations operate, and if so, how?	• GFCF survey data.	Case study on grants that focused on collecting data.
the evidence base for community philanthropy and local capacity, and lend value to the localisation agenda.				
4. **Awareness-raising / influencing among broader audiences:** Awareness of community philanthropy as strategy for people-led development and accelerating localisation is increased among new audiences in the international development and philanthropy space.	Community of practice, system	• How has this outcome been supported for and through the EU grants cohort? • Which mechanisms have enabled the achievement of this outcome in the different contexts?	• Participant observation at relevant events. • GFCF contributions to advocacy and awareness-raising (presentations and writing).	Discourse analysis.

Table A1-2: Documents used for discourse analysis

Document title	Author(s)	Date
From "Innovation for Localization" to "Local Philanthropy, Localization and Power": A learning report on collaboration across systems	GFCF, NEAR, Red Barnet, STAR Ghana Foundation & WACSI	Sep 2022
Donors working together: The story of the Global Alliance for Community Philanthropy	Rafal Serafin & Ros Tennyson	Sep 2019
Localisation and Decolonisation: The Difference that Makes the Difference	Peace Direct	2022
Dream Paper: Shift the Power	Partos Innovation Hub	Jan 2022
Dear USAID, let's make sure that "local" really means "local"	Dylan Matthews	Nov 2021
How to lift community-led organizations in dry aid: Experiences from Kenya	Elizaphan Ogechi	Oct 2022
The Future of Humanitarian Aid in a New Context Full of Challenges	Pusterla, F. & Pusterla, E.R.G. for the European Parliament Development Committee	Oct 2021
Communication on the EU's Humanitarian Action: New Challenges, Same Principles	European Commission	Mar 2021
Moving forward the localisation agenda of EU humanitarian aid	VOICE EU	Sep 2022
Readers react	EU commissioner's views on Localisation create a stir	The New Humanitarian	Mar 2021
Donor Statement on Supporting Locally Led Development	Multiple Development Agencies and country governments	Dec 2022
Localization at USAID: The Vision and Approach	USAID	Aug 2022

Perspectives on Localization	Cooley, L., Gilson, J. & Ahluwalia, I. for the Professional Services Council (PSC) Council of International Development Companies	Aug 2021
USAID Chief Samantha Power details localization push	Ava Saldinger	Dec 2021
USAID's Samantha Power wants to break down the barriers of the industrial aid complex	Colum Lynch	Jan 2023
The Rise of Community Philanthropy	Jenny Hodgson & Barry Knight	Dec 2016
How Community Philanthropy Shifts Power: What Donors Can Do to Help Make That Happen	Jenny Hodgson & Anna Pond	2018
Local resource mobilization as a strategy for constituency building for human rights: key findings from a grantmaking pilot (DRAFT)	Jenny Hodgson, GFCF	May 2021
Community philanthropy is essential for lasting and transformative change	Jenny Hodgson, GFCF	Oct 2022
Redefining Wealth for the 21st Century	Deborah Markley & Janet Topolsky, Aspen Institute	Oct 2015
What's Next for Community Philanthropy: Making the Case for Change.	Gabriel Kasper, Justin Marcoux & Jess Ausinheiler, Monitor Institute	Jun 2014
Philanthropy in Africa: Functions, Status, Challenges and Opportunities' in N. MacDonald and L.T. de Borms (eds), Global Philanthropy. London: MF Publishing.	Bhekinkosi Moyo	2010
Resonance: A Framework for Philanthropic Transformation	Justice Funders	2019
A Transformative Moment for Philanthropy	McKinsey	May 2020

Appendix 2: Grant partner speaking roles

Table A2-1: Speaking roles by grant partners, contributing to building the field of community philanthropy

Organisation	Event	Date	Hosted By	Audience	Link
Bulsho Fund	Suleiman Abdulahi spoke during "Local Philanthropy, Localisation and Power" conference	22-Sep-22	West Africa Civil Society Institute, STAR Ghana Foundation, GFCF	INGOs, international development actors, governments, donors, community philanthropy actors	https://globalfundcommunityfoundations.org/news/local-philanthropy-localization-and-power-communities-driving-their-own-development-join-us-for-the-upcoming-conference/
	Suleiman Abdulahi was meant to speak on "Participation" webinar - but could no due to a technical issue	1-Dec-21	GFCF	Community philanthropy practitioners and donors	https://globalfundcommunityfoundations.org/news/lost-in-participation-why-and-how-meaningful-community-participation-is-at-the-heart-of-community-philanthropy/
CivSource Africa	Jackie Asiimwe spoke on GFCF panel "Community Philanthropy Around the World"	12-Oct-22	UK Community Foundations	Community foundations (primarily UK-based)	https://conference.ukcommunityfoundations.org/day-2-agenda/
Community Foundation for the Western Region of Zimbabwe					
Fonds Pour les Femmes Congolaises	Therese Nzale spoke on "Community Philanthropy in Francophone Africa"	28-Jul-22	GFCF	Community philanthropy practitioners and donors	https://www.youtube.com/watch?v=Nbs5SYf92_8&t=114s
Foundation for Civil Society					
Fundação Micaia					
Haiti Community Foundation	Haitian Leaders on Transforming Haiti – New #BuildingPathways Webinar Series	Sept - Oct 2021	Haiti Community Foundation (GFCF assisted with promotion)	INGOs, international development actors, governments, donors, community philanthropy actors	https://globalfundcommunityfoundations.org/news/haitian-leaders-on-transforming-haiti-new-webinar-series/
	Francois Chavenet spoke on "Engaging with Corporates" session	6-Oct-22	GFCF	Community philanthropy practitioners and donors	https://www.youtube.com/watch?v=SSM0rJ7uQPY

Initiative Pananetugri pour le Bien-etre de la Femme	Micheline Wendyam Kabore spoke on TrustAfrica event "Strengthening the West Africa Philanthropy Support Ecosystem" (moderated by Ese Emerhi, GFCF)	19-May-22	TrustAfrica, WINGS	INGOs, international development actors, donors, community philanthropy actors	
	Micheline Wendyam Kabore spoke on "Community Philanthropy in Francophone Africa"	28-Jul-22	GFCF	Community philanthropy practitioners and donors	https://www.youtube.com/watch?v=Nbs5SYf92_8&t=114s
Kabale Municipality Development Foundation					
Kenya Community Development Foundation	Stella Chege spoke on funders discussion on "Measuring What Matters"	3-Dec-20	GFCF	INGOS, international development practitioners, private foundations	
	Caesar Ngule spoke on BOND event "Trust and Alternative Approaches" (with Jenny Hodgson, GFCF)	1-May-21	BOND	INGOS, international development practitioners	
	Grace Maingi spoke on Traidcraft session "Community-Led Change and the Struggle for Power" (with Ese Emerhi, GFCF)	13-Oct-21	Traidcraft	INGOS, international development practitioners	
	Grace Maingi spoke on KCDF 25-year anniversary webinar "Community Voice in Shifting the Power"	28-Feb-22	KCDF	Community philanthropy practitioners and donors	https://www.kcdf.or.ke/index.php/webinar-community-voice-in-shifting-the-power
	Grace Maingi spoke on Partos session "Taking Stock of Shifting Power Dynamics" (with Jenny Hodgson, GFCF)	29-Mar-22	Partos	INGOS, international development practitioners	
	Catherine Kiganjo spoke on KCDF 25-year anniversary webinar "Building Financial Resilience for Civil Society Organizations"	27-Apr-22	KCDF	Community philanthropy practitioners and donors	https://www.kcdf.or.ke/index.php/webinar-building-financial-resilience-for-civil-society-organizations
SPNKK					
STAR Ghana Foundation	Ibrahim-Tanko Amidu spoke during "The Localization Agenda: Questioning the Role of Intermediaries" event	29-Apr-21	West Africa Civil Society Institute, STAR Ghana Foundation, GFCF	INGOs, international development actors, governments, donors, community philanthropy actors	

	Ibrahim-Tanko Amidu spoke during "Local Philanthropy, Localisation and Power" conference	23-Sep-22	West Africa Civil Society Institute, STAR Ghana Foundation, GFCF	INGOs, international development actors, governments, donors, community philanthropy actors	https://globalfundcommunityfoundations.org /news/local-philanthropy-localization-and-power-communities-driving-their-own-development-join-us-for-the-upcoming-conference/
	Webinar series on Alternative Financing Models (under the Giving for Change project): Asset-based community development; social enterprise; social impact investment	29-Sep-22, 26-Oct-22, 30-Nov-22	STAR Ghana Foundation, West Africa Civil Society Institute	INGOs, international development actors, governments, donors, community philanthropy actors	https://www.star-ghana.org/all?start=12
Tamkeen Community Foundation					
Tewa	Urmila Shrestha spoke on "Building Local Philanthropy" webinar	17-Mar-21	GFCF	Community philanthropy practitioners and donors	https://globalfundcommunityfoundations.org /news/building-local-philanthropy-against-the-backdrop-of-covid-19/
	Urmila Shrestha & Basanti Lama spoke on "Takeover Session" during BOND conference (moderated by Ese Emerhi, GFCF)	28-May-21	BOND	INGOS, international development practitioners	
Thubutu Africa Initiatives					
Twerwaneho Listeners Club	Gerald Kankya spoke on GFCF panel "Community Philanthropy Isn't Coming - It Has Arrived" (moderated by Ese Emerhi, GFCF)	7-Sep-21	East Africa Philanthropy Network	Foundations, community philanthropy practitioners and donors	https://eaphilanthropyconference.org/confer ence-agenda/
UHAI EASHRI					
Uluntu Community Foundation					
XOESE					
Zambian Governance Foundation	Tarisai Jangara (then with ZGF) spoke on funders discussion on "Measuring What Matters"	3-Dec-20	GFCF	INGOS, international development practitioners, private foundations	
	Barbara Nost presented case study on ZGF in "Mobilizing the Demand Side of #ShiftThePower" specifically looking at civil society resourcing	11-May-21	GFCF	Community philanthropy practitioners and #ShiftThePower allies	https://globalfundcommunityfoundations.org /news/moving-from-the-old-to-the-new-why-its-time-to-rethink-civil-society-resourcing/

Appendix 3: Articles written by or featuring grant partners

Table A3-1: Writing contributions by grant partners, towards building the field of community philanthropy

Organisation	Title	Date	Published	Link
Bulsho Fund				
CivSource Africa	Mining for meaning to understand philanthropy in Uganda (with link to report "Taking a Second Look: Analysis of the 'Generosity During the Time of COVID-19' Reports")	9-Aug-21	GFCF website	https://globalfundcommunityfoundations.org/blog/mining-for-meaning-to-understand-philanthropy-in-uganda/
	Big, bold, brave: Building a philanthropy movement, the Gathering of Givers 2021 (link to report)	24-Nov-21	GFCF website	https://globalfundcommunityfoundations.org/resources/gathering-of-givers-2021/
Community Foundation for the Western Region of Zimbabwe				
Fonds Pour les Femmes Congolaises	Community Philanthropy in the DRC: Evidence and Potential (with link to report)	27-Jul-22	GFCF website	https://globalfundcommunityfoundations.org/resources/community-philanthropy-in-the-drc-evidence-and-potential/
Foundation for Civil Society				
Fundação Micaia	"Giving us the reins to drive our own development path" – Meet the Giving for Change alliance: MICAIA Foundation, Mozambique (interview with Milagre Nuvunga)	24-May-21	GFCF website	https://globalfundcommunityfoundations.org/news/giving-us-the-reins-to-drive-our-own-development-path-meet-the-giving-for-change-alliance-micaia-foundation-mozambique/
	A different way is possible: Reimagining development in Mozambique (interview with Milagre Nuvunga and Andrew Kingman)	13-Oct-22	GFCF website	https://globalfundcommunityfoundations.org/news/a-different-way-is-possible-doing-development-in-mozambique/
Haiti Community Foundation	Haitian leaders on transforming Haiti – new #BuildingPathways webinar series	5-Aug-21	GFCF website	https://globalfundcommunityfoundations.org/news/haitian-leaders-on-transforming-haiti-new-webinar-series/
Initiative Pananetugri pour le Bien-être de la Femme	Baseline study for the development of community philanthropy in Burkina Faso (link to report)	31-May-22	GFCF website	https://globalfundcommunityfoundations.org/resources/baseline-study-for-the-development-of-community-philanthropy-in-burkina-faso/

Kabale Municipality Development Foundation				
Kenya Community Development Foundation	"We need to focus on how we change mind-sets" – Meet the Giving for Change alliance: Kenya Community Development Foundation (interview with Caesar Ngule)	16-Jun-21	GFCF website; KCDF website	https://globalfundcommunityfoundations.org/news/we-need-to-focus-on-how-we-change-mind-sets-meet-the-giving-for-change-alliance-kenya-community-development-foundation/
	Living our values in pursuit of the system we want – KCDF and GFCF test a new way of working	14-Jul-22	GFCF website	https://globalfundcommunityfoundations.org/news/living-our-values-in-pursuit-of-the-system-we-want-kcdf-and-gfcf-test-a-new-way-of-working/
Nagarik Aawaz				
SPNKK				
STAR Ghana Foundation	"It is possible to do development differently" – Meet the Giving for Change alliance: STAR Ghana Foundation (interview with Ibrahim-Tanko Amidu and Eunice Racheal Agbenyadzi)	24-May-21	GFCF website	https://globalfundcommunityfoundations.org/news/it-is-possible-to-do-development-differently-meet-the-giving-for-change-alliance-star-ghana-foundation/
	Pathways to effectively operationalise the localisation agenda	13-Jul-21	GFCF website	https://globalfundcommunityfoundations.org/blog/pathways-to-effectively-operationalise-the-localisation-agenda/
	STAR Ghana Foundation sensitizes communities on safety during floods	1-Oct-21	STAR Ghana website	https://www.star-ghana.org/latest-news/506-star-ghana-foundation-sensitizes-communities-on-safety-during-floods
	The women who stood up for the "witches" of northern Ghana: Community philanthropy's role in challenging stigma and discrimination	20-Oct-22	Shift The Power Treehouse; STAR Ghana website	https://shiftthepower.org/2022/10/20/the-women-who-stood-up-for-the-witches-of-northern-ghana-community-philanthropys-role-in-challenging-stigma-and-discrimination/
	Shift the Power – Ghanaian NGOs at the crossroads of relinquishing power to local communities (link to report)	22-Oct-22	GFCF website	https://globalfundcommunityfoundations.org/resources/shift-the-power-ghanaian-ngos-at-the-crossroads-of-relinquishing-power-to-local-communities/
	APNAssembly2022: STAR-Ghana Foundation participates as speaker in dual sessions on community philanthropy	8-Nov-22	STAR Ghana website	https://www.star-ghana.org/latest-news/547-apnassembly2022-star-ghana-foundation-participates-as-speaker-in-dual-sessions-on-community-philanthropy
Tamkeen Community Foundation	Dar Maarifa Cloud story sharing platform		Tamkeen website	https://tamkeencommunity.org/story-sharing/

Tewa	Tewa celebrates 25 years of advancing womens' rights and building local philanthropy in Nepal	17-Feb-21	GFCF website	https://globalfundcommunityfoundations.org/news/tewa-celebrates-25-years-of-advancing-womens-rights-and-building-local-philanthropy-in-nepal/
Thubutu Africa Initiatives				
Twerwaneho Listeners Club	How local radio can advance human rights – and build community philanthropy too: the story of the Twerwaneho Listeners' Club	3-Apr-20	GFCF website	https://globalfundcommunityfoundations.org/news/how-local-radio-can-advance-human-rights-and-build-community-philanthropy-too-the-story-of-the-twerwaneho-listeners-club/
UHAI EASHRI				
Ulantu Community Foundation				
XOESE, le Fonds pour les Femmes Francophones				
Zambian Governance Foundation	When a hammer mill is so much more than a hammer mill: The Zambian Governance Foundation's work in Namanongo (with link to video)	18-Sep-20	GFCF website	https://globalfundcommunityfoundations.org/news/when-a-hammer-mill-is-so-much-more-than-a-hammer-mill-the-zambian-governance-foundations-work-in-namanongo/
	The power of practitioner-led research in reframing the narrative around what it means to be "community-led"	29-Mar-21	GFCF website	https://globalfundcommunityfoundations.org/news/the-power-of-practitioner-led-research-in-reframing-the-narrative-around-what-it-means-to-be-community-led/
	Power of the tongue: Language and its place in development	17-May-21	ZGF Newsflash; GFCF website	https://globalfundcommunityfoundations.org/blog/power-of-the-tongue-language-and-its-place-in-development/
	The winner takes it all	13-Aug-21	Alliance Magazine	https://www.alliancemagazine.org/blog/the-winner-takes-it-all
	Moving from the old to the new: Why it's time to rethink civil society resourcing	9-Jun-22	GFCF website	https://globalfundcommunityfoundations.org/news/moving-from-the-old-to-the-new-why-its-time-to-rethink-civil-society-resourcing/
	Rethinking civil society resourcing	9-Jun-22	GFCF website	https://globalfundcommunityfoundations.org/news/rethinking-civil-society-resourcing/

Appendix 4: Contribution of the GFCF and partners to raising the profile of community philanthropy

	Event	Organised by	Date	# registered / participants *	Grant partner participated as speaker	GFCF Staff as Speaker
GFCF organized / co-organized: in-person						
1	People and practices driving change to shift power	GFCF, GlobalGiving, Center for Disaster Philanthropy, USAID & Non-Profit Finance Fund	27 Oct 2022	20 (in person) 40 online	STAR Ghana Foundation	Jenny Hodgson
2	Localization session at Africa Philanthropy Network Assembly in Entebbe	GFCF	8 Nov 2022	~ 40	Bulsho Fund	Jenny Hodgson
3	Human rights session at Africa Philanthropy Network Assembly in Entebbe	GFCF	9 Nov 2022	~ 30	Twerwaneho Listeners Club	Eshban Kwesiga
GFCF organized / co-organized online						
1	"Measuring What Matters" (funders)	GFCF	3 Dec 2020	96	Kenya Community Development Foundation & Zambian Governance Foundation	
2	Building local philanthropy during COVID-19	GFCF	17 Mar 2021	186	Tewa	
3	#ShiftThePower network map / ecosystem	GFCF & Root Change	14 July 2021	281	STAR Ghana Foundation	
4	Launch of GFCF Giving Circles paper (AM session)	GFCF	27 Jan 2022	80		Tarisai Jangara & Jenny Hodgson
5	Launch of GFCF Giving Circles paper (PM session)	GFCF & Community Investment Network	27 Jan 2022	75		Tarisai Jangara & Jenny Hodgson
6	Community philanthropy in Francophone Africa	GFCF	28 July 2022	53	Fonds pour les Femmes Congolaises & Initiative	

					Pananetugri pour le Bien-être de la Femme	
GFCF invited to speak at events organized by international donor / NGO / networks						
1	Trust and alternative approaches	BOND	1 May 2021		Kenya Community Development Foundation	Jenny Hodgson
2	#ShiftThePower: What power and how far has it shifted?	Alliance Magazine	27 May 2021			Ese Emerhi
3	"Takeover session" during BOND conference	BOND	28 May 2021		Tewa	Ese Emerhi
4	Community-led change and the struggle for power	Traidcraft	13 Oct 2021		Kenya Community Development Foundation	Ese Emerhi
5	Perceptions/representations in North-South development partnerships	Radboud University	25 Jan 2022			Ese Emerhi
6	#ShiftThePower requires that we #ShiftTheMoney	Movement for Community-Led Development	10 Feb 2022			Jenny Hodgson
7	Active learning series on shifting the power	Center for Disaster Preparedness & GlobalGiving	28 Feb 2022			Jenny Hodgson
8	Challenges to shifting the power	The Hunger Project Sweden & Movement for Community-led Development	2 Mar 2022			Eshban Kwesiga
9	Localisation and locally led development	Thinking and Working Politically CoP & La Trobe University in Australia	21 Mar 2022	25		Ese Emerhi
10	Strategic Partnerships Lab - Taking stock of shifting power dynamics	Partos	29 Mar 2022	125	Kenya Community Development Foundation	Jenny Hodgson
11	WeGiveSummit session on Giving Circles	Philanthropy Together	12 May 2022	83		Tarisai Jangara
12	Funding networks – What structural and mindset shifts do funders need to make?	ENACT!2022 organized by InHive	18 May 2022			Ese Emerhi
13	Localization: Shifting power for democratic development	USAID Center for Democracy, Human Rights and Governance	23 June 2022			Jenny Hodgson
14	Operationalizing locally-led development	Humentum	7 Sept 2022			Jenny Hodgson
15	Community philanthropy around the world	UKCF	12 Oct 2022	40	CivSource	Jenny Hodgson

16	Who's in power?	Alliance Magazine	20 Oct 2022	120		Ese Emerhi
GFCF invited to speak at events organized by civil society partners and allies						
1	Community development and community-led philanthropy	Comunalia	7 Apr 2021	30		Jenny Hodgson
2	Community philanthropy isn't coming – it has arrived	East Africa Philanthropy Network	7 Sept 2021	35	Twerwaneho Listeners Club	Ese Emerhi
3	Strengthening the West Africa philanthropy support ecosystem	TrustAfrica & WINGS	19 May 2022	45	Initiative Pananetugri pour le Bien-être de la Femme	Ese Emerhi
4	Decolonizing philanthropy: Opportunities and challenges in Brazil	Comuá Network	21 Sept 2022	150	Fundação Micaia	Ese Emerhi
5	African philanthropy: Driving change	Africa Philanthropy Network	31 Oct 2022			Ese Emerhi
6	Building resources to address complexity: A call to become relevant agents of change	Africa Philanthropy Network	8 Nov 2022	150		Ese Emerhi
7	Ignite Talk: Creating genuine alternatives to existing ways of deciding and doing	Africa Philanthropy Network	9 Nov 2022	150		Jenny Hodgson
8	Funding human rights	Uganda Human Rights Fund	15 – 16 Nov 2022	30		Eshban Kwesiga
GFCF invited to speak at events organized by EU sub-grant partners						
1	The localization agenda: Questioning the role of intermediaries	WACSI, STAR Ghana Foundation & GFCF	29 Apr 2021	100		Jenny Hodgson
2	Local philanthropy, localization & power	WACSI, STAR Ghana Foundation & GFCF	21 – 23 Sept 2021	300		Ese Emerhi & Jenny Hodgson
3	Community voice in shifting the power	Kenya Community Development Foundation	28 Feb 2022	120		Jenny Hodgson
Grant partners invited to speak on community philanthropy at other international events						
1	Exploring different approaches to grant making	UKCF	12 Oct 2022	70	Zambian Governance Foundation	