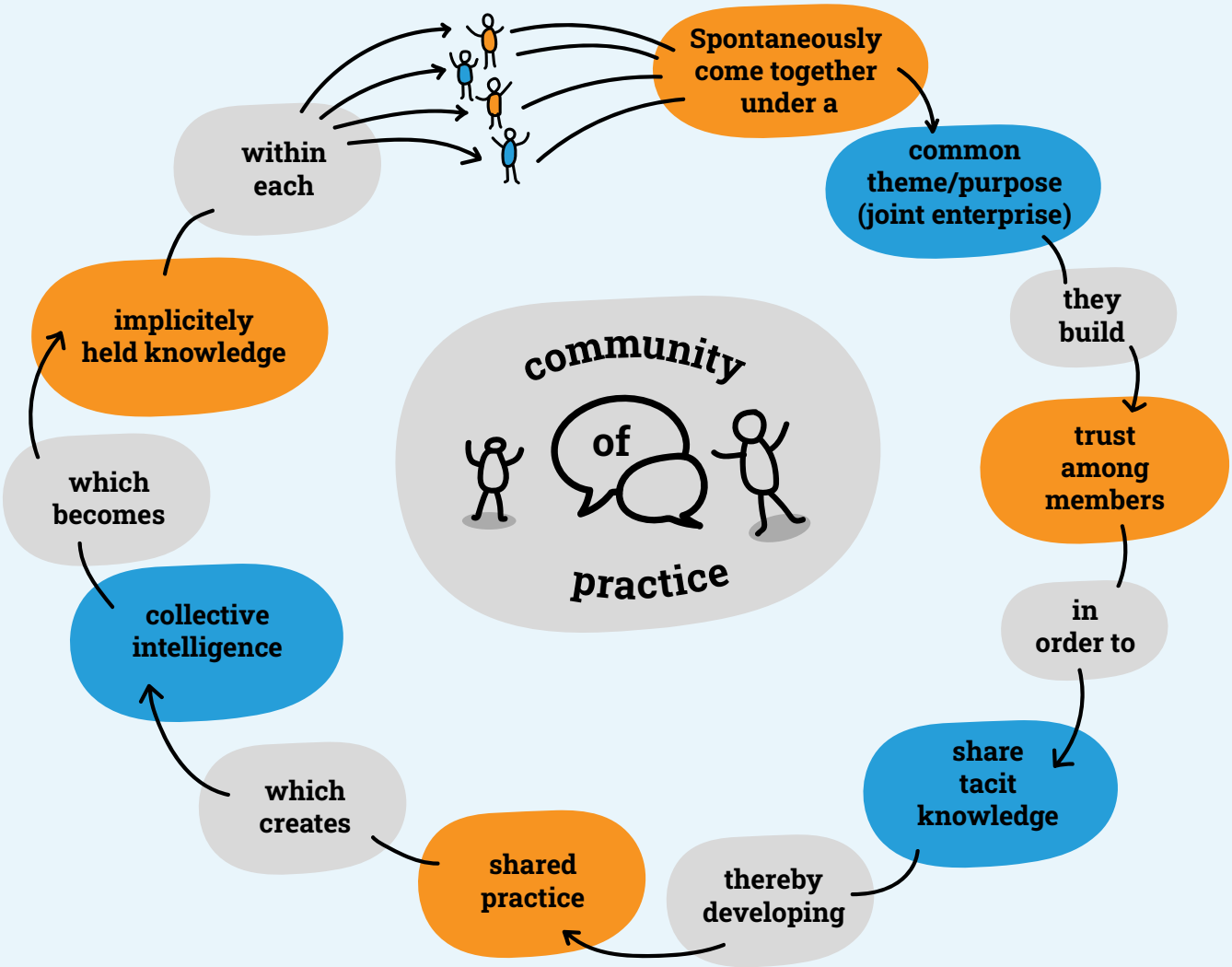
giving FOR change

Community-led Development through Community and Domestic Philanthropy

Communities of Practice in the Giving for Change programme

“Local problems must have local solutions.”[1]



Based on Allan, B. (2008). Knowledge creation within a community of practice.

1 Based on a quote by a Community of Practice respondent in Mozambique: “They realized that local problems must have local solutions.”

Contents

Section 1

Executive summary

1. Executive summary

This report explores the role of Communities of Practice (hereafter, CoPs) formed and supported under the Giving for Change programme in nurturing bottom-up power and fostering locally-led transformation. More specifically, it examines whether CoPs have helped stimulate mind-set and power shifts to unlock communities' collective power to express their views and drive change.

The Giving for Change programme defines CoPs as places for mutual learning and sharing, and for testing new approaches and ways of working. Learning and sharing are centred around domestic resource mobilization, building local constituencies for social change, strengthening community voices and questions around power dynamics. As spaces for learning, collaboration, and reflection, CoPs can serve as powerful vehicles for cultivating the "social soil" – the less visible inner conditions beneath the surface, such as the quality of awareness, intentions and relationships. When the social soil is intentionally nurtured, it creates the conditions for meaningful mind-set shifts and the redistribution of power to take root and grow. This requires targeted investments in building and cultivating a community of like-minded organizations, the social system, so that it can use this capacity to drive change within their members and communities.

This report collates the perspectives of 199 individuals, drawing both quantitative data (interviews) and qualitative data (surveys) from eight countries with diverse socio-political contexts – including Brazil, Burkina Faso, Ethiopia, Ghana, Mozambique, Kenya, Palestine and Uganda. The depth and quality of data collected across the eight countries varies, reflecting the evolving and emergent nature of this practice. Due to the varying depth and quality of data collected, cross-country comparisons are not useful.

All CoPs considered, established between 2021 and 2024, are at varying stages of maturity. Despite the challenges posed by COVID-19, the broader CoP community across the eight countries has grown significantly. The roles of the nine National Anchor Institutions varied across the eight countries – some primarily acted as network facilitators, connectors, mentors, supervisors, partners or knowledge brokers. These differing roles, shaped by diverse socio-political contexts, meant that each CoP charted its own unique development journey.

National Anchor Institutions considered capacity development support and grant support to their CoPs as the most effective strategies, followed by advocacy and policy engagement, communication and visibility, convening and knowledge sharing and networking support. Given the political sensitivity surrounding support to local civil society – and in order to mitigate the risk of political backlash – two National Anchor Institutions, in Burkina Faso and Uganda, also supported their CoPs and members in achieving legal compliance or status.

Together, the nine National Anchor Institutions served as key enablers of collaboration, learning and influence across their respective civil society ecosystems. The support the National Anchor Institutions extended to CoPs can be described as a joint exploration of new ways of learning and collaborating. National Anchor Institutions adapted these joint exploratory journeys to fit the socio-political context, the state of civil society and the varying levels of maturity among the CoPs. The case of Mozambique is unique as the CoP model was considered misaligned with the political reality, resulting in the emergence of a "Movement for Philanthropy" rather than the establishment of structured CoPs.

What makes CoPs under the Giving for Change programme unique and different? CoPs were critical in nurturing bottom-up power and fostering locally-led transformation within their constituencies. CoPs, in particular, helped cultivate the social soil – the inner conditions beneath the surface – that are essential for change to take root at the local level, thereby contributing meaningfully to mind-set shifts and strengthening community power.

CoPs that emerged under the Giving for Change programme largely differ from traditional civil society actors because they take a more holistic approach to addressing societal issues. National Anchor Institutions helped civil society actors, the CoP members, move away from a siloed, compartmentalized way of working towards embracing collaboration and joint action defined by geography or joint thematic interest. The CoP founding spirit helped dismantle silos and foster a sense of mutual identification, and ultimately promoted collaboration over competition. CoPs brought civil society actors closer together.

CoPs have been effective in fostering joint reflection and learning across hierarchies, with a strong spirit of collaboration taking root at the local level, evidenced by numerous examples. Among most CoPs, increased collaboration fostered a shared identity and enhanced members' self-esteem and public recognition. Among some CoPs, strong local rootedness, membership diversity and recognizing the importance of their individual (member) voices have contributed to a growing sense of collective power amongst members. While CoPs cited

numerous instances where their collective bargaining power has prompted governments to acknowledge and engage with them, most CoPs have yet to extend their influence beyond their local political sphere. This is not the case for CoPs in Brazil, Ghana and Kenya, as they have successfully started to engage in higher-level, national dialogues.

CoPs have been highly effective in mobilizing local communities to embrace their agency – taking ownership of their concerns and priorities and proactively demanding that these be heard by the government. They have also encouraged members to pursue greater self-reliance and actively mobilize domestic resources. One of the most significant successes of the CoPs formed under the Giving for Change programme has been shifting members and their communities from passive recipients to strategic actors, fostering the belief that local resource mobilization is a viable alternative to external aid.

Mind-set and power shifts occurred in various ways among the CoPs supported by the Giving for Change programme. Participating in a CoP enabled members to question both their dependency mind-set and traditional development aid. CoP members have shared numerous examples of how these mind-set changes have manifested. These include cognitive shifts such as moving from inaction and uncertainty to community-led advocacy, and from donor dependency to internal resource mobilization. Others reported changes in how they redefine sustainability and their roles within local philanthropic ecosystems. There is broad evidence that local member organizations across all eight countries have begun to integrate the principles of community philanthropy into their work.

This enquiry also revealed several learning points. National Anchor Institutions are more likely to succeed if they undergo deep organizational self-reflection ("doing the inner work") to genuinely understand how power shifts happen before they can support others in this transformation with moral authority and credibility. Equally important is prioritizing relationship-building over funding incentives, since introducing potential funding too early can distort partnerships and compromise long-term commitment. The enquiry also shows that organically grown collaborations among like-minded organizations are more durable than externally imposed structures, which often collapse when funding ends. CoPs achieve better outcomes when members are grouped by similar institutional capacities rather than bringing organizations at different developmental stages together into one space. Finally, the impact of formalized CoPs on local resource mobilization, and the potential competition this creates with less-resourced local civil society organizations, warrants further examination for future learning.

In some cases, these CoPs have moved beyond being CoPs, as they have realized the impact of their collective power on external stakeholders and existing power structures. CoPs hold huge potential if their members continue utilizing them as learning and collaboration platforms. The enthusiasm expressed by CoP members about how CoPs have shifted their perspectives and motivated concrete action stands as compelling evidence that this model offers a viable and transformative alternative.

> **"....earlier, all members used to just attend for the sake of invitation, because it's in their locality, but today, they want to go there because they have an agenda. They want to make change. They want to see a change in that policy, a change in that budget document. And they want to track whether this policy or the budget resonates with the needs of the community."**
>
> *(CoP member from Kenya)*

> **"It needs a mind-set shift...it takes time for communities to readjust to their old or their own way of seeing how development should be done. So, it takes constant education...I mean engagement and orientation for local people or local communities to adopt to this whole idea... It has not been smooth trying to work around this issue of local philanthropy through the CoP, but because we have been persistent, our supporters, the STAR Ghana Foundation and West Africa Civil Society Institute, have always created that space for us to reflect and then re-strategize and learn."**
>
> *(CoP member from Ghana)*

Section 2

Background

2. Background

The Giving for Change programme is a five-year initiative (2021 – 2025) led by an international consortium comprising the Africa Philanthropy Network, Global Fund for Community Foundations, Kenya Community Development Foundation and Wilde Ganzen. The programme operates in eight countries across Africa, Latin America and the Middle East.

The programme's strategic objective aims to enhance freedom of speech by amplifying community voices claiming their rights towards powerholders through community philanthropy, with the support of other state and societal actors. This is to be achieved through unlocking the collective power of local communities – represented by local civil society actors – to express their views and drive change. Emphasizing the power of relationships and networks at the local level, the Giving for Change programme sees CoPs as being vital for nurturing bottom-up power and fostering locally-led transformation.

The Giving for Change programme uses the following definition of CoPs:[2] CoPs are "mostly physical, but also online, spaces to bring together a diverse range of civil society actors. The CoPs can be formed in a specific geographic area or around a specific issue or identity. CoPs are places for mutual learning and sharing, testing new approaches and ways of working. Learning and sharing are centred around domestic resource mobilization, building local constituencies for social change, strengthening community voices and questions around power dynamics."

The Giving for Change programme is implemented through a network of nine National Anchor Institutions across eight countries:

1. Comuá Network (Brazil)
2. Coordenadoria Ecumênica de Serviço – CESE (Brazil)
3. Association Burkinabè de Fundraising (Burkina Faso)
4. Development Expertise Centre (Ethiopia)
5. The consortium of the STAR Ghana Foundation and West Africa Civil Society Institute (Ghana)
6. Kenya Community Development Foundation (Kenya)
7. Fundação Micaia (Mozambique)
8. Dalia Association (Palestine)
9. Uganda National NGO Forum (Uganda)

2.1 Purpose

This learning paper aims to deepen the understanding of the use and impact of CoPs, which form the centre piece of the Giving for Change programme. In more detail, it:

a. Provides an overview of CoPs in the Giving for Change programme: their purposes, structures, membership, agreements, leadership and thickness of relationships.

b. Explores the different ways in which Giving for Change National Anchor Institutions have used CoPs as strategies for deepening practice, building community voice and power etc., and the extent to which these strategies have been effective.

c. Provides insights on the extent to which CoPs are building power, fostering mind-set shifts, etc. or, equally, reinforcing existing power dynamics.

Data collection and analysis for this learning paper occurred between February and May 2025. The content of the learning paper is informed by four main sources:

a. Findings from 12 interviews with 20 representatives of National Anchor Institutions and two Giving for Change consortium members.

b. Results from a survey completed by eight national alliance partner representatives,

c. Results from a survey completed by 151 CoP members across all countries, with results broken down as follows: four from the Comuá Network (Brazil), 20 from CESE (Brazil), four from Burkina Faso, five from Ethiopia, 19 from Ghana, 74 from Kenya, 15 from Mozambique, eight from Palestine and two from Uganda.

d. Findings derived from two online focus group discussions with 20 Ghana and Kenya based CoP members.

In total, this learning paper captures the perspectives of 199 individuals – including consortium partners, National Anchor Institutions, and CoP members – each contributing to the Giving for Change programme in their respective roles.

2 As described in the Giving for Change multi-annual plan, 2021 – 2025.

Section 3 of this paper primarily draws on the survey responses from eight National Anchor Institutions, supplemented – albeit to a limited extent – by interview findings. The alliance partner survey had limited relevance in the Mozambican context, as Fundação Micaia's experience with introducing the CoP concept differed significantly from that of other countries. This explains why only eight of the nine National Anchor Institutions completed the survey. Section 4 reflects on insights from both the alliance partner survey and interviews with their representatives. Section 5 is based on the survey completed by CoP members and focus group discussions held with CoP members in Ghana and Kenya.

The CoP member survey was distributed in all four relevant languages – Arabic, English, French and Portuguese – using Google Forms. This inadvertently created an artificial segmentation of responses by language. Since the results had to be aggregated manually, there is no single consolidated survey dataset available. The number of responses varied greatly across the eight countries, with Kenyan CoP members making up almost half of all responses (74 of 151 in total). Due to the small sample size in Brazil (Comuá Network), Burkina Faso, Ethiopia and Uganda, as well as the language-based segmentation, a meaningful comparison across countries is not possible.

All interviews and focus group discussions were conducted virtually and transcribed using the transcription software Otter.ai. In one case, the transcription was additionally supported by Fireflies.ai. In some instances, and particularly for the analysis of qualitative responses to the CoP member survey (as there were many) Claude.ai was used to identify recurring themes and rank them in order of frequency or number of mentions.

Section 3

How CoPs work - commonalities and differences

3. How CoPs work – commonalities and differences

3.1 The size of the wider Giving for Change CoP community

Under the Giving for Change programme, there are forty active CoPs and one Movement for Philanthropy in Mozambique. For consistency and clarity throughout this report, all subsequent references to the CoPs under the Giving for Change programme should be understood to include the Movement for Philanthropy in Mozambique.

The wider Giving for Change CoP community has remarkably diverse participation, comprising civil society actors[3] such as civil society organizations and community-based organizations, grassroots organizations, identity-based groups including women-led, youth-led, and disability-focused organizations, regional networks and unions (for example, a union of domestic workers, a regional organization of indigenous women, and a regional network of black women's organizations), individual practitioners and activists, government representatives as well as private sector stakeholders.

Coordenadoria Ecumênica de Serviço CoP members

The Coordenadoria Ecumênica de Serviço CoP consists of 25 diverse women's organizations across the Northeast of Brazil, including groups representing rural women, women living with disabilities (for example, visually impaired women), black women, women in prison, fisherwomen, LGBTQ+ individuals, sex workers, domestic workers, etc. They are fairly well-established organizations largely depending on activists or volunteers. What unites them is their struggle for human rights.

3 In this report, the term civil society actor comprises all types of civil society actors, including informal civil society, and not only professional NGOs.

The size of the Giving for Change CoP community				
Country	National Anchor Institution	Number of CoPs	Movement	Number of member organizations
Brazil	Comuá Network	4	-	18
Brazil	Coordenadoria Ecumênica de Serviço	1	-	25
Burkina Faso	Association Burkinabè de Fundraising	9	-	65
Ethiopia	Development Expertise Centre	7	-	129
Ghana	STAR Ghana Foundation and West Africa Civil Society Institute	2	-	35
Kenya	Kenya Community Development Foundation	6	-	170
Mozambique	Fundação Micaia	-	1	150 (estimated)
Palestine	Dalia Association	6	-	30
Uganda	Uganda National NGO Forum	5	-	12
Total		**40**	**1**	**634**

A more detailed list of CoPs is attached in Annex 1 of this report.

3.2 Definition of a CoP

While CoP definitions[4] vary slightly, there are two common features that form the foundation of the CoP model across all Giving for Change countries:

a. Shared purpose or common interest, such as community development, advocacy, local fundraising or local challenges.

b. Mutual learning and collaboration, which includes knowledge exchange, and collective problem-solving.

The CoP in Mozambique represents a unique case, as the model proved ill-suited to Mozambique's socio-political environment – an issue that became apparent upon its introduction to the broader civil society community in the country by the National Anchor Institution, Fundação Micaia.

The failure to establish the CoP model among civil society actors gave rise instead to a Movement for Philanthropy, in which grassroots groups and civil society actors engage voluntarily, without formal commitments. As a result, the CoP in Mozambique should be understood more as a movement than as a CoP.

3.3 Main purpose

While some purposes were more clearly described than others, one can identify three broad categories: reflection, learning, and knowledge sharing; advocacy and strategic influence; and, community-driven action. A clear demarcation is difficult, but some CoPs fulfil more than one purpose, carrying out activities across various categories.

4 Detailed CoP definitions as provided by National Anchor Institution partners can be found in Annex 1.

Main purposes of CoPs

Based on this, this paper attempts to categorize CoPs in line with the above criteria.

12 CoPs primarily focus on mutual learning, reflective practice and the co-creation of knowledge:

- Coordenadoria Ecumênica de Serviço in Brazil: Reflection and learning from practice. (1)
- CoP Institutional Development, Comuá Network in Brazil: Learning from peers on key topics and co-creation on topics such as monitoring and evaluation, self-care, climate justice, etc. (1)
- CoP Knowledge Production, Comuá Network: Knowledge creation in community philanthropy and social justice. (1)
- Merged and Middle CoPs in Ghana: Mutual learning, testing approaches and fostering networking. (2)
- CoPs in Palestine: Learning and peer exchange around specific topics. (6)
- Movement for Philanthropy in Mozambique. (1)

Nine CoPs are more focused on influencing policy or systems change through public engagement and advocacy, as follows:

- Coordenadoria Ecumênica de Serviço in Brazil: Individual CoP members work to influence public policies through advocacy. (1)
- CoP Philanthropy and Democracy, Comuá Network in Brazil: Advocacy strategies in Brazil's political context. (1)
- CoP Communications and Narratives, Comuá Network: Developing shared narratives and communication strategies. (1)
- CoPs in Kenya: Joint advocacy and amplifying community voices. (6)

21 CoPs primarily aim at community-driven action, as follows:

- CoPs in Ethiopia: Amplifying local voices and contributing to local development. (7)
- CoPs in Burkina Faso: Community development actions. (9)
- CoPs in Uganda: Strengthening philanthropy at the grassroots level. (5)

Purposes of CoPs under the Comuá Network

- CoP Institutional Development: This CoP's key theme is "Strong Community, Strong Institutions." With a participatory approach, the CoP team uses this space to engage members in the network's key agendas and events, provide updates and to learn from each other on key topics such as monitoring and evaluation (Measuring What Matters), anti-racism, climate justice, and self-care for organizations' executive teams, amongst others. Comuá continues co-creating this space with members.
- CoP Philanthropy and Democracy: This CoP facilitates analysis and conversations on the network's overall advocacy strategies within the context of Brazil's political landscape. It provides a space to strengthen collective efforts to advance democracy through community-based and social justice philanthropy. For example, by organizing meetings to explore the UNFCCC's Conference of the Parties (COP) and articulating joint advocacy strategies for engagement in those forums.
- CoP Communications and Narratives: This CoP is dedicated to developing common narratives across the network to support its advocacy strategies using diverse media channels, such as social media, news channels and diverse communication materials. It is also a space for reflection regarding the network's communication practices to ensure they align with its core values.
- CoP Knowledge Production: This CoP embraces the Saberes programme, which aims to foster knowledge production in the fields of community philanthropy and social justice.

The purpose of CoPs in Ethiopia

Ethiopian CoPs play a pivotal role in mobilizing the efforts of their members and local communities to exercise their freedom of speech through community philanthropy. The CoP, through its executive committee and sub-committees, engages in local fundraising, gathers issues of concern (or grievances) of community members, and works collaboratively with local government to address those prioritized issues. If the issues exceed the capacity of local government to address, the CoP may engage in lobbying and advocacy efforts to push for broader solutions.

3.4 How they were formed

In all countries, CoPs emerged with the support of National Anchor Institutions. The Movement for Philanthropy in Mozambique only came into being in 2024, due the CoP model's misalignment with the socio-political environment in the country, as explained above.

3.5 Governance: Registration as legal entities vs informal network

In Ethiopia and Burkina Faso, CoPs have established themselves as formally registered legal entities, a strategic decision driven by various factors, including critical legal protection and official authorization to conduct activities (Burkina Faso), and enhancing their capacity to secure funding, expand their constituency base, and maintain transparent accountability toward the communities they serve (Ethiopia). In the remaining countries, CoPs operate without formal registration as legal entities.

3.6 Governance: Formal agreements vs informal agreements

CoPs in Brazil, Ghana, Mozambique and Palestine are not governed by formal agreements. In Burkina Faso, CoPs put in place formal agreements and Codes of Conduct. In Uganda, CoPs are regulated by Memorandums of Understanding with the Uganda National NGO Forum. In Kenya, the forms of agreement vary across the six CoPs, ranging from formal Memorandums of Understanding (the Kakamega CoP, Kwale CoP and Nairobi CoP), a Code of Conduct (Makueni CoP) and in one case a formal agreement (Busia CoP). Kisumu CoP was in the process of establishing a similar framework at the time of this enquiry.

3.7 Network maturity

Levels of network maturity, or stage of development, vary across all CoPs. While such categorization offers only a general indication of each network's stage of development, CoPs were grouped into the following categories.

Emerging	Recently being established with a nascent network structure; still in the process of forming identity and purpose; informal systems and processes; and, small and loosely connected membership.
Developing	Early systems and procedures established but still evolving; more clarity sought on purpose and basic structure; and, growing membership and visibility.
Strengthening	Substantial membership base with strong engagement; well-defined identity and strong engagement from a broad base; robust systems, policies and leadership; and, increasing influence.
Thriving	Fully matured network with strong leadership and sustained impact; deep engagement across a diverse membership; systems in place; and, recognized in the wider community.

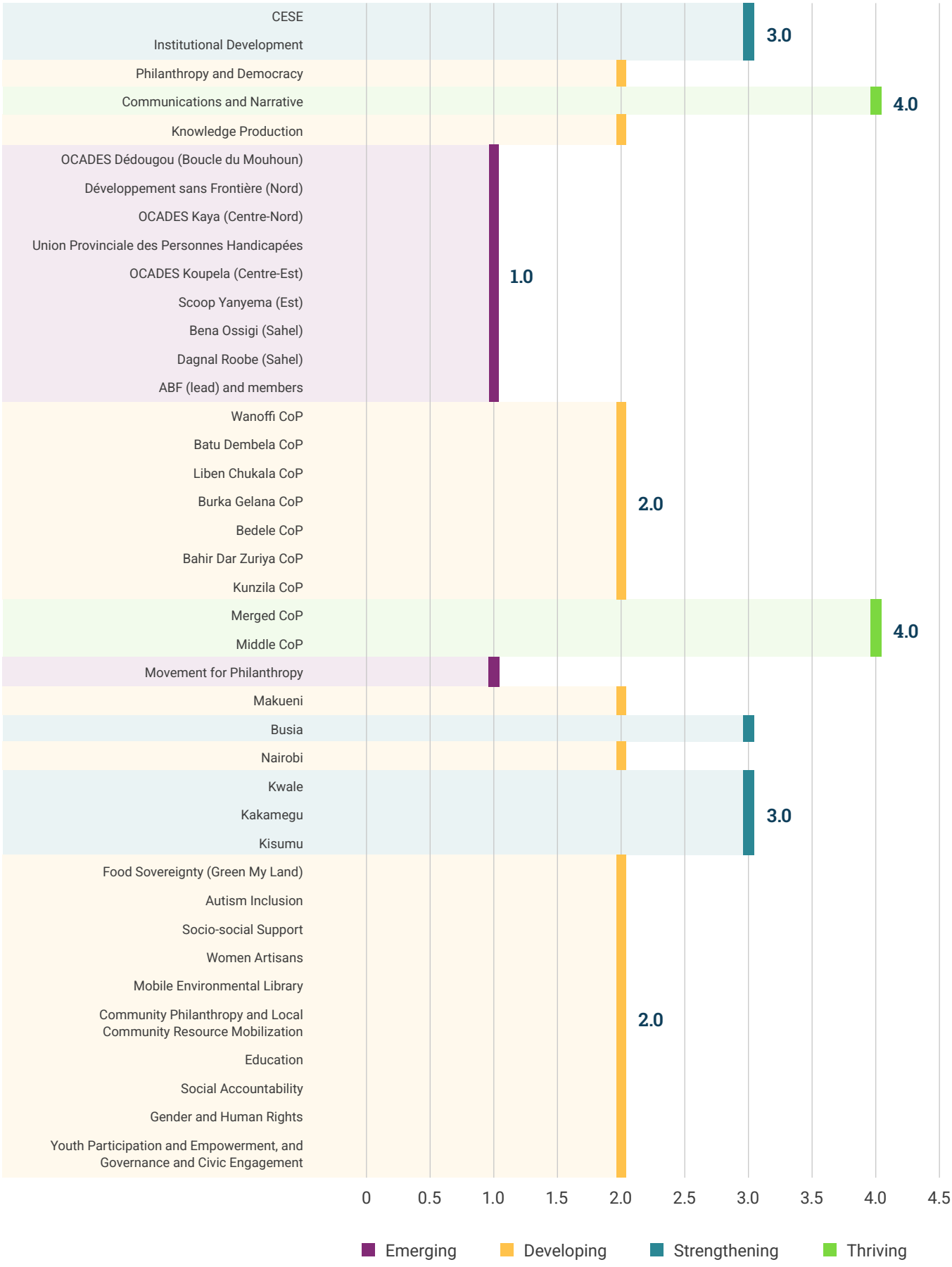
Almost a quarter (24%) of all CoPs – comprising the nine CoPs based in Burkina Faso and the Movement for Philanthropy in Mozambique – are categorized as emerging.

A small majority, 22 CoPs (54%), are considered developing. These include: CoP Philanthropy and Democracy, and CoP Knowledge Production, which still rely on the Comuá Network's executive team to shape their agendas and functioning; all seven CoPs in Ethiopia; Makueni and Nairobi CoPs in Kenya; all six CoPs in Palestine, where the CoP concept was only recently introduced among Palestinian civil society actors; all five CoPs in Uganda, where, according to the Uganda National NGO Forum, non-state actors initially took time to understand and adopt the CoP approach.

Only six CoPs (15%) fall under the strengthening category. These are Coordenadoria Ecumênica de Serviço (Brazil), the Institutional Development CoP attached to the Comuá Network (Brazil), and four Kenya-based CoPs: Busia, Kakamega, Kisumu and Kwale.

Finally, three CoPs (7%) are considered thriving, reflecting a more advanced level of maturity. These include both Ghanaian CoPs (Merged and Middle CoPs), and the Communications and Narratives CoP attached to the Comuá Network in Brazil.

CoP's maturity level



3.8 Focus – theme vs geography

The focus varies across countries, with some CoPs organized around geographic areas, others around thematic issues, while some combine both geographic and thematic interests. In Ethiopia, for instance, CoPs are convened at the district level; in Ghana, at the regional level; and, in Burkina Faso, at both the regional and national levels. In Palestine, CoPs formed around a joint interest in a topic (for example, food sovereignty or women artisans). In Mozambique, the Movement for Philanthropy, comprising an estimated 150 members, came together for their joint interest in advancing philanthropy.

In Brazil, CoPs under the Comuá Network operate at the national level, are open to all CoP members and organized around themes (including institutional development, knowledge production, etc.). All CoP members attached to Coordenadoria Ecumênica de Serviço are women's organizations based in the Northeast of Brazil. They are organized around their joint interest in gender and women's rights.

CoPs in Kenya are organized by geography, specifically counties. Though CoP members may engage in various thematic areas, they typically maintain primary involvement in one core focus area that aligns with their mission and expertise. In Uganda, CoPs convene both around joint regional and thematic interests.

3.9 Participation criteria

Participation in CoPs most typically requires alignment with shared goals and values, active engagement and thematic relevance. It is assumed that shared values and goals are preconditions for participation on a CoP, however, only limited evidence was found in the data collected during the enquiry process. Many CoPs prioritize organizations who are committed to joint reflection, knowledge exchange and collaborative advocacy efforts (including Coordenadoria Ecumênica de Serviço in Brazil, as well as Ethiopian and Ghanaian CoPs). Criteria often include being located within the same geographic area (including Coordenadoria Ecumênica de Serviço, as well as CoPs in Burkina Faso, Ethiopia and Kenya), and a willingness to participate in structured learning activities such as meetings, workshops and trainings (for example, Coordenadoria Ecumênica de Serviço). Furthermore, the Coordenadoria Ecumênica de Serviço requires members to be women's organizations.

While some CoPs maintain informal agreements and voluntary participation (including Coordenadoria Ecumênica de Serviço and Kenyan CoPs), others require formal membership within a host network (for example, the Uganda National NGO Forum in Uganda) or legal recognition (in Burkina Faso). Kenyan CoPs have evolved to adopt more structured engagement frameworks over time. CoPs under the Comuá Network convene around thematic focus areas which determine participation, with some CoPs targeting specific professional groups or programme participants (for example, the CoP Communications and Narratives).

CoP participation criteria

CoP and country	Shared values and goal	Thematic focus	Joint reflection and knowledge exchange	Joint advocacy	Geographic eligibility	Participation in learning	Legal status	Formal member of Giving for Change alliance partner	Women's organization
CoP Institutional Development, CoP Knowledge Production (Brazil)	■	■	■	■					
CoP Philanthropy and Democracy, CoP Communications and Narrative (Brazil)	■	■	■	■					
Coordenadoria Ecumênica de Serviço (Brazil)	■		■	■		■			■
Nine CoPs (Burkina Faso)	■				■		■		
Seven CoPs (Ethiopia)	■	■							
Two CoPs (Ghana)	■	■							
Movement for Philanthropy (Mozambique)	■								
Six CoPs (Kenya)	■			■	■				
Six CoPs (Palestine)	■	■							
Five CoPs (Uganda)	■	■						■	

3.10 What role National Anchor Institutions play

All National Anchor Institutions actively support CoPs under the Giving for Change programme, although their roles vary slightly. Coordenadoria Ecumênica de Serviço (Brazil) sees its role primarily as a connector – sharing knowledge and strengthening member organizations' influence in public policy.

> **"The Coordenadoria Ecumênica de Serviço operates as a sort of animator, facilitator, offering training, but we doesn't lead it. There is no specific leadership. Some of the organizations already knew each other. Some of them are getting to know each other. They have the autonomy to decide on activities and to do things on their own...they set their own agendas, their themes, their ways forward that comes from them."**
>
> *(Coordenadoria Ecumênica de Serviço representative)*

The Comuá Network in Brazil focuses on organizing CoPs and documenting and disseminating the knowledge in relevant spaces. As described by a Comuá representative, their goal is to "put those members together so they can see themselves in each other." Another crucial aspect of CoPs attached to the Comuá Network is that they serve as spaces for collaboration and exchange among members, creating new avenues for collective advocacy and strengthening each other's work.

In Burkina Faso, the Association Burkinabè de Fundraising largely plays a supervisory, mentoring, and coaching role. Similarly, the STAR Ghana Foundation and Kenya Community Development Foundation play more of a facilitative role by coordinating CoP activities (as in the case with the STAR Ghana Foundation) or facilitating quarterly meetings, reflection sessions, and critical engagements such as budget advocacy (as in the case with the Kenya Community Development Foundation).

The West Africa Civil Society Institute, a consortium partner of the STAR Ghana Foundation, sees itself as a partner, and explains its role as follows:

> **"We went in there as best as possible...as partners and not creating a barrier through the donor / recipient relationship. So, these CoPs have largely thrived without funding being the central fuel for their ability to work. It has been more of ideas, partnerships, everybody bringing their own assets, and they have something to bring on the table. I think getting there for me has been the achievement. It wasn't easy though in the beginning."**
>
> *(West Africa Civil Society Institute representative)*

Fundação Micaia in Mozambique sees itself as a facilitator of community empowerment. It plays a facilitative role by providing support, knowledge sharing and networking opportunities without imposing a structured framework. Recognizing that the CoP model did not initially fall on fertile ground, the Fundação Micaia approach differs from that of other National Anchor Institutions by taking a backseat – supporting discussions and providing resources when needed, while allowing the movement to organize itself around its own priorities.

> **"...the focus is now on trying to ensure that this Movement for Philanthropy really does have legs, and in terms of our contribution to it at the moment, we play a sort of Secretariat function. So we have a person who is Secretary to the movement, and we have an Advocacy Officer who is tasked in these remaining months to convene the activist participants in the movement and actually frame the advocacy agenda for the movement, which is likely to focus on the blockage, the bureaucratic obstacles that local groups and associations face in trying to mobilize their communities and secure local resources."**
>
> *(Fundação Micaia representative)*

The Dalia Association in Palestine primarily plays a linking and networking role. The Development Expertise Center in Ethiopia, the Kenya Community Development Foundation and the Uganda National NGO Forum also strengthen CoP members' capacities through grants or capacity development activities. Since the Ugandan CoPs are members of the Uganda National NGO Forum, it also plays an oversight role in guiding and supporting their activities.

As described by a representative of the Uganda National NGO Forum, they want to "be perceived as the knowledge brokers… to tell our story and tell it authentically."

3.11 Who leads, who convenes and how they meet

Meeting schedules and convening responsibilities vary amongst the wider CoP community. Coordenadoria Ecumênica de Serviço's CoP members meet for annual planning, in online dialogues and for face-to-face courses and workshops. On a need's basis, members also meet for specific activities.

CoPs affiliated with the Comuá Network engage in a diverse range of meetings, each designed with distinct objectives and formats (see box on right). They largely meet online, with the exception of one or two in-person gatherings among members each year. Even though meetings are usually convened by the Comuá Network's executive team, Comuá also encourages members to organize their own meetings. Over time, the CoP Communications and Narratives and the CoP Institutional Development evolved to be led by members rather than by Comuá itself. One member organization, the Fundo Casa Socioambiental, for instance, facilitated preparatory meetings for CoP28 and CoP29, which was open to all members of the Comuá Network

The diverse range of meetings under the Comuá Network in Brazil

- The CoP Institutional Development meets quarterly. Participation is primarily from programme teams and representatives of member organizations.
- The CoP Philanthropy and Democracy convenes three times a year and is mainly composed of senior staff and representatives from member organizations.
- The CoP Communications and Narratives meets at least eight times a year, with core participation from members of communications teams. It also hosts the dynamic online series "Coffee with Communicators", which brings together communications professionals from across the Comuá Network.
- The CoP Knowledge Production hosts the Saberes programme, an eight-month initiative where each cohort meets once a month.

CoP meetings take place in diverse formats:

- Learning meetings for sharing experiences aimed at stimulating a conversation among members.
- Open online webinars on various topics, featuring presentations by guest speakers from members, partners and experts.
- Workshops with invited experts and partners.
- Special activities and workshops proposed by members and / or organized by the Comuá Network in collaboration with other institutions.
- Collaborative workshops for the development of joint initiatives and the design of advocacy strategies.
- Events to launch publications or advance the public debate on community philanthropy and issues around socio-environmental justice.

Ethiopian CoPs meet frequently, at least once a month and more than that if an urgency arises. Ethiopian CoPs have an elaborate governance structure, and their members are represented through their leadership.

The CoP leadership structure in Ethiopia

Each CoP constitutes an Executive Committee, Community Development Committee, a Community Philanthropy Committee, a Lobby and Advocacy Committee and a Community Grievances and Response Committee. Each CoP regularly convenes meetings with its members to set goals, develop a shared vision and support or coordinate community philanthropy activities. Additionally, a CoP plays an active role in lobbying and advocacy, preparing action plans, monitoring the implementation of these plans, conducting self-assessments, and collecting contributions and penalties from its constituent members as necessary.

In Burkina Faso, CoPs are led by their Lead Managers, with support from a Programme Manager, and convene quarterly at the national level. In Ghana, each CoP is supported by a convener and two co-conveners. They hold monthly online meetings and quarterly in-person gatherings, the latter facilitated by the STAR Ghana Foundation. In Kenya, CoP meetings are hosted by a local convener and held monthly or quarterly at a minimum. However, CoP members also initiate their own meetings without the support of the Kenya Community Development Foundation.

Palestinian CoPs appear to meet frequently, as they meet whenever the need arises. On average, this is bi-monthly. CoPs are led by a designated CoP member. Ugandan CoPs have similar arrangements. Led by a designated member organization, CoPs meet regularly at the regional level. In addition, the Uganda National NGO Forum convenes all CoPs annually to foster cross-learning.

3.12 How CoP members communicate

WhatsApp and physical meetings are the most frequently used channels for communication amongst CoP members. CoP members also use online meetings to communicate and stay in touch, although these channels are less dominant than WhatsApp and physical meetings. Next in order of importance are phone calls and emails, followed by regularly scheduled meetings, which are not a primary method. Other social media channels (for example, Slack and Snapchat), often used by younger generations, are not used at all.

3.13 The future of CoPs beyond the Giving for Change programme

When asked about the survival of the CoPs beyond the Giving for Change programme, only the Coordenadoria Ecumênica de Serviço in Brazil answered in the negative, emphasizing that continuous support for CoP members would be essential for their continuous engagement. It is important to acknowledge that the wide geographic distribution of its members across nine states in Northeast Brazil presents challenges to maintaining the current mode of collaboration. However, thanks to the capacity strengthening provided under the Giving for Change programme, the Coordenadoria Ecumênica de Serviço is confident that its members will find new ways to continue collaborating beyond the programme's conclusion.

Section 4

How National Anchor Institutions have used CoPs strategically

4. How National Anchor Institutions have used CoPs strategically

4.1 Effective strategies

Most National Anchor Institutions mentioned capacity building and training as their most effective strategy, followed by project support and advocacy. These strategies and examples are listed below.

Effective strategies used by National Anchor Institutions

Area	Specific strategy used	Mentioned by alliance partner
Capacity building and training	■ Training on local fundraising, advocacy and communications ■ Use of Change the Game Academy tools ■ Transfer of knowledge and skills ■ Training of community facilitators	■ Comuá Network (Brazil) ■ Coordenadoria Ecumênica de Serviço (Brazil) ■ Association Burkinabè de Fundraising (Burkina Faso) ■ Development Expertise Center (Ethiopia) ■ STAR Ghana Foundation (Ghana) ■ Kenya Community Development Foundation (Kenya) ■ Uganda National NGO Forum (Uganda)
Support to small projects	Funding small, autonomous projects that foster community action and advocacy (matching grants)	■ Coordenadoria Ecumênica de Serviço ■ STAR Ghana Foundation ■ Kenya Community Development Foundation
Advocacy and policy engagement	■ Advocacy activities by members ■ Strategy development and evaluation of advocacy ■ Engagement with government through technical working groups ■ Hosting learning forums and dialogues	■ Comuá Network ■ Coordenadoria Ecumênica de Serviço ■ Development Expertise Center ■ Kenya Community Development Foundation ■ Uganda National NGO Forum
Communication and visibility	■ Production of media content (articles, videos and podcasts) ■ Communication workshops ■ Documentation of stories of change ■ Research	■ Comuá Network ■ Coordenadoria Ecumênica de Serviço ■ Kenya Community Development Foundation ■ Uganda National NGO Forum

Effective strategies used by National Anchor Institutions		
Area	**Specific strategy used**	**Mentioned by alliance partner**
Convening and knowledge exchange	■ Regular CoP meetings ■ Learning and planning forums ■ Immersions and community dialogues	■ Comuá Network ■ Kenya Community Development Foundation ■ Uganda National NGO Forum
Networking and linkages	■ Playing a facilitator role ■ Keeping members connected ■ National and international partnerships ■ Ensuring active coordination of CoP members	■ Association Burkinabè de Fundraising ■ Development Expertise Center ■ STAR Ghana Foundation ■ Dalia Association (Palestine)

4.2 Examples of effective strategies

National Anchor Institutions cited strategies that they thought were highly effective, as follows:

Capacity building and training

- The Coordenadoria Ecumênica de Serviço in Brazil supported its members through courses on communication and local fundraising and mobilizing support, using Change the Game Academy tools.
- The Development Expertise Center in Ethiopia supported CoPs by strengthening their local resource mobilization capacity, also using Change the Game Academy tools.
- The Uganda National NGO Forum conducted a training for CoP members to help them navigate compliance with government regulations, categorized as follows: substantive legitimacy – ensuring civil society actors align with their mission and values; and, procedural legitimacy – ensuring compliance with Uganda's 17+ legislative frameworks governing civil society actors.

Support to small projects

- The Kenya Community Development Foundation awarded small advocacy grants.
- The Coordenadoria Ecumênica de Serviço (Brazil) supported the CoP with small grants for the implementation of local fundraising, advocacy and communication actions.

Advocacy and engagement

- The Comuá Network, through the CoP Communications and Narratives, launched collective campaigns (for example, Transforming Philanthropy Month and Comuá for Climate).
- Comuá uses CoPs as a space for reflection, collective learning and collective strategy building. Increasingly, they have also served as a space to evaluate Comuá's advocacy and to strengthen members' advocacy capacities.

Communication and visibility

- The Coordenadoria Ecumênica de Serviço produced articles, videos, publications and podcasts that contribute to the visibility of the struggles for rights of CoP members, as well as the struggles of non-state actors in Brazil.
- The Kenya Community Development Foundation developed a research paper to document CoPs as a model for community development, which will enhance their visibility and encourage more partners to recognize and support this approach.

Convening and knowledge exchange

- The Uganda National NGO Forum facilitated community immersions, fireplace conversations and district-level dialogues that brought together CoP members to engage in the community philanthropy discourse.
- The Kenya Community Development Foundation held a National Learning Forum that brought together all CoPs to share best practices and explore the sustainability of CoPs beyond 2025.

Networking and linkages

- The Dalia Association links CoPs to potential opportunities.
- In Burkina Faso, CoPs engage influential local figures such as religious and traditional leaders who act as entry points for community buy-in.

4.3 Factors impeding effectiveness

However, not all strategies have proven effective. Six of the eight National Anchor Institutions reported the need to adjust their approach based on lessons learned, while only two (the Association Burkinabè de Fundraising in Burkina Faso and Development Expertise Center in Ethiopia) saw no need for adjustments. Listed below are some of the key factors hindering the effectiveness of their approach:

Impeding factors at the alliance partner level

- Underestimating the time and complexity of formalizing CoPs: The Kenya Community Development Foundation experienced slow progress with formalizing agreements. While some CoPs have established Memorandums of Understanding or codes of conduct, others faced bureaucratic delays or internal disagreements that hindered formalization, affecting membership growth and legitimacy.
- Limited diversity in membership: Engaging only members' representatives and senior staff limited broader participation and did not sustain long-term engagement. The Comuá Network, therefore, decided to decentralize and diversify participation within the CoPs, involving a broader range of members to enhance CoPs' long-term sustainability.
- Centralized operations and facilitation: Comuá decentralized CoP operations and facilitation to strengthen members' sense of ownership and encourage greater proactivity.
- Meeting overload: Comuá adjusted the frequency of meetings based on members' availability and interest.
- Overestimating CoP members' fundraising capacity: The Coordenadoria Ecumênica de Serviço in Brazil expected that members would develop more diverse fundraising initiatives, but this did not materialize.

Impeding factors at the CoP level

- Enforcing strict rules: The Dalia Association in Palestine reported that enforcing strict rules on CoP members being volunteers had a negative effect. When strict enforcement was applied, it reduced members' willingness to contribute both time and resources.
- Lacking engagement rules: The Kenya Community Development Foundation reported facing challenges when CoPs brought in diverse members without clear engagement guidelines, resulting in misaligned expectations and decreased overall effectiveness.
- A mismatch of capacity levels among CoP members: Non-state actors of varying levels ranging from well-established to emerging were placed in the same CoPs, which created imbalances in learning and participation.

> **"...Their [CoP members'] boards [were] at different levels in terms of ideation, in terms of thinking, in terms of different Executive Directors. They are at different levels in terms of conceptual depths... they [were] also at different levels in terms of their analytical capability. So by and large, you end up building a community of practice of ducks and chickens. So that became a constraint...and what can the ducks learn from the chickens? And what can the chickens learn from the ducks? Except that they flock together and at the end of the day, they will go and roost."**
>
> *(Uganda National NGO Forum representative)*

- Limited digital engagement: In Kenya, many CoPs still rely heavily on physical meetings, underutilizing digital platforms for collaboration, advocacy and knowledge sharing.

- Weak documentation and knowledge sharing: While CoPs have generated valuable insights, the lack of systematic documentation and dissemination has limited their impact and learning beyond their immediate circles (this was seen in Kenya).
- CoP members' reliance on external funding: In Kenya, many CoPs have struggled to sustain activities beyond project funding cycles supported by external funding, which highlighted the need for stronger local resource mobilization strategies.

Other impeding factors

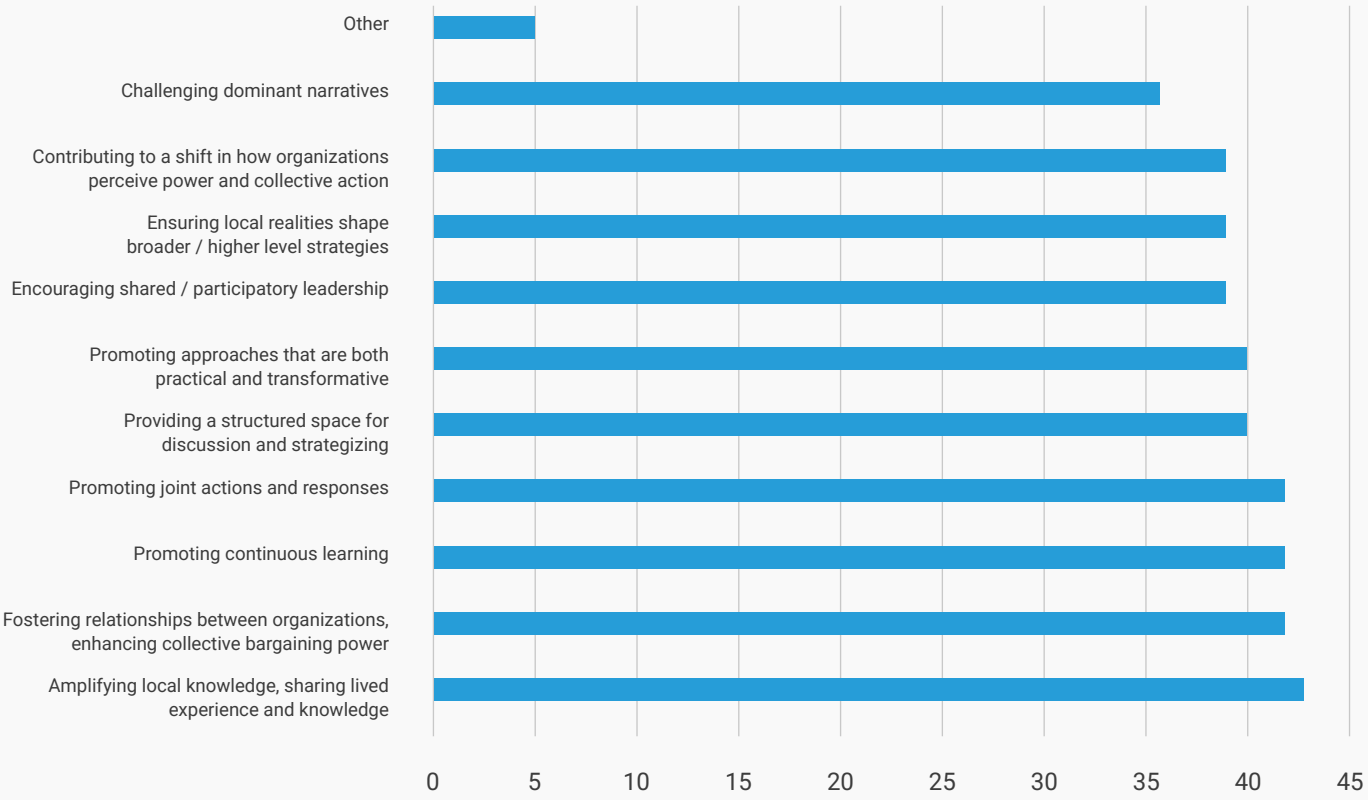
- Opportunism: The STAR Ghana Foundation, for instance, reported that awarding matching grants to a select group of CoP members had a negative effect on those who were not deemed eligible, leading to a temporary decline in their commitment. This raises the question about what processes to put in place to avoid dissonance amongst members who do not benefit from grant support.
- Limited private sector engagement: In Kenya, efforts were made to bring private sector players on board; however, their participation continues to be minimal due to misalignment in priorities and unclear value propositions.
- Inconsistent government commitment: Also in Kenya, despite initial buy-in by government institutions, some county government officials disengage over time, especially after leadership transitions or political shifts.

4.4 Effective strategies used by CoPs

When asked whether National Anchor Institutions considered strategies employed by CoPs effective in deepening practice and strengthening community voice, all eight National Anchor Institutions surveyed responded affirmatively, identifying the strategies in the chart below as being most effective, ranked by perceived effectiveness.

Although there are no major discrepancies in how National Anchor Institutions perceive the effectiveness of CoP strategies, it is noteworthy that challenging dominant narratives received the lowest ratings, while amplifying local knowledge and sharing lived experiences were rated the highest. This contrast suggests that CoPs are currently better positioned to support community-centred efforts and strengthen local agency, rather than directly confront power structures or drive broader systemic change. Interestingly, this contrasts with how CoP members view themselves: both Ghanaian and Kenyan participants in focus group discussions rated their ability to capture and disseminate existing local knowledge as weaker than their other capabilities.

CoPs most effective strategies



Section 5

How CoPs help build power and promote mind-set shifts

5. How CoPs help build power and promote mind-set shifts

5.1 National Anchor Institutions' perspectives

> **"I think while we have been able to achieve a mind-set shift, we may not have completely been able to turn the mind-set 180 degrees, but I think the pendulum has been able to swing and move."**
>
> *(Uganda National NGO Forum representative)*

Mind-set and power shifts occurred in various ways within the CoPs supported by the Giving for Change programme. Some of these shifts were subtle, while others were more evident. The section below illustrates the mind-set and power shifts that took place across the broader Giving for Change CoP community, highlighting where their power originated, how it shifted and how these changes manifested. The following section outlines the main factors that triggered these changes, both at the cognitive level and in terms of observable outcomes.

Collective power through collaboration

It is important to note that increased collaboration, fostered through spaces created by the National Anchor Institutions, has paid off across all CoPs consulted during the enquiry process, and plenty of examples attest to that. Overall, stronger collaboration, fostered by the National Anchor Institutions, has helped CoP members build influence, moving away from a culture of competition to solidarity and shared learning. What is common across all countries is that both National Anchor Institutions and CoPs have encouraged their members to value collaboration not just for funding, but for collective growth, knowledge exchange and strategic impact, even though collaboration and members' engagement varies and much of the work remains voluntary.

> **"The people who are working in the CoPs are all volunteers. They know it is not going to pay back financially, but it is going to pay back in other ways, in-kind, but it can also be collaborations, learning, sharing knowledge."**
>
> *(Dalia Association representative)*

In Mozambique, the initial introduction of the CoP concept was largely met with resistance from non-state actors, as articulated below:

> **"Nobody in Mozambique and civil society basically gets out of their office unless they are paid to do so. So because there was no per diem, there was no positive answer in their mind from what's in it for me, they didn't turn up...and a couple of times, they did send somebody, but it was a different person each meeting, and it was nobody with any kind of influence in the organization."**
>
> *(Fundação Micaia representative)*

However, Fundação Micaia changed course and invested their resources in animating grassroots organizations to come together as a wider movement, that is united by its belief in community-led development as the only valuable alternative to tackle local problems. In fact, their investment paid off, as communities are increasingly embracing the fact that local issues can be addressed though joint collaborative efforts, without having to depend on support from government or international aid that have proven to be unreliable.

The Kenya Community Development Foundation reported that encouraging collaboration, be it through joint fundraising or collective advocacy activities, has reduced the unhealthy competition amongst civil society organizations, which overshadows the civil society sector. Non-state actors are now more readily sharing funding opportunities, with positive effects for the civil society sector at large.

Boosted recognition

Self-esteem results in greater confidence and willingness to engage with other actors, which in turn boosts public recognition. The shift in terms of increased members' self-esteem and public recognition of its members are particular features of Coordenadoria Ecumênica de Serviço. Its CoP members have increasingly recognized their own voices, largely through joint communication activities and the implementation of small projects by the members, and – according to the Coordenadoria Ecumênica de Serviço – this has boosted women's self-confidence and improved how

women working under the CoP are perceived. The plight of black women, a distinct political category in Brazil, has brought the racial dimension of the gender struggle to the forefront. Equally, Coordenadoria Ecumênica de Serviço's efforts of integrating organizations representing women living with a disability brought more importance to disability as a topic.

Diversity and rootedness as a source of power

The diversity of a network can be a source of strength, as demonstrated by the Coordenadoria Ecumênica de Serviço CoP members in Brazil. The Coordenadoria Ecumênica de Serviço has helped its members recognize that their power lies in the diversity and strength of the collective that offers exchanges, learning, and joint action.

> **"...one of their strengths is that they are a very diverse range [of women], but all of them, in one way or another, are in the struggle for human rights. They are all well-established organizations but despite this, they are mostly activists and volunteers."**
>
> *(Coordenadoria Ecumênica de Serviço representative)*

The Coordenadoria Ecumênica de Serviço CoP consists of 25 diverse women's organizations across the Northeast of Brazil, including groups representing rural women, women living with disabilities (for example, visually impaired women), women in prison, fisherwomen, LGBTQ+ individuals, sex workers, domestic workers, etc. The Coordenadoria Ecumênica de Serviço has created connections amongst these organizations, united in their struggle for human rights facilitating engagement, collaboration and knowledge exchange. It intentionally works with women from vulnerable backgrounds, which has helped shift power toward traditionally marginalized groups, increasing their representation and influence in the public domain.

Greater recognition through legal compliance

Both the Development Expertise Center in Ethiopia and Uganda National NGO Forum took the route of supporting CoP members to regularize their legal status. The Uganda National NGO Forum, due to Uganda's heavily regulated civic space, provided trainings to CoP members on how to navigate compliance with government regulations. This work protects members from being shut down by the government. Equally, the Development Expertise Center helped CoP members gain legal recognition, allowing them to operate independently and mobilize resources locally.

Resilience as a source of power

The Comuá Network in Brazil reported that CoPs have helped members adapt to challenging contexts, such as the Bolsonaro presidency, COVID-19 and funding cuts, by creating intentional space for organizations to coordinate responses and share strategies.

Local communities embracing local agency

There are plenty examples across all countries demonstrating that CoPs have enabled communities to lobby the government on key issues, such as infrastructure, accessibility for persons with disabilities and education, as reported by the Development Expertise Center in Ethiopia. CoP members have learned to document community concerns, strategize and negotiate, which shows that they have understood how to use their collective bargaining power. The Dalia Association, Fundação Micaia, Kenya Community Development Foundation and STAR Ghana Foundation also reported that local communities, rather than external actors, increasingly take charge of defining their priority areas for development at the sub-national level.

Human connection and shared identity

The importance of human connection fostered through CoPs was emphasized by the Dalia Association in Palestine. These CoPs come together around a shared vision, with human connection serving as the glue that binds members together.

> **"We are talking about initiatives that are based on human connection, rather than official connection."**
>
> *(Dalia Association representative)*

CoP members of the Comuá Network "see themselves in each other", hence have developed a shared identity around community philanthropy and social justice, despite differences in size, budget and focus areas. Community philanthropy organizations attached to Comuá increasingly assert themselves not just as funding recipients but as strategic actors who "have always been there" and who deserve a central place in the wider funding support ecosystem and should be recognized by international funders (who, instead, tend to channel funding through INGOs).

Embracing collective power

In Brazil, both the Coordenadoria Ecumênica de Serviço and Comuá Network reported that, as CoPs evolved, members increasingly started to appreciate the value of their collective power. Women attached to CoP members have come to recognize the strength of their own voice and that these voices have greater impact through collective action. Coordenadoria Ecumênica de Serviço CoP members, united as a movement, realized that collective power through collective activism and solidarity is a powerful alternative to top-down leadership.

The CoPs affiliated with the Comuá Network helped consolidate what they call "the collective voice of the Comuá network", bringing together 18 different member organizations from across Brazil to create a shared narrative – despite their differences in size, budget and focus areas. With a shared identity, they now represent a more united front promoting community philanthropy in Brazil. A shared identity has been fundamental for both Coordenadoria Ecumênica de Serviço and Comuá CoPs to move towards deeper collaboration amongst members for greater impact.

Strategic positioning

Comuá's work with CoPs elevated the role of community philanthropy in Brazil's philanthropic ecosystem and resulted in Comuá, as a network, being recognized "as a reference when it comes to community philanthropy." Their recognition in the public domain also secured their participation in important national and international policy debates. Through their membership in the Steering Committee of the C20 working group, Comuá CoPs successfully advocated for the inclusion of community philanthropy in final recommendations. The CoPs have enabled members to assert community philanthropy's role in climate justice, challenging the traditional siloed approach where climate funding bypasses existing community structures.

In Ghana, CoPs played a key role in influencing the National Non-Profit Organization Bill and tax exemption policies for non-governmental organizations in Ghana. They successfully petitioned the government and engaged political parties to address civil society concerns. CoPs have engaged political parties to include local philanthropy in their manifestos. The advocacy-focused CoPs ensured that community-led organizations had a say in national policy discussions, amplifying grassroots voices. CoPs have played a major role in addressing barriers to civil society operations, such as challenging tax regulations and restrictive NGO registration laws.

> **"…there is always a combat there...criticizing what the government is doing. But through the CoP, we have seen more and more joint collaboration."**
>
> *(Kenya Community Development Foundation representative)*

When multiple organizations speak as one, their voice carries more weight and is harder to ignore. Government institutions respond better to a collective of 25 to 40 organizations rather than to a single organization, increasing the impact of advocacy efforts. CoPs have also created more neutral, collaborative spaces where government officials, private sector actors and civil society actors come together to discuss community issues. Government representatives now engage directly with CoPs, seeking input more willingly.

This illustrates how CoPs can serve as spaces for political articulation, enabling the creation of partnerships and initiatives that contribute to collective influencing under Domains 2 and 3 of the Giving for Change programme. For example, the communications campaigns co-created through Comuá's Coffee with Communicators and Comuá for Climate aim to influence a range of actors targeted under these domains.

Embracing self-reliance through local resource mobilization

Most National Anchor Institutions reported significant shifts in how CoP members embraced the need for greater self-reliance by mobilizing domestic resources. It was widely observed that CoP members and their communities are seen to more often set their own agendas and invite external support, thereby reversing the traditional NGO-led model. CoPs have strengthened local philanthropy, by emphasizing that resource mobilization begins within.

The evidence points to the fact that self-reliance has significantly influenced local-level CoP members. In some cases, non-state actors coming together in CoPs initially expected financial incentives to commit to this new way of working. Over time, CoPs, with the steadfast support of National Anchor Institutions, helped their members realize their dependency on traditional aid and INGOs, in particular. They challenged them to adopt an asset-based development approach and take proactive steps towards local fundraising. This fundamental shift was supported through capacity-building using the Change the Game Academy training tool employed by National Anchor Institutions to train members on advocacy and fundraising. National Anchor Institutions have continuously encouraged members to secure funding

independently, leading to a growing appreciation amongst CoP members to seek alternative fundraising approaches and engage in domestic resource mobilization. While the shift varied amongst CoP members, CoP members started experimenting with local resource mobilization and community-led initiatives.

> **"Yes, we have been able to plant a seed, but the levels of germination are different. We've been able to plant a seed of community philanthropy. The value of saying, yes, we would like to redefine development. We have been able to do that. But I think that we have actually been able to go across the board – despite the weaknesses of these CoPs – for these communities to understand that it's possible to do development differently."**
>
> *(Uganda National NGO Forum representative)*

The Association Burkinabè de Fundraising, for instance, observed that, while in the past communities expected external aid to finance development projects, they now recognize their capacity to drive their own projects with local support.

> **"...we see a change in mentality because they have more self-confidence now that they know that they can mobilize resources and support locally. They start by asking the population their opinion about projects that they develop...They are more self-confident. And in the beginning of the programme, they all had the idea that money always comes from outside."**
>
> *(Association Burkinabè de Fundraising representative)*

Ghana reported that the shift amongst CoP members took two to three years but led to a stronger culture of self-reliance and appreciation for local resource mobilization. Some CoP members have successfully implemented fundraising campaigns and community-driven initiatives without relying on external funding. The same transformation was noticed in Burkina Faso, Ethiopia, Kenya, Mozambique, Palestine and Uganda. Communities have started mobilizing community funds to finance the projects they identified as being most relevant. In Palestine, the local Women Artisans' CoP took charge by organizing a bazaar to raise funds that were distributed to struggling artists. The Autism Rights CoP lobbied the Ministry of Education to cover shadow teachers' salaries, securing financial relief to their families.

CoP members have also started engaging with local leadership differently, be it local government or traditional leaders, and this was key to making their local resource mobilization efforts successful. The Association Burkinabè de Fundraising explained that since communities respect their leaders, gaining their approval helped shift perceptions about local resource mobilization and self-reliance.

> **"...CoP members have already developed plans with the various [themes] which are priorities in the communities. And these plans are implemented by key partners or influential people on the ground, including religious leaders, traditional leaders. And those actions are led jointly with stakeholders, and they strengthen...the actors and also the various people involved. Because in their work, if they are able to have those leaders' buy-in to projects or programmes, they will be listened to and the communities around those people and those larger communities will have a buy-in. Because in Burkina Faso, the communities, I can't say that they are submissive, but they are respectful to the leaders. So, whenever the leaders have their buy-in towards anything, the communities follow through."**
>
> *(Association Burkinabè de Fundraising representative)*

Due to the increased interaction with government authorities, there has been a shift in how government relates to civil society. The Kenya Community Development Foundation reports that government has increasingly shown willingness to collaborate and support local initiatives, which is in stark contrast to the hostile nature of interactions between government and non-state actors experienced in the past.

> **"....we are seeing most of our community partners transforming their budgets, having run initiatives that are fully supported by [the] community, being able to jointly do activities with no external support. They mobilize within themselves, communities and volunteer resources. The government also comes in and offers resource centres or community halls where meetings are happening or initiatives are going on."**
>
> *(Kenya Community Development Foundation representative)*

Embracing an alternative narrative

Mind-set shifts are sometimes difficult to detect as they typically occur in subtle ways, sometimes not fully expressed or expressed in unexpected ways. While some CoP members have dropped out due to lacking incentives, others have partly or fully embraced the journey of exploration offered by the National Anchor Institutions across the eight countries. It can be safely said that a mind-set shift towards an alternative system has taken place across the wider Giving for Change community, but each CoP's journey has been unique and not without challenges, as described above. The following section aims to describe mind-set changes in more detail by identifying specific cognitive states or responses that often arise when a novel approach is introduced.

> **"They [member association] said that your programme [Giving for Change] came to help them fix a problem that lasted for ten years. They didn't even know where to get started. And I asked them: what problem did you have? And they told me that they constructed a maternity [ward] in the village and because of the political issues, they were unable to inaugurate [it]. So, the training that they attended, they went back to mobilize the community...They came back to meet with the Governor and share the problem, because they are far away from a medical centre. It is like ten kilometres from any medical clinical centre. And the Governor promised that he will share the advocacy to the right personal authority so that the case can be heard. So those are just a few examples that struck my mind. We have a lot of successful stories to share."**
>
> *(Association Burkinabè de Fundraising representative)*

The statement above illustrates a mind-set shift from passivity and uncertainty to proactive community-led advocacy and direct engagement with the local power holders. In this scenario, the community moved from feeling stuck ("they don't even know where to get started") to embracing their agency after receiving training by the Association Burkinabè de Fundraising ("after the training they attended, they went back to mobilize the community") and actively engaging with power holders ("they returned...to meet with the Governor and share the problem").

> **"...a lot of [member] organizations were struggling with their financial sustainability, and so there was a clear realization that, look, the way we operate is not sustainable, and that if we really want to survive, we need to diversify our funding by looking within...all that also helped with the shift...but it took time. I think it was in the third and fourth, getting to a fourth year, where you could see that there was a full understanding of how the CoPs were envisioned in terms of the conceptual."**
>
> *(West Africa Civil Society Institute representative)*

This statement describes the journey from external dependency to internal sustainability thinking, depicting the following mind-sets changes: from recognition of unsustainability ("the way we operate is not sustainable") to opening up to internal solutions ("we need to diversify our funding by looking within") and understanding of the deeper purpose of collaboration ("a full understanding of how CoPs were envisioned").

> **"..a very generic CoP has been established, and they are taking it up and using it for their own development needs. They are sharing experiences. Some of them are really into community philanthropy. Many of the things that they do are really based on what we say are the basic principles of community philanthropy. And others are more donor dependent implementing projects, but they are all embracing community philanthropy and giving...So it's quite interesting to see this organic thing that just happened because somebody embraced those principles, and then they are now ready to fly with it on their own terms, with very little support from us."**
>
> *(Fundação Micaia representative)*

The statement explains how non-state actors in Mozambique gradually have started to embrace community philanthropy, sparked by their exposure to the principles of community philanthropy.

> **"Our goal as the Comuá Network is to really create this common narrative, this common thread that connects all of our member organizations."**
>
> *(Comuá Network representative)*

The Comuá Network, and to a large extent through the CoP Communications and Narratives, launched campaigns that helped "position Comuá as this independent and political actor in the philanthropic ecosystem." These efforts brought community philanthropy closer to the centre of public discourse. Comuá contributed actively to reframing the role of community-driven approaches in tackling societal problems in Brazil while emphasizing the relevance and urgency of community philanthropy when international funding is in decline. It is also noteworthy that Comuá, through their CoPs, also worked to promote greater recognition of the intersection between community philanthropy, social justice, human rights and climate justice.

5.2 CoP members' perspectives

Across all countries, 68%, the majority of 151 respondents, confirmed that their CoPs have helped shift mind-sets within their community, with 27% being unsure, leaving a small minority that disagreed. This average figure is made up of the following agreement ratings: 87% amongst Ethiopian, Ghanaian, Kenyan and Uganda CoP members; 75% amongst Burkinabe CoP members; 65.7% amongst Coordenadoria Ecumênica de Serviço CoP members in Brazil and also the Movement for Philanthropy Mozambique; 62.5% amongst Palestinian CoP members; and 50% of the Comuá Network's affiliated members in Brazil, as shown in the chart below.

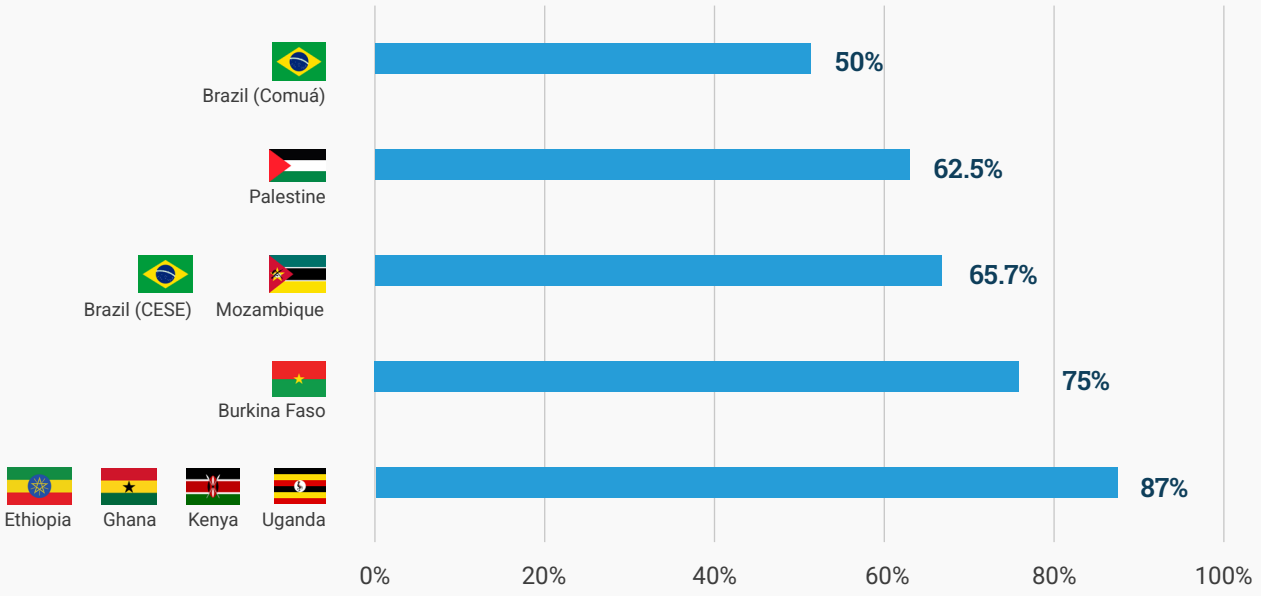
A shift towards collective action emerged as the most important mind-set shift amongst all respondents, as explained by an individual respondent below.

> **"Strengthening inter-institutional collaboration: previously, many NGOs worked independently. Now, there is a greater appreciation for networking, enabling strategic partnerships and joint actions to maximize social impact."**
>
> *(CoP member in Mozambique)*

Other notable, positive mind-set shifts, in descending order of importance, were noted in relation to the following areas: self-reliance and resource mobilization; active participation in governance processes; rights awareness and advocacy; shift from reactive to proactive problem-solving; knowledge sharing and learning; awareness about inclusion and diversity; digital and communication skills; organizational development; and, mental health and well-being awareness.

"CoPs have helped shift mind-sets within my community."

CoPs that are in agreement with this statement:



In response to the question of whether their CoPs have helped them increase their influence and power, an impressive 79.3% of respondents answered in the affirmative. At the country or country-group level, the following results were reported: 87.5% of CoP members in Palestine; 85% of CoP members in Ethiopia, Ghana, Kenya and Uganda; 75% in Burkina Faso and among Comuá-affiliated members in Brazil; and, 74.3% among Coordenadoria Ecumênica de Serviço CoP members in Brazil and the Movement for Philanthropy in Mozambique, as illustrated in the chart below.

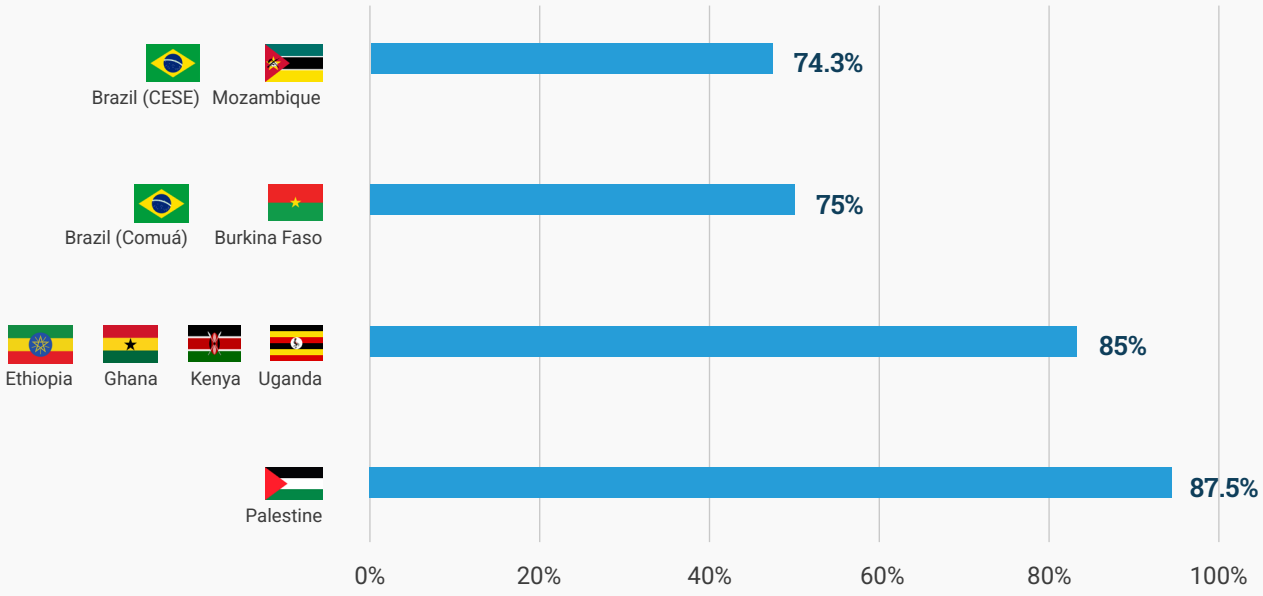
Respondents described increased power and influence in various ways, ranked by frequency of mention. The most significant shift, cited by the greatest number of respondents, was their increased engagement with decision-makers.

"Members are now seen as thought leaders and changemakers in their respective fields, leading to more invitations to policy discussions, stakeholder engagements and decision-making forums. The network's collective voice has successfully influenced policies and programmes, particularly in areas like public participation and governance. Local champions and community leaders within the network have gained confidence, skills and platforms to speak up and take action on key issues. The network has helped build a new generation of bold advocates and change agents who drive local development."

(Kenyan CoP member)

"The CoP I belong to has helped us increase our influence and power."

CoPs that are in agreement with this statement:

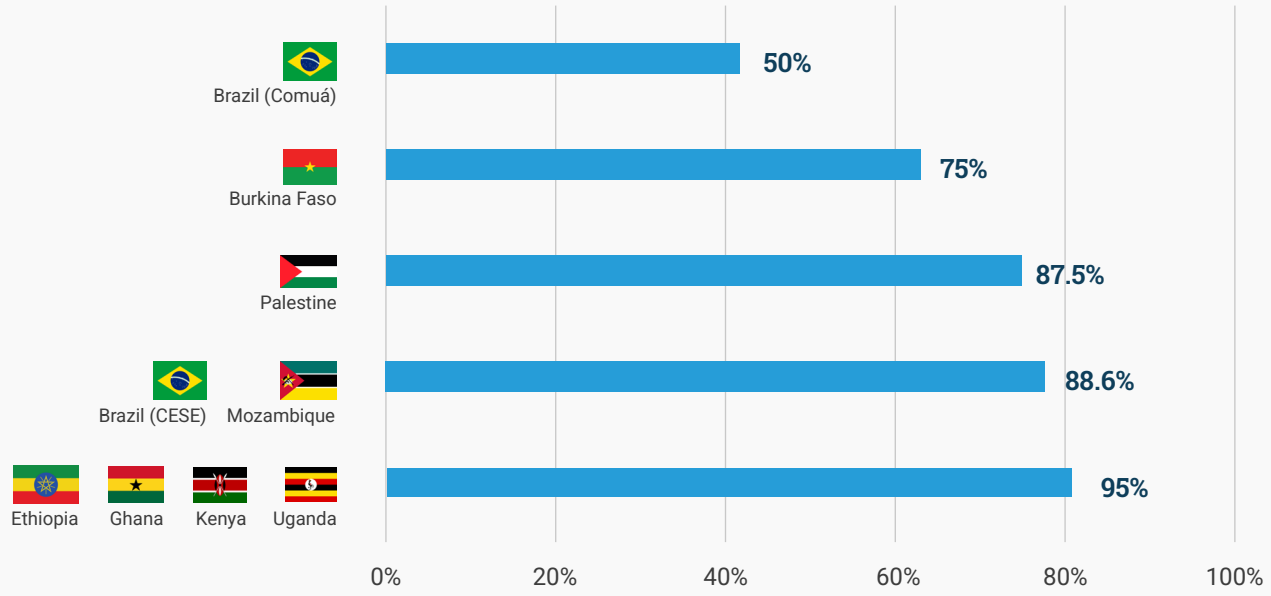


Other important power shifts identified by respondents included: greater public participation and community mobilization; stronger networks and partnerships; increased visibility and recognition; improved advocacy capabilities; enhanced capacity and knowledge sharing; a stronger collective voice; opportunities for leadership development and representation; better resource mobilization; and, more effective community problem-solving.

Due to CoPs being perceived as a positive force across all countries surveyed, a large majority of CoP members (79.4%) believe their CoP will continue beyond the Giving for Change programme. At the country or country-group level, 95% of CoP members in Ethiopia, Ghana, Kenya and Uganda share this view, followed by 88.6% in Coordenadoria Ecumênica de Serviço (Brazil) and Mozambique, 87.5% in Palestine, 75% in Burkina Faso and 50% among Comuá-affiliated members in Brazil.

"My CoP will continue to collaborate beyond 2025."

CoPs that are in agreement with this statement:



Section 6

Lessons learned

6. Lessons learned

The #ShiftThePower Manifesto for Change – point #9 "change ourselves"
National Anchor Institutions are more effective in championing community-led development and accompanying the journey if they fully embrace the notion themselves. As one partner observed, National Anchor Institutions must first engage in deep self-reflection ("doing the inner work") to build deeper institutional awareness. This internal transformation is not optional, it is foundational.

> **"I think we started by doing the inner work, and we realized that for us to build anything, we ourselves must be able to give something...We have done a lot of work and conversations about how we work, our understanding of shifting the power, what it means to us as an institution, looking at our history and where we are going, and how we then can take these values to permeate everything we do...We've also been extremely vocal on many, many platforms about community-led development and about centring communities in the work that we do."**
>
> *(West Africa Civil Society Institute representative)*

Only when organizations truly understand what it means to shift power to communities can they authentically guide and support the civil society actors they work with. Organizations that commit to this inner work emerge with the shared identity and moral authority necessary to drive meaningful change and become trusted partners rather than disconnected NGO workers.

"I do not believe in movements that cannot prepare their own food"[5]
As expressed by one alliance partner, the long-term commitment of local partners can be jeopardized if funding is introduced as an incentive at an early stage of the partnership. Relationship building should take precedence over incentivizing commitment by local partners through funding prospects.

> **"I think the one thing we have learned is that it is better to co-create initially and spend time building relationships before you start talking about funding, because the funding proposition distorts everything."**
>
> *(West Africa Civil Society Institute representative)*

Organic growth vs externally instigated
Even though most CoP members believe they will continue the collaboration beyond the Giving for Change programme, caution should be exercised as the development sector has seen numerous instances where externally instigated structures stop functioning once external funding ends. The collaboration of organizations that come together to join forces around a specific issue and grow organically as a collective are more effective than a collaboration that is established and financed by an external actor. Therefore, supporting existing grassroots networks that already have ownership over their work is more effective. The emergence and organic growth of network-like structures, such as CoPs, have greater potential for continuous collaboration. If CoPs are to survive, they must be driven by members themselves.

Matching like-minded organizations with similar capacities creates better outcomes
Another important lesson learned is that CoP members of varying capacities should not be forming one CoP. Instead, CoP members will only experience meaningful peer-learning if they are grouped together by institutional health and capacity levels.

Formalization of CoPs
A concern that was raised is the observed trend towards formalization of CoPs and the involvement of formally registered CoPs in local resource mobilization. While such formalization can strengthen collective action amongst civil society actors, it is necessary to highlight the potential competition this might create with less-resourced local civil society organizations, whose efforts risk being overshadowed. As CoPs evolve from informal learning spaces to more institutionalized structures, it is important to examine how these changes, through different models and approaches taken by the various CoPs, potentially affect the core values of trust-building and mutual learning central to the Giving for Change programme.

5 A line taken from How to Survive the End of the World – When No Thing Works with Norma Wong.

Annex 1

Main characteristics of CoPs supported by the Giving for Change programme

Annex 1
Main characteristics of CoPs supported by the Giving for Change programme

Definition	
Brazil (Comuá Network)	"A group of people who come together around the same topic or interest. These people work together to find ways to improve what they do, that is, in solving a problem in the community or in daily learning, with regular interaction." (Wegener, 2014)
Brazil (Coordenadoria Ecumênica de Serviço)	A group of civil society actors willing to learn, exchange and experiment with strategies or methodologies of local fundraising; mobilizing support (advocacy and political influence) and communication and reflecting on (and possibly influencing) national and international environments to be more supportive of community-based organizations, local civil society organizations and social movements – with a gender inclusive approach.
Burkina Faso	A group of civil society actors with a common interest that organizes themselves to work together for the well-being of the community.
Ethiopia	A group of civil society actors, united by geography and shared issues, promoting collaboration, knowledge-sharing and community-driven development through philanthropy. Operating at the district level, they advocate for local rights and ensure all voices are represented in collective development efforts.
Ghana	Platform for mutual learning, the testing of innovative approaches and fostering networking among practitioners.
Kenya	A convening of like-minded civil society actors to learn, share and advocate on identified priority issues formed within a geographical area.
Mozambique	There is no CoP model, as that structure did not fit Mozambique's political and social environment. Grassroot groups and civil society actors voluntarily engage without formal commitments with the Movement for Philanthropy.
Palestine	Group of civil society actors that are active in one thematic area, united by a shared objective and thinking (vision).
Uganda	A group of civil society actors collaborating within a geographic area.

Existed before the Giving for Change programme?								
Brazil (Comuá Network)	**Brazil** (Coordenadoria Ecumênica de Serviço)	**Burkina Faso**	**Ethiopia**	**Ghana**	**Kenya**	**Mozambique**	**Palestine**	**Uganda**
No	No	No	No	No	No	No	No	No

Formally registered and purpose	
Brazil (Comuá Network)	No
Brazil (Coordenadoria Ecumênica de Serviço)	No
Burkina Faso	Yes To be covered by the law and have authorization from authorities to carry out activities.
Ethiopia	Yes To have legal personality so that they can easily mobilize resource, develop constituencies for accountability and responsibility purposes in their community.
Ghana	No
Kenya	No
Mozambique	No
Palestine	No
Uganda	No
Number of CoPs supported by the Giving for Change programme	
Brazil (Comuá Network)	Four CoPs: ▪ CoP Communications and Narratives ▪ CoP Institutional Development ▪ CoP Knowledge Production ▪ CoP Philanthropy and Democracy Current CoPs are a result of a review process the Comuá Network conducted to better reflect its reviewed advocacy strategy.
Brazil (Coordenadoria Ecumênica de Serviço)	One CoP
Burkina Faso	Nine CoPs: Regional CoPs: ▪ Bena Ossigi (Sahel) ▪ Dagnal Roobe (Sahel) ▪ Développement sans Frontière (Nord) ▪ OCADES Dédougou (Boucle du Mouhoun) ▪ OCADES Kaya (Centre-Nord)

Number of CoPs supported by the Giving for Change programme	
	■ OCADES Koupela (Centre-Est) ■ Scoop Yanyema (Est) ■ Union Provinciale des Personnes Handicapées (Centre-Nord) National CoP: ■ Association Burkinabè de Fundraising (lead), AREB, Legia Consulting, Le Réseau des Journalistes and l'Initiative Pananetugri pour le Bien-être de la Femme
Ethiopia	Seven CoPs: ■ Bahir Dar Zuriya CoP (Bahir Dar Zuriya district) ■ Batu Dembela CoP (Batu town) ■ Bedele CoP (Bedele town) ■ Burka Gelana CoP (Holeta town) ■ Kunzila CoP (Kunzila town) ■ Liben Chukala CoP (Liben Chukala district) ■ Wanoffi CoP (Adama town)
Ghana	Two CoPs: ■ Merged CoP ■ Middle CoP
Kenya	Six CoPs, all county-based: ■ CoP Busia ■ CoP Kakamega ■ CoP Kisumu ■ CoP Kwale ■ CoP Makueni ■ CoP Nairobi
Mozambique	N/A
Palestine	Six CoPs: ■ CoP Autism Inclusion ■ CoP Community Philanthropy and Local Community Resource Mobilization ■ CoP Food Sovereignty (Green My Land) ■ CoP Mobile Environmental Library ■ CoP Psychosocial Support ■ CoP Women Artisans

Number of CoPs supported by the Giving for Change programme	
Uganda	Five CoPs: - CoP Education - CoP Gender and Human Rights - CoP Governance and Civic Engagement - CoP Social Accountability - CoP Youth Participation and Empowerment
Size of CoPs (number of member organizations)	
Brazil (Comuá Network)	18 in total (one participant may join more than one CoP)
Brazil (Coordenadoria Ecumênica de Serviço)	25 in total
Burkina Faso	65 in total Eight regional CoPs: 60 members National CoP: Five members
Ethiopia	129 in total
Ghana	35 in total represented by 70 individuals (two representatives per civil society actor) Merged CoP: 22 Middle CoP: 13
Kenya	170 in total
Mozambique	150 (members of the movement)
Palestine	30 in total (four – six civil society actors per CoP)
Uganda	12 in total (two – four civil society actors per CoP)
Year of formation	
Brazil (Comuá Network)	The former CoPs were created in 2021, but current CoPs are the result of a review process which took place over 2022 – 2023.
Brazil (Coordenadoria Ecumênica de Serviço)	2021
Burkina Faso	2021
Ethiopia	2021

Year of formation	
Ghana	Northern and Southern CoPs formed in 2021, merged into one CoP Middle CoP was formed in 2022
Kenya	■ Busia CoP (2023) ■ Kakamega CoP (2021) ■ Kisumu CoP (2021) ■ Kwale CoP (2021) ■ Makueni CoP (2023) ■ Nairobi CoP (2021)
Mozambique	2024
Palestine	Fourth quarter of 2023
Uganda	2021
Criteria for participation	
Brazil (Comuá Network)	Network members can choose which CoP meetings to join. However, some meetings are targeted at specific individuals. The CoP Knowledge Production is targeted at Saberes Programme participants, but it also includes public events to disseminate the knowledge produced in the programme. The CoP Communications and Narratives is targeted at communications professionals, but others are welcome to join.
Brazil (Coordenadoria Ecumênica de Serviço)	■ Be a women's organization in the Northeast region of Brazil. ■ Be committed to joint reflection, learning from practice and sharing experiences. ■ Willingness to participate in learning meetings, courses and workshops, and to provide information for monitoring, evaluation and learning purposes. ■ Have an interest in communication, strategies for local fundraising and advocacy, and help ensure that diverse approaches are valued.
Burkina Faso	■ Be a legally recognized entity. ■ Be based in the region. ■ Have easy access to the authorities.
Ethiopia	Interest to engage in pursuing shared goals, respecting the values and CoP working guidelines.
Ghana	Upholding the following values and practices: ■ Shift power and control to empower communities in leading their own development. ■ Recognize, value and cultivate local assets and resources for community-led development. ■ Pilot and demonstrate innovative approaches that build local agency and foster new forms of participation and ownership.[6]

6 Eligible organizations include NGOs, civil society coalitions and alliances, citizen groups, media organizations, faith-based groups, academic institutions, business associations and community-based organizations.

Criteria for participation	
Kenya	Initially, there were no rules of engagement, membership was based on interest and the need to have a platform for joint advocacy. As CoPs evolved, they developed engagement frameworks.
Mozambique	Embracing philanthropy and community philanthropy.
Palestine	Sharing a common goal with the CoP and supporting community initiatives that address local needs.
Uganda	Be a member of the Uganda National NGO Forum, focusing on the CoP's theme.
Agreement in place	
Brazil (Comuá Network)	No
Brazil (Coordenadoria Ecumênica de Serviço)	Yes (formal agreement)
Burkina Faso	Yes
Ethiopia	Yes (guidelines)
Ghana	No
Kenya	Some do have agreements: ■ Formal Memorandums of Understanding: Kakamega CoP, Kwale CoP and Nairobi CoP ■ Code of Conduct: Makueni CoP ■ Formal agreement: Busia CoP ■ In the process of establishing similar framework: Kisumu CoP
Mozambique	No
Palestine	No
Uganda	Yes
How are CoPs organized	
Brazil (Comuá Network)	All CoPs are national and open to all network members, they are generally organized around specific themes.
Brazil (Coordenadoria Ecumênica de Serviço)	Aligned by geography: CoP members are based in the Northeast of Brazil
Burkina Faso	National and regional focus
Ethiopia	District level
Ghana	Aligned by geography

How are CoPs organized	
Kenya	Aligned by geography. Within the Umbrella CoP, there are thematic areas. One civil society actor can be in two different thematic areas, but they are typically more involved in only one.
Mozambique	Collaboration around issues identified by like-minded grassroots organizations.
Palestine	Organized around thematic focus.
Uganda	Regional and thematic focus.
Purpose of CoPs	
Brazil (Comuá Network)	See above
Brazil (Coordenadoria Ecumênica de Serviço)	Reflection and learning from practice.
Burkina Faso	Organize and implement development actions for the benefit of communities.
Ethiopia	Ensuring voices of all community members are represented and amplified, contributing to the collective development efforts in their respective community through community philanthropy.
Ghana	Mutual learning, testing innovative approaches and fostering networking among practitioners.
Kenya	Amplify community voices and joint advocacy, collaboration and learning.
Mozambique	Collaboration for joint response to community-identified problems.
Palestine	Each CoP defines their own goal or purpose depending on their interest.
Uganda	Advancing community philanthropy at the community / grassroot level.
Meeting frequency and who leads	
Brazil (Comuá Network)	Mostly online: ■ CoP Communications and Narratives (eight times annually). ■ CoP Institutional Development (four times annually). ■ CoP Knowledge Production: monthly over eight month period (Saberes Programme). ■ CoP Philanthropy and Democracy (three times annually). All CoPs also meet in person once or twice a year, convened by the Comuá Network.
Brazil (Coordenadoria Ecumênica de Serviço)	The groups organize themselves organically based on their own priorities.
Burkina Faso	Quarterly at the national level.
Ethiopia	At least once per month, or more often if necessary.
Ghana	■ Online monthly, convened by CoPs. ■ Quarterly in-person meetings, convened by the STAR Ghana Foundation.

Meeting frequency and who leads	
Kenya	On a monthly basis, but at least quarterly. Convened by local civil society actor. Meetings can be initiated by any member. Meetings take place with or without support from the Kenya Community Development Foundation.
Mozambique	Various (self-organized).
Palestine	On average bi-monthly, and based on need.
Uganda	CoP meetings at the regional level are convened by CoP members. The Uganda National NGO Forum convenes an annual meeting to foster cross learning.
How are they organized and who leads	
Brazil (Comuá Network)	■ Learning meetings to share experiences. ■ Open online seminars on various topics. ■ Workshops led by invited experts and partners. ■ Special activities and seminars. ■ Collaborative workshops for the development of joint initiatives and the design of advocacy strategies.
Brazil (Coordenadoria Ecumênica de Serviço)	■ CoP members meet for annual planning. ■ Regular communication through WhatsApp. ■ Online and face-to-face workshops / meetings. ■ Collaboration on a need's basis.
Burkina Faso	Each CoP is led by Lead Managers and supported by a Programme Manager.
Ethiopia	Each CoP has an Executive Committee, Community Development Committee, Community Philanthropy Committee, Lobbying and Advocacy Committee and Community Grievances and Response Committee.
Ghana	Each CoP has a convener and two co-conveners.
Kenya	They are organized in thematic groups within the bigger CoP. Members belong to one or more thematic groups based on their areas of focus and priorities.
Mozambique	Varied approaches.
Palestine	Civil society actors lead CoPs in their geographical areas, supported by other civil society actors.
Uganda	Each CoP has a lead.
Phase of development	
Brazil (Comuá Network)	■ CoP Communication and Narratives: thriving ■ CoP Institutional Development: strengthening ■ CoP Knowledge Production: developing ■ CoP Philanthropy and Democracy: developing

Phase of development	
Brazil (Coordenadoria Ecumênica de Serviço)	Strengthening / thriving
Burkina Faso	Emerging
Ethiopia	Developing
Ghana	■ Merged CoP: thriving ■ Middle CoP: thriving
Kenya	■ Makueni CoP and Nairobi CoP: developing ■ Busia CoP, Kakamega CoP, Kisumu CoP and Kwale CoP: strengthening
Mozambique	Emerging
Palestine	Developing
Uganda	Developing

Annex 2

Individuals interviewed

Annex 2
Individuals interviewed

1. Stigmata Tenga, Africa Philanthropy Network, Tanzania
2. Lenie Hoegen Dijkhof, Association Burkinabè de Fundraising, Burkina Faso
3. Abdoulaye Sawadogo, Association Burkinabè de Fundraising, Burkina Faso
4. Jonathas Azevedo, Comuá Network, Brazil
5. Rosana Fernandes, Coordenadoria Ecumênica de Serviço, Brazil
6. Vanessa Pugliese, Coordenadoria Ecumênica de Serviço, Brazil
7. Nour Nusseibeh, Dalia Association, Palestine
8. Berhanu Demissie, Development Expertise Center, Ethiopia
9. Sisaye Edecha, Development Expertise Center, Ethiopia
10. Andrew Kingman, Fundação Micaia, Mozambique
11. Milagre Nuvunga, Fundação Micaia, Mozambique
12. Hellen Kuria, Kenya Community Development Foundation, Kenya
13. Caesar Ngule, Kenya Community Development Foundation, Kenya
14. Ibrahim-Tanko Amidu, STAR Ghana Foundation, Ghana
15. Moses Isooba, Uganda National NGO Forum, Uganda
16. Jane Kiyai, Uganda National NGO Forum, Uganda
17. Robert Ninyesiga, Uganda National NGO Forum, Uganda
18. Nancy Kankam Kusi, West Africa Civil Society Institute, Ghana
19. Charles Kojo Vandyck, West Africa Civil Society Institute, Ghana
20. Lori Cajegas, Wilde Ganzen, Netherlands

Giving for Change is a five-year programme (2021 - 2025), which sets out a bold vision for transforming how "development is done" by focusing specifically on the recognition and importance of domestic resources in increasing local ownership, unlocking agency and strengthening communities' ability to express and claim their rights from other stakeholders, including governments and international development institutions. The programme aims to advance the theory and practice of community philanthropy as a development strategy. Giving for Change is funded under the Dutch Ministry of Foreign Affairs' Strengthening Civil Society policy framework.

Published December 2025

About the author

Barbara Nöst

Barbara is an Austrian development professional with 26 years of experience in non-profit management, civil society development and climate action across Africa and Europe. She spent 16 years leading the Zambian Governance Foundation for Civil Society, a local grantmaker and community philanthropy organization. Driven by her interest in local climate action, she co-founded Zamkanda, a non-profit that supports underserved Lusaka-based communities in converting food waste into compost, and she also volunteers in climate action initiatives. As a member of Disrupt Development, she believes entrepreneurship can succeed beyond a growth-driven economy.

Published by the Global Fund for Community Foundations on behalf of the Giving for Change Alliance

The Mount, 2 Woodstock Link
Belfast BT6 8DD
United Kingdom

www.globalfundcf.org

info@globalfundcf.org

A company limited by guarantee.
Registered in Northern Ireland No.
NI073343

Registered charity number XT18816

Section 21 Company (South Africa):
2010/000806/08