



# **Assessing the Value of Philanthropy Infrastructure:**

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## **What are the 4Cs?**

# About WINGS

## Global Mandate



Network of almost 90 grantmaker associations and philanthropic support organisations in more than 30 countries. Together WINGS members and network participants represent over 22,000 philanthropic entities from all regions, mobilizing close to US \$140 million.

## Mission

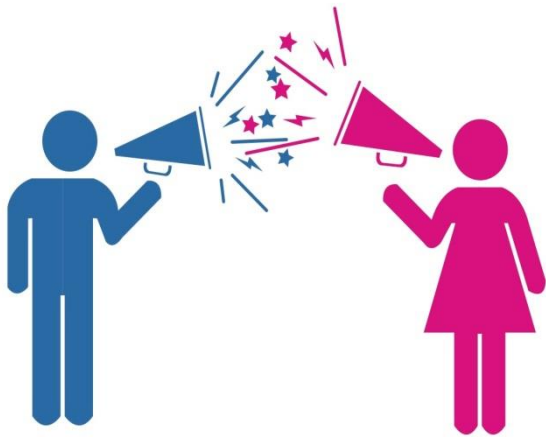


To strengthen, promote and provide leadership on the development of philanthropy and social investment around the world. WINGS gives voice to the many cultures of giving and provides its members and other participants with information, knowledge, and peer exchange.

# WINGS Members Survey

<b>Data</b> Global, digital, management, standards, sharing		<b>Impact Assessment and Evaluation</b> Social return on investment	
<b>Expanding Borders of Philanthropy</b> Diverse approaches, diverse cultures, 'Global South,' 'Global Philanthropy'	<b>New Models</b> Blending philanthropy, social & responsible businesses; changes in grantmaking	<b>Emerging Economies</b> culture of giving, wealth accumulation, new models	
<b>Transparency and Accountability</b>		<b>External Challenges</b> Terrorism, intolerance, inequality, poverty, human rights, shrinking space of civil society	
<b>Post-2015 Development Agenda</b>	<b>Networks</b> New, stronger, powerful	<b>Information &amp; Communication Technology</b>	

# Why Assess Philanthropy Infrastructure Impact



Communicate value:

How a better infrastructure help  
foundations and their grantees  
achieve their goals

# WINGS

WORLDWIDE INITIATIVES  
FOR GRANTMAKER SUPPORT





# Data and Storytelling are the New Black

*In those countries with a dedicated community philanthropy support organization, the average growth from 2010 to 2013 was about 9 new community foundations compared with less than one in countries where no supporting infrastructure organization was present.*

# The 4 Cs - Evaluation framework Impact Indicators

The benefits of philanthropy infrastructure:



**Connection**  
Building  
Relationships



**Capability**  
Building Skills,  
Knowledge,  
& Expertise



**Capacity**  
Building  
Resources



**Credentials**  
Building Reputation,  
Recognition,  
& Influence



## The 4 Cs in Practice

### Association for Community Relations - Romania

#### Connection

Building  
Relationships

#### Capability

Building Skills,  
Knowledge,  
& Expertise

#### Capacity

Building  
Resources

#### Credentials

Building Reputation,  
Recognition,  
& Influence

■ Built cooperation framework for 2009-2013 with 2 other implementing partners and 3 donors

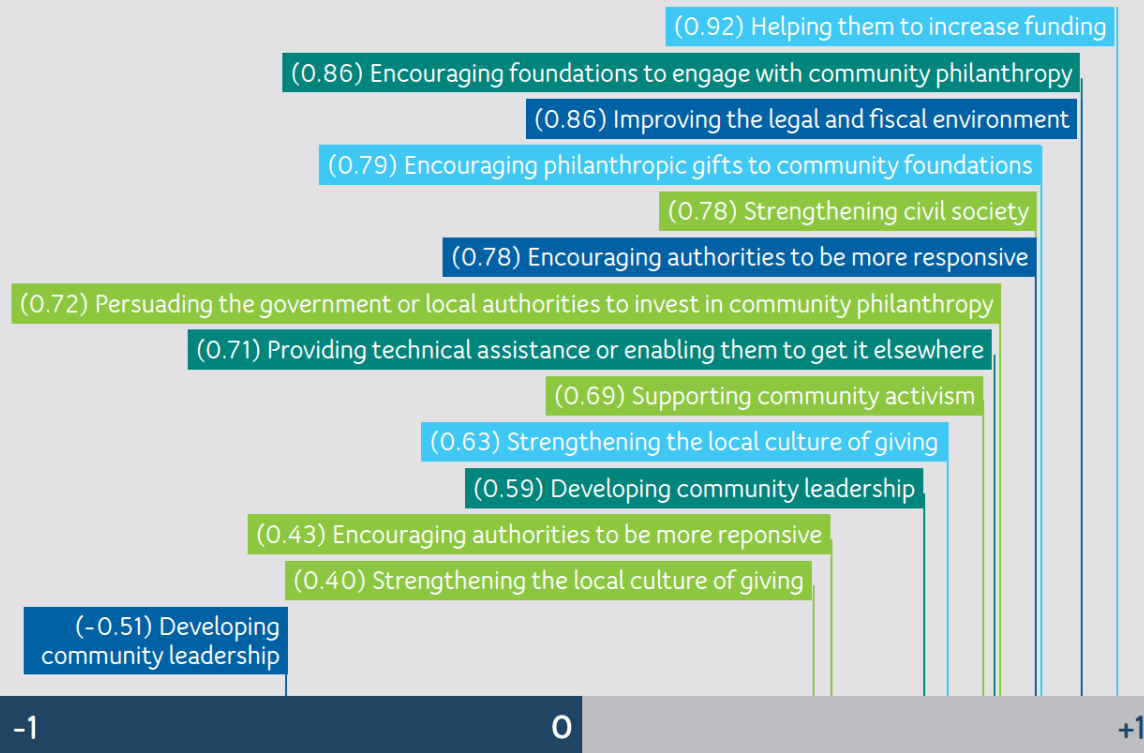
■ ARC facilitating shared learning at the movement level

■ ARC supporting some operational costs in 1st years of activity of CF initiative groups and young CFs

■ Domestic corporate philanthropy and international private foundations supporting these efforts

## Factor analysis of priorities of community philanthropy infrastructure organizations

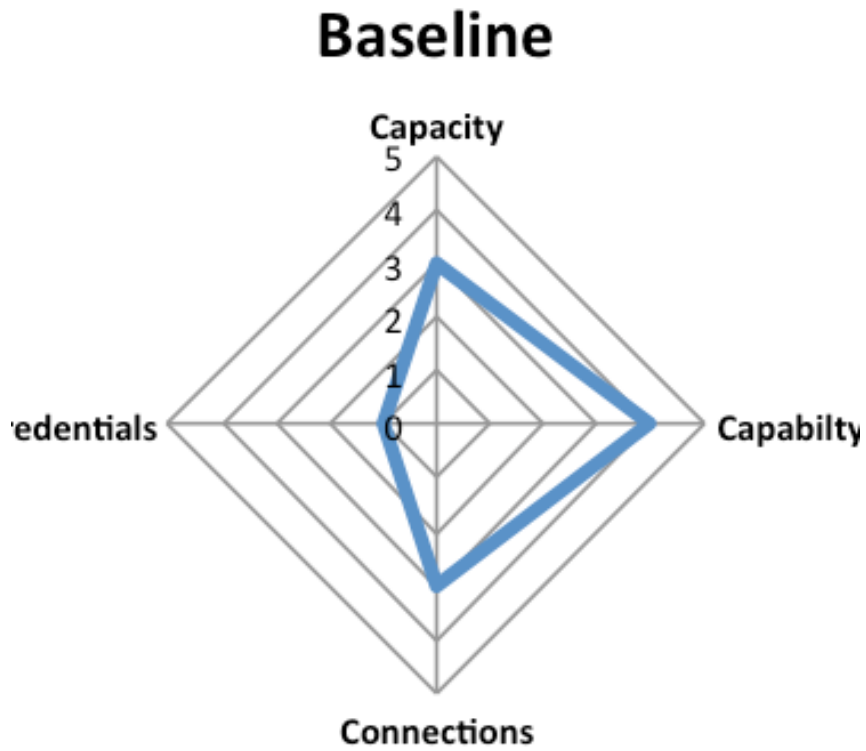
Factor 1: Connection  
Factor 2: Capacity  
Factor 3: Capability  
Factor 4: Credit



# Performance measures

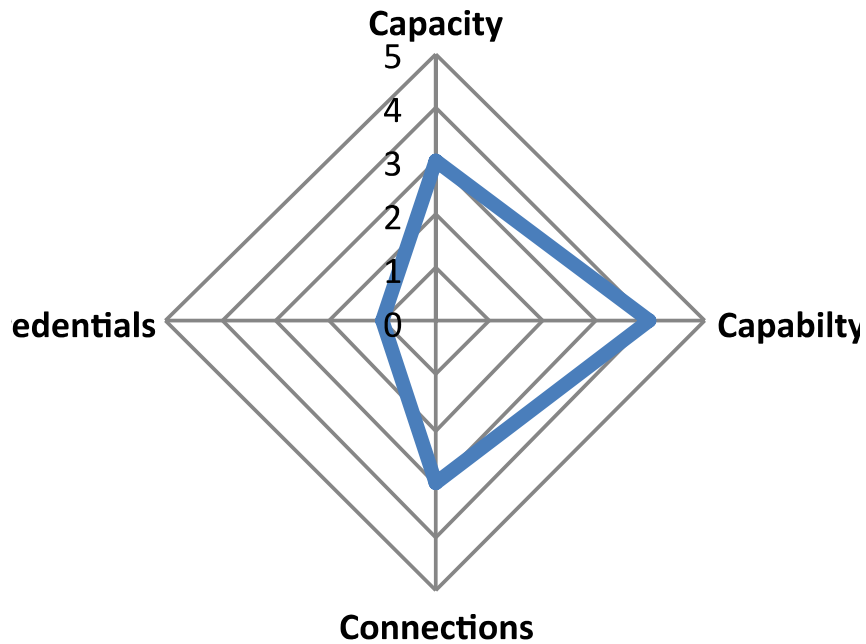
- Depend on context
- What you want to see changes in
- Qualities
- Turn qualities into quantities using likert scales
- Compare progress from a baseline

# Plot in spider chart

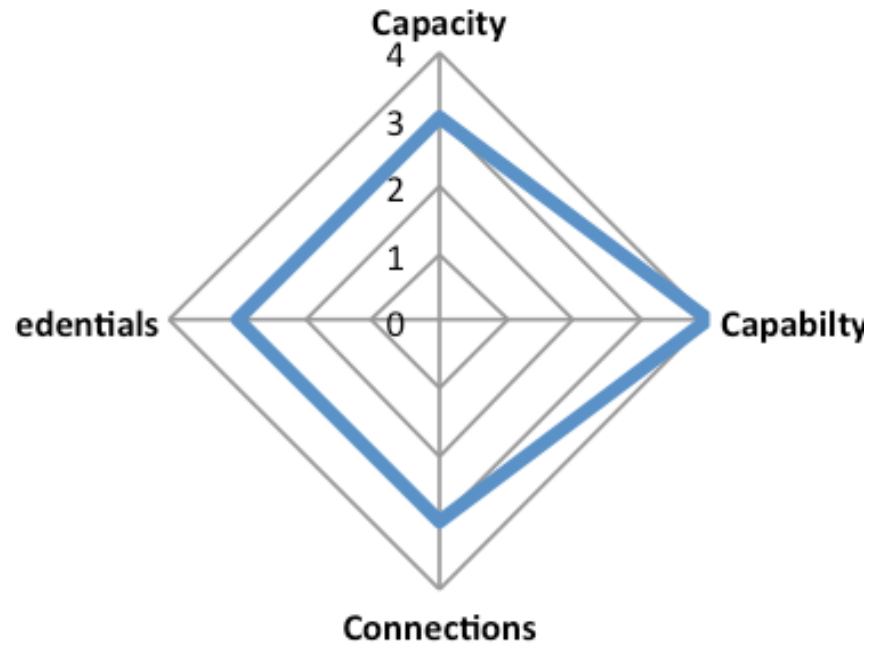


# Plot in spider chart

**Baseline**



**Follow up**



## **Speaker Bios**

### **Can Capacity Building Impact Be Quantitatively Assessed? Lessons from an Emerging Evaluation Method**

**Ana Borges Pinho**, Knowledge Management Coordinator at Worldwide Initiatives for Grantmaker Support (WINGS), holds a bachelor's degree in international relations and an MSc in development studies from the London School of Economics and Political Science. She has worked for grassroots and international NGOs in Brazil, doing research, administration and coordination of projects on gender, adult education and fair trade. Ana was previously with Amnesty International in London, where she worked on human rights issues in Brazil.

**Barry Knight** is Executive Director of CENTRIS, and an adviser of the Global Fund for Community Foundations, particularly in the areas of evaluation and knowledge management. He is a social scientist who has worked for the UK government as adviser on policy and grants for non-profit organisations. His early career was spent in research and teaching at Cambridge University and he later worked for the European Commission. He has written books on economic development, family policy, inner cities, the voluntary sector, and social enterprise.

**Anna-Nanine S. Pond**, Principal, Anna Pond Consulting, provides management consulting services to help private foundations, higher educational institutions, and nonprofits become more effective. Consulting projects include designing and closing out grantmaking portfolios, serving in interim executive leadership capacities for philanthropy organizations and initiatives, and facilitating institution-wide strategic planning and organizational assessment processes. Recent clients include: the Ford Foundation, the California Foundation, Philanthropy New York, D5/Diversity in Philanthropy Project, Foundation Center, GrantCraft, Nonprofit Coordinating Committee, Taproot Foundation, Hostos Community College, and Queens College.

Anna works across issue areas and has published on a range of topics from women's multicultural leadership to access to health care for underserved communities. She most recently authored Supporting Grantee Capacity: Strengthening Effectiveness Together, a 2015 GrantCraft guide for grantmakers.

A former program officer at The California Endowment, Anna started her career in nonprofit leadership development and immigrant's rights. Anna earned her BA in Philosophy from Yale College and her Master in Public Administration (MPA) from the Harvard Kennedy School of Government. She serves as an advisor to Take the Lead, a national women's leadership organization, and as the Board Chair for Bailey's Café, a Brooklyn-based grassroots nonprofit that brings generations together through arts and service. In addition to 25 years of professional and volunteer service, Anna is an actor (AEA and SAG) and writer, currently working on a play on racial justice issues.