Community development foundations are formed by a multifaceted group of local community development leaders, and they are funded from various sources, including private foundations, private and public sectors, local communities, and individuals. It is important to note that most shocks be it political, socio-economic or climate are felt more strongly at community level.

What role then do donors play? Building trust tops the list on what the donors can do. Following closely is involvement of the communities in making decisions and mobilization of resources locally. We recognize that community philanthropy enhances local ownership and empowerment, strengthens connections between communities and organizations that represent them, reduces donor dependency, and creates greater impact. There is, therefore, a need to strengthen community philanthropy ecosystems and local resource mobilization, as well as harness this knowledge base regionally.

In this session, different models of community philanthropy, away from the traditional restricted funding/sub award approaches were highlighted, that is, community-led, community centred and community generated. These are models that have been tested and there is evidence of their success as was highlighted by the 3 different organizations – Blood:Water, Mott Foundation and CivSource Africa.

Moving forward, EAPN will continue to facilitate forums where organizations with this common interest convene to share and learn from each other. These forums will enable participants to strategize around resource mobilization and identify mitigation measures for the challenges encountered within the sub sector. One of these platforms will be a learning group which will aim to bring together grassroot organizations to work together with other stakeholders in mapping community organizations, discuss community challenges and how the (available) resources can be leveraged for maximum benefit and create awareness for local giving. Further, the group will also outline and mobilize resources within the community as well as externally.

Overview of the Models and Approaches.

This session aimed to demonstrate the three community philanthropy models and enable participants to appreciate how the models varied from the traditional sub-award/restricted approaches used by other donors. In addition, highlight benefits or impact at the community level as a direct result of these models of funding and the underlying values and principles which they have had to adhere to make this possible.

a) Blood:Water - Community-focused philanthropy as a sustainable response to HIV/WASH.

Established in 2004, Blood:Water is an equipping agency that partners with African grassroots organizations to address the HIV/AIDS and water crises. The organization is based in Tennessee, USA and Nairobi, Kenya with a portfolio of $37 million dollars of private philanthropic giving to organizations across 12 countries in Africa. The 2021 grant portfolio comprises of six partner organizations working in four countries in Eastern and Southern Africa. The mission of the organization is achieved through strategic objectives that pair grant- making and organizational investments with the end goal of maximizing health impacts in communities.

In 2015, Blood:Water rolled out the current model of community-focused philanthropy which means that Blood:Water provides flexible and scalable grants exclusively to African-led and community-driven CSOs responding to the HIV/AIDS and water crises in their communities. This is achieved through pairing with organizational strengthening investments
that support institutional health and longevity. In this model:

- Communities are the experts and rightful custodians of their development
- Communities are resourced partnerships to advance and leverage on for amplified impact
- Partnering with communities means following their lead

The Blood:Water model has the following core elements:

- 8-Year partnerships with 2-year grant cycles
- 10-12 partner portfolio for depth and impact
- Flexible funding: 50,000-100,000 USD annually, with responsible phase out
- Inextricably Paired with Organizational Strengthening processes and resources.
- Developing to early expanding stage organizations

The organizational strengthening process is a 2-way process – partner driven through the IDF (Institutional Development Framework) process and Blood:Water driver through technical services offered. In the IDF process:

- Sector-validated and trusted assessment toolkit for community system strengthening (CSS), for over 20 years
- Selected based on best practices in CSO standards and not donor-developed
- Applies a participatory and mixed-method organizational assessment process
- Blood:Water links USD 10,000 supplemental Organizational Strengthening funding to resource action on improvement plans
- Partner-Driven: Partners select the priorities and solutions in an improvement plan
- Long-term application with two-year cycles

Benefits to the community
What does this mean for communities? Blood:Water has initiated a study *(Reach & Impact 2015 To-date)* which aims to measure the impact of this model. Preliminary results indicate:

- 80,549 individuals accessing safe water with 2,029 water points constructed with 100% community-sustained management structures.
- 36,485 hygiene and sanitation facilities constructed and 116 Open Defecation Free (ODF)Communities while 960,878 individuals trained for improved WASH.
- 8,279 individuals accessing HIV treatment, care and support 722,648 individuals accessing HIV testing and combination prevention services.
- 5,050 individuals improved capacity to provide HIV care and support in communities.
- 116,670 individuals reached with interventions addressing stigma and discrimination.

b) Mott Foundation – Advancing community philanthropy through community foundations (community-led)

“It seems to me that every person always, is in a kind of informal partnership with his community” famous quote for the founder - Charles Stewart Mott.

Mott Foundation is a private philanthropy foundation, founded in Michigan, USA and has been in existence since 1926 having gone through different modes of driving philanthropy practice. Their operations are run from London, USA and South Africa and has funded several initiatives across the world. Over the years, Mott Foundations have managed to develop several publications, some of them include:

- Global Alliance for Community Philanthropy-5 years, Aga Khan/Ford Foundation were part of this initiative.
- How Community Philanthropy Shifts Power
- Value of Community Philanthropy
- Tracking the Growth of Organized Community Philanthropy
- The Case for Community Philanthropy - How the Practice Builds Assets

At the Mott Foundation, the focus is on the “What” and the “How”.

The “What” entails
a) the community,
b) institutions
c) networks and
d) The field while the “How” entails long term view, institutional building, creating connections and giving voice.
“We don’t have the answers even though we have the resources”
Mamo Mohapi, Mott Foundation

Mott support is directed to the local level and include community philanthropy tools, resources, and capacities to work within the communities based on the “what” and “how”. They have also managed to bring communities/people together and created platforms for community driven/led activities.

Benefits and Impact at Community Level
Through empowering the communities to lead their own activities, the following benefits have been realized:
- Built trust within the communities and even with the donor(s)
- Given community the power to make decisions about their destiny
- Strengthens/builds leadership in the community
- Cultivates skills and capacities that otherwise go unnoticed
- Provides a long term and flexible vehicle for community development

The guiding values and principles include: Humility, Commitment, Respect, Relationships/Connection, Patience and Integrity.

c) Civ-Source Africa - Audacious Grantmaking
Civ-Source–Africa is an independent advisory organization that seeks to refine the practice and footprint of philanthropy in Africa, for authentic civic engagement. This is achieved through:
- Providing advisory services to philanthropy (Civ-Advisory)
- Facilitating open and informed conversations pertaining to philanthropic giving and civil society organizations
- Bridging philanthropists to the grassroot: through direct grant making or fiscal hosting (CivFund). Civ-Fund is one of the ways through which Civ-Source Africa implements its strategy, operating several social justice funds concurrently. It’s an independent legal entity and the non-profit arm of Civ-Source

Civ-Fund’s Approach and Model
* Differentiator-Audacious- “willing to take risks and chart new paths.”
This means that half of CivFund grantees are unregistered owing to the fact that communities will come together for a certain cause for a period of time. This is definitely away from the norm/traditional funding. For example, there have been cases where CivSource have given funds to a group of women coming together to protect their land or during elections, or where a special group of people require assistance, or where CivSource may seek out grantees to give grants for a certain cause. In these instances, and many more, CivSource have found it unnecessary to have communities registered – as the need may be urgent, and the registration process may take too long.

Key characteristics of Civ-Source approach are:

a) Feminist in nature – seek to disrupt the status quo:
- Support communities that are most affected by gender inequality.
- Focus on issues that matter to them. Adopt participatory decision-making processes with those most affected by our work.
- Build relationships based on trust and the belief that we all have something to bring to the table.

b) Movement building perspective:
- Movements, collaboratives, and coalitions to create change: E.g, Friends of Zoka - Adjumani/Gulu - Acholi/Lira groups – protection of indigenous/forestry resources
- Creates opportunities and convenes the different groups it funds to come together to share experiences, enhance voices; create spaces for networking; provides funding across intersections; and convenes orientation platforms and opportunities for partners to get to know one another.

Benefits and Impact
- Reach unusual beneficiaries: Artists: hairdressers, editors, makeup artists, painters, comedians, Natural resources gatekeepers: ad-hoc groups, loose movements
- Grant Making and Services: value the safety and security, health, and well-being of our partners – Friends of Zoka leader
The guiding values include:

- Dignity: value our common humanity and treat others with respect, guided by the Ubuntu Philosophy: I am because we are.
- Audacious: Willing to take risks and chart new paths. Half of Civ-Source grantees are unregistered.
- Reliable: Dependable, transparent, accountable, and committed to excellence.
- Equity: Believe in just and equal access to opportunities and resources, and space for civil society in its diversity.
- Transparent: Processes are clear and straight forward.
- Optimistic: hopeful and confident about the future and in our shared abilities to shape the future.

Beneficiary Perspectives and Experiences

Partners for Community Transformation (PaCT)
PaCT is a partner organization in Uganda funded by Blood:Water. The greatest impact was felt during the COVID-19 lockdown in Uganda where the management was unsure of closing offices, next steps and how to manage finances – should they stop spending, should activities stop. In Blood:Water, they found a unique donor who was willing to discuss options and give suggestions on how to move forward during this trying period. In addition, Blood:Water attached/linked PaCT to an international coach who assisted in supporting PaCT management and staff. After the first two coaching sessions, the Executive Director was confident to face the crisis.

Success Factors:

- PaCT emerged more prominent, gained visibility in other districts (operate in 7 districts).
- Blood:Water supports communities in planning thereby assisting grantees to tap into growth opportunities and innovations.
- Provide capacity development right from the initial stages of funding.
- Wholistic approach: “Treat partners as real partners.”

Contribution from Africa Philanthropy Network (APN)

- Ensure communities take center stage as there is nothing we can do without communities.

“There’s nothing we can do for communities without them.”

Mwila Chriseddy Bwanga, APN

Question: What have been the challenges facing the rolling out of these models?

Civ-Source

- Government interaction - delicate balance to keep the organizations operational due to an environment that is not as enabling as it should be.
- Partners sometimes don’t understand why they are working with “informal” organizations; therefore, this takes time to come to a common understanding.

Mott Foundation

- Finding "sparks/gems" to build institutions. Identifying this energy/commitment is an involving process which partners have difficulties -that is, getting organization/communities genuinely building community power/appreciate level of investment.
- Be aware of realities on the ground with all its problems, recognize the power within. It takes a process to bring communities to this level.

What challenges are communities facing that are brought about by structural inequalities which ideally should be addressed by the government and what remedies have you put in place?

Mott Foundation

- They are not adequately represented at the policy table. When communities have something to bring to the table, they earn respect from other stakeholders (government, partners, private sector) and this is the reality. Their involvement in policy development at this level is key.
- At Mott Foundation, they purpose to make connection with what is happening at the community level to the national level and give the community a voice. This builds a strong movement.
- Key lesson that has been learnt over time - be aware of all forces that would be against the initiatives and initiate long-term system changes.
Blood: Water

- Structural inequalities are one of the reasons that catalyzed the decision to implement direct community funding. Recognizing that working with CSOs which are traditionally broader, taking government processes to task, this kind of long-term influence can only happen at community level.
- Follow community lead in everything they do-invested heavily in their community.
- On building trust, the misnomer is that community organizations cannot be trusted, however this is far from the truth. We don’t hold organizations to very complex systems we work with minimum best practices and accounting standards.
- There are so many approaches to common philanthropy-positioning resources in the hands of community to head and manage resources. Blood:Water does this in a way to extend reach/extend the scope.

Concern from a participant on “disruption” however this was further explained on how CivSource go to the communities and vice versa hence it is not a force of will. A challenge is identified, and solutions sought together. This allows for communities to be open to CivSource opportunities to explore on the potential (strength not realized before).

Question: How do you work with groups that are not registered? How do you deal with issues of accountability?

Civ-Source

- Acknowledging what we have done wrong, what’s not working. Knowing that there are multiple ways of achieving this.
- Accountability on both ends.
- Mapping out the challenges faced by the groups, organizing a systemic way of addressing them and engagement with key stakeholders.

Closing Remarks - What do we need to populate body of evidence?

Escalate these conversations into platforms that organizations can continue refer to. EAPN has initiated a learning group for community philanthropy which aims to bring together grassroot organizations to work together with the other key stakeholders in mapping community organizations and stakeholders, discuss challenges within the communities and how the (available) resources can be leveraged for maximum benefit and create awareness for local giving. Further, the group will outline and implement strategies for resource mobilization both within the community and externally.

Lessons from this forum will be translated into the terms of reference for the learning group.

"Move from Talk to Action!"

Responses to the Group Work are attached to this report as Annex 1
Annex 1: Group Work

QN1: What needs to happen for this to become the norm in the philanthropy sector? i.e. how can we bring others along?

GROUP 1
1. Continue to open such kind of platforms for people to learn
2. Creating awareness for people to understand the concept
3. Aligning those who are already implementing the models
4. Knowledge is power, just because things have been done in the same way for long does not mean this is a norm - push back on how donor funding is structured, bring the community voice to the table and bring resources on the table too (challenging for the small organizations that are fragile economically, align to the donor who speaks the same language)
5. What does the community want? Very clear on what their issues are, bring in whatever resources
6. Community knows best their problems and the solutions... outsiders should come in as facilitators/friends of the communities to help realize the solutions faster

GROUP 2:
1. The management of the organization has to understand what is going on the local level
2. The community needs to be brought on board so as to understand and change their attitude and know better their community
3. The government should understand what is being done and that there are groups that help in different curses, so that they can provide support
4. The local leaders are also important because it is difficult to penetrate a community without getting through their leaders

GROUP 3:
1. Continuous engagement platforms - coordinated efforts
   The challenges brought up by crisis...how do we learn from this and give community leaders and members more space-localization, coordinate better, maintain commitments
   - Partners working on the ground
   - Accountability- setting a standards on how to work together
   - Funding partners to push for a common understanding
   - Explore greater coordinating sharing of knowledge- documenting and learning on the models, practices and values.
   - Leveraging the grassroot, the expertise from the grassroot
   - An enabling and coordinated supportive system from the ground
   - Ownership from the grassroots...give dignity to grassroot initiatives

GROUP 4:
- Building a body of evidence of/ Proof of concept
- Establishing a community of practice

QN2: Who do we need to bring along for this to become the norm?

GROUP 1:
- Donors
- Communities themselves
- Grantees
- Religious institutions
- Friends
- Government especially local government
- Private sector
- Civil society
- Involving the young people in giving/how to engage through schools, youth organizations or clubs

GROUP 2:
- Enabling environment