

Engaging Philanthropy in the Post-2015 Development Agenda: Lessons Learned and Ways Forward



*Empowered lives.
Resilient nations.*

A project of Foundation Center,
Rockefeller Philanthropy Advisors, and
United Nations Development Programme



Acronyms

AFE	Association of Corporate and Family Foundations, Colombia – or Asociación de Fundaciones Empresariales
RPA	Rockefeller Philanthropy Advisors
CoF	Council on Foundations
CSO	Civil society organization
CSR	Corporate social responsibility
DAC	Development Assistance Committee
FFD3	Third International Conference on Financing for Development
MDGs	Millennium Development Goals
NGO	Non-governmental organization
ODA	Official development assistance
OECD	Organisation for Economic Cooperation and Development
PFI	Association of Philanthropy Indonesia - or Perhimpunan Filantropi Indonesia
SDGs	Sustainable Development Goals
SG	Secretary-General of the United Nations
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WINGS	Worldwide Initiatives for Grantmaker Support

Disclaimer

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Preface and Acknowledgments

The SDG Philanthropy Platform, until recently the Post- 2015 Partnership Platform for Philanthropy, is a multi-year initiative led by the United Nations Development Programme (UNDP), the Foundation Center and Rockefeller Philanthropy Advisors (RPA), with funding support from the Conrad N. Hilton Foundation, The MasterCard Foundation, Ford Foundation and others. It was launched in July 2014 to nurture a more active and coordinated engagement by philanthropic organizations in the implementation and localization of the Sustainable Development Goals (SDGs)—also known as the Global Goals—that will be adopted at the historic United Nations (UN) Sustainable Development Summit in September 2015.

The SDGs, which will replace the outgoing Millennium Development Goals (MDGs), are a set of universal goals, targets and indicators that constitute the broadest, most ambitious development agenda ever agreed at the global level. The resulting framework has been developed over three years through an extensive and inclusive consultation process with a wide cross-section of stakeholders in government, civil society and the private sector. It will be endorsed by all 193 Member States of the UN and be used to frame the national development plans of countries around the world for the next 15 years.

The successful implementation of the SDGs will rely on developing an inclusive global partnership for sustainable development with the active engagement

of governments, civil society, the private sector, philanthropic institutions, academia and the UN system. A commitment to reinvigorating this partnership in the next 15 years, which includes bringing in new actors and ways of collaborating and coordinating, is crucial for the success of the SDGs. In addition, innovative ways of mobilizing financial and technical resources are required to implement the goals.

Against this backdrop, philanthropic institutions have a critical role to play in contributing to the SDGs. They can offer complementary approaches and new pools of funding, accompanied by technical expertise. They have the freedom to take greater risks and incubate new projects and they bring extensive linkages with civil society organizations (CSOs) and local communities through their grant-making function. SDG Philanthropy Platform has made some significant strides in leveraging these strengths, sensitizing philanthropic actors to the importance and impact of the new development agenda and in fostering early partnerships in several pilot countries that could prove to be interesting case studies or models for effective collaboration to achieve the SDGs. This publication outlines these achievements and opportunities whilst also flagging some of the inherent tensions and challenges of catalyzing partnerships between philanthropic institutions and the UN system.



We offer special thanks to the Hilton Foundation for their leadership in launching the Platform. We also would like to thank the following institutions, which have contributed their expertise and resources: The MasterCard Foundation, Ford Foundation, the Association of Philanthropy Indonesia (PFI), Asociación de Fundaciones Empresariales (AFE) in Colombia, Worldwide Initiatives for Grantmaker Support (WINGS) and the European Foundation Center. We are grateful to our national philanthropy coordinators for launching the Platform in each of the pilot countries: Arif Neky in Kenya, Ade Mulyo and Asmoro Hadiyanto in Indonesia, Natalia Currea in Colombia and Radhika Lal in Ghana. Additionally, the Project Manager of the Platform, Karolina Mzyk-Callias (UNDP), the Manager of Global Partnerships at Foundation Center, Lauren Bradford and UNDP consultant, Karina Grosheva were instrumental in managing the initiative.

The report was authored by UNDP consultant, Roshni Menon and benefited from comments from colleagues at UNDP, the Foundation Center and RPA as well as interviews with key members of the philanthropic sector, governments, civil society and the UN. Annex 1 provides a full list of the individuals who contributed their time and knowledge for the various interviews. In addition, we thank Chris Johnson from The MasterCard Foundation and Shani Harris from UNDP, who served as peer-reviewers of the publication.

It is clear that governments alone cannot address the critical challenges of sustainable development, nor can the public, business and philanthropic sectors achieve their maximum potential operating in isolation from one another. SDG Philanthropy Platform is an innovative means by which to strengthen the vital linkages between sectors and institutions to achieve the SDGs and ultimately, a more just and equitable world.

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Executive Summary and Key Achievements of SDG Philanthropy Platform

Since its inception in July 2014, the Post-2015 Partnership Platform for Philanthropy—soon to be called the SDG Philanthropy Platform or Platform for short—has created vital linkages between an emergent philanthropy sector from around the world, the United Nations (UN) and some governments. It is leveraging the strengths of these stakeholders to contribute to the achievement and localization of the SDGs. Several key successes can be claimed:

A clear track has been created for philanthropy to engage more deeply and in a more unified manner with the UN-led SDG process through concerted advocacy, communications and awareness-raising strategies

Thus far, approximately 1,000 organizations have attended a range of events, including those sponsored by the Platform as well as those organized by the UN, governments and networks of philanthropists across regions and countries. These meetings, workshops and events have made the UN and its processes more easily navigable to philanthropic funders and lowered the transactional costs of engagement with the UN and the SDGs. The Platform has further established a social media presence and substantial following at the international and country levels. It has commissioned several articles, subsequently published in influential magazines and websites, written by philanthropic leaders and other key stakeholders highlighting the important role of philanthropy in SDG implementation. These efforts have amplified the voice and action of grantmakers and grantees in the process of achieving the SDGs. Moreover, governments and the UN-led intergovernmental SDG processes have recognized the Platform as a credible partner in advocating for the voice and position of foundations.

At the national level, the Platform has strengthened the voice of philanthropic actors in discussions with governments, leading to a more conducive enabling environment for philanthropic institutions to engage as ‘one voice’ with government authorities. In Kenya, for example, the Platform contributed to establishing the Kenya Philanthropy Forum, which offers a space for at least 40 local philanthropic organizations to organize, coordinate and present a unified voice in dialogues with the government on progressive policies. Foundations have also been recognized as a partner contributing to the achievement of the UNDAF and the Kenya Vision 2030 plan in the country. In Colombia, the Platform and its main national partner, AFE, have been in a vigorous government-led dialogue to localize the SDGs within the national development plan. In Indonesia, there are ongoing negotiations around how the philanthropic sector can be incorporated into the organizational structure of the SDG Secretariat, which is slated to replace the MDG Secretariat of Indonesia.

Progress has been made towards creating a global knowledge base around philanthropy’s significant role in development initiatives around the world

The Platform had collected significant knowledge, information and literature on topics that support philanthropy’s role in the SDGs. These resources include information on local and international philanthropic organizations and networks, country-level strategies for development delivery and enabling environments, as well as key debates around topics such as financing for development. The Platform has begun the extensive mapping of local philanthropic organizations in its pilot countries of Colombia, Indonesia, Ghana and Kenya and is developing a cohesive blueprint of development



work, knowledge and stakeholders in these countries. This will enable foundations to better gauge the development ecosystem in which they can invest, to identify common thematic interests and to pinpoint potential areas of engagement to identify synergies and gaps. It has also raised all development stakeholders' awareness of the work of local philanthropic institutions, further allowing the Platform to offer country-specific roadmaps, instruments and advisory services to philanthropic organizations, the UN and governments. These activities have generated traction around key thematic areas, which include education, water and sanitation, financial inclusion, skills development and employment, women's empowerment, sustainable urbanization, natural resource management, peace and inclusive societies. Each of these themes maps onto one of the SDGs, making it a pivot point around which to design innovative partnership models.

Credible strides have been made in developing a data repository on philanthropic giving

The Platform, through one of its constituent members, the Foundation Center, has created a web portal, SDGfunders.org, which tracks philanthropic investments made across the world. The website presents vital information on philanthropy's contributions to development initiatives, using a series of interactive maps and charts that can be filtered by grantmaker and grantee (country and organization); by location (country, region and world); and, importantly, by a specific MDG and, eventually, SDG. In the next phase of development, the portal will offer a 'community centre' where philanthropy can market and find partners for their thematic and SDG-related work. At the national level, Colombia and Kenya in particular have made significant strides in creating awareness around the

importance of data and developing data initiatives around collecting data on local foundations, with concrete steps taken to expand outreach and data sharing.

Overall, the early results of initiatives spearheaded by the Platform demonstrate that newer and more innovative partnerships for development are crucial for the successful implementation of the SDGs. The knowledge, resources, networks and ingenuity that global and local philanthropic organizations have to offer at this critical juncture are invaluable. Key strategies that the Platform can leverage to scale up impact and deepen philanthropic institutions' engagement include: 1) attracting a wider membership from across philanthropic organizations, civil society and UN agencies at the global and local levels; 2) pursuing more advocacy, training and communication activities to sharpen the narrative around how and why philanthropic organizations should align their work with the SDGs; 3) deepening the thematic foci in pilot countries by connecting philanthropy with research and analyses initiatives; 4) improving data knowledge and capacity and developing an appropriate model for collecting more data at the global and national levels; and 5) demonstrating the universality of the agenda through launching a pilot within a developed country context.



1 Introduction and Background: Philanthropy as an Emerging Player in Development

With both the end of the Millennium Development Goals (MDGs)—a set of time-bound targets agreed on by heads of state in 2000—looming and the imminent launch of the ambitious and broad-ranging Sustainable Development Goals (SDGs) on 1 January 2016, the world is at a pivotal moment for global development cooperation. While there is consensus that multi-stakeholder collaboration, combined with strong leadership and political will, is essential for the achievement of key development aims, the role and scope for philanthropy require careful analysis, given the scale, ambition and potential of philanthropy's contributions to international development.

There are several reasons for this. First, philanthropy brings a complementary and beneficial set of new actors, approaches and funding modalities to the development sphere. This is particularly important in light of the growing importance

around South-South cooperation and linkages, as well as the burgeoning philanthropy originating in the global South.¹ Second, its resources are growing as a proportion of total official development assistance (ODA). For example, it is estimated that philanthropic North-South flows in 2011 from donors of the Organisation for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) amounted to US \$59 billion.² This suggests that the development finance landscape has changed dramatically in the past decade, with an expansion of a range of finance options beyond ODA. The OECD estimates that the contribution of philanthropy to development has multiplied tenfold over the course of 10 years (2003–2013), representing some seven percent of donor financial flows.³ New actors and sources of finance include sovereign donors, non-governmental organizations, special purpose funds (i.e., vertical health and climate funds) and philanthropic organizations.⁴

Despite the immense contribution of philanthropic institutions to various development initiatives, diffuse delivery channels, reporting requirements and differences in the language used to communicate impact have made it difficult to track and record these efforts.⁵ Compared to funding channelled through traditional DAC donors to CSOs, there is scant documentation of investments in social enterprises and in foundation and/or private support to civil society-led development efforts. In addition, none of the case studies found evidence of direct participation by overarching non-governmental funders in ‘development partners’ country coordination mechanisms.⁶

1.1 Bringing philanthropy into international and national development discourse

Therefore, the huge potential of philanthropic organizations to contribute to a greater development agenda, combined with the breadth, scope and ambition of the SDGs, presents an opportunity for the philanthropy sector to better engage with the SDGs. First, the manner in which the SDGs are unpacked and applied will influence the policy environment. The political consensus generated around their universal application and implementation is expected to drive the bulk of ODA in addition to the work of development ministries and government departments around the world.⁷ The sector as a whole would benefit from serious engagement with the new development framework, as it stands to have a major influence on the operating environment of major donors.⁸

1.2 Launch of SDG Philanthropy Platform

To this end, a new partnership, called SDG Philanthropy Platform⁹ —or the Platform, for short—was launched jointly by the United Nations Development Programme (UNDP), the Foundation Center and a multi-stakeholder Collaboration Committee guided and supported by Rockefeller Philanthropy Advisors (RPA). The initial phase of the project, intended to cover two and a half years, began in July 2014, with much of the launch investment provided by the Hilton Foundation, The MasterCard and Ford Foundations. It aims to foster a means for philanthropic givers to participate more effectively in the SDGs process whilst amplifying their voices in determining, implementing, localizing and achieving the international goals and associated targets and indicators. The project will, at the same time, assist governments and the UN system to better understand the added value of philanthropy’s direct engagement in the SDGs. And, crucially for the philanthropy sector, it will help leverage the scale and impact of funding from individual foundations and other sources of private giving.

This has entailed developing a structured track for engagement at the international and national levels. Therefore, the Platform has also facilitated partnerships among philanthropy, governments and the UN system in four pilot countries: Colombia, Ghana, Indonesia and Kenya. Finally, a new dedicated web portal—SDGfunders.org—has been developed, which will display foundation funding information alongside ODA flows and other development indicators. This will enable foundations to share information on a regular basis, leading to greater transparency, legitimacy and credibility of the sector as a whole.



photo: © Conrad N. Hilton Foundation



2 What is Global Philanthropy?

Philanthropy resists easy definition and categorization.¹⁰ In general terms, philanthropy—derived from the Greek *philos anthropos*, meaning ‘friend of humanity’—refers to the making of voluntary contributions to social causes for the benefit of those causes.¹¹ However, the advent of formal, modern philanthropy has significantly broadened the scope this definition. It now refers to organized giving through a legal and organizational modality—of which the most common institutional structure are foundations—and to the trend of using private capital to address major global issues, such as poverty eradication, universal education, eradication of disease and climate change. Foundations are asset-based, not-for-profit organizations with a stated purpose and a delineated income source, either through endowments used for grantmaking and operational programmes or through income that combines public fundraising with some level of endowment or earned income.¹²

A great deal of diversity exists amongst foundations themselves: they can be private, public, family-run, corporate or community-based. Additional avenues for philanthropic giving include donor-advised funds, direct giving, high net-

worth individuals, impact investing, giving circles, family-governed operating organizations and social enterprises, planned giving instruments and corporate giving by a family business.¹³ Within this diversity, two key trends have relevance for how philanthropy engages with the SDGs. They include the rise of local giving in emerging markets and the blending of philanthropy with business models.

2.1 The rising prevalence and role of philanthropy in emerging markets

Greater wealth accumulation across the world has produced expanding levels and types of philanthropy. In recent years, the growth of formal philanthropic activity in developing countries has been significant, marked by home-grown philanthropists, and new institutions and initiatives that are potentially better attuned to local humanitarian and development needs. Some are supported by private international foundations based in developed countries or by an expanding community foundation network, while others are set up by wealthy national entrepreneurs and local businesses. According to Jenny

Hodgson of the Global Fund for Community Foundations, “the growth of local philanthropy is not just a response to tighter North-South aid flows, but also a recognition of the shortcomings of mainstream development, with its issue-based silos, short-term project horizons, and upward accountability to external donors.”¹⁴ She notes that locally funded initiatives can “take more holistic, long-term and flexible approaches that can develop community resilience and social cohesion.”¹⁵ Proponents are also hopeful that the creation and sustenance of greater numbers of local foundations will reduce the dependency of developing country programming on Northern funders and give people greater voice in determining development priorities in their own countries or regions.

2.2 Philanthropy as a bridge between the public and private sectors

Significantly, several interviewees, particularly those from East and West Africa, have cited higher levels of trust in the private sector than in the governments in these countries.¹⁶ The narrative around private sector investment is slowly changing: it is increasingly viewed as the engine of the economy, with the potential to create greater wealth and jobs in many countries. Creating an enabling business environment through reform is therefore touted as an important prerequisite for leveraging a private sector response that leads to greater growth, employment and income generation.¹⁷ Social entrepreneurship and private social investment, in particular, have become popular philanthropic strategies in some countries. While many social enterprises are non-profits, they meld profit-seeking and non-profit activities, often leveraging the strengths of both sectors (business and philanthropy) to create multiplier benefits. The result is a blending of traditional philanthropic values of supporting social issues with business approaches that stress direct engagement, innovation, risk-taking, problem-solving, efficiency, impact assessment and leverage.

Overall, the immense diversity amongst philanthropy organizations has its benefits and challenges. On the positive side, the plethora of organizational types and specialties may mean that they are more attuned to local humanitarian and development needs. However, these differences also make it difficult to generalize

“We are very excited about the outpouring of philanthropy everywhere, in the rich as well as developing countries, all aimed at advancing people’s interests at the local level. The Sustainable Development Goals require the vital spark of people and communities engaged in self-reliant actions that will better their lives.”

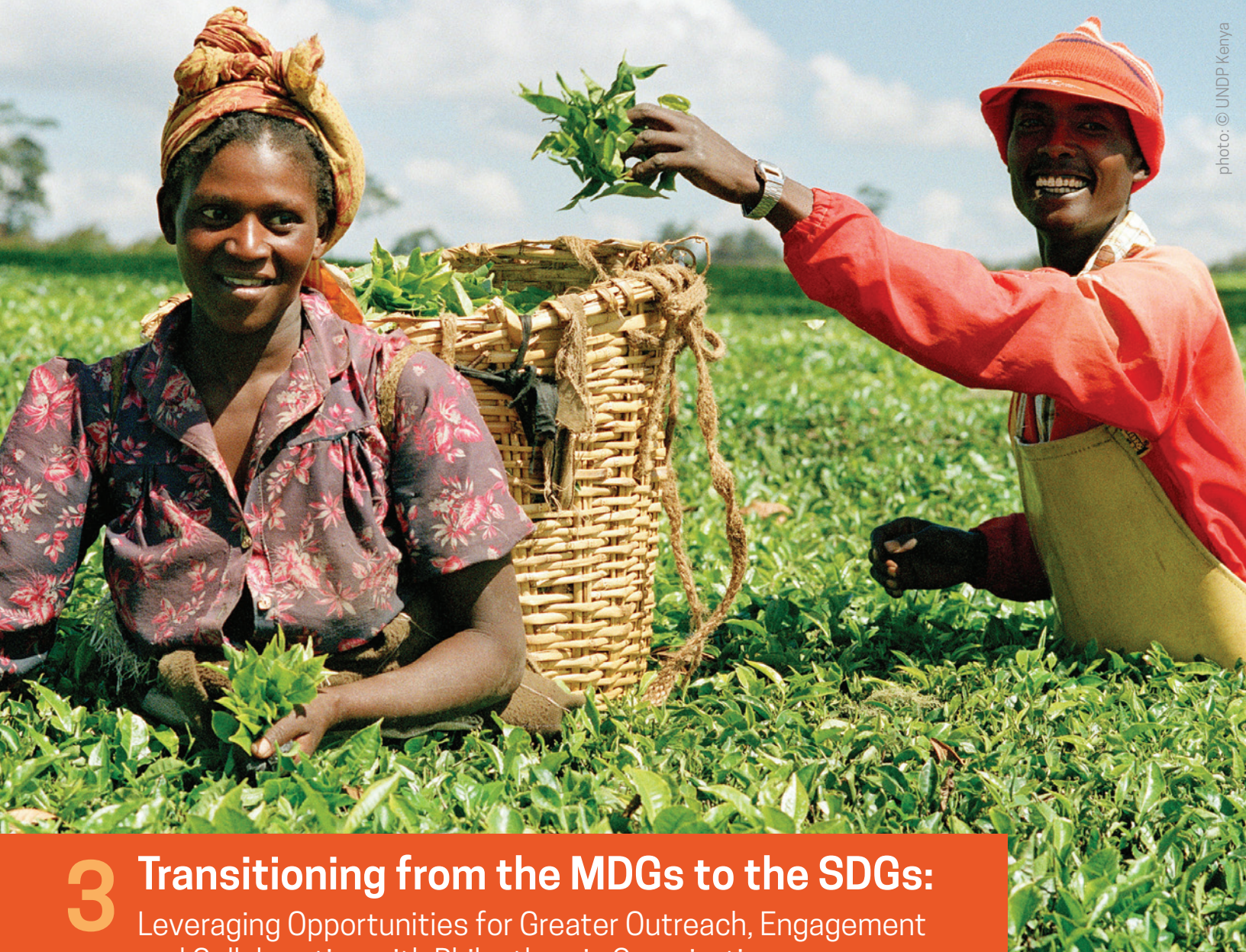
Marcos Neto

Director, Istanbul International Center for Private Sector in Development, UNDP

about strategies and approaches, as each philanthropist could operate differently. Thus, for many foundations, the starting point is not likely to be supporting national (or international) development priorities or filling gaps in aid. Rather, the interests of their founders, board members’ mandates or company strategies may take precedence. Consequently, the question of complementing—or aligning—with an overarching development framework comes with opportunities and challenges alike. The following section assesses how global philanthropy has engaged with the MDGs and key opportunities for engagement with the emerging new global development framework.



photo: © UNDP Madagascar



3 Transitioning from the MDGs to the SDGs: Leveraging Opportunities for Greater Outreach, Engagement and Collaboration with Philanthropic Organizations

Philanthropic organizations have tended to maintain their independence from what they perceive as government- and UN-led frameworks for development, such as the MDGs. Yet, for the past 15 years, the MDGs have dominated development discourse within multilateral organizations and policy frameworks within developing countries. In the process, governments, multilateral organizations and the private sector earmarked tens of billions of dollars for key development initiatives under the MDGs umbrella. While the direct development impact of the MDGs is difficult to determine—and, in many cases, is thought to be mixed—they have undeniably shaped international development discourse, generating awareness and greater mobilization around ending poverty and ensuring better livelihoods for all. They have also influenced how donors fund programmes, how developing

country governments structure national strategies, how civil society organizations determine their programmatic areas and how watchdog organizations hold authorities accountable. Quite simply, the MDGs—and now the SDGs—are the only set of development goals that are drawn from international consensus and therefore have legitimacy as guideposts for collective achievement. No alternative consensus-based framework for action currently exists for philanthropy or other actors.

3.1 Rocky partnership: Philanthropy and the MDGs

Despite these significant achievements, philanthropy largely ignored the MDGs.¹⁸ While certain individual foundations were deeply invested, particularly in achieving specific MDGs, foundations were not collectively or universally engaged.

Most individuals and organizations in the sector had a poor understanding of the UN system and its public policy-making mechanism and viewed the goals as a bureaucratic diversion. The UN, in turn, tended to view philanthropy purely as a money source and not an equal partner in planning for, localizing and implementing the goals. Part of the issue lies in how the

UNDP MDG Acceleration Framework (MAF):

A case study of catalyzing successful partnerships for the achievement of the MDGs

The MDG Acceleration Framework (MAF) helps countries identify bottlenecks to MDG progress. First introduced in 2010, the MAF approach has identified neglected policy areas, forged new partnerships, mobilized additional resources and has expanded to over 50 countries.

For example, MAF in Ghana responds to the presidential declaration of maternal mortality as a 'national emergency'. Beginning in 2000, numerous initiatives were introduced to strengthen interventions. By 2010, over 37 policies and strategic documents attempted to reverse the high maternal mortality rates in the country. The MAF has engaged health authorities and government agencies, whilst also catalyzing new partnerships that support implementation of specific parts of the action plan. Key stakeholders include multiple UN agencies, bilaterals, the European Commission, selected NGOs and the private sector.

Based on the success of MAF, the UN development group has designed MAPS, a common UN approach to help countries in re-prioritizing policies towards the SDGs.

MAPS stands for:

- **Mainstreaming:** providing support to governments to reflect the new global agenda in national development plans and policies.
- **Acceleration:** supporting countries to accelerate progress on SDG targets.
- **Policy Support:** making the UN's policy expertise on sustainable development and governance available to governments at all stages of implementation.

Source: UNDP

MDGs were forged: they were drafted by a relatively small group of technocrats, through a top-down process, without substantial input or initial buy-in from local stakeholders. The corresponding targets and indicators were selected with only limited consultations with international agencies. Foundations, therefore, were not actively involved in the development of the MDGs agenda and most did not explicitly adopt these goals as an organizing principle in the way that multilaterals and bilaterals did.¹⁹ For example, the European Foundation Centre endorsed the MDGs in 2005, but it was not entirely clear what this endorsement meant in terms of policy or practice. Furthermore, the Council of Foundations declared that it did not "do the MDGs."²⁰

Irrespective of this lack of alignment, foundations have given significant funds that are in line with MDG priorities. They have made particularly significant investments in the areas of health (in particular, HIV/AIDS), education, access to water and child survival. But, as Bradford Smith from the Foundation Center states, "where foundations gave to MDGs-related areas, they were already in the game, so to speak"²¹—that is, these were already priority funding areas for many foundations. Foundation Center data indicates that total funding by foundations to the MDGs over their entire 15-year period is estimated to be upwards of US \$31 billion.²² This is just a fraction of all development assistance provided by foundations; private giving from OECD-DAC donors to DAC recipients in 2011 alone was US \$59 billion—or almost half of all ODA, which totalled approximately US \$132 billion for the same year.²³ Therefore, while significant, funding for the MDGs was only a small fraction of the value of all grants provided by private voluntary agencies for development assistance.

However, the purpose of these grants and their relationship to development and the MDGs varied greatly. Efforts were often fragmented and were not planned in light of national or global goals or targets, missing opportunities for synergy, coordinated planning and potential scale-up of impact. The lack of data and of a data-sharing mechanism compounded the problem; foundations were not aware of who else occupied the space in which they worked – which made collaboration doubly difficult.²⁴ Ultimately, irregular and tentative buy-ins of the MDGs agenda by major foundations, combined with diffused funding, planning mechanisms and information exchange, meant that real systems change remained illusory because the root causes of poverty and inequality were not adequately addressed. In addition,

foundations were unable to fully employ some of their strongest comparative advantages in the articulation and implementation of development priorities, including the ability to combine a long-term perspective with short-term dynamism, flexibility and responsiveness.

3.2 Fostering complementarity: Harnessing the potential of philanthropic organizations to help achieve the SDGs

In contrast, the transformative new SDGs agenda, developed over three years as part of one of the most inclusive participatory processes the world has ever seen, provides a window of opportunity to deepen the global partnership among UN Member States, international organizations, civil society, philanthropy, businesses and other stakeholders. The resulting 17 goals and 169 targets of the SDGs build on the achievements and mandate of the MDGs whilst integrating and balancing the economic, social and environmental dimensions of sustainable development.²⁵

Yet, for much of the negotiation process around the SDGs, philanthropy was not represented as a collective group or sector, outside of the efforts of the Platform. Instead, philanthropic organizations often chose to engage through their grantees (CSOs) or to entirely stay out of the process. The voice of philanthropy at key UN events has also been fragmented; philanthropic organizations were not represented as a sector during the Open Working Group (OWG) meetings,

participating instead as singular organizations. For example, during the important Third International Conference on Financing for Development (FFD3), which took place in Addis Ababa in July 2015, philanthropy, while present, did not attend as a sector, apart from limited visibility at two side-events, one of which was organized by the Platform. This is in stark contrast with the business sector, which had a large, organized presence. The only opportunities to participate in official FFD3 conference events came where philanthropic organizations could gain accreditation as business sector delegates.

“Philanthropy [...] offers complementary approaches and types of funding, accompanied by the freedom to take risks, and tolerance of failure. In addition, philanthropy can test innovation and scale up new initiatives, enable rapid action, and support civil society organisations (CSOs) through making grants that help communities and social movements organize for positive change.”

Helena Monteiro

Executive Director, WINGS

3.2.1 Why global and local philanthropic organizations should engage with the SDGs

Now that the negotiation process over the Post-2015 Development Agenda has nearly come to an end, the focus is shifting very quickly to implementation and to specifying the roles of different actors over the next 15 years. The unprecedented collaborative process by which the SDGs were negotiated, their comprehensive nature and their universal adoption by all 193 countries after an extended political process, give philanthropy many inroads into engaging with the new agenda. Several factors make the SDGs an attractive framework under which to coordinate future development initiatives:

- **Universal and broad agenda:** The SDGs are comprehensive and universally applicable. All governments will be expected to adopt the goals and to report on their progress and achievements. This presents a great opportunity to draw international philanthropy institutions under a unifying agenda, because the SDGs will be just as relevant in developed country programming



photo: © Conrad N. Hilton Foundation

as in developing countries. Moreover, most of the issues that philanthropy tends to support are likely already included in the SDGs.²⁶ Therefore, if a foundation is implementing a programme at the local level, its work can still be relevant to a global development agenda.

- **Influence on the changing operating environment:** Given the political consensus around the SDGs, they are expected to drive policymaking and the bulk of official development assistance for the next 15 years. It will also impact the work of development ministries and government departments around the world. Consequently, they will significantly influence the environment in which foundations operate.
- **Increase programme effectiveness and scale-up through coordination:** Programming under the SDG framework and forum may help foundations to avoid fragmentation and foster complementarity, which would help increase their effectiveness. As a unifying framework, the SDGs can help foundations, together with governments, the UN, international cooperation agencies and the private sector, to better coordinate their actions around specific goals.²⁷
- **Performance/effectiveness indicators:** The SDGs provide global mileposts that define success in meeting the defining challenges that face this generation. They can define specific performance and/or effectiveness indicators in the areas covered by the agenda. While many foundations already covered these areas prior to the adoption of the SDGs, they nevertheless offer a basis for employing holistic strategies and a common language and for comparing progress.

3.2.2 How philanthropy can contribute to the achievement of the SDGs

The integration of the social, environmental and economic priorities of the SDGs will necessitate expanded collaboration between different disciplines and groups, such as human rights and climate change activists, or women's groups and development economists.²⁸ Multi-themed philanthropy institutions can also play a supporting role. The strong value set and sensibility of the sector can provide invaluable leadership when intense political negotiations over the SDGs give way to implementation strategies within countries.²⁹ To this end, leading philanthropic actors offer several important traits:

“The SDGs are relevant in Detroit and Turin just as they are in Kali, Jakarta and Johannesburg. Even if you're working in your own community, your work can be relevant to a global development agenda, because the SDGs are universal.”

Bradford K. Smith

President, Foundation Center

- **Strong convening and alliance-building ability:** Given the resources and ability of philanthropy to fund and support important projects, they can ensure immediate follow-up of the SDGs agenda. The ability of foundations to build alliances among the private sector, civil society, multilateral organizations, academia, think tanks and government to identify and implement solutions to social problems is particularly important for localizing the SDGs agenda.³⁰ Further strategies include convening follow-up conversations and coordinating actions among different stakeholders to ensure knowledge-sharing and collaboration across actors and sectors.
- **Freedom to explore risk, incubate practical solutions and spur innovation:** Actors in the philanthropy sector are often able to support activities that governments—or even inter-governmental organizations—find difficult.³¹ According to Ana Toni of Public Interest Management, foundations have the “freedom to take greater risks, to explore new frontiers, [and] to support NGOs that challenge the status quo.”³² They can work outside government-to-government diplomatic relationships, so have fewer reservations in challenging governments—for example, through funding NGOs that work on human rights.³³ They are also potentially more nimble and more responsive, with the capacity to commit time and resources over the long term.³⁴ In fact, foundations can better make careful decisions, explore, make mistakes and quickly and more cheaply correct them, allowing them to better develop initial innovative models to be scaled up by the public sector.³⁵ In this way, philanthropic institutions are sometimes heralded as the ‘venture capitalists’ of development, with some able to incubate new projects.

“Philanthropy has a unique and powerful voice in the SDG process. In many ways, the philanthropy sector is the pulse of the three sectors in its innate ability to directly and indirectly effect global trends and social change. In the SDG context, the philanthropy sector is the supply chain of messaging and implementation of the sustainable development goals.”

John Holm

*Senior Director, Business Development
Charities Aid Foundation of America*

- **Technical expertise, local knowledge and wide reach:** Philanthropic institutions often have technical capabilities, skills and expertise that are sometimes limited among other actors.³⁶ Local philanthropy, in particular, often has much accumulated experience and knowledge about what strategies work in local contexts in addition to a broad view of the institutional context.³⁷ They are particularly adept at reaching vulnerable people, due to their many years of funding and working with grassroots CSOs and NGOs across countries.³⁸ Collectively, philanthropic institutions fund a large number of civil society organizations within countries and, in turn, have strong local networks, comprising many NGOs, CSOs and key influencers and decision makers in

the public and private sectors. These organizations are a depository for local knowledge and technical expertise. They also provide a base from which to collect evidence of progress on the SDGs from all levels.

- **Huge social capital base and innovative financing:** Foundations constitute “one of the last sources of capital on earth that is not already earmarked for something. Therefore, their flexibility to leverage and use resources—in ways governments cannot—is enormous.”³⁹ Foundations have also pioneered interesting experiments of unlocking huge sources of unconventional or blended financing, in some part because they can shoulder the initial risk of financing innovative projects. Philanthropic resources, therefore, can crucially complement official aid in two ways: by providing a) ‘patient’ capital—that is, funds for supporting non-profit and government grantees to implement tested and new approaches over the long term; and b) risk capital—funds for innovative approaches and pilot projects that are often considered too risky for bilaterals, multilaterals and governments to fund.⁴⁰
- **Ability to make long-term investments:** Foundations are able to invest in issues that require long-term and concerted effort. Some examples include the work of the Carter Foundation to eradicate Guinea worm infestation in West Africa, as well as long-term health investments in areas such as HIV/AIDS, and early investing in microfinance.



photo: © UNDP Kenya

4 SDG Philanthropy Platform

Given the huge unmet potential of philanthropy in development cooperation and the emergence of a truly consultative and comprehensive new development agenda, coordinated engagement among the philanthropy sector, the UN and other key stakeholders is particularly important and timely. In response, UNDP, the Foundation Center and Rockefeller Philanthropy Advisors (RPA), with funding support from the Hilton Foundation, The MasterCard Foundation, the Ford Foundation and others, launched SDG Philanthropy Platform in July 2014. The implementers and funders further formed a Collaboration Committee, guided and supported by the RPA, for collective advocacy and outreach to promote partnerships for the achievement of the SDGs. The Committee, composed of the Hilton Foundation, The MasterCard and Ford Foundations, amongst others, seeks to forge a collective voice within the sector. Together, they lead by example at the global and national levels through engaging more robustly with the SDGs.

The multi-year initiative focuses on philanthropy's input into the developmental landscape by helping grantmakers to better understand the opportunities for engaging in global, national and local development processes. The four overarching objectives of the Platform are to:

1. Create a means for philanthropy to engage better as a partner in the Post-2015 Development Agenda.
2. Create new methods of outreach and engagement to connect philanthropy to development ecosystems.
3. Develop country-level structures that identify opportunities for philanthropy and partners to collaborate.
4. Make data on philanthropic investments more accessible to track progress, find partners and tell stories about effective collaborative efforts.

Ecosystems Approach: Framework for action

Philanthropic organizations have not typically been connected to wider policy dialogues or multi-sectoral approaches to tackling development challenges such as multi-dimensional poverty analyses, the human development index, social protection mechanisms and other similar analytical tools to contextualize development challenges within a country. This prevents benefiting from complementarities and synergies or even pursuing appropriate scale-up and exit strategies. On the other hand, little is known about whether additional biases are imposed by philanthropy when starting independent development projects within countries.

Conversely, bilaterals, multilaterals and governments have not largely engaged or included philanthropy in their work plans. While some global partnerships already exist in areas such as energy (i.e., Energy for All), health (i.e., Global Alliance for Improved Nutrition) and financial services (i.e., Better than Cash), more needs to be done to create partnerships and collaborative ecosystems at the regional, national and especially municipal levels, where local institutions can have the greatest, sustainable benefit from participation. One philanthropy-led example of this is Partnership to Strengthen Innovation and Practice in Secondary Education.

Adapted from: Helena Monteiro, written response to questions, 17 August 2015; Development Initiatives, 2014; UNDP Inclusive Business Strategy, unpublished.

Selection of key international and regional meetings in which philanthropy and its role in achieving the SDGs was promoted

- **Fostering Commitment and Leadership of Philanthropy for the Post-2015 Development Agenda**
New York, March 2014
 - **Worldwide Initiative for Grantmaker Support (WINGS) Forum 2014**
Istanbul, March 2014
 - **Salzburg Global Seminar on Philanthropy as a Catalyst for Social and Financial Transformation**
Salzburg, March 2014
 - **International Development Cooperation: Trends and Emerging Opportunities – Perspective of the New Actors**
Istanbul, June 2014
 - **World Congress of Muslim Philanthropists**
Washington, June 2014
 - **Strengthening Philanthropy's Engagement with the Post-2015 Development Agenda**
New York, September 2014
 - **Philanthropy in Asia Summit**
Singapore, October 2014
 - **IDIS Brazil Philanthropy Forum**
São Paulo, November 2014
 - **United Nations Development Cooperation Forum**
Incheon, April 2015
 - **The Role of Philanthropy and Social Investors in Financing for Development**
New York, April 2015
 - **2015 Global Philanthropy Forum Conference: Disruptors and Decision Makers**
Washington, April 2015
 - **CoF 2015 Annual Meeting: Leading Together: Hope and Opportunity in a Destabilized World**
San Francisco, April 2015
 - **2015 EFC Annual General Assembly and Conference: Philanthropy - Visions and Energy for Change**
Milan, May 2015
 - **International Grantmaking Symposium**
Washington, May 2015
 - **African Grantmakers Network Assembly – “Philanthropy in Africa 2015”**
Arusha, July 2015
 - **Expanding the Role of Philanthropy in Financing for Development**
Addis Ababa, July 2015
-

Taken together, the Platform has positioned itself as a vital coordinating structure that supports a complex partnership among different and emergent sectors in order to leapfrog progress in key areas of social, human and economic development under a unifying SDGs rubric. While still in its infancy—having only been launched in November 2014—it can claim several early achievements and progress towards bigger global and national aims. The results outlined below represent the beginnings of these efforts.

4.1 Connecting philanthropy to development ecosystems at the global level

The net effect of advocating for a greater role of philanthropy in contributing to the SDGs has been its explicit acknowledgement in the outcome document of the UN Sustainable Development Summit for the adoption of the Post-2015 Development Agenda, which cites the role of the diverse private sector, including philanthropic organizations, as necessary for the implementation of the new agenda.⁴¹ In addition, the UN Summit in September 2015 will be organized around six interactive dialogues, with one dedicated to a strengthened global partnership for realizing the Post-2015 Development Agenda. Philanthropy is mentioned as one of the partners in this process.

Global activities to facilitate greater engagement and coordination between philanthropy and other key stakeholders have revolved around organizing meetings and events sensitizing philanthropy to the scope and impact of the SDGs and around making the UN system more aware of the enormous potential of the philanthropy sector to contribute to the achievement of the global development goals. Key achievements to this end are described in the following sections.

4.1.1 A clear track has been developed for philanthropy to engage with the UN-led SDG process

A number of events have taken place to better connect philanthropy to international development discourses and to the SDGs process at the global level. Some have been stand-alone meetings to discuss philanthropy's potential role in achieving the SDGs, while others have been sessions convened either by foundations or by the UN. Speakers describing the SDG process attended various philanthropy conferences, whilst those describing the role of philanthropy as viable and important partners attended UN-led meetings.

Initial discussions were first launched around the new mechanism for coordination in April 2014, where a good cross-section of large philanthropic organizations attended and demonstrated interest. One year later, a meeting

Role and mention of philanthropy during the Third International Conference on Financing for Development

The Third International Conference on Financing for Development was held in Addis Ababa in July 2015. In some ways, it was the most important global development policy event in recent years, as negotiators sought to lay out different ways to pay for an ambitious plan to end poverty, ensure equality and put the world on a path towards sustainable development for the next 15 years and beyond.

A small but diverse and energetic group of philanthropic organizations participated in the development finance event in Addis Ababa. It represented a broad range of organizations from large international players, from upstart family foundations from Europe and Asia, to individual philanthropists.

Furthermore, two side events were devoted to the role of philanthropy in financing for development. During the event organized by the Rockefeller Philanthropy Advisors (RPA), entitled 'Expanding the Role of Philanthropy in Financing for Development', the President of the General Assembly of the UN, H.E. Mr. Sam Khababa Kutesa, underlined the importance of ensuring that "the contribution of philanthropy in financing for development is well-coordinated and aligned with national priorities to optimize effectiveness and avoid duplication efforts."

Moreover, the Addis Ababa Action Agenda resulting from the Conference calls for greater multi-stakeholder partnerships, as:

"the resources, knowledge and ingenuity of the private sector, civil society, the scientific community, academia, philanthropy and foundations, parliaments, local authorities, volunteers and other stakeholders will be important to mobilize and share knowledge, expertise, technology and financial resources, complement the efforts of Governments, and support the achievement of the sustainable development goals, in particular in developing countries."

Source: Johnston, 2015; UN, 2015b; Kutesa, 2015.

organized by the Hilton Foundation and UNDP attracted even greater engagement of philanthropy around what was by then a highly consultative process concerning the SDGs. The Fostering Commitment and Leadership for the Post-2015 Agenda convening, opened by UNDP Administrator Helen Clark, built upon earlier meetings held by the Ford and Rockefeller Foundations. Participating foundations continued their discussions at the Worldwide Initiative for Grantmaker Support (WINGS) Forum 2014 in Istanbul, the Salzburg Global Seminar on Philanthropy as a Catalyst for Social and Financial Transformation, the 2014 Annual Council on Foundations Meeting, the International Development Cooperation: Trends and Emerging Opportunities - Perspective of new actors in Istanbul 2014 and other events. In addition, the Platform has promoted its mandate at three key international events since its inception: the Ford Foundation global Platform launch in New York as part of a UN General Assembly #69 side-event, the Philanthropy in Asia Summit in Singapore and the IDIS Brazil Philanthropy Forum (see box on previous page for a full listing of events).

Altogether, the Platform has participated in at least 15 events at the regional and global levels in which stakeholders from across the development divide were eager to participate. Approximately 1,000 organizations attended events either sponsored by the Platform or organized by other stakeholders and included speakers representing the Platform. One-thousand-five-hundred additional contacts were also made



that will help build awareness and support for the Platform. In virtually all meetings, there was significant appetite amongst philanthropic givers to learn more about the SDGs and how to complement the process. There was widespread acknowledgment among the attendees of the timeliness and importance of philanthropy becoming more engaged with the process of determining the Post-2015 agenda. Furthermore, commentators stated that these outreach events have made the UN and its processes less opaque to philanthropic actors while lowering the transactional costs of engagement with the UN and the SDGs.⁴²

4.1.2 A global knowledge base has been created to promote philanthropy's role in planning, monitoring, evaluating and implementing the SDGs

Over the course of several months, the Platform has collected significant knowledge, information and literature on the collective impact and development of ecosystems models, country strategies for development delivery, local and international philanthropic organizations and networks, the local enabling environment in the selected pilot countries, and key debates around financing for development, amongst others. The Platform has also begun recording case studies of collaboration in its pilot countries that demonstrate how the public and private sectors are working together to achieve goals in a particular sector and how these projects, in turn, link onto the SDGs. This has enabled the Platform to offer country-specific roadmaps and instruments and advisory services to philanthropy, the UN and government. In addition, the Platform's work on the SDGfunders.org web portal for presenting and sharing data on philanthropic giving is a significant step towards boosting the global knowledge base on philanthropy's potential role in implementing the SDGs and the promotion of transparency in the sector.

The Platform's work in country has also produced various progress reports and workshop outcome documents that report not just on the outcome, but also on the process of establishing partnerships between governments, philanthropic organizations and UN agencies. Taken together, this information is expected to be an important reference source for future pilots and strategic collaborations as the Platform continues to refine a narrative that makes foundations attractive partners for the UN and *vice versa*. The goal in all these interactions has been to move away from a model of purely transactional and financial relationships between foundations and multilaterals, to the intellectual alignment of goals, strategies and aspirations, and mutual appreciation of comparative strengths. This has necessitated adopting new approaches and mobilizing different and more innovative organizational capacity (through, for example, joint programming, strategic policy work and, eventually, more connected measurement systems).

4.1.3 Advocacy strategies to raise awareness and amplify the voice and action of grantees in determining & achieving international development have been launched

In addition to launching events and meetings at the international, regional and national levels and collecting important case studies of collaboration, the Platform has been working on advocacy strategies to raise awareness and amplify the voices of philanthropic actors and their partners in determining and achieving the SDGs. Since launching at the end of 2014, the Platform has established a social media presence and substantial following, with accounts on Twitter, Facebook and LinkedIn. Several articles highlighting the important role of philanthropy in SDG implementation were written by philanthropic leaders and other key stakeholders and regularly published in *Alliance Magazine*.⁴³



photo: © UNDP Indonesia

These articles were further posted on the Alliance website, which, in turn, is linked to many other websites that increased readership.

In the months prior to the September 2015 launch of the Platform's web portal on philanthropic giving across the world (to be discussed in greater detail below), powered by the Foundation Center, an interim site, 'SDGfunders.org: behind the scenes', was launched to provide key updates about the development of the SDGfunders.org project and other documents related to the project and the Platform initiative. It also provided the option to sign up and join the growing community of SDG funders.⁴⁴ Furthermore, two videos were produced at the launches in Colombia and Ghana that documented the viewpoints of dozens of foundations that were interested in the Platform. Outreach was made to networks focused on health, education, peace and security.

4.2 Improving data knowledge and capacity and using data as a driver for philanthropic investment and development impact

In the past, tracking progress on different development indicators was enormously challenging due to gaps in data across countries. For instance, the UN Post-2015 Dialogue on localization found that, while local-level data is vital to support local planning and monitoring of development initiatives, it is not often readily available.⁴⁵ Stronger data capacities can also ensure better information-gathering, thereby strengthening accountability by providing incentives to improve the functioning of government. Transparent multi-stakeholder mechanisms for data-gathering and -sharing can provide information to concretely review the challenges and setbacks of implementing the SDGs agenda.⁴⁶ Besides the obvious transparency and accountability outcomes, this can also lead to better use of resources, more effective partnerships for impact and influence, and more flexible systems for course correction, where these are required. With a broader and more transformative Post-2015 Development Agenda, the demand for data as well as the challenges of monitoring progress will only grow.

The successful implementation of the SDGs will, at the very least, require improved knowledge about the importance and need for data as well as increased capacity to track and collect data on relevant sustainable development indicators, actors,

activities, resources and networks.⁴⁷ The demand for reliable, accurate and globally comparable data on philanthropic institutions and their work has never been greater, as their contributions to development are significant. As one commentator states:

"as philanthropy grows around the world, there is widespread belief that access to readily available, high-quality data will improve philanthropy's efficiency, influence and impact. Consistent and reliable data will help philanthropic actors to establish strategies on what, where and how much to invest."⁴⁸

In reality, data on philanthropic flows is often not recorded or reported and poorly measured or understood. This is largely due to varying country contexts and partially because of the nature of philanthropic institutions: they are highly independent private entities created with or without tax incentives, for the purpose of serving the public good. Many countries also do not have reporting requirements for philanthropy, allowing some organizations to operate without publishing any documents explaining how they serve the public good. Therefore, more transparency and development of a sound data infrastructure are essential for building more trust in the sector. Crucially for philanthropic givers, the availability of this data will also eventually allow them to know whether, how and how much they are contributing to positive development outcomes.⁴⁹



photo: © Conrad N. Hilton Foundation

“As [...] transformative development in information technology unfolds, so philanthropy organizations increasingly need to build a data system which will allow them to identify needs, emerging trends, key actors engaging in philanthropy activities and opportunities for collaboration to improve impact.”

Helena Monteiro

Executive Director, WINGS

4.2.1 A credible, reliable and accessible data repository on philanthropic giving is in the process of being created

In light of the lack of information at the national and international levels on philanthropic activities and the realization of differing data, country, policy and institutional contexts, the Platform, through its partner the Foundation Center, has invested in a new web portal, SDGfunders.org, to make data on philanthropic investments more accessible. The website presents vital information on philanthropy's contributions to development initiatives through a series of interactive maps and charts that can be filtered by grantmaker and grantee (country and organization), by location (country, region and world) and, importantly, by a specific MDG and, eventually, SDG.

The website collates data concerning private fund flows at the country level from the Foundation Center's extensive database. It relies on mapping the work completed by local philanthropy networks, such as AFE in Colombia, that have tracked funding flows amongst organizations in their networks through data-sharing processes to create their own interactive maps. While improvements in data quality, accessibility and transparency are expected over the next 15 years, it is important not only to be able to collect data, but also to ensure that this data is readily accessible and usable. This entails converting a great deal of 'dirty data' into a usable format—that is, “making it searchable, and building and maintaining reliable user interfaces.”⁵⁰

The web portal—the first of its kind, which brings together vital information on philanthropic fund flows to support the global development goals—will facilitate effective cross-sectoral collaboration, partnerships and strategic decision-

making for all stakeholders through greater knowledge-sharing and information exchange on the activities of the philanthropy sector. It will go a long way towards illustrating how philanthropic activities are contributing at every level to the achievement of the SDGs. It is also expected to lead to greater transparency and openness within the sector, thereby mitigating some of the distrust of philanthropists due to previously opaque funding and management practices. Better information on how foundations are supporting the SDGs through their investments would be helpful in determining which SDGs and targets are most supported and which ones require more investment. In some cases, this information could also help public sector investors—that is, governments themselves or bilateral donors—to target their own resources more efficiently.⁵¹

4.3 Creating country-level structures for collaboration

Beginning with Kenya in November 2014, the Platform launched several country pilots to establish national structures that identify and scale up opportunities for philanthropy and other development actors to collaborate. Three additional pilots were rolled out in Colombia (March 2015), Indonesia (April 2015) and Ghana (July 2015) in subsequent months. In order to track progress in measurable areas, several themes—or areas of common interest—were chosen for each country, around which to deepen engagement, coordinate and employ partnerships and measure impact. These include:

- In **Kenya**: Financial inclusion and youth employment; education and skills development; promoting women's rights, empowerment and gender equality
- In **Colombia**: Creating just and sustainable cities; economic empowerment and skills development; approaches to creating and measuring peaceful societies
- In **Indonesia**: Education, training and decent development; promoting a sustainable environment and effective natural resource management; the path toward just and sustainable cities
- In **Ghana**: Education (including vocational training and skills development); water, sanitation and hygiene; connecting the dots to promote jobs & livelihoods for youth & women

These themes were agreed in advance by UNDP's country office, the Foundation Center and RPA based on priorities of



photo: © Conrad N. Hilton Foundation

the UN, governments and philanthropy. For example, the Hilton Foundation administers grants for education and access to water, whereas The MasterCard Foundation has programmes on financial inclusion and youth livelihoods.

“Strategic discussions could, among others, revolve around creating synergies, sequencing of priority actions and a road map to achieving the SDGs. Philanthropic organisations could play an important role of building alliances between public sector institutions, private sector, civil society, academia, local communities and other development actors to promote knowledge sharing and build consensus on policies and strategies for achieving the SDGs.”

Felix Addo-Yobo

Deputy Director (Environment Policy) National Development Planning Commission, Ghana

The landscape for philanthropy differs substantially between the countries chosen as pilots for the Platform. Each operates under a different framework, enabling environment and accountability mechanism. Philanthropic activity tended to be disjointed at the country level in several countries (for example, Kenya and Ghana), as many local grantmakers are not fully mapped and their work not measured. In Colombia, where philanthropic institutions have been operating since the 1950s, greater coordination, collaboration and data

collection are evident, as is a clearer understanding of the activities of locally-based philanthropic institutions. However, by and large, a lack of coordination around key themes or national priorities has led to fragmentation, limited impact and, in the most extreme cases, a lack of trust in philanthropy as a sector. Finally, local philanthropy has often not been connected to international processes around development. Annex 3 provides a country-by-country account of activities undertaken in each of the four pilot countries.

The remainder of this section will outline national-level progress. While the results have been slightly uneven, this is largely because the pilot initiatives across countries are still extremely new and not enough time has elapsed to make a full assessment of the achievements made. Regardless, several preliminary observations can be made.

4.3.1 The Platform has improved the enabling environment for philanthropic work at the national level through creating greater awareness of philanthropy and its role in development

The Platform has communicated with 600 foundations at the national level, many of which are based in the South.⁵² It is increasingly viewed as a source of information and support on philanthropic coordination and data collection. It is also perceived as a gateway or single entry-point for philanthropy to collectively engage with country-level discourses on national development priorities and the SDGs. The newly created Kenya Philanthropy Forum, for instance, is increasingly navigating and influencing the legislative and fiscal context for foundations and trusts whilst also engaging as a unified

Kenya Philanthropy Forum:

Improving the enabling environment for philanthropy

Following the inception workshop in Kenya, the Platform partnered with about 40 locally-based philanthropic institutions to create the Kenya Philanthropy Forum (KPF), which is the first national voice for organized philanthropy in Kenya. It is the first institutionalized mode of engagement by philanthropic organizations with governments and creates a common space for philanthropic institutions to mobilize around policies that affect the enabling environment for philanthropy, amongst other issues.

At inception, KPF members were involved in a special policy dialogue to discuss proposed amendments to the Public Benefit Organizations (PBO) Act with a government-appointed Task Force, which was convened to assess the legislative and financing enabling environment for civil society activity in the country. Foundations and trusts were able to differentiate themselves from the broader civil society reference group and make a stand-alone presentation to the Task Force. They argued that they would improve the enabling environment by granting, rather than receiving, funding in the country. Thus, by the end of 2014, a common voice of foundations and trusts was slowly emerging. There is now a sense that the resulting Task Force report will support the enabling environment for philanthropic work.

Moving forward, KPF aims to build a stronger philanthropic sector in Kenya, with greater credibility and profile, whilst gradually moving towards greater self-sustainability to wean off its traditional dependency on external grants. The Platform is supporting the Forum in its aspirations to provide technical support for fostering new local foundations, growing local grantmaking in terms of scale, scope and strategic philanthropy, and fostering more structured intersectoral collaborations.

voice in joint programme opportunities with the government and the UN (see box above for more information). In other cases, the Platform is successfully leveraging partnerships with existing philanthropy networks. For example, Colombia boasts more advanced philanthropic networks in private social investments, as well as more sophisticated coordination and

tracking mechanisms amongst philanthropic institutions. There, the Association of Corporate and Family Foundations (AFE) has been scaling up its activities and contacting philanthropic institutions in order to achieve development aims collaboratively. Similarly, the Association of Philanthropy Indonesia (PFI) is also expanding its efforts to include more foundations and trusts within its fold, having already doubled membership since the Indonesian Platform launch.

In Kenya, the Platform is viewed as a good resource for ideas around capacity and sustainability of trusts and has raised key questions amongst other institutions on how to strengthen their governance management. Its success, along with that of the newly constituted Kenya Philanthropy Forum (see box at left), has generated traction around the idea that the Platform can offer start-up support for new foundations and even businesses. Thus, it has become a magnet for questions from emerging foundations and other networks—for example, private sector alliances—that would like to build on or replicate its success in amplifying the voices of its constituent members and partners in development discourse. Thus, the Platform is facilitating a new sort of market place for the philanthropy sector.

4.3.2 The Platform has fostered structured modes of engagement by local foundations in national SDGs planning and implementation efforts

Since the inception of the Platform, governments have increasingly viewed philanthropy as an important potential development partner, beyond being merely a source of funds. Foundations are also increasingly viewed as being a bridge between public sector institutions, the private sector and civil society for the building of consensus on policies and strategies to achieve the SDGs. This is most clearly seen in Kenya, where various meetings and discussions around important thematic areas have generated interest from the government and a willingness to engage more with the philanthropic sector (see Annex 3 for more information on key outreach activities). At different times, various ministries have engaged with the Platform on priority areas such as education, skills training and employment—all of which figure prominently in the SDGs. In addition, the latest Kenya Vision 2030 plan in Kenya for 2014 to 2018 anticipates localizing the SDGs. The Platform is positioning itself to be a strong partner in discussions about localization, about what should be prioritized and about how to leverage partnerships for better outcomes.

In Colombia, the Platform, along with its key ally AFE, has a seat in a Subcommittee of the SDG High-Level Intergovernmental Commission, which is entrusted with integrating the SDGs into national development plans. This clear institutional link brings philanthropic institutions closer to official government discourses on how to localize and implement the SDGs (see box below for more information).

Colombia:

The SDGs High-Level Intergovernmental Commission

Colombia is the first country in the world to begin integrating the SDGs into its National Development Plan. Furthermore, it initiated an institutional process to discuss how to domesticate the SDGs. The SDGs High-Level Intergovernmental Commission was subsequently created by Presidential Decree (#280/2015) in February 2015. The initiative is led by the Department of National Planning, the Presidential Ministry, the Ministry of Foreign Affairs, the Ministry of Sustainable Development and Environment, the Ministry of Finance, the Department for Social Prosperity and the National Department of Statistics. A technical/academic Subcommittee composed of members from the private sector, social sector (including CSOs, multilaterals and foundations), academia, media and other relevant stakeholders has also been created to contribute to the deliberations of the Commission, led by the Department of National Planning and Cepei, an organization that generates and transfers knowledge about development cooperation in Latin America and the Caribbean.

Elsewhere, the high-profile participation of Coordinating Minister for Human Development and Culture H.E. Mrs. Puan Maharani at the launch of the Platform in Jakarta indicates that relevant ministries are aware of the presence and potential of philanthropy in Indonesia's development landscape. In addition, there are ongoing negotiations around how the philanthropic sector can be incorporated into the organizational structure of the SDG Secretariat, which is slated to replace the MDG Secretariat of Indonesia. The Platform is also positioning itself to represent philanthropy

collectively in the Secretariat along with CSOs and other sectoral groups. In addition, two philanthropy leaders are expected to participate in the SDG Assembly chaired by the President and the Minister of National Development Planning.

Partnerships currently being incubated in Kenya also demonstrate that the UN and its various agencies are slowly taking note of the contributions that local philanthropic institutions are making to the implementation of the SDGs. For the first time, philanthropic and private sector participants have been invited to participate in UNDAF National Steering Committee discussions in Kenya, affording them a voice on advisory committees to debate the emerging SDGs agenda and how it weaves into existing development frameworks under the Kenya Vision 2030 plan.

4.3.3 The Platform has generated awareness of the SDGs process and its implications for development, leading to greater coordination between stakeholders around key themes

Local philanthropic institutions are sometimes unconnected to discourse at the international level on development targets and goals and often overlook the impact that an international agenda has on the local context – despite the fact that the engagement of local populations in development processes is essential to increasing the sustainability and success of new initiatives. Workshops and meetings convened by the Platform have underlined the universality of the SDGs and the fact that many of the areas in which local foundations work already map onto many of the SDGs. While much more needs to be done to communicate the value of the new global



photo: © UNDP Colombia

Thematic collaboration around environmental sustainability:

Sustainable palm oil

With the implementation of the Green Commodities Programme, UNDP Indonesia has taken a multi-stakeholder approach to addressing environmental sustainability issues. As part of the Programme, the Government of Indonesia, UNDP and the private sector have established the Sustainable Palm Oil Initiative (SPOI). The aim of the SPOI is to collectively address key challenges in Indonesia's palm oil sector, such as deforestation and improving the livelihoods of smallholder farmers. Improving the productivity and quality of smallholder palm oil is an important enabler for the integration of smallholder palm oil into the supply chain of larger plantations. However, it is important that increases in productivity be coupled with comprehensive land-use plans to produce environmental benefits. Appropriate local planning and certification processes are critical to protect rights and access to land and are part of the safeguard policy.

Following the Platform launch workshop in Jakarta, UNDP Indonesia partnered with Asian Agri and the Tanoto Foundation to support smallholder programmes under SPOI. Along with the support from the Indonesian Ministry of Agriculture and district governments, they have committed to piloting cost-efficient and replicable mechanisms for independent smallholders, with a target of reaching 2,000 households in the next two years. Pilot activities will be conducted in Pelalawan district of the Riau province to build smallholder capacity. These will involve the private sector and foundations, using their local expertise and experience. Lessons learned from each pilot activity will be collected, evaluated and synthesized to improve the activities under the SPOI initiative before they are subsequently implemented across the entire country. On 11 August 2015, Asian Agri submitted a formal statement of cooperation to UNDP Indonesia — a true milestone for strategic collaboration.

goals to a wider audience within the philanthropic sector, many are beginning to pay attention, particularly as the indicators framework is being discussed and the possibility of collecting better data on the ground for monitoring and review has been raised.

In some cases, the national-level platforms have generated a way for local philanthropic institutions to organize around key thematic areas and engage as 'one voice' with government authorities. For instance, in Indonesia, focus group meetings were convened with local and global foundations and with the government prior to the launch of the platform to identify main areas of concern. The work areas that were subsequently chosen reflect the priorities of local people, governments and philanthropy, which eventually led to collaborative partnerships around thematic areas in Indonesia (see box at left).

Elsewhere in Kenya, the Platform is brokering meetings between foundations and the Ministry of Education to encourage them to align priorities and to support the National Education Sector Plan. In the area of vocational skills training, various foundations are linking up with local governments, businesses, the UN and bilateral donors to create joint programme initiatives at the subnational level in remote counties such as Turkana and Marsabit or to support skills training for youth around devolved Country Business Development Centres.

4.3.4 The Platform has made inroads into collecting data on locally-based foundations within its pilot countries

Colombia, in particular, has made significant strides in collecting data on local corporate and family foundations, with concrete steps taken to expand outreach and data-sharing. Platform partner AFE, for example, has developed a comprehensive mapping tool that has collected validated information on its 61 constituent member foundations, whereas the Department for Social Prosperity has developed a social map that is the largest exercise of social mapping ever in Colombia. This has led to the creation of an online funding map that can be filtered by region, project, organization and individual MDG. This information has been shared with the Foundation Center for inclusion in its SDGfunders.org web portal. In addition to the mapping work already initiated by the AFE, concrete steps on mapping non-corporate foundations have also been planned.



photo: © UNDP Indonesia



5 Challenges, Constraints and Lessons Learned

While the Platform has catalyzed greater collaboration among philanthropy, the UN system and national planning commissions across some of its pilot countries, it has also met with some challenges. Some of these have to do with the inherent tensions among the differing operating frameworks, structures, goals and mandates of philanthropic institutions and UN agencies. Some challenge the motives, influence and accountability of private foundations, whereas others decry the bureaucratic maze characterizing the UN and its sometimes inefficient systems. In other words, in a world with ambitious goals that require innovations in outreach and engagement, traditional methods that undermine results will not be tolerated. Key constraints include:

Harmonizing differing operating models, accountability lines, language used, understanding and expectations between the UN and the philanthropic sector

Foundations have different operational and funding models than do bilateral donors, governments and multilateral agencies, such as the UN. While this can eventually lead to new and innovative operational opportunities, the transaction

costs of collaboration are still high. Many foundations perceive the UN as slow, bureaucratic and process-driven with high transaction costs. Conversely, governments and the UN tend to mistrust the sometimes untransparent lines of accountability within foundations and trusts. Meanwhile, resource mobilization from foundations can also have high transaction costs for multilaterals and governments when these opportunities are *ad hoc* and unpredictable. At a practical level, the UN's current programming tools tend to still treat foundations as donors rather than development partners. Existing partnering tools, such as traditional memoranda of understanding and cost-sharing agreements, can also be onerous in terms of offering opportunities for full-fledged innovative collaboration.

In addition, various participants in international and country-level forums have mentioned the challenges associated with the use of differing language between philanthropy and the UN. UN processes and dialogues are marked by the use of a range of acronyms and institutionalized approaches. This involves, for example, more than five dozen UN agencies, decades of UN conference experiences, and hierarchical accreditation processes with tiers for UN Member States and accredited observer status.

Philanthropists' language and approaches are less formalized and more diverse. However, the philanthropy community (whose nomenclature and roots go back to some extent to family enterprises and banking institutions) operates in large part by founder-driven mission, tax-incentive-driven payment deadlines and formalized decision processes using dockets. It is also highly sensitive to public profile (which can range from promotional to invisible).

The degree of difference in how the two sectors operate cannot be overstated. The resulting differences in understanding and expectations between the two sectors need to be better reconciled and recorded in order to find more common ground and come to shared strategies. Crucially, the SDGs can further facilitate that conversation, as they provide one overarching framework against which to coordinate efforts and assess progress.⁵³

Reconciling the independent nature of philanthropy institutions with coordinating work under a global development agenda

Foundations tend to be fiercely protective of their independence, as this enables them to take greater risks, explore new frontiers and support civil society activities



photo: © UNDP Burkina Faso

within countries that challenge the existing status quo. They have also tended to maintain their independence from what they perceive as government- and UN-led frameworks for development. This resistance from some segments of philanthropy to work with the UN, which functions as an intergovernmental body that answers primarily to its constituent Member States, is sometimes reflected in the UN's distrust of the lack of transparency and assumed paternalism of philanthropic activities.

Aligning work under the SDGs umbrella may therefore be beneficial for all stakeholders and lead to a better relationship between philanthropy and the UN: because the SDGs are universal and comprehensive, most of the issues that philanthropy tends to support are already covered within them. It is also a demand-driven agenda that people, governments and CSOs have identified as the most pressing concerns facing the world. Providing philanthropic actors with additional incentives to work in partnership with the UN is crucial.

Balancing technical solutions with political processes

The SDGs agenda is perhaps the most far-reaching and ambitious *political* undertaking ever attempted by UN Member States. It is the result of intense negotiations between Member States and other stakeholders, including private sector and civil society, over several years. The resulting framework takes into account the voices of a diverse set of country negotiators and stakeholders across the world. Philanthropic activity, on the other hand, tends to focus on the project, awareness-raising and/or technology aspects of development interventions rather than on the politics.⁵⁴ But all of these elements—participation, legitimacy, achieving project-level results, public awareness and technological innovation—are important for advancing the new development agenda. Therefore, efforts need to be made to balance the political and technical realities of finding solutions to pressing problems faced by countries, regions and the world.

Matching demand with supply: Choosing priority areas for action that reflect national priorities

The thematic areas chosen for each of the pilot countries tended to reflect the interests and working areas of the main Platform partners. However, this was found in some cases to be a slightly forced or awkward fit.⁵⁵ It would be fruitful



to better incorporate key priorities areas for action within countries, as defined by countries themselves or through undertaking a more intensive (and expert-facilitated) process of surveying priority topics and sectors among interested stakeholders. This could be followed up with an event and subsequent action agenda around the results.

Encouraging greater transparency and building capacity in data collection and sharing

Data is critical in the new development paradigm. Philanthropy can lead by showcasing credible qualitative and quantitative data to demonstrate contributions, foster collaborations and show evidence of impact. However, in some countries, an unexpected challenge was the dearth of data and sometimes the reticence to share whatever data that does exist. Some institutions did not always perceive the link between transparency, building trust in the sector and being viable development partners for governments and UN agencies. Knowledge and understanding of the importance and need for data were not always evident, leading to challenges in collecting data for the SDGfunders.org portal and country-specific reports. This highlights the need to develop norms among partners and to be sensitive to why there is reluctance

to share data. Workshops, training modules and tools on how to better understand country context data issues are opportunities to improve accessibility to data at the country and international levels.

Ensuring a conducive enabling environment for philanthropy within countries

A conducive enabling environment is crucial for philanthropists to do their work and flourish. Coordinated forums such as the Kenya Philanthropy Forum as well as PFI in Indonesia or AFE in Colombia go some way towards ensuring that philanthropists are consulted during key development discourses. Networks like these also prevent fragmented interventions by different foundations and contribute to more systemic approaches to development challenges. However, these initiatives can be effective only in contexts where the legislative and fiscal environment supports philanthropic activity. An additional challenge is the tensions that arise between government and civil society organizations during election years. Because civil society and philanthropic givers are sometimes seen as being at odds with the government, they may risk clampdowns on their activities at sensitive times. Sound legislative protections at the national level can mitigate this risk.

6 Conclusions and Recommendations for Future Action

Newer and more innovative partnerships for development will be critical for the successful implementation of the SDGs. The knowledge, resources, networks and ingenuity that global and local philanthropic organizations have to offer at this critical juncture are invaluable. These organizations have a comparative advantage in engaging in multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and flexible financial resources towards the achievement of the SDGs. Foundations can also be ‘silo-busters’ that reach across geographic and issue-based silos to create a better and safer world for all. Meanwhile, the UN is a natural convener of this process, with its ability to bring together different actors from disparate sectors for the achievement of the SDGs. The Platform, similarly, is an apt vehicle to help the philanthropy sector align some of its work more closely with the SDGs.

Despite being a relatively young project, the Platform has already made some significant headway in realizing the potential of foundations to contribute to the achievement of the SDGs. There is also a mutual recognition between governments and philanthropy that collaboration can advance implementation of the SDGs. However, in order to scale up impact, the Platform has to deepen its work in particular areas. These include:

Achieving a wider reach

The Platform must attract a quorum of influential foundations, networks, regional philanthropy associations, CSOs and watchdogs in order to retain the legitimacy of the project. In addition, there needs to be greater outreach to more UN officials and different UN agencies at the country and regional levels. For example, links with more Resident Coordinators of the UN could be made in several

countries within a region to ensure that the impact of greater collaboration accumulates across borders within a geographic and issue area.

Pursuing more advocacy, training and communications initiatives

Commentators in the pilot countries have mentioned the need to familiarize local foundations and civil society organizations with the SDGs. The narrative around how and why philanthropic organizations should align their work with the SDGs needs to be sharper so that the sector is represented as a whole in key international and national meetings. As one commentator states, “for philanthropists to see the true value of the SDGs, it is essential that they are communicated in a way that allows these organizations to quickly gauge return of time, effort, and mission.”⁵⁶ In addition, more work needs to be done to overcome the cynicism that philanthropists have regarding working closely with the UN and sometimes even with governments. A vast scale-up of media and social media presence is equally important in order to communicate the Platform’s mandate to bring more philanthropists under the SDGs umbrella. This can be done through op-eds, press releases, articles in newspapers and publications targeted at philanthropy, commissioned case studies on collaboration around the SDGs, video messaging and outcome reports, amongst others. These communication initiatives should somehow connect to at least one of the 17 SDGs.

Sharpening thematic foci in countries by connecting philanthropy with research and analyses initiatives

The Platform needs greater focus with respect to its sectoral-based work in specific countries. Thematic areas for collaborative action should be chosen more organically, in line

with national priorities, and accounting for current funding flows. Future countries could also be chosen according to which SDGs are most relevant in these countries based on an assessment of national development plans and a more intensive survey of priority areas and sectors. Once identified, priority areas and themes could be deepened.

However, once appropriate themes are selected, it will be necessary to collect data and perform extensive analysis of how these map onto relevant SDGs and how, in turn, to implement these at the national and subnational levels. More precise information about the possible contribution of emerging local philanthropic organizations to achieving the SDGs is essential within this greater analysis. Greater involvement of philanthropy at an early stage of research and analysis will ensure that foundations remain engaged throughout implementation and are involved in closely tracking progress of initiatives across sectoral priority areas. One strategy to ensure engagement involves developing the capacities of local philanthropic organizations and connecting local and global philanthropic organizations and networks with national-level development ecosystems in sectoral areas such as education and health. Furthermore, commissioning targeted research (e.g., of multi-stakeholder collaboration in particular countries and projections of philanthropic contributions to progress toward SDG targets) could show the efficacy of partnership among philanthropy, the UN and governments. This could lead to the creation of a diagnostic tool to help philanthropy participate more effectively in partnerships.

Developing an appropriate model of collecting data

The Platform must develop an appropriate model for collecting data on philanthropic funders whilst establishing interim targets for data capacity needs. The capacities of local organizations to collect, curate and clean collected data need to be enhanced. In addition, it is important to bear in mind the contextual issues concerning and opportunities for collecting this information, particularly with respect to whether and how collected data contribute to achieving the SDGs. User-friendly interfaces to access this information must also be established for every country. The Platform could ensure that statistical departments across countries mainstream philanthropic data into their national data collection systems. In addition, there is a need to demonstrate and publicize the value of publishing data on philanthropic investment. For example, the Platform could collect case studies

of how greater transparency and openness have led to more effective investments by philanthropists and the public sector. Ensuring better understanding of the country context before running workshops and data training sessions would improve effectiveness. Follow-up knowledge exchanges and training sessions within countries would also increase project value.

Demonstrating the universality of the agenda by launching a pilot in a developed country

Launching a pilot in a developed country that was focused, for instance, on inequality and its impacts (i.e., on education, employment gaps, etc.) would demonstrate that the SDGs are just as relevant for people living in wealthy, developed countries as they are for those living in developing countries. It would also allow foundations to highlight their work in different areas, such as education, environment and health, across countries. Finally, it might afford a comparative case study of how partnerships might work differently in a developed country.

There clearly is a host of challenges as well as untapped opportunities for philanthropists—particularly those based in developing countries—to create more linkages with official development cooperation structures, national development strategies, government ministries and, ultimately, the overarching global SDGs framework, to achieve greater development impact. Despite different starting points, strategic approaches and accountability mechanisms, more effective and systematic collaboration and enduring partnerships can be developed. Greater progress is likely to be achieved by relying on existing networked approaches and supporting institutions both in country and at the international level, that serve as hubs for building capacity and sharing information.⁵⁷ All in all, the Platform for Philanthropy has demonstrated that it is not just the financial resources of foundations that can contribute to the SDGs, but also their ingenuity in finding solutions to challenges and a determined focus on achieving outcomes.



photo: © UNCDF Nepal

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Outcome documents of the Platform launches in the Pilot countries:

- **Kenya** – accessible at: <http://rockpa.org/document.doc?id=274>
- **Colombia** – accessible at: <http://rockpa.org/document.doc?id=281>
- **Indonesia** – accessible at: http://wordpress.foundationcenter.org/sdgfunders-updates/wp-content/uploads/sites/8/2015/06/Indonesian_Post-Event-Report_13-April-2015.pdf?_ga=1.122317195.1065251426.1439489873

Annex 1: Main Partners of SDG Philanthropy Platform



*Empowered lives.
Resilient nations.*

United Nations Development Programme

The United Nations Development Programme (UNDP) partners with people at all levels of society to help build nations that can withstand crisis and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

www.undp.org



Foundation Center

Established in 1956, the Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis and training, it connects people who want to change the world to the resources that they need to succeed. The Foundation Center maintains the most comprehensive database on US and, increasingly, global grantmakers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education and training programmes to advance knowledge of philanthropy at every level. Thousands of people visit the Foundation Center's website each day and are served in its five regional library/learning centres and its network of more than 470 funding information centres located in public libraries, community foundations and educational institutions nationwide and around the world.

www.foundationcenter.org



Rockefeller Philanthropy Advisors

Rockefeller Philanthropy Advisors (RPA) is a non-profit organization that currently advises on and manages more than US \$200 million in annual giving by individuals, families, corporations and major foundations. Founded in 2002 and continuing the Rockefeller family's legacy of thoughtful, effective philanthropy, RPA remains at the forefront of philanthropic growth and innovation, with a diverse team led by experienced grantmakers with significant depth of knowledge across the spectrum of issue areas. It has facilitated more than US \$3 billion in grantmaking to nearly 70 countries. www.rockpa.org



Conrad N. Hilton Foundation

The Conrad N. Hilton Foundation was created in 1944 by international business pioneer Conrad N. Hilton, who founded Hilton Hotels and left his fortune to help the world's disadvantaged and vulnerable people. The Foundation currently conducts strategic initiatives in six priority areas: providing safe water, ending chronic homelessness, preventing substance use, helping children affected by HIV and AIDS, supporting transition-age youth in foster care, and extending Conrad Hilton's support for the work of Catholic Sisters. In addition, following selection by an independent international jury, the Foundation annually awards the \$1.5 million Conrad N. Hilton Humanitarian Prize to a nonprofit organization doing extraordinary work to reduce human suffering. From its inception, the Foundation has awarded more than \$1 billion in grants, distributing \$100 million in the U.S. and around the world in 2014. The Foundation's current assets are approximately \$2.5 billion. For more information, please visit www.hiltonfoundation.org.



Ford Foundation

The Ford Foundation is an independent, non-profit grant-making organization. For more than 75 years, it has worked with courageous people on the frontlines of social change worldwide, guided by its mission to strengthen democratic values, reduce poverty and injustice, promote international cooperation and advance human achievement. With its headquarters in New York, the foundation has offices in Latin America, Africa, the Middle East and Asia. www.fordfoundation.org



The MasterCard Foundation

The MasterCard Foundation is an independent, global organization based in Toronto, Canada, with US \$7 billion in assets. Through collaboration with partner organizations in 49 countries, it is creating opportunities for all people to learn and prosper. The Foundation's programmes promote financial inclusion and advance youth learning, mostly in Africa. Established in 2006 through the generosity of MasterCard Worldwide when it became a public company, the Foundation is a separate and independent entity. The policies, operations and funding decisions of the Foundation are determined by its own Board of Directors and President and CEO. www.mastercardfdn.org



Annex 2: Interviews

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- **Janet Mawiyoo**, Chief Executive Officer, Kenya Community Development Foundation
- **Bradford Smith**, President, Foundation Center
- **Helena Monteiro**, Executive Director, The Worldwide Initiative for Grantmaker Support (WINGS)



photo: © UNDP Indonesia

Annex 3: Activities undertaken in the pilot countries of Kenya, Colombia, Indonesia and Ghana

The activities of the Platform in each of the countries sought to catalyze greater collaboration between local philanthropic actors and other stakeholders, such as governments, the private sector and multilaterals, for the achievement of the SDGs. The most progress has been made in Kenya, as the pilot there was launched several months in advance of those in Colombia, Indonesia and Ghana.

While each national coordinating team was expected to adjust its work plan to reflect the country context and stated baselines, priorities, needs, capacities and existing development activities that were discussed during the initial inception workshops, the basic structure of work in each of the pilot countries was as follows:

- **Organizing a launch workshop** with key stakeholders from the philanthropy, government, UN, private sector, civil society and academic communities in order to kick-start a dialogue with interested locally-based philanthropic institutions. The goal was to explore areas of common interest where complementarities and comparative advantages exist for multi-sectoral partnerships and to introduce philanthropic institutions to elements of the SDGs, whilst also taking into account country and local priorities and national development plans.
- **Undertaking a mapping exercise** of current and potential local philanthropic actors to identify local and global actors, common thematic interests and potential areas of engagement to identify synergies and gaps.
- **Organizing outreach activities and events** to raise awareness of the SDGs by local philanthropic institutions to highlight how much of their existing work may already map onto the new goals and to encourage greater coordination and collaboration in their efforts to leverage deeper impact.
- **Facilitating linkages and greater collaboration** among the UN, governments, local foundations and their external grantees (where they exist) as well as private sector and civil society, based on the selected leading themes.
- **Capturing lessons learned** and collaboration activities through systematic reporting.
- **Understanding the country content related to data and improving the understanding of the need for data to achieve effective development outcomes.**
- **Contributing to the development of a self-sustaining portal and ecosystems for data collection** around particular thematic areas by connecting local foundations to the Foundation Center and to the SDGfunders.org web portal.



Kenya

Philanthropy in Kenya has not been a fully strategic and well-coordinated local sector and lacked credible data on its role in improving the quality of life, especially of vulnerable populations living in remote and excluded parts of the country or in urban slums. Therefore, as the first country that launched local Platform activities aimed at fostering a closer working relationship between philanthropy and other stakeholders, as well as in ensuring that the SDGs agenda was promoted and better understood, Kenya has successfully achieved several aims over the last 10 months.

The pilot project was launched in late November 2014 in Nairobi.⁵⁸ This event was reportedly the first time that civil society representatives including philanthropy, key members of the public sector and senior leadership from multiple UN agencies came together around a common development agenda. It brought together over 80 participants to discuss how a more systemic, coordinated and collaborative approach to development challenges—especially one harnessing the power of philanthropic contributions to complement the efforts of multiple stakeholders in support of the country’s aspirations under its Kenya Vision 2030 development plan—can lead to significant development outcomes. It also sought to raise greater awareness around the SDGs and sow the

seeds for deeper collaboration around the global goals. The workshop was also an opportunity to discuss coordination around the selected themes of education, financial inclusion, youth employment and women’s empowerment.

A comprehensive mapping exercise was initiated by the Platform under which 35 UN volunteers were recruited online to help create profiles of 200 foundations and trusts. The Platform has also initiated dialogue on modalities to integrate philanthropic data into national statistics with the Kenya National Bureau of Statistics for the first time in over 50 years of independence. Similar dialogue has been initiated on impact investment with the Ministry of Finance. Furthermore, the Platform supported the Steering Committee on creating Kenya’s first National Data Stakeholder Forum across the public, private and non-profit sectors in August 2015. The Platform facilitated the presentation of SDGs by the Acting UN Resident Coordinator and will link Philanthropic Data to these wider data ecosystems.

The Platform, in close collaboration with locally-based foundation partners and groupings, has helped to establish the Kenya Philanthropy Forum (KPF), which represents and promotes Kenya’s first unified voice for philanthropy in policy discussions with the government and other development actors. About 40 local foundations are involved in the Forum

and this number is expected to grow rapidly. The Platform fostered the development of KPF by facilitating and jointly convening events with leading players in the local philanthropy sector in order to slowly build local ownership and buy-in from local philanthropic actors. These foundations recently came together to make a joint presentation to the Public Benefits Organization (PBO) Act Task Force. This helped to differentiate them as a distinct subset of a much broader coalition of over 300 civil society organizations.

Extensive partnership-building and networking amongst philanthropic givers have resulted in greater working relationships in the country around the selected thematic areas. The Platform in Kenya is particularly involved in fostering two types of collaboration: a) between various foundations and trusts themselves through linking foundations working in the same thematic areas with one another; and b) linking philanthropic givers with potential private sector actors, bilateral and multilateral donors, government departments and/or civil society partners to foster productive linkages and promote development collaborations. The Platform has been facilitating and promoting the engagement of philanthropy in diverse sectoral discussions, such as the National Education Sector Plan, and incubating partnerships around the selected thematic areas as well as areas of common interest. This includes promoting dialogue across diverse stakeholders from government and philanthropy on financial inclusion and youth employment, education and skills development, and promoting women's rights, empowerment and gender equality.

The Platform has also participated in Steering Committee planning discussions that led to the creation of Kenya's first Social Investment Focused Agenda (SIFA), aimed at aligning over 200 corporate social responsibility (CSR) efforts across Kenya with the SDGs agenda. An unprecedented achievement for the platform in Kenya has been its facilitation to include philanthropy and private sector participation for the first time at the highest levels of the UNDAF National Steering Committee discussions between the UN system and the Kenyan Government. In the latest UNDAF meetings hosted at the State House, President Kenyatta officially acknowledged the role of philanthropy as a development partner amongst other sectors contributing towards making the interwoven UNDAF, Vision 2030 and SDGs development aspirations a reality. The Platform directly facilitated the participation of the Government of Kenya in two important side-events in the Addis Financing for Development discussions on philanthropy and on impact investment, respectively. Ongoing mapping of opportunities and fostering of productive collaborations across philanthropy with local governments, bilateral and multilateral agencies, UN funds and agencies as well as the private sector continue to support innovative partnerships for scaled impact; meanwhile, innovative 'market place' modalities for matching the supply and demand for philanthropic resources are being conceptualized. The Platform in Kenya has also supported the establishment of the Platform in Ghana in its preparatory stages.



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Colombia

The pilot in Colombia was launched in March 2015, in partnership with the *Asociación de Fundaciones Empresariales* (Association of Corporate and Family Foundations in Colombia) (AFE). Over 100 representatives from philanthropy, government and civil society attended the meeting where there was a discussion of issues around localizing the SDGs, philanthropy's role in achieving the global goals, data and knowledge management and Colombia's unique position as a post-conflict country.

The workshop followed the creation of The SDG High-Level Intergovernmental Commission, an interministerial body for creating strategies and mobilize actors to collectively achieve the SDGs by 2030. The Commission is comprised of seven of the most important ministers in the country, who meet and make decisions regarding Colombia's efforts to realize the SDGs. However, an academic and technical Subcommittee,

composed of 30 members representing, amongst others, academia, the private sector and the media, has been created to engage in dialogue with key stakeholders for the achievement of the SDGs. A representative from the Platform and AFE each have a seat on the Subcommittee.

Colombia has also made some strides in collecting data on local corporate and family foundations, with concrete steps taken to expand outreach and data-sharing. The Platform extensively used AFE's previous work on foundations' mapping in the country as well as the Social Map of the Department for Social Prosperity. AFE, for example, has already developed a comprehensive mapping tool that has collected validated information on its 61 constituent member foundations. This has led to the creation of an online funding map that can be filtered by region, project, organization and individual MDG. This information has been shared with the Foundation Center for inclusion in its SDGfunders.org web portal. In addition to the mapping work already initiated by the AFE, concrete steps on mapping non-corporate foundations have also been planned.

Indonesia

Indonesia has long been fertile ground for philanthropic activity. It has a vast network of active family and company foundations working in education, health, entrepreneurship, social equality and environmental sustainability. Even in spite of the absence of tax incentives, philanthropy in Indonesia is growing: The local NGO, Public Interest Research and Advocacy Center (PIRAC), estimates that the country currently has a combined grant turnover of approximately US \$60 million per month. This figure reveals the important work of philanthropists and also hints at the wide spectrum of interests and methodologies pursued by these organizations.

Against this backdrop, the pilot in Indonesia was launched in April 2015 and was attended by more than 140 participants from various philanthropic organizations, including local foundations, the private sector, government, the UN and academia. The Coordinating Minister for Human Development and Culture, H.E. Mrs. Puan Maharani, opened the workshop gathering in Jakarta. The launch workshop was largely seen as a stepping-stone for philanthropists to contribute to the achievement of Indonesia's sustainable development goals. It also resulted in approximately 60 signed declarations of commitment from attending institutions, including foundations and CSOs. Overall, the workshop showcased very promising interest and enthusiasm from various stakeholders to increase the systematic participation of foundations and philanthropists in development activities in Indonesia.

The Platform in Indonesia works closely with the Association of Philanthropy Indonesia (PFI). This partnership has proved important for networking opportunities, knowledge

management and engagement with the other philanthropic organizations. There are ongoing negotiations around how the philanthropic sector can be incorporated into the organizational structure of the SDG Secretariat, which is slated to replace the MDG Secretariat of Indonesia. The Platform is also positioning itself to represent philanthropy collectively in the Secretariat along with CSOs and other sectoral groups. In addition, two philanthropy leaders are expected to participate in the SDG Secretariat chaired by the President and the Minister of National Development Planning.

The Platform is currently involved in facilitating dialogue with philanthropists to join efforts to create a sustainable palm oil industry (see box on page 26) in line with the thematic area of managing natural resources. Meanwhile, with the goal of establishing a more conducive enabling environment for philanthropy, dialogue on how the Platform can provide technical expertise to philanthropy on programme implementation in various sectors, such as extractive industries, has been planned. Overall, preliminary achievements of the Platform in Indonesia include:

- Increased awareness of the stakeholders about the post-2015 SDGs and their connection to philanthropy/foundations
- Increased membership of PFI from 20 to 48 foundations since the Platform launch, with a target of 100 members by the end of the year
- And improved communication and coordination between philanthropists (PFI) and the government, especially concerning the coordination of efforts to achieve the new global goals for sustainable development.



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Ghana

Ghana was the last of the pilot countries to launch a national Platform for Philanthropy, which it did in July 2015. Over 100 participants from the philanthropic sector, the UN, government, CSOs and business attended the event. Leading foundations indicated that they were pleased with the event, agreeing that the level of engagement and quality of conversations had been high. Grantees, sometimes for the first time, received direct access to government officials and were able to discuss future plans and next steps with regard to localizing the SDGs. Participants were also keen to learn about the presence and work of local foundations and how the

Platform can support growth of local philanthropic institutions through its efforts to create a more enabling environment for philanthropy. The UN was seen as a natural convener and a critical link between the local and global actions on the SDGs.

The workshop initiated interesting thematic discussions and opened up space to discuss how to engender closer and more coordinated collaboration between the UN, government and foundations to achieve development priorities. While information is still being disseminated, an exploration of opportunities for how foundations can bring additional value to ongoing government signature projects, policy dialogues and joint initiatives with the UN is essential.

Endnotes

- ¹ Grady, 2014b.
- ² Hudson Institute, 2013.
- ³ Johnston, 2015.
- ⁴ OECD-DAC, 2014a.
- ⁵ Vida Dutí, written response to questions, 17 August 2015.
- ⁶ *Ibid.*
- ⁷ Grady, 2015c.
- ⁸ Watkins, 2015.
- ⁹ On 24 September 2015, the Platform will be re-branded as the SDG Philanthropy Platform
- ¹⁰ Much of this section has been gleaned from Heather Grady's paper, "Philanthropy as an Emerging Contributor to Development Cooperation" (2014b).
- ¹¹ Schuyt, 2013.
- ¹² Grady, 2014b.
- ¹³ *Ibid.*
- ¹⁴ Quoted in Grady, 2014.
- ¹⁵ Quoted in IRIN, 2014.
- ¹⁶ Pearl Darko, interview, 20 August 2015.
- ¹⁷ UNIDO, 2008.
- ¹⁸ Grady, 2015a.
- ¹⁹ Laugharn, 2014.
- ²⁰ *Ibid.*
- ²¹ Bradford Smith, interview, 18 August 2015.
- ²² Foundation Center, 2015.
- ²³ Source: OECD-DAC; Grady, 2015a.
- ²⁴ Bradford Smith, interview, 18 August 2015.
- ²⁵ UN, 2015a.
- ²⁶ Paul Ladd, written response to questions, 5 August 2015; Bradford Smith, interview, 18 August 2015.
- ²⁷ Comments by Ana Toni, quoted in Milner and Hartnell, 2015.
- ²⁸ Grady, 2014c.
- ²⁹ Susan Alzner, interview, 21 August 2015.
- ³⁰ Comments by Marcos Neto, quoted in Milner and Hartnell, 2015.
- ³¹ Paul Ladd, written response to questions, 5 August 2015.
- ³² *Ibid.*
- ³³ Chris Johnston, review notes, 1 September 2015.
- ³⁴ Marcos Neto, quoted in Milner and Hartnell, 2015; written responses to questions by Paul Ladd, 5 August 2015.
- ³⁵ Helena Monteiro, written response to questions, 17 August 2015.
- ³⁶ Janet Mawiyoo, written response to questions, 17 August 2015.
- ³⁷ Bradford Smith, interview, 18 August 2015. Also see Neto and Mzyk, 2015.
- ³⁸ Vida Dutí, written response to questions, 17 August 2015.
- ³⁹ Bradford Smith, interview, 18 August 2015.
- ⁴⁰ Grady, 2014c.
- ⁴¹ UN, 2015a.
- ⁴² Susan Alzner, interview, 20 August 2015; Pearl Darko, interview, 20 August 2015, Chris Johnston and Joe Dickman, interview, 12 August 2015.
- ⁴³ See Watkins, 2015 and Grady, 2015c.
- ⁴⁴ See <http://sdgfunders.org/behindthescenes/>.
- ⁴⁵ UNDG, 2014a.
- ⁴⁶ UNDG, 2014b.
- ⁴⁷ Serge Kapto, interview, 13 August 2015.
- ⁴⁸ Helena Monteiro, interview, 17 August 2015.
- ⁴⁹ Bradford Smith, interview, 18 August 2015.
- ⁵⁰ *Ibid.* Also see: Smith, 2013.
- ⁵¹ Paul Ladd, written response to questions, 5 August 2015.
- ⁵² Magdy Martínez-Solimán, written response to questions, 23 August 2015.
- ⁵³ Written comments by Heather Grady, 2 September 2015.
- ⁵⁴ *Ibid.*
- ⁵⁵ Chris Johnston and Joe Dickman, interview, 12 August 2015.
- ⁵⁶ John Holm, written response to questions, 14 August 2015.
- ⁵⁷ Grady, 2014b.
- ⁵⁸ Refer to the Kenya workshop outcome document for further details.

About Foundation Center

Established in 1956, Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit Foundation Center's website each day and are served in its five library/learning centers and at more than 470 Funding Information Network locations nationwide and around the world. For more information, please visit foundationcenter.org.

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Rockefeller Philanthropy Advisors (RPA) is a nonprofit organization that currently advises on and manages around \$200 million in annual giving by individuals, families, corporations, and major foundations. Continuing the Rockefeller family's legacy of thoughtful, effective philanthropy, RPA remains at the forefront of philanthropic growth and innovation, with a diverse team led by experienced grantmakers with significant depth of knowledge across the spectrum of issue areas. Founded in 2002, RPA has grown into one of the world's largest philanthropic service organizations and, as a whole, has facilitated more than \$3 billion in grantmaking to nearly 70 countries. RPA also serves as a fiscal sponsor for more than 25 projects, providing governance, management, and operational infrastructure to support their charitable purposes. For more information, please visit rockpa.org.

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UNDP works in more than 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results.

Inclusive growth, better services, environmental sustainability, good governance, and security are fundamental to development progress. UNDP offers expertise in development thinking and practice, and decades of experience at country level, to support countries to meet their development aspirations and to bring the voices of the world's peoples into deliberations.

Through 2015, UNDP is continuing push to meet the Millennium Development Goals (MDGs). UNDP has been working on post-2015 frameworks for development, disaster risk reduction and climate change as they help shape global sustainable development for the next 15 years. UNDP along with other members of the United Nations are now in the process of defining Sustainable Development Goals (SDGs), or Global Goals, as part of a new agenda to finish the job of the MDGs, and leave no one behind. For more information, please visit undp.org.

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