UGANDA
Data Strategy and Capacity Building

Building a Collective Philanthropy Data System  ❖  Fourth Workshop
December 4, 2017  ❖  Sheraton Hotel, Kampala, Uganda
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Background

The Ugandan philanthropy sector is flourishing as the country continues to work towards achievement of its development goals. The sector is contributing to national development and has many success stories to tell. However, those stories have often remained untold and other major development actors, including the national government, are in dark about philanthropy’s actual contribution. Unfortunately, even philanthropy itself does not know enough about its actual contribution to national development as a sector. While there are opportunities to leverage partnerships between philanthropy and other development actors, this rarely happens leading to missed opportunities.

The key barrier in this regard is the lack of available information about Ugandan philanthropy and its overall contribution to Ugandan development. Simply put, if philanthropy itself is not tracking its own contribution to the development ecosystem, then no other sector can be expected to understand the role it plays or the expertise it possesses. Unfortunately, this often leads to the sector having less opportunity to share its experiences, best practices, and lessons learned, or voice its concerns at key discussions where important national development dialogues take place. As a result, other key development players are unable to leverage philanthropy’s expertise and vice-versa. This also means that it is harder for overall development aid planning to take place when there is not a holistic picture of funds being spent in the country.

Currently there is no capacity to collect, analyze, aggregate, organize, and share philanthropic data and knowledge. This results in the lack of data and information that can show who is doing what where. The Data Strategy and Capacity Building Program has been introduced in order to address this gap. The program is a joint effort led by Foundation Center (FC) and East Africa Philanthropy Network (EAPN—previously known as East Africa Association of Grantmakers), in partnership with the Uganda Philanthropy Forum (UPF), and more than 20 Ugandan philanthropic organizations. The program aims to strengthen the capacity of foundations and trusts to collect, analyze, and share reliable data to highlight the value of Ugandan philanthropy to national development outcomes, facilitate philanthropic collaboration, and inform grantmaking and programmatic decisions. The program adheres to the guidelines offered in the Global Philanthropy Data Charter. It is important to note that the values and principles in the Charter translate to the essential elements of good philanthropy data practices and stress the value of collecting relevant and comparable data across different philanthropic contexts.

To that end, FC and EAPN, in partnership with other stakeholders, have carried out a series of workshops as part of the Data Strategy and Capacity Building Program. In the first workshop, held on October 25, 2016, the participants established the principles and values for data management for philanthropy in Uganda. The participants also identified the key data and knowledge needs and challenges they face. The workshop also presented a number of technological tools that could be leveraged to collect and share data and knowledge. Finally, the workshop focused on key data goals and identified priorities in order to address the challenges. The details of the workshop can be found here.

The second workshop, held on December 5, 2016, built on the first one. The Global Philanthropy Data Charter, the application, and the relevance of the Charter within Ugandan context were discussed at length. In addition, a data roadmap was presented, in which the process of developing a comprehensive data system was broken down into three major components: data collection, data processing, and data analysis. The participants discussed action plans for priority areas identified in the previous workshop. The priority areas included financing and resources, data quality and capacity, and national data collection and management system. Finally, the participants agreed on a collective action plan to move forward. To learn more about the second workshop, please read the report here.

The third workshop in this series took place on April 10, 2017. It was held to move the program forward from knowledge sharing and strategy development to implementation. It sought to solidify agreements made during the first year of the program and was focused...
on the development of a prototype data portal on and for Ugandan philanthropy, a major goal identified by the group in the previous workshops. The partners agreed on which data they were comfortable and able to share, subsequently developing an outline for the structure of the data portal. Having agreement on what information to share and how to structure it was crucial as it served as a framework for data collection, ensuring that the data would be contextually relevant and helpful to the user. Further, the partners continued to develop the strategy for implementation over the medium term and agreed on partner roles and next steps. To learn more about the workshop outcomes, please click here.

As a continuation of the series, a fourth workshop took place on December 4, 2017 in Kampala. This report highlights the key outcomes and discussions of the fourth workshop in this series of workshops.

A Data Portal for Ugandan Philanthropy

Based on the discussion that took place in April 2017 where minimum shareable data had been identified, along with data ‘buckets’ for structuring the data in order for it to tell a useful story about philanthropy in Uganda, Foundation Center worked with EAPN to develop a user friendly, standardized, Uganda-specific online data collection form known as ‘Updater’. Data such as annual reports, program descriptions with geographical information, best practices, case studies, lessons learned, beneficiary information, outcome and impact reports, criteria used to select beneficiaries, survey outcomes, and regulation standards/ethics, informed the design of Updater. Updater was then deployed and the participating organizations used it to input and subsequently share their data. Based on the collected data, a data portal was designed and created.

This workshop focused on presenting back the structure and usability of Updater and the portal in order to help participants understand how to input their data for those who had not yet done so, and for them to understand the look and use of the output of this data. It should be noted that following the third workshop and prior to the fourth workshop, work took place to develop the Updater form, as well as the actual Uganda data portal and subsequently EAPN and FC worked with a number of participants over email to help them to commence the upload of the data.

This workshop also turned its attention back to other previously identified goals, in order to bring them to the fore and develop an approach for achieving their outcomes in 2018.

Using Updater

The data collection form known as Updater was created to enable incorporation of various categories of data seamlessly into a depository. In order to use Updater an organization needs to register to obtain a login and password. The registration process can be completed either through registering as a new user here or by reaching out to Foundation Center directly. In both scenarios, Foundation Center works with EAPN to ensure the organization being entered is real. Only when an organization is validated is the user given credentials—a username and password, which can be used to access the Uganda Updater. Currently, the validation process can take up to five business days. However, FC and EAPN are working together to make the validation process quicker so that organizations can get access to Updater and start uploading data sooner.

As mentioned earlier, Updater includes input fields for all different categories of qualitative and quantitative data identified in the third workshop. All the fields have
How to Add Your Data to Updater

1. Sign up at: ugandaupdater.foundationcenter.org
2. A username will be emailed when an organization has signed up and validated
3. A password will be emailed along with the username

A detailed user manual of Updater is included later in this report in Appendix A.

Uganda Philanthropy Data Portal

Based on the minimum shareable data collected through Updater, Foundation Center built a data portal for philanthropy in Uganda, which is hosted on the “Philanthropy in East Africa” website. The objective of creating the Uganda data portal is to facilitate local philanthropic data gathering while ensuring international standards of data security, integrity, reliability and authenticity. In addition, the portal aims to demonstrate how even small amounts of local philanthropic data can be used to reduce duplication of efforts and answer questions such as ‘who is doing what and where’ and assists organizations to understand who they may be best placed to partner with as well as to help people understand potential funding gaps and who is being left behind. The portal strives to bring more transparency to the Ugandan philanthropic sector while preserving the privacy of different philanthropic actors. Finally, the Uganda data portal aims to identify the aggregated contribution of the philanthropic sector towards Uganda’s national development. Since philanthropy’s contribution remains unmeasured, its role in national growth remains largely unrecognized. As a result, philanthropy very often does not get invited to key national dialogues where it can significantly contribute by sharing important knowledge, lessons learned, and help mobilize key resources. The overarching objective of the Uganda portal is to help change the status quo by highlighting philanthropy’s contribution.

As per the agreement reached in the last workshop, data on the portal are not currently publicly available. In order to access the data on the portal, a user will require a username and password, which are exclusively available to those who have shared their data or have been a participant in the workshops to date. Only Foundation Center can provide the login credentials, thus making the portal a highly secured and protected property. It is important to note that during the workshop the options around making data in the portal open to the public vs closed were discussed in great detail. Originally the participants wished for the portal to be closed to only those that
provide data and are a part of the data strategy process, however once organizations saw their data in the portal in the workshop, they better understood the value of having their own information more visible beyond the group and to the broader public, particularly as it gives greater visibility and highlights their work to potential partners and funders. In the short term the portal will remain with closed access, and over time if participants are comfortable and in agreement, the password protected access will be removed.

A wide range of features and functionalities make the portal a very useful research and decision making tool for the users through data analysis and visualization. Appendix B of this report explains the most prominent components of the portal.

The success of the Uganda Philanthropy Data Portal and how useful it will be in the future largely depends on the Ugandan philanthropic sector. The more data the organizations share through Updater, the more complete the portal will be. A comprehensive Uganda data portal, comprising all available data on Ugandan philanthropy, can provide a more complete picture of the sector and answer a lot of questions, e.g. who is doing what and where, where resources are most needed, who is being left behind and so on. Hence, the portal can help minimize overlaps and maximize the impact of philanthropy's efforts by ensuring most efficient use of expertise and resources. Overall, a data rich portal can help identify how the sector is contributing towards the overall development of Uganda and within the broader development ecosystem. In order to achieve these aspirational goals, it is imperative to start sharing data.

Other Previously Identified Priorities

Now that Updater and the Portal have been built, the time for sharing data in the country has never been more opportune. The more data contained within the portal, the more informative and useful it will be. At the same time, attention also needs to be given once again to the other priorities and subsequent actions for achievement which were identified in the previous workshops with varying levels of progress to date. This includes:

FINANCING AND RESOURCES:

◆ Funding Needs: Funding is required to ensure that organizations can cover the followings cost necessary for their own data management processes:
  - Human resources and personnel
  - IT unit and hardware
  - Monitoring and evaluation expertise
  - Consultancy and audit expertise
  - Research expertise
  - Capacity building of necessary skills

◆ Plan for funding and managing the system:
  - Consider the introduction of subscription fees to sustain and enhance collective ownership of the portal. Pricing should be different for organizations and individuals.
  - Organize fundraising drives.
• Engage volunteers to provide IT support.
• Draw lessons from other philanthropy data systems on resource mobilization.
• Leverage crowd funding.
• Incorporate data from other philanthropy organizations and groups. Seek voluntary data contributions to reduce the cost of pursuing organizations for information.
• Increase membership in the UPF to enhance confidence and encourage more support.

In order to raise funds and increase resources, the existing value proposition can be leveraged as a tool in this regard.

**DATA QUALITY AND CAPACITY**

◆ **Issues for improvement that affect data quality:**
  • Inadequate sampling, such as inadequate sample size or non-representative samples, affects the reliability of data.
  • The lack of shared standards for data collection and documentation increases the risk of duplication of efforts.
  • The lack of measures to secure sensitive data, including protecting the confidentiality and anonymity of sources, affects data security and overall confidence in the data process.
  • Over-reliance on single sources, lack of triangulation and quality control of data sources impact the reliability of findings.
  • The lack of shared standards for data aggregation can lead to exaggerated or false findings.
  • Poorly designed research tools, such as questionnaires that do not capture data that is relevant to a particular issue or project affect the applicability of data.
  • The lack of a system to support collaboration on data collection, sharing and management affects the comparability and applicability of data.
◆ **Staff competencies to develop:**

- Collecting and recording data, including skills in using data collection tools that are relevant for communities.
- Analyzing and presenting data
- Analyzing and interpreting data to inform decision-making
- Ability to communicate with local communities, including competency in relevant languages
- Creating and developing tools for data collection, management, and analysis.

To identify existing data skills and gaps within the sector, the workshop participants undertook a collective exercise to identify and rate their own organization’s data competencies by way of each grading their own organization. These results helped to give a clearer indication of where skill development is required and where there are strong existing skillsets within organizations that could be leveraged to support and train other organizations.

The results are shown in the chart below.

The participants agreed that the exercise should be widened to include other organizations which were not present at the workshop so that the sector’s overall skill sets can be identified and better understood.

FC and EAPN will now work to develop a training program based on the needed skills identified in the exercise.

### Capacity Building and Inclusivity Workshop Results

<table>
<thead>
<tr>
<th>ORGANIZATIONAL SKILL</th>
<th>GRADE* (GIVEN BY PARTICIPANTS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Collecting data, using various data collection methods, as appropriate (e.g., surveys, interviews, focus groups, etc.)</td>
<td>12</td>
</tr>
<tr>
<td>Developing tools and methodologies for collecting data</td>
<td>7</td>
</tr>
<tr>
<td>Using culturally-sensitive methods for collecting data (e.g., using local languages, respecting local norms regarding privacy and discretion, etc.)</td>
<td>8</td>
</tr>
<tr>
<td>Analyzing quantitative data (e.g., statistical data)</td>
<td>4</td>
</tr>
<tr>
<td>Analyzing qualitative data (e.g., interviews, focus groups)</td>
<td>1</td>
</tr>
<tr>
<td>Presenting data in user-friendly ways</td>
<td>4</td>
</tr>
<tr>
<td>Interpreting data to inform decision-making</td>
<td>8</td>
</tr>
<tr>
<td>Managing databases after data has been collected (e.g., technologically-appropriate data storage and retrieval systems)</td>
<td>2</td>
</tr>
<tr>
<td>Data security (technical competency)</td>
<td>4</td>
</tr>
<tr>
<td>Data confidentiality (policies and practices)</td>
<td>6</td>
</tr>
</tbody>
</table>

*‘A’ = highest grade, ‘E’ = lowest grade*
Being Mindful of Potential Blockers

In previous workshops, the participants identified potential blockers which could impede the success of achieving the previously identified goals and sharing of data to populate the portal. Here is a recap of those potential blockers:

- Varying levels of bureaucracy within organizations might prolong decision making.
- Level or extent of commitments by organizations and other data stakeholders.
- Time constraints
- Failing to meet project milestones
- Perception regarding the security of the portal
- Mistrust between and among organizations
- Diversity of legal frameworks guiding the operation of different philanthropy organizations, foundations and trusts
- Limited data capacity within a majority of the organizations
- Changes in staff personnel and participants over time

Conclusion

In Uganda, the philanthropy sector lacked agreed upon data principles, values, strategy and a mechanism to gather, analyze, report and share data. However, the data capacity and strategy workshop series, the creation of Updater, and the Uganda Data Portal effectively began to address some of these major issues.

Now that Updater and the Portal are in place, the momentum behind data sharing needs to be harnessed to achieve data success in 2018.

At a minimum:

- More data needs to be entered into the portal. The data portal gets better with every new data entry. More data on the portal means a more complete picture of the philanthropic landscape of Uganda. Therefore, Ugandan philanthropy needs to add their data to the portal.
- The value proposition needs to be put to use. In order for the Uganda data process to be successful, buy in from the sector and other development stakeholders as well as internally within organizations needs to be realized. To do this, the participants need to use the value proposition to promote the need for data sharing with others.
- A plan needs to be created to address training needs. In this workshop participants identified the data skills that they feel are both strong and weak at their organizations to inform a capacity building plan and subsequent implementation.
- Action items from previous meetings need to be followed through. The goals and subsequent action items for achieving those goals identified throughout the last two years of work, including the development of the Uganda Philanthropy Data Portal, must be worked towards.

The fourth workshop marks a pivotal turning point from the strategy development phase of the last two years to the implementation phase. In the end, the strategy is only as good as the participants’ use of it, and the data portal is only as good as the data shared into it. By successfully implementing the data strategy and sharing data into Updater and using the Portal, Ugandan philanthropy will ensure it is even more efficient and effective, enabling it to be an even stronger actor in the broader development ecosystem, and most importantly, optimizing its contribution to national development.
Appendix A: Updater User Manual

In order to use Updater, an organization needs to register to obtain a login and password. The registration process can be completed either through registering as a new user here or by reaching out to Foundation Center directly. In both scenarios, Foundation Center works with EAPN to validate the user to ensure the organization being entered is authentic. Once validated and only when an organization is validated the user is given credentials—a username and password, which can be used to access the Uganda Updater. Currently, the validation process can take up to five business days. However, FC and EAPN are working together to make the validation process quicker so that organizations can get access to Updater and start uploading data sooner.

Once logged in using the FC provided username and password, the user will see four tabs.

DASHBOARD, which is the default landing page, gives a quick snapshot of the completeness of an organizations profile in Updater.
The next tab, **UPDATE ORGANIZATION**, contains six sub-tabs under it.

The first sub-tab is **BASIC INFORMATION** sub-tab, which has the following data fields:

- Organization Name
- Alternate Organization Name
- Organization Type (a drop-down menu with Uganda-specific organization types)
- Registration Authority
- Organization IDs
- Email and Website URL
- Phone Number
- Other Phone Number
- Address
- Mission Statement

**WORK CATEGORIES** sub-tab contains taxonomic information for an organization. All the fields under this sub-category came from Philanthropy Classification System (PCS) developed by Foundation Center, which, in consultation with EAPN, has identified the most relevant codes/classifications for Ugandan philanthropic organizations. These codes/classifications have been added in the dropdowns under appropriate data fields:

- Subjects
- Support Strategies
- Regions Served
- Populations
- Form of Support
- Beneficiary Types

A detailed list of the codes can be found in [here](#).

**FISCAL INFORMATION** sub-tab asks general financial information of an organization:

- Fiscal Information for Year (year selection from a drop-down)
- Fiscal Year End Date
- Gifts Received
- Currency
- Endowment

**APPLICATIONS** sub-tab asks about the general information on whether an organization accepts applications from grantseekers and if it does what are the requirements. At the top of this sub-tab, there is a check box titled “This organization does NOT accept applications.” If an organization does not accept applications and checks this box, the rest of the options on this page will disappear. If the organization accepts applications and does not check this box, the following data fields will be visible:

- Application Process: Does your organization require a formal application? (check box)
- Initial Approach
- Number of Copies of Application Required (if more than one)
- Application URLs
- General Guidelines
  - Application Policies and Guidelines
  - Restrictions/Limitations
- Application Dates/Deadlines
  - Applications Accepted From
  - Applications Accepted Until
  - My organization has irregular application periods (check box)

The last sub-tab is **PROGRAMS** where an organization can add its program-related information. Multiple programs can be added under this sub-tab using the following data fields:

- Full Program Name
- Program Description
- Program Website URL
- Notes

At the top, there is a check box which can be used to indicate whether a program is still active or not.
The third tab is **UPLOAD PUBLICATIONS** which has been designed for organizations to share their qualitative knowledge. This tab provides a user-friendly way to upload files in PDF, Word, Excel or CSV formats. Users can simply browse or drag and drop their report in this tab to upload it.

The last tab is **UPLOAD GRANTS** where organizations can upload their grants information including funds that they are directing to their own programs, not just those to other organizations. It is important to note that uploading financial data is not a requirement if an organization is not comfortable providing it, however it is encouraged as this helps to tell the story of philanthropy in Uganda. They can choose to download a standardized electronical grant reporting template, called eReporting template, which can be filled in and then submitted, or they can also choose to upload their data directly as they have it in their own format. In case the organization is not a grantmaker, there is a checkbox which can be checked to indicate so. In addition, **GRANT UPLOAD HISTORY** log at the bottom of this tab shows a record of what data have been uploaded by a certain organization.
Appendix B: The Uganda Data Portal

The Uganda data portal is populated by the data received through Updater. The portal lives on Philanthropy in East Africa website. In order to access the portal, a user can click on the LOG IN TO SEE DATA button or on the Uganda thumbnail. This action will open a log in dialogue box.

Upon logging in with the username and password (login credentials are available only for those organizations who shared their data through the Updater), which will be provided by Foundation Center to all the data providers, users will be able to access the Uganda portal. The portal is a highly protected and secure property and login credentials can only be obtained from Foundation Center. At this stage in the portals development, only data providers are eligible to receive login credentials; no organization/individual other than the data providers will be able to log in to see data on the portal.

Once logged in, the users will be taken to the landing page which is displayed as a map and provides a snapshot of the data that has been input already by participants to the portal via Updater. Where information has been provided, users can see the number of grants, total dollar value of grants, total number of funders, total number of recipients as well as where the funders are located in Uganda. There are LOCATION and SUBJECT AREA filters at the top of the landing page that will provide location and subject area suggestions.
In addition, **SUBJECT AREA** filter has a **BROWSE ALL SUBJECTS** drop-down menu that has a comprehensive list of all subject areas used in this portal. Unlike locations, multiple subject areas can be selected simultaneously. Also, there is a **MORE FILTERS** button which includes **POPULATION SERVED** and **SUPPORT STRATEGY** drop-down filters. Finally, there is **ORGANIZATIONAL NAME** text box under **MORE FILTERS** where users can type in the organization they are looking for, both grantmakers and recipients, to search the portal.

Users can switch to a list mode by clicking **LIST** button located on the left-hand side of the screen. In this mode, there are four tabs—**FUNDERS**, **RECIPIENTS**, **GRANTS**, and **RELATED RESEARCH**.

**FUNDERS** tab includes a list of all of the funders funding locally. The list includes only those funders who have shared their basic information through Updater. It includes funders’ location, dollar value of grants and number of grants they have made. Also, there is a **DETAILS** button, which opens a two sub-tab window: **PROFILE** and **GRANTS**.
PROFILE sub-tab provides information on funders’ contact, identification, financial, mission, background, grantmaking programs, and people information. GRANTS sub-tab includes a list of grants that the grantmaker has made and the details button in this sub-tab provides details of grants’ year awarded, duration, primary and additional subjects, population served, support strategy used, and a description of the grant.
RECIPIENTS tab contains a list of recipients of grants from Uganda-based funders, recipients’ location, dollar value and number of grants they have received. Like FUNDERS tab, RECIPIENTS tab has a details button, clicking which opens a window that has receipts’ contact, identifiers and financial information. This window also has two sub-tabs: PROFILE and GRANTS. Under PROFILE, there is information on recipients’ mission and people/staff. The other sub-tab, GRANTS, has a list of all grants received by a particular recipient, year and dollar value to the grants received. The DETAILS button under GRANTS sub-tab located in each row provides detailed information of the grant received by a recipient, including information on grant duration, primary and additional subject of the grant, population served by the grant, support strategy used, and a description of the grant.
The GRANTS tab has similar options and functionality as FUNDERS and RECIPIENTS tabs. This tab provides a complete list of all known and shared grants made by Ugandan funders.

The last tab is RELATED RESEARCH. The tab includes a list of research papers, annual reports, white papers, best practices, case studies, and any other documents shared by organizations through Updater. These reports can be accessed and downloaded freely.
ABOUT UGANDA PHILANTHROPY FORUM

The objective of the UPF is to explore strategies for consolidating and organizing the philanthropy sector in Uganda. By promoting successful local fundraising campaigns, serving as a vehicle for networking, and providing resources to support strategic local giving, the UPF aims to create an environment in Uganda where local philanthropy can thrive and live up to its full potential. EAAG in partnership with the Independent Development Fund (IDF), DENIVA and GoBig Hub hosted the first Uganda National Philanthropy Forum (UPF) on October 22, 2015 at the Silver Springs Hotel in Kampala, Uganda. The objective of the forum was to explore strategies of consolidating and organizing the philanthropy sector in Uganda. The discussions sought to map out and facilitate the creation of an all-inclusive and active national platform for philanthropy.

Themed “Achieving More–Harnessing the Power of Philanthropy in Uganda” the forum targeted local private philanthropic organizations established or with a local presence including private foundations, family foundations, community foundations, corporate foundations and faith-based giving.

The agenda also included an afternoon learning and exchange sharing session titled Mobilizing Private Local Resources for Development in Uganda: Lessons from Foundations where participants shared their experiences in fundraising from local private donors to support social programs.

Recommendations from the launch of the UPF centered on the need to:

- Provide a platform to share best practices amongst philanthropy in Uganda.
- Foster joint learning and collaboration among Foundations.
- Enhance the operating environment for philanthropy and generate relevant data on the contribution of local philanthropy to national development.

For more information about UPF, please contact idf@idf.co.ug

ABOUT EAST AFRICA PHILANTHROPY NETWORK

Established in 2003, the East Africa Philanthropy Network (EAPN) - formerly East Africa Association of Grantmakers (EAAG), is a membership association that brings together trusts and foundations in the East Africa region with the aim of promoting organized philanthropy. EAPN seeks to provide a platform for promoting indigenous philanthropy, strengthening the credibility of grantmaking institutions, and act as an intermediary between the civil society sector, government and private sector.

For more information about EAPN, please contact Catherine Mwendwa, program officer of EAPN at catherine@eaphilanthropynetwork.org.

ABOUT FOUNDATION CENTER

In order to strengthen the philanthropic sector to achieve more effective development and grantmaking outcomes, Foundation Center works with partners to understand the global philanthropic landscape and the in-country contexts within which philanthropy operates. We work with partners to understand specific data and knowledge gaps and associated capacity issues, and facilitate the building of long-term sustainable local data strategies and capacity to address these issues. We work to provide technical assistance to local philanthropic organizations and associations to develop their own data collection processes and infrastructure, and organize information in ways that allow it to be accessed, aggregated, analyzed, compared, and researched. Important partners in this work may include the National Bureau of Statistics, international and local foundations and philanthropists, grantees, and existing data infrastructure networks and processes both global and local, such as the Global Partnership for Sustainable Development Data, Worldwide Initiatives for Grantmaker Support (WINGS), and others.

For more information about Foundation Center or this work, please contact Lauren Bradford, director of global partnerships, at lbr@foundationcenter.org.