



Effective Support for Collective Impact in South and Southeast Asia

Regional Convening

26 June 2025 | 7:30–8:30 AM UTC



Co-funded by
the European Union



Key objectives of the convening

1

Launch the study on the philanthropy support ecosystem and its role in enabling multi-stakeholder partnerships for collective impact, and **discuss key findings** across seven countries in South and Southeast Asia

2

Facilitate exchange among philanthropic actors and **discuss actionable steps for strengthening national and regional ecosystems** to advance multi-stakeholder response

Context

Jodel Dacara | WINGS

Why this conversation, why now



Limited evidence on the landscape of philanthropy support ecosystems (PSEs) and multi-stakeholder partnerships (MSPs) exists in South and Southeast Asia



Rise in crises needs collective responses



Local philanthropic actors, alongside philanthropic support organisations (PSOs) **are well suited** to play a key role in enabling collaborative action

What are the enabling conditions for collaboration



Legal, regulatory, and governance support

Transparent certification processes build trust and attract funding for MSPs; Legal and policy frameworks that incentivise collaboration, such as tax benefits, streamlined regulatory approvals, etc



Cultural and contextual integration to incentivise stakeholder participation

Incorporating culturally embedded traditions fosters participation and trust, bridging modern and traditional practices



Capacity-building for civil society organisations

Enhancing the capabilities of CSOs strengthens their contributions to MSPs



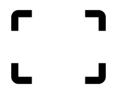
Alignment with global development agendas

Embedding SDGs into MSPs ensures alignment with global priorities and attracts support from philanthropic funders and governments

Study Overview & Key Findings

Suvodeep Saha | Sattva

The study focused on the role of philanthropic support ecosystems (PSEs) in enabling multi-stakeholder partnerships (MSPs)



PSEs in 7 countries (with focus on India & Indonesia), 147 MSPs



~40 stakeholder interviews,
Extensive secondary literature review



Anchored in the 4Cs + 1D framework:
Capacity, Capability, Connection, Credibility, Diversity



Some key terms to note

Philanthropy Support Ecosystem (PSE)

Philanthropic actors

- Funder / Philanthropic Organisation
- Private Sector / Corporate
- Civil Society Organisation (CSO)
- Community Based Organisation (CBO)
- Government
- Social Enterprise

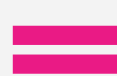


Philanthropy support organisations (PSOs)

*PSOs **provide services** to support and strengthen philanthropy in a region or around a theme.*

- Research Institution/ Think Tank
- Monitoring & Evaluation
- Philanthropy Media
- Technology Partner
- Grantmaking Intermediary/ Platform
- Philanthropy Advisory*
- Ecosystem conveners*

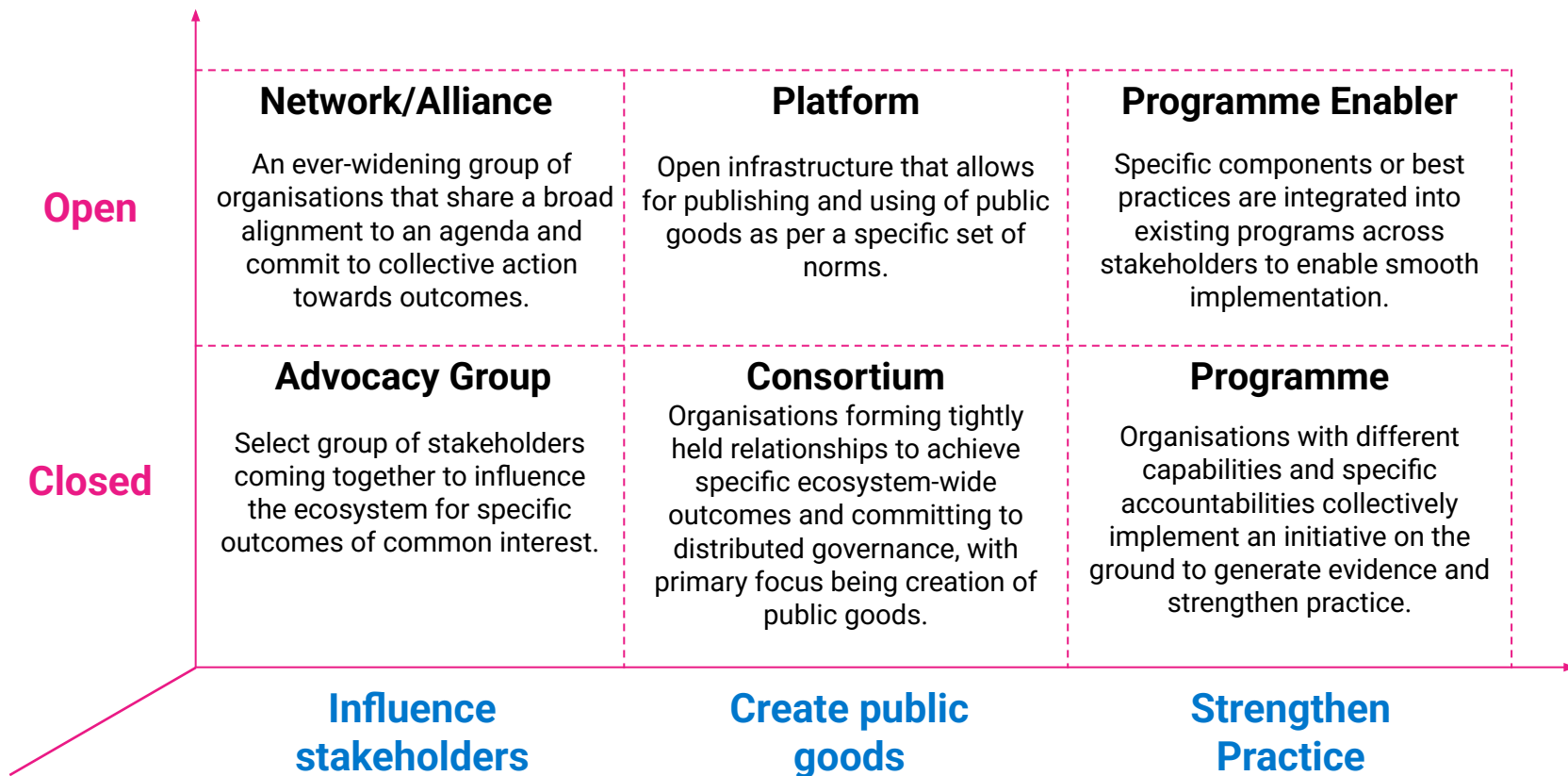
**Commonly play the role of backbone/anchor organisation in MSPs*



Multi-stakeholder partnerships (MSPs)

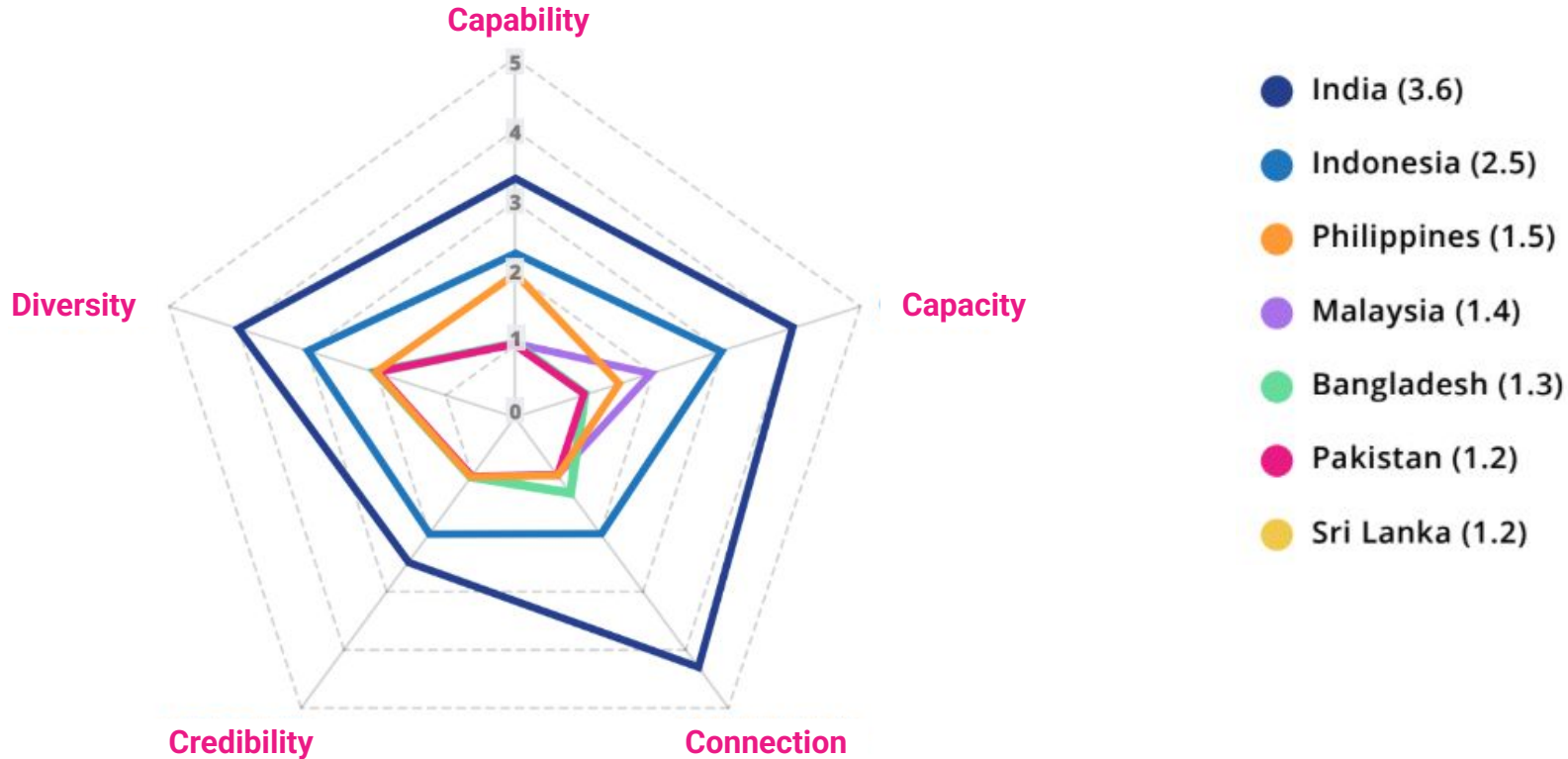
*MSPs are **collaborative initiatives** co-created by **three or more actors**, including philanthropic organisations/ funders, private sector entities, government, CSOs, CBOs, social enterprises, and PSOs — to achieve shared goals and address complex systemic challenges.*

Sattva studied MSPs across the outcomes they wish to achieve and openness in their design



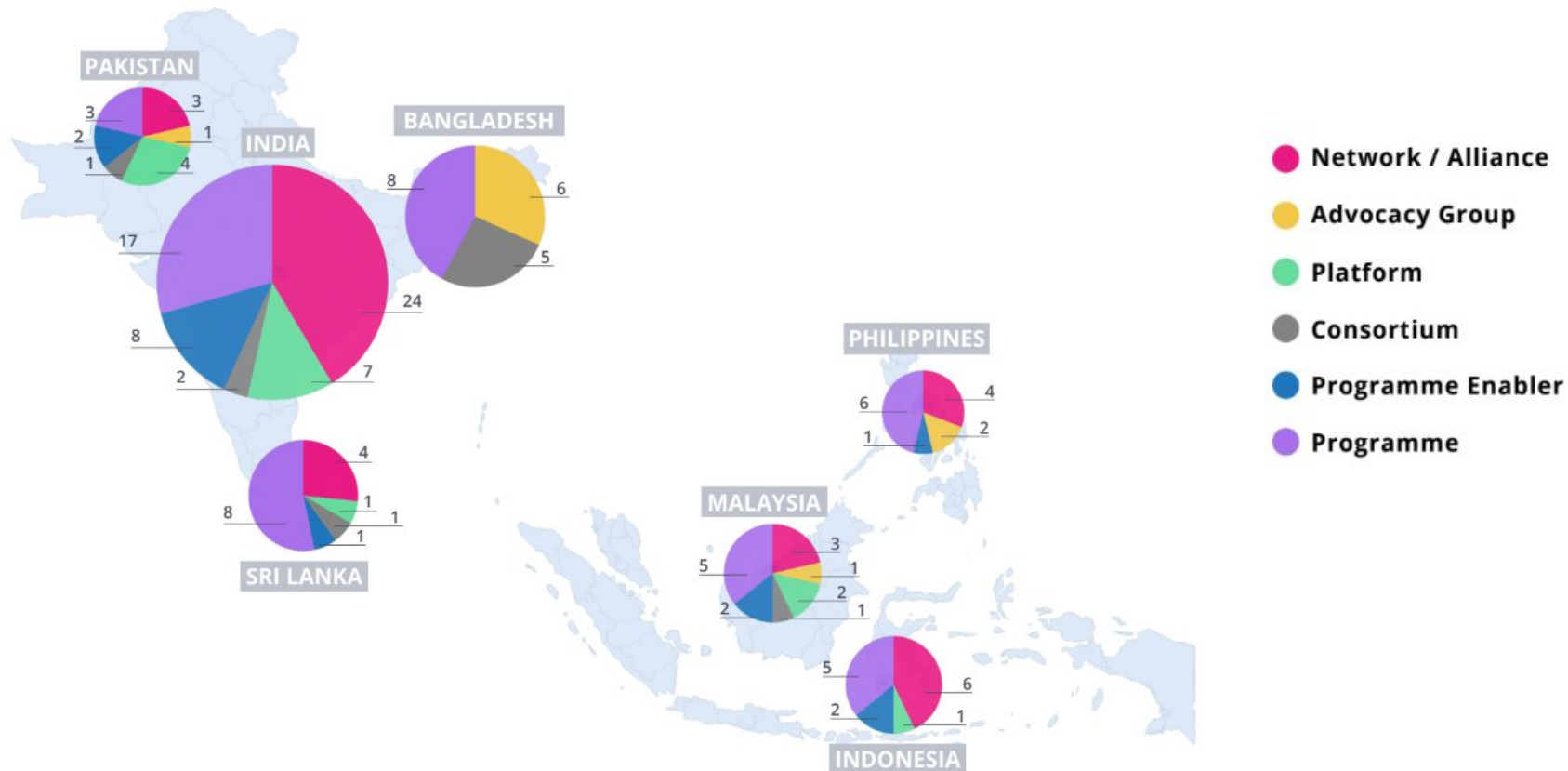
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India and Indonesia have the most mature PSEs, with stronger support infrastructure, capabilities, networks and experience in enabling MSPs; PSEs in the other five countries are evolving rapidly



2

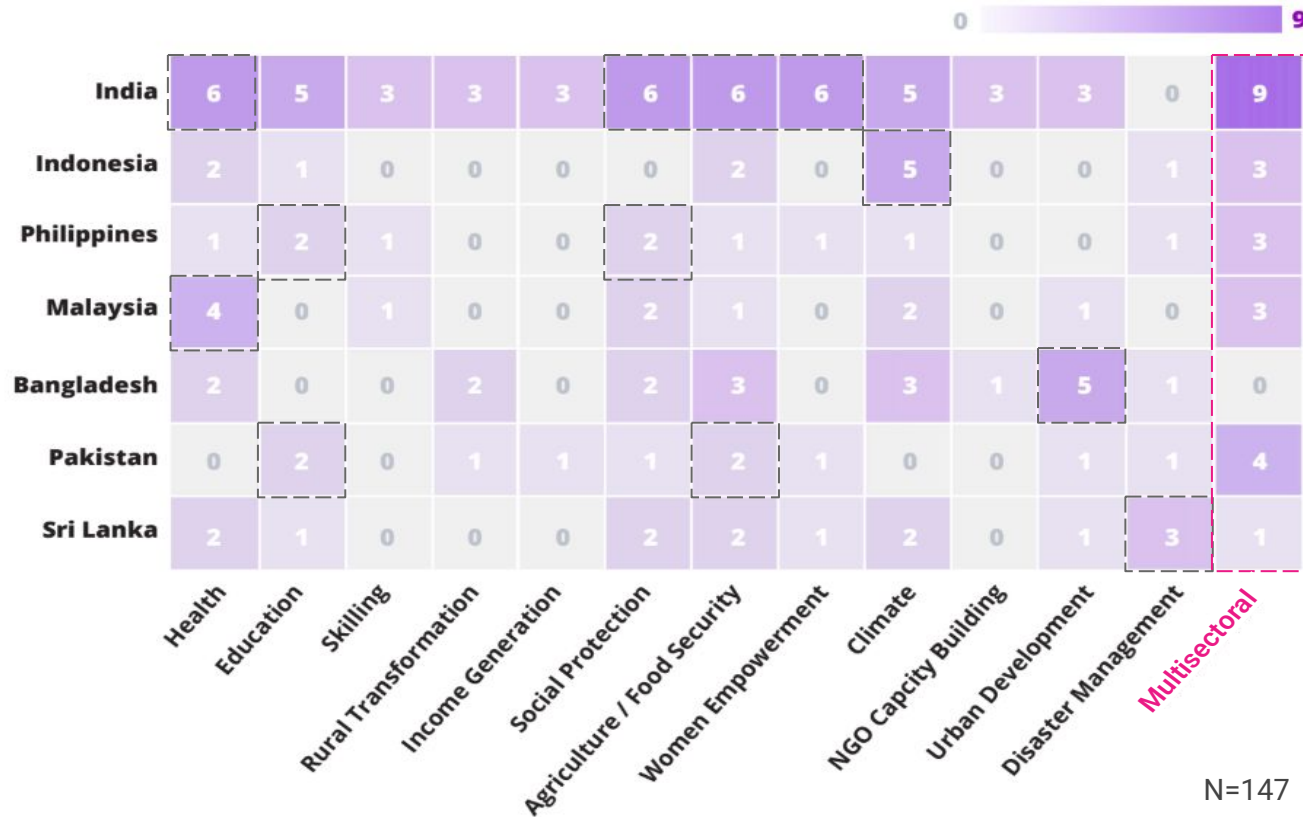
Networks/Alliances and Programmes are most prominent across countries



N=147

3

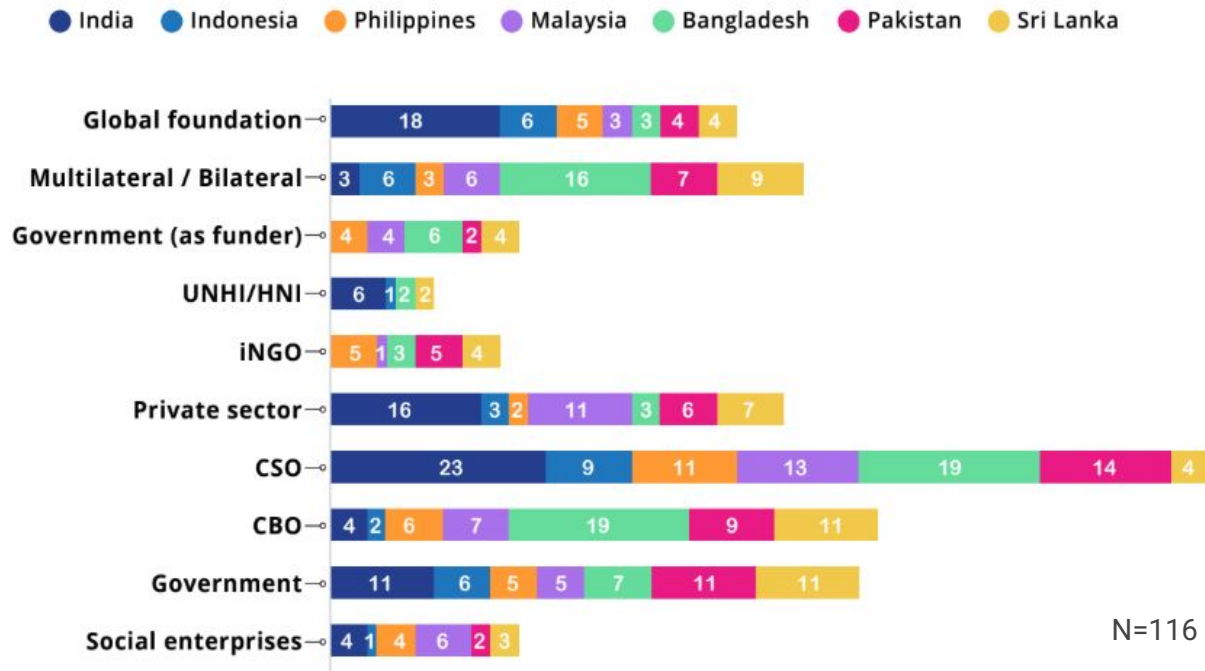
MSPs target the region's most pressing needs, often anchored in multisectoral problem statements requiring cross-sector collaboration



N=147

4

Across countries, there is a need to reduce dependency on foreign funding, and tap into domestic philanthropy and local resources by involving the private sector, government, and community organisations more actively



Only

9%

MSPs receive support from domestic U/HNIs

41%

Engage private sector

48%

MSPs collaborate with government

50%

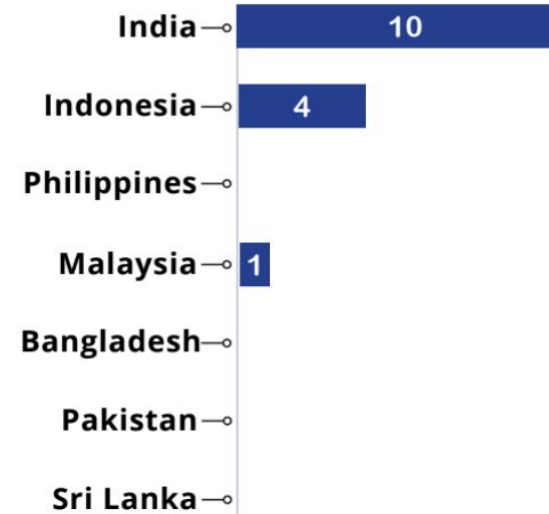
Engage community based organisations

5

Out of 116 MSPs, 28% MSPs have PSOs, and only 13% MSPs have PSOs playing the role of backbone organisations

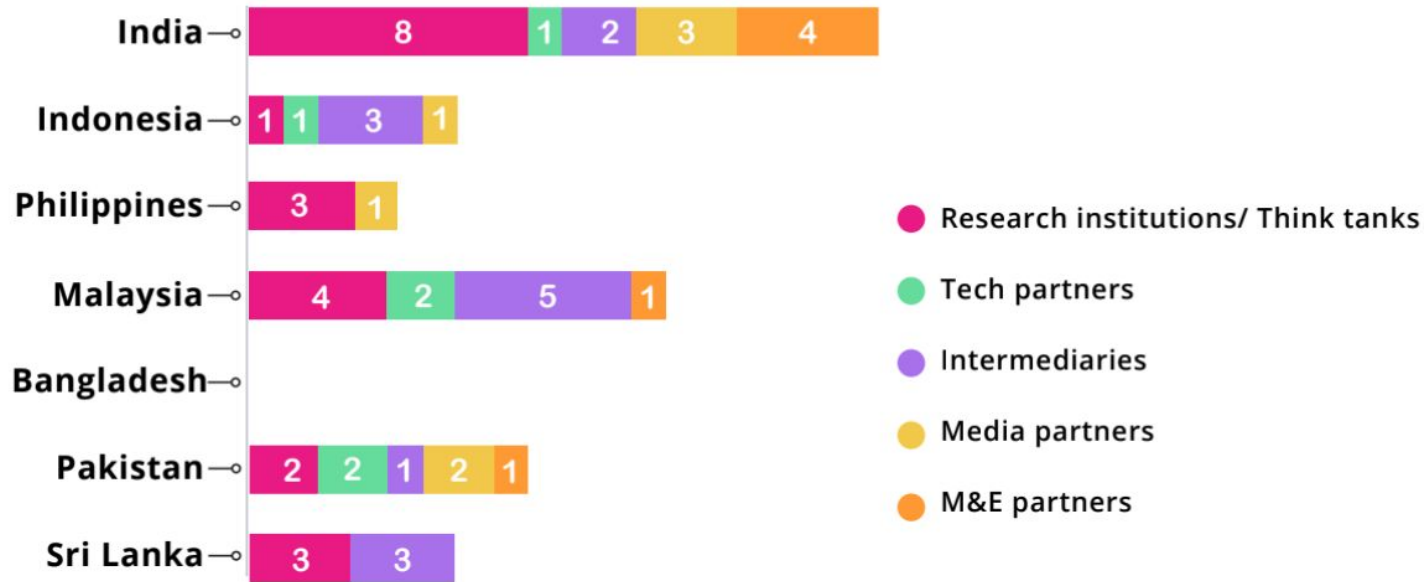


N=116



6

Most common PSOs which provide support services to MSPs are Research institutions/Think tanks and Fundraising intermediaries



N=116

Key takeaways from the panel discussion:

Philanthropy and Partnerships in Practice

Moderator



Gusman Yahya
Executive Director
Filantropi Indonesia



Jehan Omar
Senior Manager
AVPN



Maria Bystedt
Program Director
H&M Foundation



Arjun Bahadur
Principal
Sattva

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What are the key factors that enable the sustainability of Multistakeholder Partnerships (MSPs)

1. **Diverse stakeholder engagement & incentive alignment**
 - Bringing together varied stakeholders (philanthropists, private banks, central banks, NGOs, corporations) with aligned incentives is crucial. Example: AVPN's Impact Collaboration Platform connects high-net-worth individuals (HNIs), private banks, and vetted NGOs to direct capital effectively
 - Cross-capital collaboration: Growing interest among financial capital holders (VCs, banks, HNIs, etc.) to invest in social impact aligned to their interest areas and incentives
2. **Understanding local & cultural context:** In Southeast Asia, philanthropic giving is strongly influenced by religious traditions (zakat, waqf). Example: Malaysia's central bank collaborates with faith-based groups and commercial banks to provide microfinance for unbanked entrepreneurs
3. **Innovative financing mechanisms:** Blended finance, impact investing, and structured collaborations help scale MSPs. Example: AVPN's *ImpactCollab* Platform, an outcomes-based social investing system with cross-border capital deployment capabilities, which enables private banks in Singapore to guide HNI clients toward vetted NGOs

What strategies have proven effective for funders in operating MSPs across different countries

1. **Collaboration by design:**
 - Collaboration doesn't happen naturally. Requires trust, aligned strategies, intentional planning, and shared problem-solving spaces
2. **Collaborative KPIs & Collective Impact methodology**
 - Joint measurement, co-created metrics ensure accountability
 - Continuous communication and learning loops
3. **Non-implementing backbone organisation support:** To coordinate efforts is critical for managing partnerships
4. **Market linkages ensure sustainability:** e.g., Integration of waste from social enterprises in Bengaluru, India into H&M's supply chain in India as an extension of the *Saamuhika Shakti* MSP
5. **Funder mindset:** Shift from transactional funding to co-created partnerships with equity, ownership, and sustainability as core principles

3

What role can the government play in MSPs

1. **Government as co-creator:**

- Involving policymakers from the start ensures alignment with national priorities
- Not just an enabler but an equal partner
- For example: In Indonesia ~90% of social purpose organisations align their programs with SDGs and national priorities, which helps in scaling efforts through government buy-in

2. **Expanding engagement:** Expanding collaboration beyond government to include media, private sector, and civil society.

Summary: What enables multi-stakeholder partnerships



Defining a Clear Purpose and Strategy

Align on the big picture and minimum scope. Embrace clarity as an evolving process, focusing on both journey and outcome.



Inclusive Stakeholder Engagement and Leadership Development

Engage diverse stakeholders early. Adapt PPPP models. Enable shared, 'invisible' leadership over central control. Invest in long-term leaders.



Onboarding Strong Backbone PSOs

They drive coordination, capacity-building, clear roles, structured governance, sustained momentum, and stakeholder engagement.



Setting Measurable Goals and Adaptive Learning Mechanisms

Set clear, actionable goals to drive accountability. Enable real-time feedback and continuous learning to keep interventions relevant.



Robust Governance and Decision-Making Structures

Transparent, structured governance amongst partner organisations



Financial Innovations and Sustainability

Outcome-based and diverse financing models boost focus on results, reduce dependency, and enhance sustainability, accountability, and adaptability



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