

Candid 2030

A 10-year vision

July 16, 2020

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Introduction

Candid is a lever to move the world. This memo proposes how to use that lever over the next decade. We are releasing this document in a moment of profound uncertainty: COVID-19 has destabilized our entire society, including the social sector. We have, of course, altered Candid's strategy in light of this changed world. But we also ask you, our readers and our stakeholders, to stretch your minds beyond the shadows of the current moment. Let us think about a decade from now; let us imagine the world we want to see then. And let us ask: what would it take for us—together—to build a social sector capable of tackling the great challenges and opportunities of our time?

A framework for Candid 2030

In 2019, we asked thousands of our stakeholders for input on Candid's 2030 strategy. We have taken that input and filtered it through our own experience to propose a framework for achieving our mission, **Candid gets you the information you need to do good**. Our framework is built upon three beliefs.

First, we at Candid believe that a vibrant society needs a strong social sector.

Healthy communities are brought to life by people working for the common good. Those people and their organizations make up the social sector. This sector goes by many names around the world: civil society, the third sector, philanthropy. In all its guises, it represents private action for common good and is intertwined with—but distinct from—government and the marketplace.

Second, we believe that the social sector in its current form is not positioned to thrive.

It is far too difficult to learn, collaborate, innovate, and mobilize necessary resources. These weaknesses exhaust the people of the social sector, limit their impact, and compromise trust in the sector. If the sector loses trust, it risks its social license to operate, and thus its very existence.

Third, we believe that information can be the lifeblood of a thriving the social sector.

Candid's role in this context is to get people the information they need to do good. Over the next decade, Candid will build a comprehensive global information system to support excellence throughout the social sector.

By *information*, we mean both **data** and **insight**. As a baseline, we need descriptive data on *who* is doing *what*, *where*. This requirement is far from trivial; fully describing the social sector is a task of immense scope. On top of that descriptive layer, we need to add a layer of insight about the social sector, including (1) analyses of trends and patterns, (2) descriptions of good practices, and (3) explorations of how the sector fits within society as a whole. The insight layer is not possible without the data layer; the data layer is not enough without the insight layer.

This information is useless if it sits unused in a database. We must build the systems to ensure that information gets to the right people in the right form so that they can transform it into action.

Candid begins this decade with extraordinary data sets and powerful networks. We have crucial pieces of the puzzle and are in the process of putting them together in new ways as we prepare for the future.

Our goal is to build an information infrastructure worthy of the social sector's trillion-dollar scale and world-changing ambition. If we get this right, we can position the social sector as a global lever, moving the world in ways that we never could alone.

Context and trends

We know the many forces sweeping the world: rapidly developing technologies, huge demographic shifts, declining trust in institutions, new economic models, and a populist backlash to all this change.

These phenomena are not fundamentally new, but the *speed* of the change is unprecedented. Globalization and the Internet have woven a societal web that evolves quickly and unpredictably. We as individuals experience the speed of that change acutely: it wears on us emotionally, culturally, even physically. The COVID-19 crisis has added a new level of immediacy and new clouds of uncertainty. And as more ingredients enter the mix—deepfakes, climate instability, bioengineering, war—we may see even more flux in our world and in ourselves.

Within this unstable context we face profound problems: poverty, disease, violence, ecosystem collapse, and an erosion of the social fabric. At the same time, we see many long-term social indicators heading in the right direction: life expectancy, literacy, economic growth, access to information. Even in a time of fear there are countless opportunities for beauty and abundance.

Candid believes the social sector—the people and institutions devoted to social good—is central to (1) tackling these problems and (2) realizing these opportunities. At their best, social sector organizations benefit from greater independence, flexibility, and focus than businesses or governments. Whether as service providers, advocates, or the sinews of civic life, social sector institutions can often do good in ways no one else can.

But if we are honest, we must acknowledge that the sector in its current form is not fully capable of confronting the complex challenges before us. It needs more insight, greater agility, and deeper relationships to drive its own improvement. To achieve that capability, the social sector will have to evolve, profoundly. Let's take stock.

Structurally, the social sector is changing

It is becoming:

Bigger. Every year, we see thousands of new nonprofit organizations and new foundations. In the U.S., more than one million organizations spend more than one trillion dollars each year. And those numbers are rising. Other countries, such as China and India, are seeing even faster growth. Even if the COVID-19 crisis causes the demise of thousands of nonprofit organizations, millions will remain.

More institutionally diverse. The two-category framework of nonprofits and foundations has long been an oversimplification. With the rise of impact investing, social businesses, social impact bonds, LLC philanthropies, and donor-advised funds, we are seeing a diversification of institutional forms. The nonprofit-foundation frame remains relevant but insufficient.

More professionalized. Increasingly social sector work is seen as a *profession* in addition to a *calling*. In the U.S. alone, nonprofits employ more than 13 million people. More than 100 universities offer programs in nonprofit management. And new business models, new governance structures, and new job titles are proliferating around the world.

More empowered by technology. The social sector lags other parts of society in its embrace of technology. But in recent years, it has begun to catch up. Nonprofits increasingly rely on high-tech systems to run their finances, communications, fundraising, and programs. The social sector's technology investment has significant room to grow, because it is still low relative to other parts of society.

People within the social sector are wrestling with complex issues

Inequality. Big philanthropy is—by definition—a product of inequality. In the United States, the latest data on giving patterns bears this out: *more giving but fewer donors*. Around the world we see changing conversations about the social sector, with more attention—and more criticism—of philanthropy's power in society.

Identity. Power in the social sector reflects power in each society. Imbalances of power across race, class, gender, and other axes of identity show up within the social sector itself. Further, political polarization is infecting the social sector, increasingly pushing organizations to identify as part of a political tribe.

Impact. Nonprofits are increasingly held accountable for the impact they produce. At its best, this results-orientation drives excellence at scale. But it is all too often simplistic for the complexity faced by nonprofits. Despite decades of work and billions of dollars spent, there is still no simple way to measure impact. Indeed, at Candid, we believe that no single performance framework will ever suffice across the diversity of organizations, issues, and societies. The demand for

performance data is not going to wane; people rightly want to know if organizations are creating lasting impact. But the backlash against simplistic metrics may grow, too.

Transparency. Expectations are changing across society around both the availability of information (is it *possible* to get it?) and accessibility of information (is it *easy* to get it?). These expectations are—rightly—higher for organizations in the social sector given their preferential tax treatment. To further complicate the situation, increases in transparency raise concerns around privacy. Those concerns have already led to major regulatory changes (e.g., the European Union’s Global Data Protection Regulation). We should expect more.

The sector itself faces fundamental challenges

Our funding system is inefficient and arbitrary. Money does not follow potential impact in the field; money follows relationships and marketing. Small nonprofits struggle to raise money because they don’t have the right relationships, even if they can show results (or are positioned to create results in the future). And across the field, people are mired in paperwork instead of focusing on programmatic work.

We don’t learn from each other. It is difficult to know who is doing what, where. As importantly, lessons and insights do not travel from one organization to the next. When people in the sector look for answers from outside their normal channels (colleagues, known sources of information, widely known nonprofits), they often get frustrated and overwhelmed. Without better systems of learning, the field will continue to struggle with an inconsistent distribution of knowledge and skills.

It’s hard to get up-to-date information about the social sector. We have seen recent gains in some aspects of technology use by nonprofits. But the field’s information infrastructure remains weak. Most data about the sector (where available) tends to be at least one or two years old by the time it becomes available and usable. We do not have stable data standards or protocols. The power dynamics of funding contribute to the problem, creating incentives for customization and thus fragmentation.

The sector’s social license is at risk. Trust in the social sector remains high relative to other parts of society. But there are reasons to worry about the resilience of that trust. In addition to a general decline of trust in institutions, we have seen new conservative, progressive, radical, and fundamentalist criticisms of the social sector itself. Many countries are already seeing shifts in government policy and regulations intended to restrict the sector’s voice and access to capital.

In 2030, we could easily find ourselves in a world with greater philanthropic inequality and less trust in the social sector. Without investments in and access to data, technology, and analysis, we risk the effectiveness of the sector. Unless we do a better job learning from each other, we will continue to spin our reinvented wheels. But there is an alternative.

Vision and role

Candid's vision

We envision a social sector capable of tackling the critical challenges and opportunities of our time.

In an extraordinarily diverse world, we believe there is no single way to describe a successful social sector. But let us suggest three general prerequisites for a thriving sector. **First, the people working for a better world would have the trust and support of society at large.** To achieve this, they would consistently orient their work to the public good, share information about it, and listen to their beneficiaries. **Second, the organizations working for a better world would have access to the resources and skills they need.** In exchange, these organizations would be transparent and accountable. **Third, the social sector would reflect society as a whole.** Social sector organizations would represent, serve—and be led by—a cross section of the human community.

Conflict complicates communication. In the case of highly divisive issues, we must recognize that open disagreement is a reality—at times a necessity—in the process of change. In those contexts, we see our data as especially important for anchoring conversations in facts. In addition, we have a special obligation to consider how our tools could impact the safety and privacy of people working within authoritarian societies.

We also recognize the increasing power held by technology platforms—for better and worse—in organizing our economies, societies, and cultures. We must formulate our strategies in a way that engages and leverages those platforms. If we fail in building a global information infrastructure for the social sector, a for-profit platform (Salesforce, Blackbaud, Tencent, or another) will step in. Even with the best intentions, a for-profit company would tell our story without a participant's understanding of the sector or the legal requirement to put mission first. We would risk the complete absorption of the social sector's story into the logic of the marketplace, without the values, nuance, passion, and mission orientation that make the sector unique. To defend the sector, we must tell its story in its own terms.

Candid imagines a different future for our users

	Now	What if they could ...
Nonprofit leaders devote their lives to social good but ...	(1) face an opaque and inefficient fundraising process; (2) often oversee precarious business models; and (3) struggle to align with and learn from peer organizations.	(1) reallocate time from paperwork to impact; (2) lower business risk with standardized information on finances, operations, and programs; and (3) collaborate quickly and easily with peers.
Foundation staff oversee immense resources and have great flexibility but ...	(1) find it difficult to align with other funders; (2) struggle to demonstrate results; and (3) feel guilty about power dynamics with grantees.	(1) confidently align their portfolios with other funders; (2) know their learning was contributing to a shared knowledge commons; and (3) have honest and efficient relationships with grantees.
Individual donors are giving more and in more engaged ways but ...	(1) feel overwhelmed and isolated by a complex giving landscape; (2) often find the experience of giving unsatisfying or incomplete; and (3) cannot leverage the work of professionals.	(1) have a clear feedback loop between their dollars and nonprofits' work; (2) easily find who is giving and who is getting on any issue anywhere in the world; and (3) have access to choices made and lessons learned by professional grantmakers.
Policymakers, journalists, and corporate leaders need cooperation with the social sector but ...	(1) find it challenging to identify high-performing organizations as partners; (2) lack understanding of philanthropy and so focus on irrelevant metrics such as overhead; and (3) want to explore innovations such as social impact bonds but are intimidated by complexity.	(1) easily identify trustworthy organizations that can help them solve problems; (2) understand the unique role and challenges of civil society; and (3) better deploy their capital for good.

Candid's role

We believe that Candid should focus on what we do well: ensuring the flow of information within and about the social sector.

This role reflects both need and capability. As outlined above, the field has a need for information infrastructure. Candid has the capabilities to build that infrastructure. Consider our *unique* value proposition:

Technology. Candid has the best data and technology systems, skill sets, and algorithms to handle information about the social sector. Compared to the rest of the sector, we are particularly strong in data improvement, taxonomies, autotclassification, design, mapping, visualization, and data science. Each of these skills helps support continuous learning within Candid and across the field.

Network. Candid has the broadest network of relationships in the field. In addition to having the largest user base, we also have the most registered users. We have structured relationships with 15,000 customers; 200,000 participants in our Nonprofit Profile Update Program; 200+ data platforms; 110 community foundation members; 400 institutional partners that form our Funding Information Network; and partnerships with more than 100 affinity groups and multilateral agencies around the world.

Data. Our skills and relationships have, over the course of decades, enabled Candid to build the best data sets in the field. These data sets are wider (more organizations), deeper (more data), and longer (over more time) than any others. They allow us to tell a story that is broad, nuanced, and informed by history.

We have other strengths that support the above but are *not* unique (i.e., partner organizations have similar strengths):

Brand resonance. The Candid brand itself is new but some of our sub-brands (e.g., GuideStar, Foundation Directory Online) are well known throughout the field. With thoughtful branding strategy, we can leverage the recognition of our brands for years to come, while still consolidating around the Candid identity.

Training capacity. We offer trainings—some of which are transformational for participants—to tens of thousands of people each year. Our experienced staff, network of trainers, time-tested content, and use of our data to ground education in facts make these offerings possible.

Recognized expertise. Our analytical capacity and field experience have earned us a reputation as experts in the field. Our research is taken seriously, and our opinion is sought out by those trying to make sense of a highly diverse, oftentimes idiosyncratic sector. Candid’s reputation is reinforced by more than 10,000 media citations each year.

Taken together, these capabilities offer the potential for Candid to have a transformative impact. But we must be clear about our role in the field. We do not see Candid as having *direct* impact on the communities and ecosystems that the social sector seeks to serve. Candid can only have impact *through* the social sector. We help the helpers.

And we do not believe we can achieve this vision alone. A strong sector requires organizations playing a variety of key supportive roles. Associations seek a healthy **policy environment** for the social sector. Training and mentorship programs support the **people** of the sector. Advocates and consultants work toward more effective and equitable **practice**. Scholars lead **research** to better understand the sector and its work. Just like the people on the front lines, these other sector-level organizations need high-quality information. It is our job to provide it.

Framework for Candid 2030

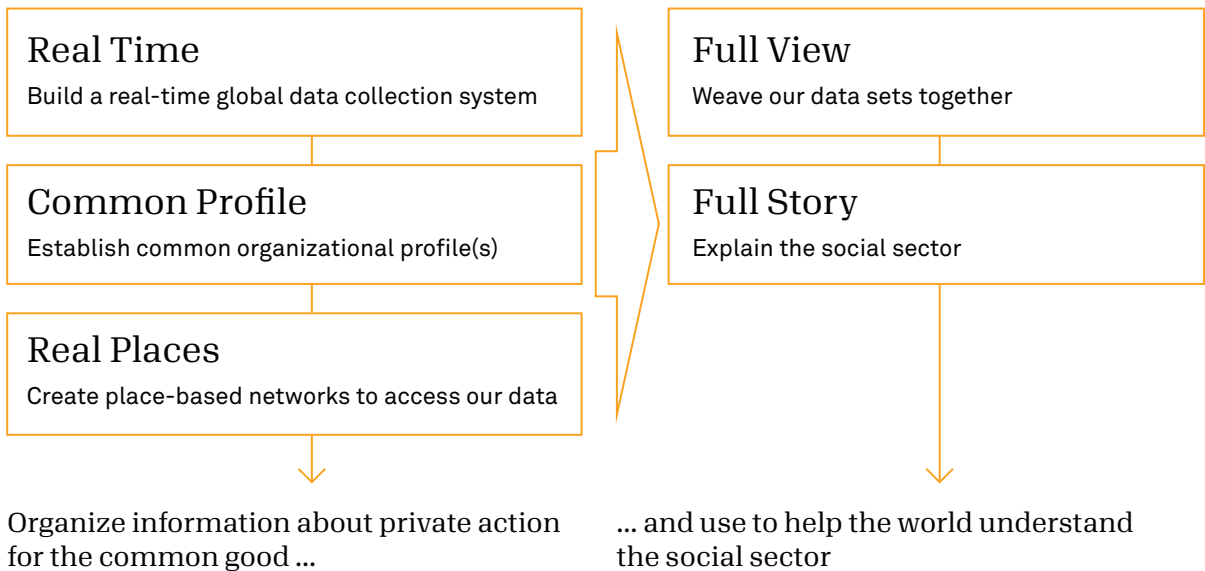
Mission: Candid gets you the information you need to do good.

Vision: We envision a social sector capable of tackling the critical challenges and opportunities of our time.

Role: Candid's role is to ensure the flow of information in and about the social sector.

Goal: By 2030, Candid will provide a comprehensive global information ecosystem that supports excellence throughout the social sector.

Strategy: Candid will collect, organize, analyze, and distribute information about the work of the social sector. Over the next decade, we will organize our activities around five strategies:



Summary of the five strategies

Real Time Build a real-time global data collection system	<p>By 2023, we will draw grant, nonprofit, and issue data from 50 government data sets (annually) and 1 million news articles and websites (daily).</p> <p>WHY: To accurately describe the sector at scale and to provide actionable information to the field, we need a more robust, active, stable, and current data collection system.</p>
Common Profile Establish common organizational profile(s)	<p>By 2026, 300 platforms will have integrated our data into their systems; by 2030, 500,000 social sector organizations will be updating their profiles annually.</p> <p>WHY: The social sector is fragmented, leaving individual organizations culturally and operationally isolated. Through a common profile we can increase the throughput of basic organizational information, reduce waste, reveal diversity, and build shared identity.</p>
Real Places Create global networks for place-based learning and data collection to access our data	<p>By 2026, partners in 20 countries will have implemented Candid’s free data collection platform; by 2030, 650 organizations around the world will offer free, on-site access to our information, tools, & training.</p> <p>WHY: If Candid only connects with people online, we risk losing touch with the on-the-ground reality of social change.</p>
Full View Weave our data sets together	<p>By 2024, our tools will fully cross-reference information across six categories: (1) social issues, (2) social interventions, (3) organizations, (4) grants, (5) news, and (6) practice.</p> <p>WHY: Social sector data has long been trapped in silos by category. To increase capacity for insight, we need to cross-reference data and show connections across categories (e.g., to show the distribution of funding versus the distribution of need).</p>
Full Story Explain the social sector	<p>By 2022, we will have launched a campaign to increase understanding of the social sector with (1) a set of tools and visual collateral, (2) a decade-long formal research agenda to describe and analyze the social sector, and (3) a comprehensive set of best practices on social sector practice.</p> <p>WHY: Modern society is riddled with misconceptions about the social sector. We need to articulate and share compelling, fact-based narratives about the social sector.</p>

Note: These numbers and dates are placeholders. Most (maybe all) of them will evolve with this process.

Strategy and milestones

To organize our attention, we propose a set of five core strategies: Real Time, Real Places, Common Profile, Full View, and Full Story. Each strategy includes a set of potential milestones to track progress between now and 2030. In the next phase of our planning process (February-June 2020) we will refine these milestones—fully recognizing that as we enter an unfolding future, we are likely to revisit them.

Real Time: build a real-time global data collection system

Use government data as a foundation. Although public nonprofit and foundation data in the U.S. is increasingly commoditized, there are dozens of untapped publicly available data sets around the world that could enrich our database.

Layer on real-time data. Project Real Time, our program to scrape news feeds and social media, has already demonstrated Candid’s ability to gather daily data on grants, leadership changes, RFPs, and more. We can upgrade it to give users information that they can act on every day.

Layer on contributed data. Expanding our voluntary data collection program will allow organizations around the world to plug their content into a global information ecosystem for the social sector. Most prominently, it will include organization-level data (see Common Profile, below), but it will also comprise grants data, practice insights, and knowledge.

Create a comprehensive set of open data standards. Align a set of data standards—protocols, taxonomies, and unique identifiers—under a common governance structure, update cadence, and intellectual property umbrella.

Potential milestones: By 2023, we will draw grant, nonprofit, and issue data from 50 government data sets (annually) and 1 million news articles and websites (daily).

Common Profile: establish global common organizational profile(s)

Expand the Profile Program. We have made significant progress in creating a common profile in the U.S., with 200,000 nonprofits providing Candid at least some standardized information about themselves. We have seen more limited success in getting philanthropic foundations to do the same. We will take this idea and, first, make it global, allowing nonprofits and foundations all over the world to craft their own profiles. In addition, we will open it to other organizational forms: social businesses, fiscally sponsored projects, individual donor-advised funds, etc.

Support multiple models for performance benchmarking. We need to offer a framework that shows many ways to judge performance—whether of an individual nonprofit, a foundation, or an intervention. No single approach is going to win over all stakeholders. Indeed, that is a good thing, and Candid has no aspiration to provide a definitive rating. Instead, we are positioned to show multiple different lenses on impact—at the organizational level, the population level, and the systems level. Then it is our job to step aside and let others to make decisions based on that multidimensional view.

Launch a field-wide campaign to collect demographic data. There is clear demand in the United States for better data about the demographics of nonprofit and foundation staff, boards, and beneficiaries. Globally, we are already collecting and analyzing this data in multiple ways. But we need to weave these data sets together into a single, coherent program to show how identity plays out in the social sector. This set of issues manifests differently in other countries but is relevant in all.

Reinforce profiles with expansion of the Data Distribution Network. We need to increase the incentive for organizations to share data by ensuring its use on major technology and financial, especially giving, platforms. We have a head start with 200+ platforms already using our data but need (1) greater geographic diversity in both source and use of that data and (2) deeper integration of our data into partners' user interfaces.

Potential milestones: By 2026, 300 platforms will have integrated our data; by 2030, 500,000 social sector organizations will be updating their profiles annually.

Real Places: Create **global networks for place-based learning and data collection**

Strengthen and focus our learning experiences. We will bolster our learning offerings by (1) developing standardized content that centers participants' focus on Candid products/services and other core competencies; (2) expanding certifications to include credentialing for partners and the general public; and (3) enlisting the right partners and formats—online/offline—for effective program delivery. This set of efforts will require significant sensitivity to place, especially outside the United States.

Expand our physical partner network. We will expand on the model of the Funding Information Network, i.e., free access to tools and/or training in a physical location. As with the data partnership network (cited below), global expansion of our physical network will require the appropriate pricing structure, an expanded support system, and deep respect for local context.

Strengthen our global data, issue-based, and peer partner network. To collect data at scale, we'll need on-the-ground partners around the world. And to get their engagement, we'll need to offer them a powerful value proposition complemented by potential incentives related to Candid's brand, services, and products. This strategy will require partnerships with governmental and multilateral agencies as well as national, regional, and global affinity groups, associations, and similar networks. Furthermore, we recognize that social sector communities are not always organized around geography. Individuals in the social sector often identify most intensely with an issue area—they are part of the performing arts community or the climate change movement. Others find community based on demographics, belief systems, or functional roles. Accordingly, we will also partner with existing issue communities and practice networks, even if they are not rooted in a particular place.

Our approach across the globe will continue to authentically embrace values of transparency, accessibility, diversity, equity, and inclusion, while remaining adaptable to evolving needs and creating mutually beneficial relationships with stakeholders.

Potential milestones: By 2026, partners in 20 countries will have implemented Candid's free data collection platform; by 2030, 650 organizations around the world will offer free, on-site access to our information, tools, and training.

Full View: weave our data sets together

Cross-reference different types of data. Our data is most powerful when it allows a user to compare across the six categories of social change information: issues, interventions, organizations, grants, news, and practice.

Concentrate on a core set of flagship products. Leverage existing and new tools by integrating them into four core products, supported by a scalable data and technology infrastructure:

(1) *Fundraising tool*: globalize tools such as Foundation Directory Online, adding features that help give more meaningful and actionable content for users in new and varying contexts.

(2) *Organizational analysis tool*: expand the current GuideStar Pro tool worldwide to help users evaluate nonprofits in different legal and regulatory environments. (3) *Landscape tool*: evolve the idea of landscape portals to help address important, timely issues, enriched with mapping and research content plus selected nonprofit and foundation data. (4) *Practice tool*: combine GrantSpace, GrantCraft, and GlassPockets under a singular sub-brand and place emphasis on core content.

For each of these four products, we will have to act thoughtfully as we seek to expand adoption around the world, customizing for localized or issue-based context as much as necessary, but no more. We will also need to incorporate as much real-time data into them as possible, to keep our content as useful as possible and to increase the depth and frequency of user engagement.

Craft a more coherent user experience. Our users currently have a fragmented experience with our tools. We need a single user database, a single-sign-on experience, and clear common branding. That alignment can help us craft coherent experiences for each of our key user categories (e.g., nonprofit professional, individual donor, foundation staffer, researcher).

Turn user behavior into intelligence. Our users represent a cross section of people interested in the social sector. Their choices are a barometer of interest and intention that we have yet to tap. Appropriate use of this data would offer new insights to the field as well as to ourselves. We can gather this data (1) directly through usage patterns of our web tools and (2) through qualitative insights gathered from real-time interactions with actual people through our place-based network.

Potential milestones: By 2024, our tools will fully cross-reference information across six categories: (1) social issues, (2) social interventions, (3) organizations, (4) grants, (5) news, and (6) practice.

Full Story: explain the global social sector

Leverage our resources to build understanding of the social sector. There is a general confusion as to the nature and work of the social sector. Candid is well positioned to help people understand the social sector’s scope, constraints, and potential.

Build predictive tools. Once we have organized a global baseline of descriptive data, we’ll be positioned to offer a next level of insight and analysis—including predictions of future trends and filling gaps in existing knowledge.

Launch a decade-long research agenda. Candid’s research function will be less fundraising- or client-driven. Instead, we will craft an explicit research agenda with a set of big-picture, longer-term topics. We’ll start by answering basic questions: How many nonprofits are there in the world? What is the policy context by country? And we’ll also wrestle with hard questions: How should we understand the effectiveness of social sector work? How does the health of a given society relate to the health of its social sector?

Run a set of targeted communications campaigns. Launch a multi-pronged communications strategy that proactively leverages Candid’s resources and those of our partners to explain the sector to specific audiences across the world.

Potential milestones: By 2022, we will have launched a campaign to increase understanding of the social sector with (1) a set of tools and visual collateral, (2) a decade-long formal research agenda to describe and analyze the social sector, and (3) a comprehensive curriculum of good practices in the social sector.

Key principles

We seek to reflect the global social sector.

- Alternative we considered but rejected: Limit focus to the U.S. or to a limited number of countries.
- Rationale: Many of the problems facing the world—climate change, demographic change, disease—span borders. We can no longer think about the about the social sector only within the boundaries of individual countries.
- Implications for resource allocation: Technical infrastructure that can handle data at scale. A global outreach team coupled with a strong partner network.

We serve organizations of all sizes.

- Alternative we considered but rejected: Preferential focus on either small or large organizations.
- Rationale: The social sector’s size diversity is a strength. Smaller organizations are often “closer to the ground,” reflecting the needs of specific communities and bringing deeper legitimacy. Larger organizations often have economies of scale and unique capabilities. We cannot hope to tell the social sector’s story without reflecting these unique roles.
- Implications for resource allocation: Pricing structure appropriate for small nonprofits. Higher stakeholder support costs.

We are working to build a comprehensive information ecosystem for the social sector.

- Alternative we considered but rejected: Focus just on web tools or on wholesale partnerships.
- Rationale: If we focus on only strengthening our web tools, we will miss the many users whose experience of the Internet is primarily through major platforms (this pattern is especially acute in China). But if we fully cede user experience to platforms, we will not be able to experiment with new approaches or highlight crucial, sector-specific nuance.
- Implications for resource allocation: Parallel sales, marketing, and product development for both web and platform tools.

We reflect political diversity.

- Alternative we considered but rejected: Explicitly reflect the center-left perspective of many in the field.
- Rationale: The social sector reflects the full political diversity of many societies. In others, it is artificially constrained by government policy. If we pick a side, we risk alienating part of our sector and our user base and jeopardize our most important asset: trust.

- Implications for resource allocation: Potential loss of staff wanting to engage in advocacy. Additional care in hiring for political diversity.

We believe identity is important in the social sector.

- Alternative we considered but rejected: Maintain an “identity-blind” stance that does not highlight diversity.
- Rationale: Identity matters in the modern world. Many parts of the social sector are organized along dimensions of identity. Further, there is—at least in the United States—a clear demand for information about demographics of the leadership of social sector organizations.
- Implications for resource allocation: Tech resources to integrate multiple identity taxonomies. Need for staff development of cultural competency.

We believe the social sector is a force for good.

- Alternative we considered but rejected: Take an explicitly critical stance of the field.
- Rationale: Our own data shows the immense impact of the social sector. Candid is itself a part of the social sector, and we exist to help it be as effective as possible.
- Implications for resource allocation: None.