
A LOOK AT ORGANIZATIONS SUPPORTING PHILANTHROPY IN LATIN AMERICA AND THE CARIBBEAN

ENGLISH VERSION



2018



WINGS
WORLDWIDE INITIATIVES
FOR GRANTMAKER SUPPORT

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Date of publication: February 2018

ABOUT WINGS

Worldwide Initiatives for Grantmaker Support (WINGS) is a network of about 100 philanthropy associations and support organizations in 40 countries around the world whose purpose is to strengthen, promote and provide leadership on the development of philanthropy and social investment.

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PRESENTATION

Inequality is one of the main problems of Latin America. According to recent declarations by CEPAL¹, poverty in Latin America decreased from 50%, but stagnated in 27%, while the inequality gap has continued increasing.

In terms of political issues, there is a current context of political retreat from multilateralism and the resurgence of nationalism, which does not offer an appropriate environment for growth, for the creation of opportunities and the decrease of inequality.

Additionally, long-term development strategies in the region are limited due to the primary production-based regional economy, together with global tendencies such as urbanism, environmental and energy crises, and an aging population joined with the need to implement improved care systems.

The situation described above creates a complex and challenging context for the work of governments, but also for the private sector and civil society. This context demands the joint and multi-sector implementation of new practices that can be scaled. Global goals – the Sustainable Development Goals – are precisely the manifestation of the belief and the shared need to accelerate and increase the type and scope of results in favor of a development that is more inclusive, equal and sustainable, that convenes organizations of the United Nations system and global entities, governments and civil society organizations and private sector, from the sub-national, national, regional and international levels.

Unfortunately, civil society organizations have been undergoing a decrease in their possibilities and action areas. This is an increasing concern not only for the organizations themselves, but also for the organizations that support them, such as philanthropic organizations and other actors that aren't exempt of these same dynamics and of undergoing the effects of shrinking spaces for their work and that of their partners. The factors that influence the decrease of action spaces are various, such as:

The co-optation of action of civil society organizations by governments; the lack of trust from governments and other sectors² towards civil society organizations; restrictions imposed by “leftist” governments to cross-border funding³; the absence of a promoting legal framework and the increase of procedures that complicate the operation of civil society organizations⁴.

Faced with the overwhelming presence of these problems and the challenges experienced by the social sector itself and the organized groups of civil society, it becomes imperative

¹ Olga Lucía Acosta, Regional Advisor, CEPAL (Economic Commission for Latin America and the Caribbean).

² WINGS, 2016: Enabling Environment for Philanthropy: an international convening of WINGS. Meeting Proceedings. Calouste Gulbenkian Foundation

³ McKaughan, Sean, 2015: Challenges for Civil Society in Latin America, in: The Shrinking Space for Civil Society. European Foundation Centre.

⁴ Carothers, T., 2015: The Closing Space Challenge: How are funders responding? Brief. Carnegie Endowment for International Peace

to have a better understanding of the ecosystem of organizations that work and support the philanthropic sector in the region: their characteristics and strengths, priorities and needs, in order to visualize mechanisms to strengthen them and improve their performance, understanding that they add value and service to philanthropic and civil society organizations.

This is the motivation that supports the present exploratory study about Organizations Supporting Philanthropy in Latin America and the Caribbean (LAC).

PROVIDING MORE INFORMATION BASED ON AN INITIAL MAPPING OF ORGANIZATIONS THAT SUPPORT PHILANTHROPY IN LAC

From a philanthropy infrastructure perspective, there was scarce documentation on Latin American organizations; however, currently several actors that are committed in an individual, professional and institutional way are promoting and joining efforts towards this sector. WINGS has commissioned this Initial Mapping, and WINGS and AFE-Colombia convened the 1st WINGS⁵ Regional Meeting for Latin America and the Caribbean (Aug 30th to Sep 1st, 2017), reuniting over 10 countries of the region to share experiences on their initiatives, organizations and individuals of the sector. Also, other initiatives in different geographic scales are generated or strengthened – connected or not with the previously mentioned initiatives. All this shows the interest of a good part of the sector to advance in the process of reflection on philanthropy in general, and in particular, the main concern of this study, of the organizations that support the philanthropic sector in Latin America and the Caribbean.

PHILANTHROPY: AN INFRASTRUCTURE OR ECOSYSTEM PERSPECTIVE?

Organizations that form the “support system that contributes to increasing the effectiveness of philanthropy” and that also include elements of the social framework: relations, institutions and norms⁶, together conform *institutional philanthropy*, individual donations and also a group that involves particular forms that are less institutional according to the action contexts.

Additionally, the ecosystem perspective explores the field, the functions required by the system and the connections and collaborations among the components (organizations), allowing to identify the functions that are being satisfied and those that require further strengthening.

⁵ Although there are organizations that support philanthropy working globally, information and data on these organizations is still limited. This is why WINGS is committed to generating and providing information that can contribute to a better understanding of the sector, and has commissioned and published a series of Reports on Infrastructure in Focus that offer a panoramic view of the sector with an information base of approximately 100 of its members in 40 countries. See the most recent: WINGS. Infrastructure in Focus, 2017 A New Global Picture of Organizations Serving Philanthropy .

On the other hand, representatives of the philanthropic sector gathered in the WINGS Forum in Mexico in February 2017, concluded that the strategic strengthening of the organizations that support philanthropy demands: 1) prioritizing the regions where the sector is still under development and/or where there is particularly little documentation, 2) promote synergies that avoid duplicating efforts and contribute to increase the impact.

⁶ In summary, this includes: a legal framework and tax structure that provides incentives for donating, a system of accountability that creates trust in philanthropy and civil society, and resources to move these activities forward. For more detail, refer to the Reports on Infrastructure in Focus, 2014 and 2017.

This exploratory study intends to provide a collective look and a roadmap to strengthen the philanthropic infrastructure in LAC, and sets some elements to move forward in an analysis from an ecosystem perspective. These approaches also seek to continue and deepen this discussion.

In the following sections the most relevant data of the initial mapping of organizations that support philanthropy in LAC are analyzed in brief, considering 40 organizations of the region. *First*, the main organizations and support services to philanthropy are identified, including type of organization, action, needs and opportunities. *Second*, elements are defined and explored that, from a perspective of the actors themselves, characterize the sector, action priorities and needs. *Third*, recommendations are proposed to strengthen the infrastructure/ ecosystem sector.

1

**WHAT ORGANIZATIONS
EXIST AND WHAT DO
THEY DO? WHAT TYPE OF
PHILANTHROPY DO THEY
WORK WITH? WHO ARE
THE BENEFICIARIES?**

TYPES OF ORGANIZATIONS

In order to provide an initial classification to present the diversity of institutional forms at a regional level, three criteria are prioritized and combined: 1. the type of organization stated by the organization itself in the survey, 2. the constitution and operation (based or not on membership, dedication to a specific activity, created specifically to support philanthropy, etc.), 3. the role in relation to philanthropic infrastructure (offers services to philanthropic organizations at the same time that exerts a certain philanthropic role, or is a philanthropic actor that supports the infrastructure sector).

Based on the above, six main types of organization are identified that are part of the philanthropic infrastructure (see Graph 1 and Annex 1 for details of the organizations), maintaining a wide classification that brings about the diversity of institutional forms at a regional⁷ level and that does not detail legal or administrative issues that change from one country to another. Among them, the following are identified:

1. Networks – dedicated to strengthening civil society as a whole. Networks are thematic/geographic as the case of *Red de Filantropía para la Justicia Social* with a specific focus and operation in Brazil, and *RedAmerica* also with a defined thematic focus and operation at a regional level. In total, five (5) networks that operate in Brazil, Venezuela, in LatAm or globally (i.e. CIVICUS, WINGS) and with one exception (i.e. Sinergia), all include supporting philanthropy as an essential part of their mission.

2. Education/Research centers – five (5) of these centers are identified, of which three (3) have as an essential part of their mission supporting philanthropy: *Centro de Filantropía e Inversiones Sociales Universidad Adolfo Ibáñez*, *Centro de Innovación Social* in Chile, *San Andres University* in Argentina, *Centro de Investigación y Estudios sobre Sociedad Civil (CIESC)* in México.

3. Non-profit organizations that serve philanthropy – a well versed and diverse group with various thematic axes with eleven (11) organizations from Argentina, Chile, Brazil, Colombia, Mexico, Panama and others.

4. National associations with a membership base – five (5) are identified, four (4) of them are basically corporate foundations, or corporate and family, AFE in Colombia, CEMEFL⁸ in Mexico, GDFE⁹ in Argentina, GIFE¹⁰ in Brazil and the fifth one oriented to mobilization of resources, ABCR¹⁰ for individual philanthropy and donors in general.

⁷ WINGS 2014 report Infrastructure in Focus: A Global Picture of Organizations Serving Philanthropy shows three main types: membership-based organizations, professional support organizations and networks. The 2017 Report A New Global Picture of Organizations Serving Philanthropy widens the focus and includes academic institutions that support philanthropy.

⁸ Centro Mexicano de Filantropía (CEMEFI).

⁹ Grupo de Fundaciones y Empresas (GDFE).

¹⁰ Grupo de Institutos, Fundaciones y Empresas (GIFE).

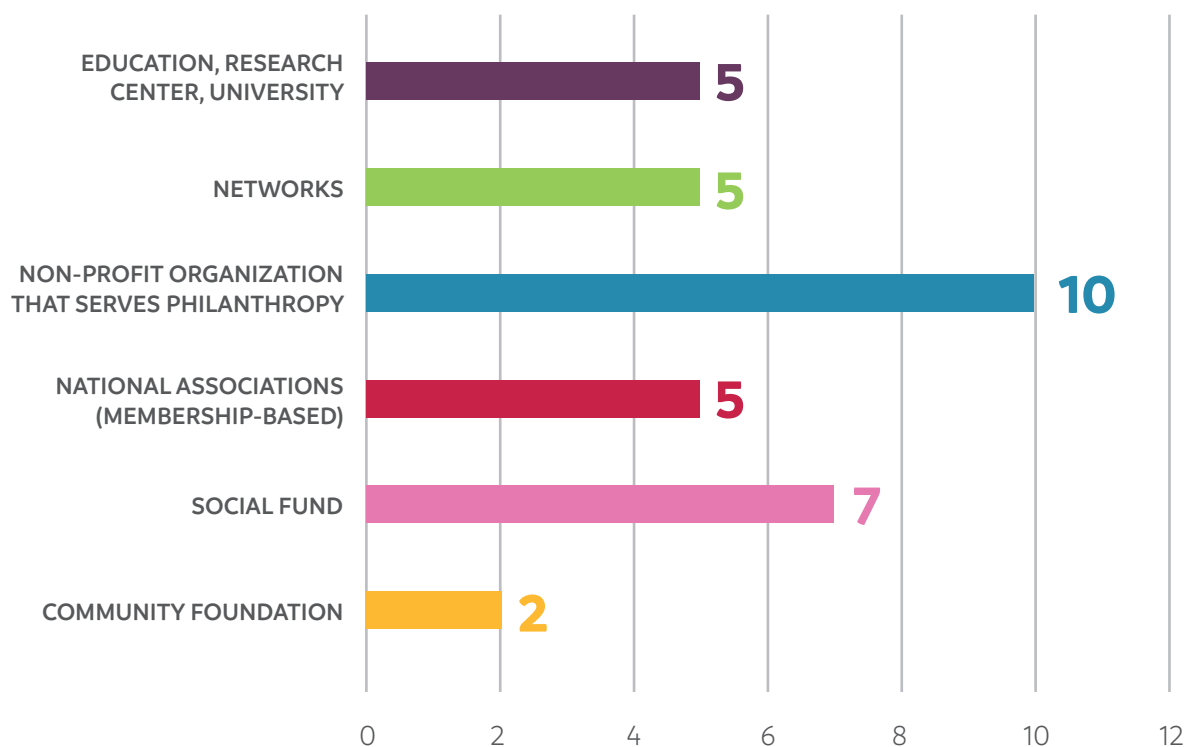
¹¹ Associação Brasileira de Captadores de Recursos (ABCR).

5. Social Funds – an important presence of social funds is registered, seven (7) in Central America (Nicaragua), Mexico and Brazil. Their thematic priorities are associated to the defense and strengthening of vulnerable, ethnic, racial and gender groups. An additional characteristic is that these funds are managed with their own private funds or with third-party funds.

6. Community Foundations – serve a particular geographic area, and as was previously mentioned¹², this is a more developed figure in Mexico¹³, from where the two (2) organizations considered in the mapping come from, FESAC¹⁴ and *Corporativa de Fundaciones A.C.*

From a more summarized infrastructure perspective, social funds and community foundations can be considered as a sole category of organizations/initiatives that connect donors with communities under a thematic, geographic or community focus (in this case it would be nine (9) organizations in total).

GRAPH 1: ORGANIZATIONS THAT SUPPORT PHILANTHROPY IN LAC PER TYPE OF ORGANIZATION



Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

¹² Villar, Rodrigo, 2015. Recursos Privados para la Transformación Social

¹³ On Community Foundations, the following is recommended: "Comunalía. Alianza de Fundaciones Comunitarias de México. Guía para la Fundaciones Comunitarias de México" (Comunalía. Alliance of Community Foundations of Mexico. A Guide for Community Foundations of Mexico). June 2016. Rodrigo Villar and Comunalía

¹⁴ Fundación del Empresariado Sonorense (FESAC)

Additionally, as a part of the ecosystem and in a broader classification level, there is a difference than can be distinguished between *organizations* that *support philanthropy*, that include all the ones previously mentioned (see Annex 2) and the *supporters of philanthropic infrastructure*¹⁵, where family foundations are included, Porticus and Open Society Foundations, and the corporate foundations Fundación Bolívar Davivienda, GraceKennedy Foundation and Ismael Cala Foundation.

DISTINCTIVE FOCUSES BASED ON THE DECLARED MISSION

From a more qualitative perspective, it is possible to identify at least four (4) large distinctive focuses in the *missions of these organizations*. This analysis is interesting because it reflects distinctive features of the areas covered by philanthropic work in the region. As it is a typology, some of the organizations could be classified in more than one of the following analysis categories (Table 1)¹⁶:

Comunidades Organizations
Participación Latinoamérica
Impacto Develop Society
Sociedad Civil Mundo
Uma Sociedade Entendemos
Organizaciones
Transformación Social
Recursos Foster Sector
Bienestar Social

¹⁵ This distinction is made for Types of Organizations from an ecosystem perspective; however, for the purpose of this analysis joint results are presented as there were no answers identified that required this distinction. It can be inferred that Foundations that were considered, follow an agenda that is marked by the priorities of those they support, and therefore, in broader terms, they share the vision on priorities and needs of the sector.

¹⁶ In the blue box above there is a word cloud analysis where the words with more frequency stand out.
 NT: the cloud analysis is presented in its original version, in Spanish.

TABLE 1: TYPES OF ACTION ACCORDING TO THE DECLARED MISSION STATEMENT

<p>1. Focus their action on strengthening civil society as a whole</p>	<p>Support civil society; strengthen its capacity for action and incidence. Favor spaces for networking, cooperation and creation of opportunities and new spaces for participation. They create, share, apply knowledge about third sector organizations (i.e. FESAC, CIVICUS, <i>Fundo Brasil de Direitos Humanos</i>, CIESC, <i>Corporativa de Fundaciones</i>, Open Societies Foundation).</p>
<p>2. Focus their action on strengthening a population group in a vulnerable situation</p>	<p>Support advocacy and networking of women and feminists; promote racial equality, the role and action of new generations. Focus on the generation of capacities in children, youth and teenagers; seek to create social welfare by assisting businesses. (i.e. <i>Fondo Centroamericano de Mujeres</i>, Ismael Cala Foundation, <i>Instituto Geracão</i>, <i>Fondo Lunaria</i>, <i>Baobá</i>, <i>Fondo Alquimia</i>).</p>
<p>3. Focus the mobilization of private resources for the common good</p>	<p>Broaden and strengthen private contributions, promote greater investment from the local (i.e. Argentina, Brazil, Chile, Colombia) and foreign society in the country. Influence on specific groups (i.e. individuals of high patrimony level, businesspeople/ businesses, etc.) supporting and qualifying their philanthropic action (i.e. <i>Red de Filantropía para la Justicia Social</i>, <i>Centro de Filantropía e Inversión Social Universidad Adolfo Ibáñez</i>, <i>Alternativas y Capacidades A.C.</i>, Give to Colombia, <i>Instituto Phi RedEAmérica</i>, WINGS, ABCR - <i>Associação Brasileira de Captadores de Recursos</i>, among others).</p>
<p>4. Focus their action on generating, monitoring and measuring impact</p>	<p>The mission explicitly states the creation of social impact, contribute to an improved social justice and sustainability and amplify and qualify the impact to promote solutions in the short term (i.e. <i>Centro de Innovación Social San Andrés</i>, <i>Asociación de Fundaciones y Empresas</i>, AFE, GraceKennedy Foundation, Porticus Latinoamérica, <i>Unidos en Red</i>).</p>

Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

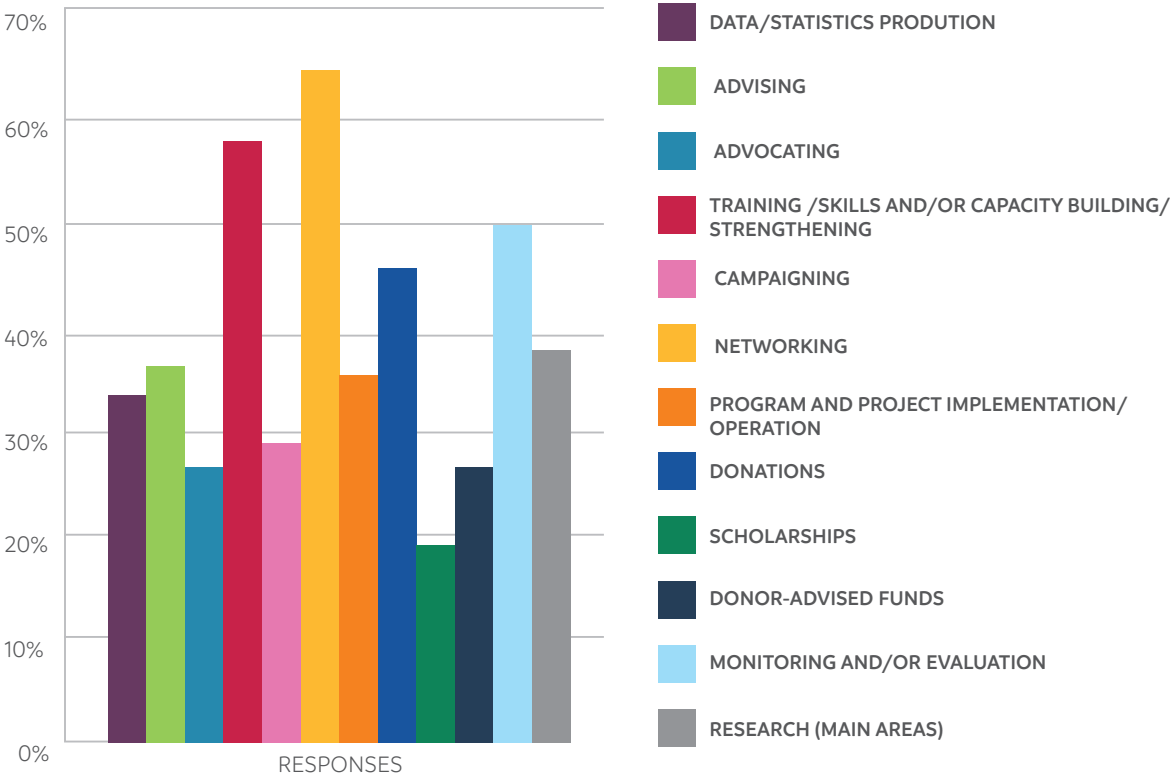
In terms of their connection with the SDGs, the most frequently mentioned objectives are: N°17 – Partnerships for the Goals (58%), N°16 – Peace, Justice and Strong Institutions (44%), N°5 – Gender Equality (42%), N°1 - No Poverty (33%), N°4 – Quality Education (33%), N°8 – Decent work and economic growth (31%), N°10 Reduced Inequalities (28%).

Organizations work with more than one *philanthropic form*: corporate philanthropy (51%, 18), individual philanthropists (49%, 17), family philanthropy (46%, 16), followed by Corporate Social Responsibility (37%, 13), community philanthropy (31%, 11), philanthropy in high risk initiatives (venture philanthropy) (20%, 7). For 37 of these organizations, supporting philanthropy is an essential part of their mission, with the exception of two (2) education research centers, Pacific University and ISTR, and the Venezuelan organization *Sinergia*.

Organizations that *work supporting philanthropy*, serve mainly the following publics: non-government organizations, businesses and/or business initiatives, high-profile individuals and families. In terms of the *direct beneficiaries of the actions they support*, following the United Nations¹⁷ classification, the main ones are: non-government organizations (83%), children and youth (46%), women (44%), indigenous population (20%, local, regional and national authorities and farmers (20%), business and industry (20%). Additionally, most of their activities occur in capital cities (67%), in several countries (43%), in inner cities (31%) or rural areas (22%).

In terms of the *type of work*, priorities are: Networking (64%), Training/skills and/or capacity building/strengthening (57%), and Monitoring and/or Evaluation (50%). With less than 50% there is donation of resources (donation of knowledge or time with much less frequency, cited in 1 in every 5 references to donations), Research (38%) and with the same frequency, Advising and Program and Project implementation/operation (35%) (see Graph 2).

GRAPH 2: TYPE OF WORK OF THE ORGANIZATIONS THAT SUPPORT PHILANTHROPY



Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

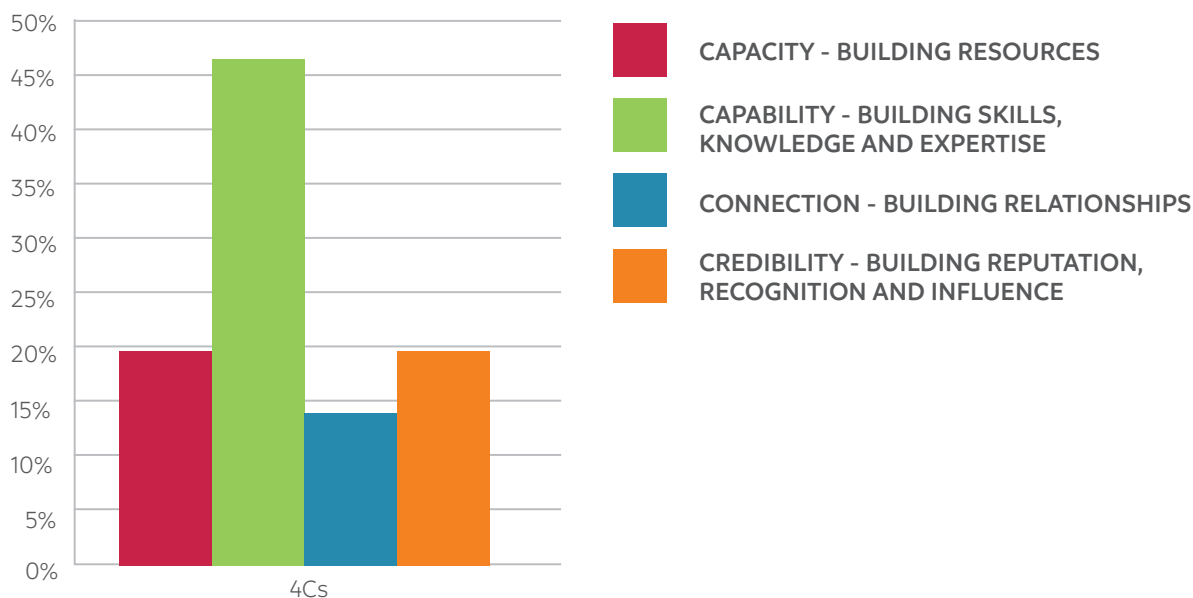
¹⁷ Major groups according to the United Nations

The work of the organizations (Graph 3) can also be interpreted from the classification proposed by the 4Cs¹⁸ tool developed by WINGS and DAFNE, for evaluation and enabling framework for organizations that support philanthropic infrastructure, so they can plan and assess the difference they want to make and that they in fact do. The 4Cs include:

- Capacity: building resources
- Capability: building skills, knowledge and expertise
- Connection: building relationships
- Credibility: building reputation, recognition and influence

When combined¹⁹, it can be appreciated that the work of these organizations is mainly oriented to capability; in a second place, to the development of resources (capacity) and building reputation, recognition and influence (credibility). Developing connections results as the lowest category.

GRAPH 3: WORK OF THE ORGANIZATIONS ACCORDING TO 4Cs



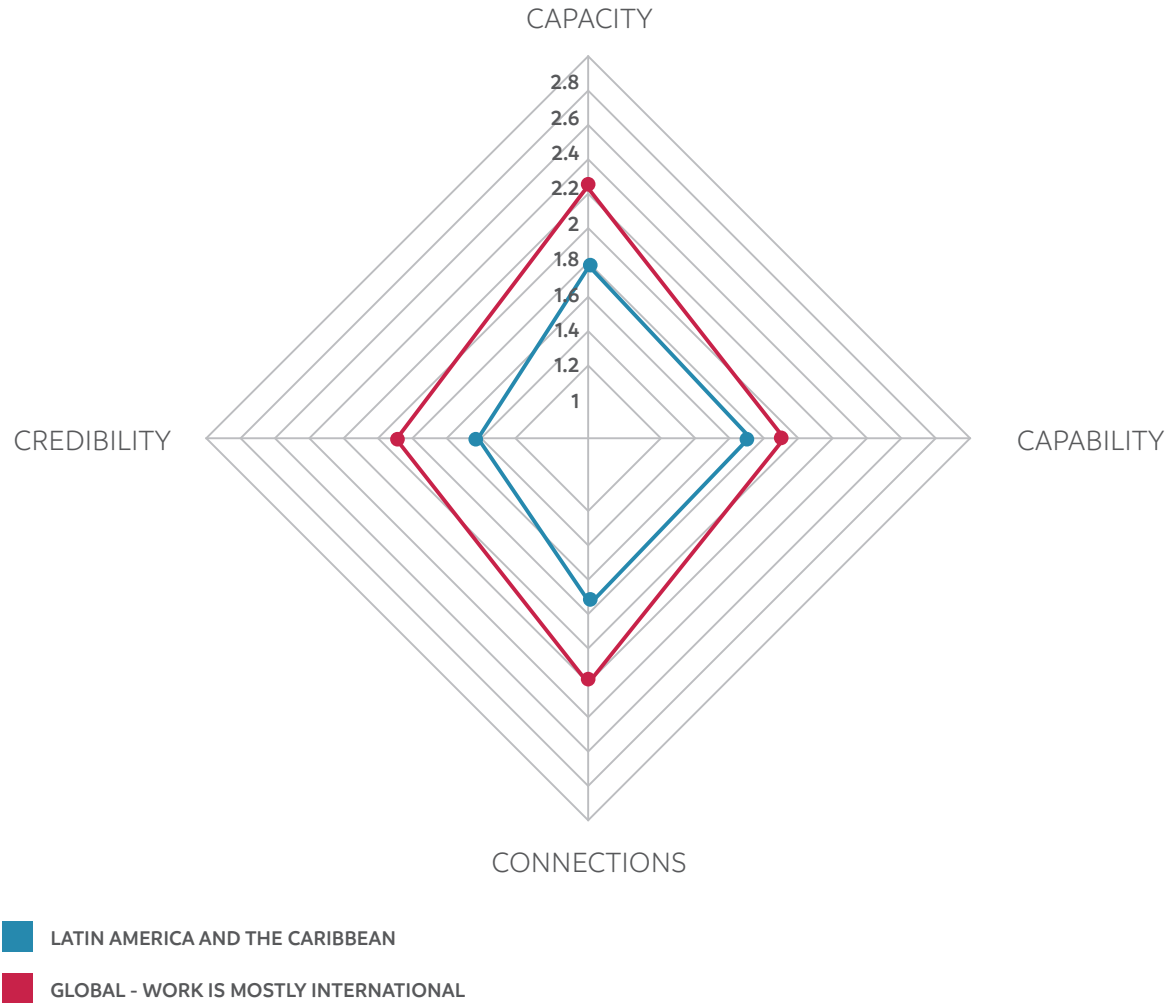
Source: Pérez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

¹⁸ This is a tool for evaluation and enabling framework for organizations that support infrastructure in the field of philanthropy, so they can plan and assess the difference they want to make and that they in fact do. It has been designed as a common global system to be applied at an individual organizational level. It seeks to contribute in four (4) areas: to help inform planning of activity, to demonstrate and communicate value added of the work, to understand the difference being made and to learn and improve practice.

¹⁹ Regrouping was done considering: Capacity, including development of resources: donations, scholarships, donor funds management; Capability-ability, production of data /statistics, program and project implementation, training/capacity building, investigation; Connection, networking; Credibility: advisory, advocate/defense, campaigns, monitoring and evaluation.

Compared with the state of the field of the philanthropic infrastructure at a global level – supported on the 4Cs graph that compares LatAm (blue) vs Global (red)²⁰ - we can observe that there is enough space for growth in *Credibility*, *Connections* and *Capacities*. *Capabilities* results as the most developed function in LAC, consistent with the state of the field at the global level.

GRAPH 4: 4Cs: EVALUATING PROFESSIONAL SUPPORT TO PHILANTHROPY



Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

²⁰ Note: remote consultation made to 30 actors from LAC before and during the WINGS LAC Meeting, Cartagena.

2

**WHAT AREAS REQUIRE
MORE ATTENTION AT THE
ORGANIZATION LEVEL AND
FROM THE PHILANTHROPY
SECTOR?**

STRENGTHEN ORGANIZATIONS

Table 2 shows the group of areas/capacities organized according to the priority level, where 1 is higher and 3 is lower in priority, and at the same time, those that received a higher proportion of response are indicated. Of 35 answers, those indicated are considered with a higher frequency (between 4 and 6).

- **Areas of higher priority to strengthen:** strengthening the capacity for advocacy in public policies (6), change and improve financing and sustainability strategy (5), increase the scope of the organization (5) and rely on a larger number of donors (4).
- **Priority level 2:** quality or expansion of human/financial resources (6), improve or increase assessment (4).
- **Priority level 3:** development of a service portfolio (5), and once again, advocacy is prioritized (4).

TABLE 2. AREAS/CAPACITIES TO STRENGTHEN			
AREAS	PRIORITY LEVEL		
	1	2	3
1. Develop more technical capacity			
2. Strengthen advocacy for public policies	1		2
3. Improve management practices			
4. Change/improve financing and sustainability strategy	2		
5. Quality or increase of human and/or financial resources		1	
6. Develop a services portfolio			1
7. Improve governance			
8. Increase the business (more clients)			
9. Increase the business (more donors)	4		
10. Increase business (more members)			
11. Improve or increase Evaluation		2	
12. Expand the scope of the organization	3		

Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

Additionally, when consulting with an open question about the main needs at the organization level, these additional elements stand out (based on 32 consultations):

1 Referred to having mid/long term financing strategies:

- the need to increase the number of sources is reiterated
- longer terms for these support sources, so they can be mid/long term
- and with this, offer labor stability and fair compensation to staff

2 Referred to improving the action of these organizations, and in particular in relation to incidence in public policies, the needs are:

- rely on quality materials on corporate governance strategy, measuring impact, among others
- promote accountability
- share best practices

3 Finally, but not least important, increase local and regional alliances with high impact, particularly:

- with universities
- as work networks
- linking corporate sector with women's rights

STRENGTHEN THE SECTOR

Table 3 shows the 5 main areas that require more attention to strengthen the philanthropic sector in LatAm:

TABLE 3: PRIORITIES TO STRENGTHEN THE PHILANTHROPIC SECTOR	
AREAS	PRIORITY
1. More favorable legal framework	1 (63%)
2. Increase donor base	2 (55%)
3. Work that is more relevant vis-à-vis local, national or regional topics/ challenges	3 (39%)
4. Improve technical capacities for monitoring and evaluating impact	4 (34%)
5. Mechanisms for protection of civil society in general	5 (33%)
6. Improve accountability and transparency	

Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

Note: the % indicates the proportion of responses received for each case, as priority level 1. The order 1-5 results from the higher percentage received as #1, and the lower percentage, #5

3

THE MAJOR CONTRIBUTION OF PHILANTHROPY TO THE REGION

Based on open answers, grouped and prioritized according the frequency of the answer, those consulted point out that the major contribution of philanthropy is in:

1. Human Rights

In general, promotion of human rights, including the promotion of dignified labor conditions in particular, overcoming violence, racial and minorities inclusion.

2. Social Development

Decrease in inequities and overcoming poverty. Health, education, as well as civic education and citizen values. To the labor world, in particular, supporting entrepreneurship.

3. Good Governance, Transparency and Accountability

Accountability, transparency, measuring impacts. Corruption and ethics. Good practices from projects.

4. Strengthening Civil Society

Supporting citizen participation, opening democratic spaces, strengthening an active, entrepreneurial, propositive civil society.

5. Two topics are ranked in a fifth level of priority: Environmental Sustainability and Strengthening Multi-Sectoriality.

In the first case in particular, attention to the effects of climate change in coastal zones and island states, implementing strategies for adaptation and mitigation of disasters; in the second case, strategic alliances between State, private sector and civil society.

Other elements that had a lower frequency of answers, but that are appreciated for their value in the debate, practice and contribution to philanthropy, are:

1. The potential contribution of philanthropy to the public arena, in particular, to the development of tools and innovation in models of scalable social intervention by governments and private sector and to measure impact of social programs.

2. Strengthening the donating culture itself, in particular, creating structures and models for its governance. Formation of new generations for philanthropy and diversification of the foundation sector. Also, incentives for direct donations for socio-environment, racial equity, gender and human rights themes.

4

ALLIANCES AND RELATIONS BETWEEN ORGANIZATIONS

When consulting about allies in the categories of investors/donors, implementers, with other supporters of philanthropy, and others in general, some organizations stand out. Some preliminary conclusions that would require deeper research in following stages:

1. Plurality of the actors involved.
2. Low mentioning frequency for each of the listed organizations. Therefore, it is not possible to determine if there is a clear role as coherer or hub for some of these organizations.
3. Low mentioning of concrete partners of local, sub-national and national governments. This reaffirms, as stated before, that the relationship with governments must be revised and strengthened.

Below, a list of organizations classified in the following groups:

- Investors/Donors
- Executor Partners
- Alliances for working with other organizations that support philanthropy
- Others from the Government or Private Sector

Investors/Donors – in this group international entities, individual donors, philanthropic and business foundations, local as well as national, and some universities are mentioned. Also there is mention to associated foundations. Bilateral Cooperation Agencies, Foreign Affairs Ministries. In several cases it is explained that the support is for projects²¹.

Ford Foundation (5), Mott Foundation (5), Novo Foundation (3), Kellogg Foundation (2), Global Greengrants Fund (2), Inter-American Foundation (2), Open Society Foundations (2), Bill and Melinda Gates Foundation, CLUA, Foundation Center, Hilton Foundation, MacArthur Foundation, Oak Foundation, Open Knowledge, The David and Lucile Packard Foundation, Porticus, PPM, Rockefeller Foundation, ABS, AmCham, Anglo American, Avon Institute, Banco Galicia, British Council, Instituto Arapyau, Instituto C&A, Instituto Unibanco, Fondo Social Banamex, Fundo Socioambiental CAIXA, Fundación Azteca, Fundación Cinépolis, Fundación Banco do Brasil, Fundación Karelsie, Fundación PepsiCo México, Fundación Telefónica, Global Fund for Women 2016, GIZ, Sigrid Rausing Trust. Cooperation Agencies or Foreign Affairs Ministries of Denmark, Netherlands, Sweden, Ireland, Finland, Switzerland and European Commission/Union.

Implementing partners – In general there is mention to organizations of civil society organizations, non-government organizations (CSOs, NGOs), grassroots groups, universities and research centers. The following stand out:

Abrinq, aeioTU, Apaer, Cippec, Enseña por Colombia, Ecosur, FOKUS, Greenpeace, INTERPARES, Instituto Fonte, Fundación Cimientos, Tras La Perla, Agencia Patricia Galvão, Articulação de Mulheres Negras, CAMTRA, Geledes, Fundação Getúlio Vargas (FGV), Instituto de Pesquisa

²¹ The frequency in which they are mentioned is indicated in parenthesis. If not indicated, it means that it was mentioned only on one opportunity.

Aplicada (IPEA), Las Libres, Mulyd, Las Chamanas, Puente a la Salud Comunitaria, World Vision. Socio-environmental networks of South America that receive donations from some Social Funds. Associated foundations and regional allies (particularly in the case of Mexico with 15 affiliated organizations to CEMEFI that operate at the state level).

Work with other organizations that support philanthropy – mention to:

IADB (2), GIFE (2), IDIS (2), Abong, AFE, Appleseed, Fundação BMW, Foundation Center, Board-Source, Confío, Comunitas, Ethos, Fondo Global de Mujeres, Fortalece Legal, Ford Foundation, Fundación La Nación, GDFE, MAMA CASH, IMCO, Philanthropy Platform for the Sustainable Development Goals, Plataforma do Novo Marco Regulatório das Organizações da Sociedade Civil, Rede De Fundos para Justiça Social, Rendir Cuentas, Semillas, Synergos, The Nature Conservancy, USAID, WINGS.

And in general: local strengthening organizations and organizations that support research and institutional strengthening and/or specific topics and international foundations.

Others, government or private sector – in general there is little mention to local, sub-national and national governments; however, there is mention to: Federal Government: ministries, development banks and agencies; *Agencia Catalana para la Cooperación al Desarrollo* and *Ayuntamiento de Barcelona*, Spain; Instituto Avon, Instituto Unibanco, Instituto Tecnológico de Monterrey.

5

CONCLUSIONS: ROADMAP TO STRENGTHEN ORGANIZATIONS AND THE PHILANTHROPIC ECOSYSTEM

Based on the consultations carried out in the Survey and the elements here presented, we can reach the following conclusions and propose a roadmap to strengthen philanthropic organizations and the philanthropic ecosystem:

1. Philanthropy can fulfill a role and offer a relevant contribution, mainly in the following areas:

- a. Strengthen civil society and the social fabric
- b. Act on the causes of inequalities
- c. Protect the rights of vulnerable groups, i.e., children, the elderly, women, migrants
- d. Contribute with innovative models of social intervention and facilitate scaling
- e. Promote inter-sector work
- f. Favor transparency and accountability
- g. Promote social investment
- h. Invest in specific areas, i.e. health, education, environment, children, among others

2. If we consider the 4Cs framework, which includes the following essential functions within the framework of the philanthropic ecosystem here referred, these are:

- a. Capacity: building resources
- b. Capability: building skills, knowledge, expertise
- c. Connection: building relationships
- d. Credibility: building reputation, recognition and influence

2.1 We conclude that there is a need to deepen in building resources (Capacity): the need to increase, diversify philanthropic resources and that they have longer terms; this is expressed preponderantly by actors (2nd level of priority for both the strengthening of organizations as for the ecosystem, refer to Section 2). Some concrete ways to increase the flow of resources from the region itself are: activate access to stronger and non-traditional resources; crowd funding campaigns; focus on actions with the new generations of philanthropists, revitalizing their qualifications and opening spaces for their participation.

2.2 Although there is a good level of capacities and technical knowledge (Capability), it is necessary to strengthen the performance of the organizations of the sector by promoting the development of relations (Connection), in particular:

- Increase the presence of researchers on forums, projects and publications, and favor networking with academic centers to generate data.
- Boost projects that involve several countries and develop comparative analyses.
- Foster an action framework that actively involves the government sector in different action levels. Relations with governments must be further developed.

2.3 Refine the work mechanisms to increase credibility in the sector: this demands for deepening good governance, accountability and transparency within the sector. Also, develop explicit actions oriented to strengthen spaces for sharing experiences, debate and negotiation about social intervention, mainly with governments and private sector. There is a wide path for philanthropic organizations and supporters of the sector to increase their influence capacity, and therefore, it is necessary to orient efforts for this purpose.

3. For the philanthropic community as a whole and in particular for those actors that seek to strengthen it, it is important to extend the understanding on the regional philanthropic situation. This will allow to understand the richness of the movements and new philanthropic manifestations, and in this way, support diversification more effectively by designing and implementing differentiated mechanisms to strengthen the new acting forms and deepen those that are more solid (see Section 1). A particular area is related to enabling frameworks, reinforcing exchanges and sharing of experiences.

3.1 In this sense, during this exploration we witnessed thematic philanthropy dedicated to Social Justice and Human Rights in the forms of Social Funds and Networks, the result of the need to deepen the agenda in the region. Therefore, it is essential to focus actions to strengthen these groups according to their more specific needs, among them, besides those indicated in Section 2, favor access to information and knowledge, connections with international Human Rights networks and access to qualified legal assistance.

3.2 Prioritize attention to the areas identified in organizations and at the ecosystem level that must be strengthened, summarized below (for details, see Section 2).

TABLE 4. PRIORITIES

Strengthening Organizations	Strengthening the Philanthropic Sector
<p>Areas of higher priority:</p> <ol style="list-style-type: none"> 1. Improve the capacity to influence public policies 2. Change and improve financing 3. Develop a strategy for sustainability, 4. Expand the scope of the organization 	<p>The 5 main areas that require more attention:</p> <ol style="list-style-type: none"> 1. Foster more favorable legal frameworks 2. Increase donor base 3. Relevance of the work vis-à-vis local, national or regional topics/challenges 4. Improve technical capacities to monitor and evaluate impacts. Rely on mechanisms for protection of civil society in general. 5. Improve accountability and transparency
<p>Through the following tracks:</p> <p>Rely on mid/long-term financing:</p> <ul style="list-style-type: none"> • Increase the number of sources • A longer term for these sources • To offer labor stability and fair compensation to staff 	
<p>In relation to influence on public policies:</p> <ul style="list-style-type: none"> • Have quality materials about corporate governance strategy and measuring impacts, among others • Promote accountability • Share best practices 	
<p>Increase high impact local and regional alliances, particularly:</p> <ul style="list-style-type: none"> • With Universities • Work networks • Linking the corporate sector to women's rights 	

Source: Páez-Acosta, Guayana 2017. Data processing of "Initial Mapping of Philanthropy Support Organizations"

ACKNOWLEDGEMENTS

We wish to thank the organizations and individuals who kindly dedicated their time completing the Survey and offered their concerns and recommendations, as well as the WINGS LAC Affinity Group. Annex 2 includes the full list of all the organizations considered in this study. We also thank the anonymous contributors that have helped in the development of the Mapping.

ANNEXES

ANNEX 1. DATA SHEET

1. In this exploration some light is shed on the actors that work supporting philanthropy in the region, assigning a particular value to knowing how these organizations present themselves and their work, the needs and priorities they perceive, and outlines recommendations from a perspective of strengthening the organizations and the sector.
2. Two (2) consultation phases were conducted via an on-line survey and some additional particular consultations. Organizations that support the sector were prioritized, also foundations that support infrastructure with a preponderant presence in the region, that agreed to respond to the survey. Companies or consultants were not included.
3. Two (2) levels of classification are presented: “supporter” of a philanthropic or infrastructure organization and “type of organization” – see Annex 2.
4. The GraceKennedy Foundation was included for the Caribbean; in a more focused meeting we learned more about the challenges and wishes to promote an Association in the region. More detailed information about the case of Jamaica, in particular, and the Caribbean in general, were shared with WINGS in order to explore forms of support.
5. This mapping considers a total of 40 organizations. A preliminary analysis with 21 organizations was presented in the WINGS meeting for LAC in Cartagena.

ANNEX 2: ORGANIZATIONS INCLUDED IN THE STUDY

	Type of Organization	Organization Name	Location/Action	Supports philanthropy as an essential part of its mission
Supporters of philanthropic organizations	1. Community Foundation	1 FESAC	Mexico	Yes
		2 Corporativa de Fundaciones A.C.	Mexico	Yes
	2. Social Fund	3 Fondo Centroamericano de Mujeres	Nicaragua	Yes
		4 Fondo Semillas	Mexico	Yes
		5 ELAS- Fundo de Investimento Social	Brazil	Yes
		6 Fundo Socioambiental CASA	Brazil/Regional	Yes
		7 Fundo Brasil de Direitos Humanos	Brazil	Yes
		8 Fondo Acción Solidaria, AC	Mexico	
		9 Baobá - Fundo para Equidade Racial	Brazil	Yes
	3. National Association (membership-based)	10 ABCR - Associação Brasileira de Captadores de Recursos	Brazil	Yes
		11 Grupo de Fundaciones y Empresas	Argentina	Yes
		12 Asociación de Fundaciones Empresariales-AFE	Colombia	Yes
		13 GIFE	Brazil	Yes
		14 Centro Mexicano para la Filantropía	Mexico	Yes
	4. Non profit organization that serves philanthropy	15 HelpArgentina	Argentina	Yes
		16 Fondo Lunaria	Colombia	
		17 Fondo Alquimia	Chile	
		18 Instituto Phi	Brazil	Yes
		19 Give to Colombia	USA y Colombia	Yes
		20 Alternativas y Capacidades, A.C.	Mexico	Yes
		21 GIP - Gestão de Interesse Público	Brazil	Yes
		22 Unidos en Red	Panama	Yes
		23 IDIS - Institute for the Development of Social Investment	Brazil	Yes
		24 Instituto Geração	Brazil	No
	25 Filantropía Transformadora	Colombia	Yes	
5. Network	26 Red de Filantropía para la Justicia Social	Brazil	Yes	
	27 Sinergia	Venezuela	No	
	28 CIVICUS	Global	Yes	
	29 WINGS	Sao Paulo/Global	Yes	
	30 RedEAmérica	Colombia/LatAm	Yes	
6. Education, research center, university	31 Centro de Filantropía e Inversiones Sociales Universidad Adolfo Ibáñez	Chile	Yes	
	32 Centro de Innovación Social - Universidad de San Andrés	Argentina	Yes	
	33 Universidad del Pacifico	Peru	No	
	34 International Society for Third-Sector Research, ISTR	USA/BR	No	
	35 Centro de Investigación y Estudios sobre Sociedad Civil (CIESC)	Mexico	Yes	
Supporters of philanthropic infrastructure organizations	7. Corporate Foundation	36 Fundación Bolívar Davivienda	Colombia	Yes
		37 GraceKennedy Foundation	Jamaica	Yes
		38 Ismael Cala Foundation	USA/LaAm	Yes
8. Family Foundation	39 Porticus	Brazil/LatAm	No	
	40 Open Society Foundations	Colombia/LatAm	No	

ANNEX 3: ORGANIZATIONS PER COUNTRY

Location/Action	Organization Name	Type of Organization
Argentina	1 Grupo de Fundaciones y Empresas	National Association (membership-based)
Argentina	2 HelpArgentina	Non profit organization that serves philanthropy
Argentina	3 Centro de Innovación Social - Universidad de San Andrés	Education, research center, university
Brazil	4 ELAS- Fundo de Investimento Social	Social Fund
Brazil/Regional	5 Fundo Socioambiental CASA	Social Fund
Brazil	6 Fundo Brasil de Direitos Humanos	Social Fund
Brazil	7 Baobá - Fundo para Equidade Racial	Social Fund
Brazil	8 ABCR - Associação Brasileira de Captadores de Recursos	National Association (membership-based)
Brazil	9 GIFE	National Association (membership-based)
Brazil	10 Instituto Phi	Non profit organization that serves philanthropy
Brazil	11 GIP - Gestão de Interesse Público	Non profit organization that serves philanthropy
Brazil	12 IDIS - Institute for the Development of Social Investment	Non profit organization that serves philanthropy
Brazil	13 Instituto Geração	Non profit organization that serves philanthropy
Brazil	14 Red de Filantropia para la Justicia Social	Network
Brazil/LatAm	15 Porticus	Family Foundation
Brazil/USA	16 International Society for Third-Sector Research, ISTR	Education, research center, university
Brazil/Global	17 WINGS	Network
Colombia	18 Asociación de Fundaciones Empresariales-AFE	National Association (membership-based)
Colombia	19 Fondo Lunaria	Non profit organization that serves philanthropy
Colombia/USA	20 Give to Colombia	Non profit organization that serves philanthropy
Colombia	21 Filantropía Transformadora	Non profit organization that serves philanthropy
Colombia/LatAm	22 RedAmérica	Network
Colombia	23 Fundación Bolívar Davivienda	Corporate Foundation
Colombia/LatAm	24 Open Society Foundations	Family Foundation
Chile	25 Fondo Alquimia	Non profit organization that serves philanthropy
Chile	26 Centro de Filantropía e Inversiones Sociales Universidad Adolfo Ibáñez	Education, research center, university
Mexico	27 FESAC	Community Foundation
Mexico	28 Corporativa de Fundaciones A.C.	Community Foundation
Mexico	29 Fondo Semillas	Social Fund
Mexico	30 Fondo Acción Solidaria, AC	Social Fund
Mexico	31 Centro Mexicano para la Filantropia	National Association (membership-based)
Mexico	32 Alternativas y Capacidades, A.C.	Non profit organization that serves philanthropy
Mexico	33 Centro de Investigación y Estudios sobre Sociedad Civil (CIESC)	Education, research center, university
Jamaica	34 GraceKennedy Foundation	Corporate Foundation
Nicaragua	35 Fondo Centroamericano de Mujeres	Social Fund
Panama	36 Unidos en Red	Non profit organization that serves philanthropy
Peru	37 Universidad del Pacifico	Education, research center, university
Venezuela	38 Sinergia	Network
USA/LatAm	39 Ismael Cala Foundation	Corporate Foundation
Global	40 CIVICUS	Network

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