

Philanthropy for
Social Justice and Peace:
A Summary Report from
Latin America and
the Caribbean

PHILANTHROPY
for
SOCIAL JUSTICE
and
PEACE

About the Working Group on Philanthropy for Social Justice and Peace

The Working Group on Philanthropy for Social Justice and Peace (PSJP) exists to increase the impact of grant making for social justice and peace work. It does this by developing tools and practices to advance this field of work; shifting the narrative in philanthropy to place social justice and peace at the centre; and supporting a network for practitioners across the globe.

- Akwasi Aidoo, Trust Africa (Dakar, Senegal)
- Hania Aswad, Naseej (Amman, Jordan)
- Kamala Chandrakirana, Indonesia for Humanity Foundation (Jakarta, Indonesia)
- Ana Valeria Araujo, Fundo Brasil de Direitos Humanos (Sao Paulo, Brazil)
- Christopher Harris, Independent Philanthropy Consultant, formerly of Ford Foundation (Philadelphia, USA)
- Lisa Jordan, Porticus (Amsterdam, The Netherlands)
- Avila Kilmurray, Community Foundation for Northern Ireland (Belfast, Northern Ireland)
- Barry Knight, CENTRIS and Beatrice Webb Memorial Trust (Newcastle, UK)
- Atallah Kuttab, SAANED (Amman, Jordan)
- Halima Mahommed, Independent Philanthropy Consultant (Johannesburg, South Africa)
- Sumitra Mishra, iPartner (New Delhi, India)
- Sarah Mukasa, African Women's Development Fund (Accra, Ghana)
- Stephen Pittam, formerly of Joseph Rowntree Charitable Trust (York, UK)
- Albert Ruesga, Greater New Orleans Foundation (New Orleans, USA)
- Suzanne Siskel, Asia Foundation (San Francisco, USA)
- Linda Guinee, Working Group Coordinator, Interaction Institute for Social Change (Boston, USA)
- Chandrika Sahai, Philanthropy for Social Justice and Peace Network Coordinator (Jaipur, India)

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INTRODUCTION

This report summarises the findings of a baseline study on philanthropy for social justice and peace in Latin America and the Caribbean. It gives a glimpse of an emerging body of foundations that are providing resources for movements for structural and systemic transformation in the region.

The study reveals that the region is today dotted with small indigenous philanthropic institutions that identify themselves as women's funds, community foundations, human rights funds. While they are often set up with international funding, they are characterised by a shared commitment to social justice in the region, support for a social change agenda that is locally owned and driven, and a commitment to long-term work towards the change they seek.

The emergence of these foundations marks a critical shift from philanthropic models that have previously dominated Latin America and the Caribbean. By and large the region is still characterised by religious giving. The Catholic Church continues to play an important role in all forms of philanthropy, as many observers have noted, and according to Sanborn and Portocarrero, much of the new philanthropy that is emerging 'does not have a progressive impact.'¹ They note that a significant share of giving remains focused in urban centres and affluent communities and therefore reinforces rather than reduces social and economic disparities. For example, much of the private philanthropy in education supports private schools and universities for the elite, rather than addressing the inequality between education received by the privileged and the poor. Following the vogue for corporate social responsibility (CSR) in the region, corporate foundations have proliferated and 'private social investment' has come to be the dominant philanthropic model. But generally, this model has failed to address entrenched systemic and structural issues.

Funding for social justice and peace building work has generally come from the Global North. Not only is this now dwindling, but is also increasingly inclined towards funding for short-term projects with quantifiable results and remains beyond the reach of smaller grassroots efforts which the movements for social change in the region tend to comprise.

Because of this, indigenous foundations that are rooted in the region and have an understanding of the power structures have emerged across Latin America since the 1990s. The first women's fund based in Latin America, Fondo Semillas in Mexico, was established during the 1990s. Since then several other women's funds operating within a social justice and peace framework have been created in Brazil, Chile, Nicaragua, Colombia, Argentina and Bolivia, many of which are connected through the International Network of Women's Funds. These funds have also created a Latin American Consortium (CONMUJERES) and work together in joint fundraising and grant-making initiatives.

Since 2003, Brazil has seen the emergence of a new breed of indigenous grantmaker with a focus on social justice and social change. These were set up

¹ Sanborn, C and F Portocarrero (2006) *Philanthropy and Social Change in Latin America*, Harvard University Press.



either by activists or supporters of social movements. Despite their reliance on resources from foreign funders for their establishment, all are rooted in indigenous social movements.


We would like readers to see this report as only a first step towards recognising an emerging field of philanthropy in Latin America and the Caribbean. It is by no means comprehensive, nor could it be, given the present limitations on knowledge. Chief among these limitations is the language barrier; the restricted access to technology of many grassroots groups; regional differences in the terminology involved in the philanthropy and civil society sectors; and legal frameworks. We believe that there are other organisations in the region that are supporting local movement building and structural change, but, at the moment, we don't have the means to know who or where they are.

The objectives of the report are therefore to:

- begin to describe and outline an emerging field of small indigenous foundations in Latin America and the Caribbean which are supporting movements for structural and systemic transformation
- focus more attention on both the value of, and challenges facing, these funders
- promote discussion of how the field can strengthen and develop itself in the region

Sources of information


The report is based on the following sources:


 **Survey:** 32 foundations working in the region were surveyed on their activities, geographic area covered, type of foundation, numbers of staff, size of endowments and grant budgets. They were also asked nine questions about the importance of social justice and peace in their work, derived from a theoretical paper on the main traditions of social justice philanthropy². The survey was sent to all of the social justice funds, peace funds, community foundations and women's funds in the region known at that time. It was also shared with national philanthropy networks namely Rede de Fundos Independentes para a Justiça Social (Brazil), GIFE (Brazil), CEMEFI (Mexico), Asociación de Fundaciones Empresariales (Colombia); the regional network CONMUJERES; and global networks namely the Global Fund for Community Foundations, WINGS and the Mesoamerica Group of the Edge Funder's Alliance. A link to the survey was shared on <http://p-sj.org/>.

At 32, the numbers are at the very bottom end of the scale for statistical analysis. However, some significant results appear in the following pages.

²Ruesga, G.A. and Puntenney, D. (March 2010) *Social Justice Philanthropy: An Initial Framework for Positioning this Work*. Working Group on philanthropy for Social Justice and Peace



-  **Interviews:** 20 telephone interviews were conducted with grassroots foundations operating in Latin America and the Caribbean. Their responses provide some colour and detail to augment the statistical findings of the survey.

-  **Discussions at a convening:** 21 philanthropy practitioners and consultants met in Bogota, Colombia on 9-10 May, 2013 to explore a shared agenda for advancing social justice philanthropy in Latin America and the Caribbean. The convening was organised by the Working Group on Philanthropy for Social Justice and Peace (WG-PSJP) and Rede de Fundos Independentes para a Justiça Social (or the Network of Independent Funds for Social Justice – Brasil) in collaboration with the Latin American and Caribbean Consortium of Women’s Funds (CONMUJERES).

While the numbers involved in all of these sources of inquiry were limited, triangulating them provides some hints about the general character of social justice philanthropy in Latin America.

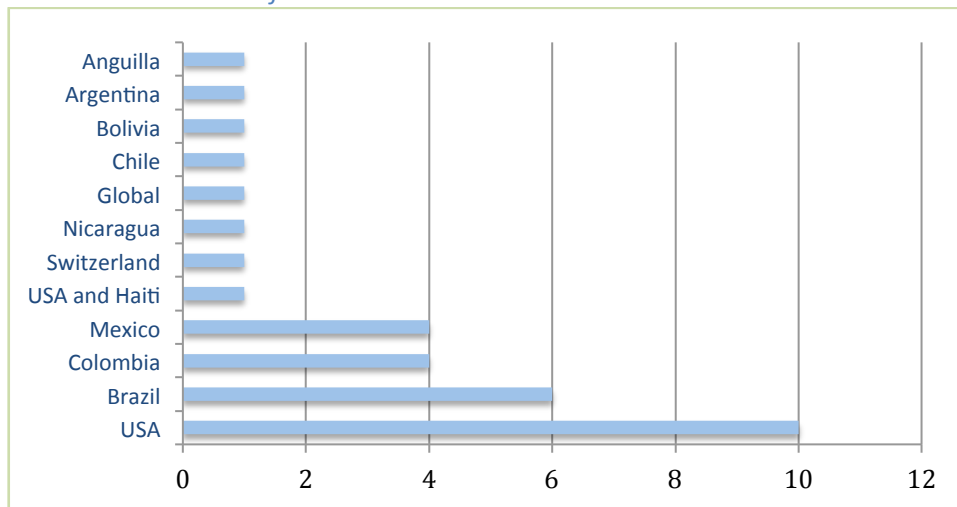
Finally, we should point out that most of the interviews were conducted in Spanish and that we’ve translated the direct quotes into English. We have tried to render as faithfully as possible the original while producing something that reads naturally in English.



AGE, SIZE, LOCATION AND RESOURCE BASE

Of the 32 foundations included in the survey, the majority are based in the region itself. This supported our view that the cohort of indigenous foundations supporting systemic and structural injustices in the region is growing. However, a considerable amount of funding for progressive social change in Latin America and the Caribbean continues to come from foundations which, while they are operating in the region - *in our judgement* - owe their culture and values to the United States and some foundations of this type are included in the sample.

Chart 1: Location of 32 Foundations

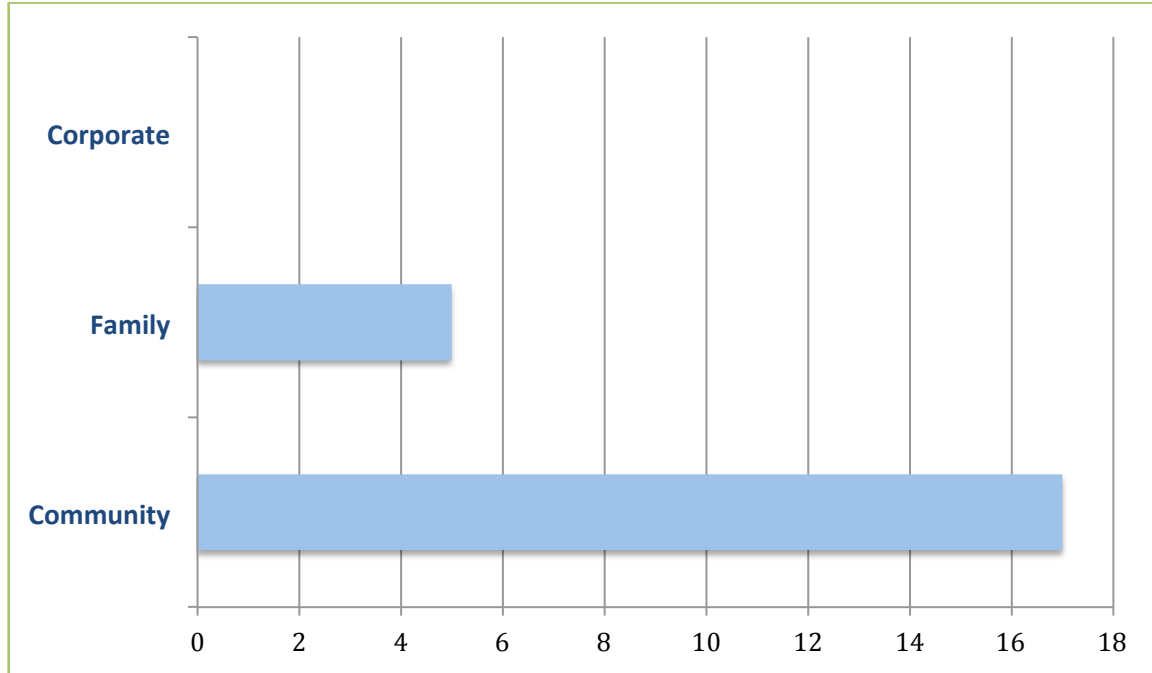


It is also noteworthy that while corporate foundations have proliferated in many parts of the region in the last decade, none of the 22 Foundations based in Latin America and the Caribbean answering the surveys were corporate foundations (although a representative of a network of corporate foundations was one of the interviewees), despite the survey targeting mainstream philanthropy networks in the region. This may reflect a kind of self-selection by the corporate foundations who didn't identify with the questions raised in the survey and so did not respond. However, as mentioned above, the findings need to be interpreted with caution given the small sample and the present limitations in knowledge about philanthropy in the region.

Chart 2 below shows that the culture and ethos of the vast majority of foundations in this cohort were drawn, again in our judgement, from Latin America. That is, they were based in the region and operating from within the culture of the region, and identified themselves as public or community foundations.



Chart 2: Different types of Foundations among 22 Foundation



Further analysis of the data (Table 1 below) also revealed that Latin American foundations are significantly smaller, both in terms of numbers of staff and grants budget, and newer than US based foundations operating in Latin America.

The following table shows median scores on key variables:

Table 1³

Location	USA	Latin America
Year formed	1983	2003
Number of staff in your organisation	11.5	7
Size of endowment in USD	0	26375
Last year and current year grants budget (USD)	15,500,000	301,696

³The median score is used in the table because this is the mid-point in the distribution and a better measure of the average than the mean (which is affected by a small number of outliers).



A SHARED COMMITMENT TO SOCIAL JUSTICE AND PEACE

Notwithstanding differences in scale and operation, what binds this group together is a strong commitment to social justice and peace.

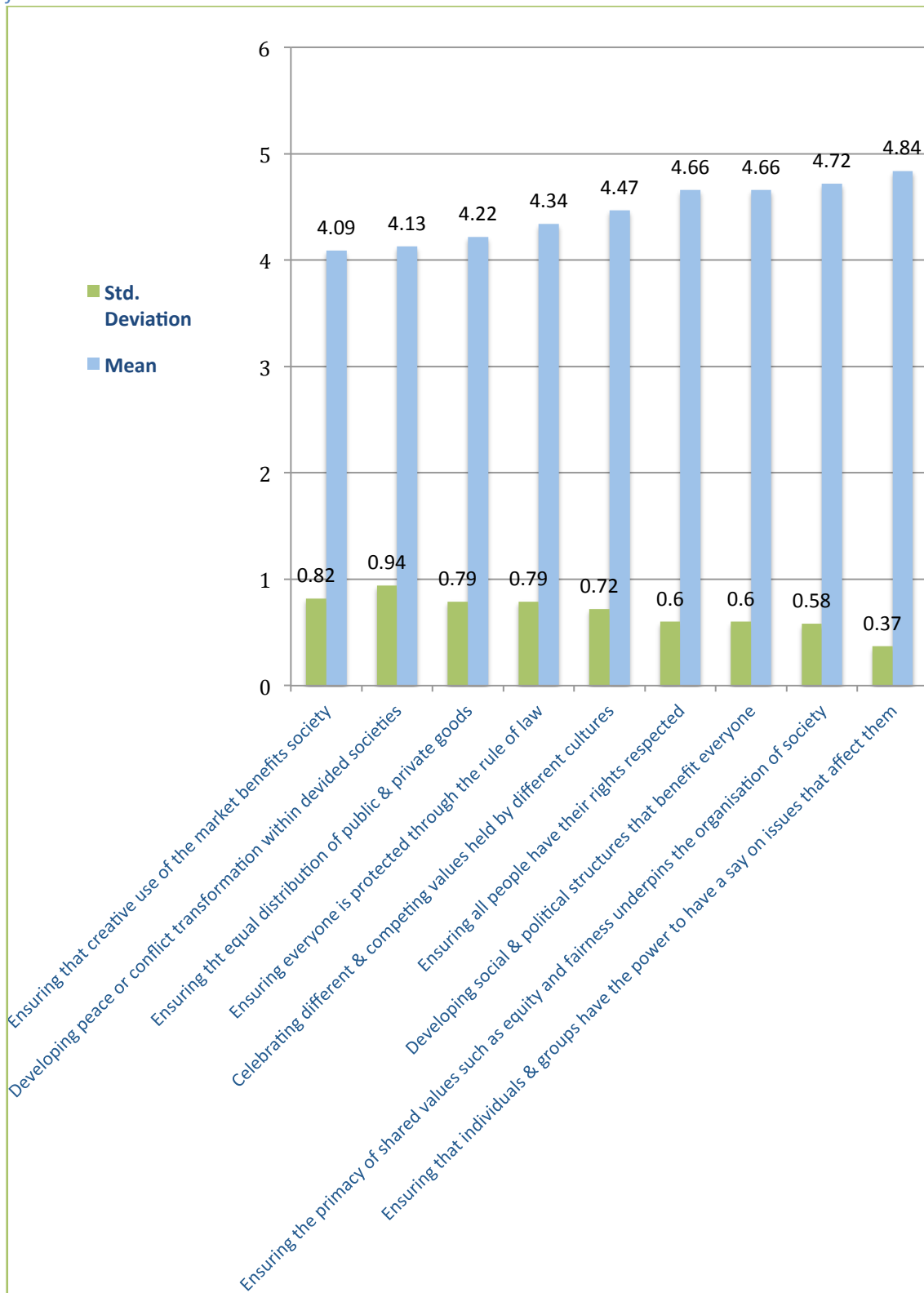
Our survey investigated this by asking organisations to say how important nine different criteria of social justice and peace were for their grantmaking. These criteria were derived from the 'traditions paper'⁴ commissioned by the Working Group on Philanthropy for Social Justice and Peace, which described eight different overlapping traditions of social justice. From each tradition, a simple statement was derived to convey its essential thesis. An additional statement was added about conflict transformation to capture the ethos of the work on peace building. Survey respondents were asked to grade on a five-point scale (very important, important, neither important nor unimportant, unimportant, or very unimportant) the extent to which the statement was relevant to their work.

Every score was over 4, which means that the group assessed each item as either important or very important. These are displayed in Chart 3.

⁴Ruesga and Punttenney, op cit.



Chart 3: Importance of Various Social Justice Values in Selected foundations in Latin America and the Caribbean



It was striking that the lowest two points of the scale (0, 'very unimportant' and 1, 'unimportant') were only used once, on the item 'developing peace for conflict transformation within divided societies'.



Moreover, a high score on one item tended to predict a high score on all the others. This meant there was a strong inter-correlation between the nine items, justifying the idea there is a unifying concept behind them.

Conversations with funders from this cohort during a convening held in May 2013 in Bogota reaffirmed that their work drew from not just one, but several traditions of social justice. The recognition of social justice philanthropy as ‘a family of traditions’ rather than as one rigid definition appealed to the group; it helped them see the common themes in their work and identify themselves as a collective whole. Identifying their work with several traditions also indicated the flexibility of their practice which many foundations in the study felt was a defining characteristic of their work and reflected the complexity of issues they are trying to address, which, in turn, require a flexible and holistic approach.

Further analysis of the data revealed that some foundations gave greater priority to some items on the list of nine social justice and peace traditions. What we found was that there are three traditions that underlie the practice of philanthropy for social justice and peace in the region:

- Human rights and fairness
- Peace and security
- Participative democratic equality

The interviews, too, generally bore out this idea of a commitment to justice and fairness. As one noted, ‘Our aim is equity and sustainable social development and, as part of that, we must support vulnerable and marginal communities in changing their circumstances and creating greater opportunities for them and strengthening their capacity to obtain better living standards and inclusion in society.’

Another echoed these sentiments, saying ‘our aim is a country at peace and with less inequality and poverty,’ while another spoke of the ‘big gap between have and have not.’

While there was unanimous agreement at the Bogota convening that the nine traditions provided a valuable common scale, it is also important to note that practitioners at the convening identified certain limitations to the social justice traditions arising out of contextual differences in definitions. Some felt that the traditions were too northern and needed to be revised from a Latin American perspective. Particular attention was drawn to the tradition of ‘cultural relativism’. ‘Working with women and indigenous groups is complex and calls for a redefinition of concepts. I find these to be too broad, they don’t capture the essence of the work we do. Such is the case of ‘cultural relativism’. From an indigenous community standpoint, I feel excluded within this terminology for it goes against the nature of our identity... ‘Relativism’ excludes indigenous groups because we don’t agree that there are paradigms for individual cultures.’

Discussions around the ‘traditions’ also brought to light the nuanced understanding of popular concepts such as ‘empowerment’. Given the deep-seated patriarchal structures in the region the discussions at the Bogota convening sought a deeper understanding of what it meant to ‘empower’ women. They cautioned against limitations posed by traditional and generalised



definitions of such concepts. 'Empowerment' of women in the Latin American context was understood as the enhancement of the individual power of women which is put to the service of the collective.

Finally, as one interviewee noted, in the region in general, 'the word philanthropy is strongly connected with "charity",' something which hindered the development of social justice philanthropy, about which there will be more to say below.

What drives social justice and peace?

We have seen that the values of social justice and peace were prevalent throughout the 32 foundations. It was clear that, unlike in Europe where foundations that focus on social justice goals tend to be smaller than average, size did not matter among these 32. Indeed, no variable to do with size in the data set was correlated with the social justice and peace ratings – with one exception. This was a variable comparing the size of the grantmaking budget with the size of the endowment. Foundations that spent high amounts in their grantmaking programme relative to the size of their endowment were significantly more likely to favour social justice grantmaking than those whose spending was more restricted.

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KEY GOALS AND STRATEGIES OF SOCIAL JUSTICE AND PEACE PHILANTHROPY PRACTITIONERS: HOW AND WITH WHOM THEY WORK

The last sections looked at the foundations themselves. Using material from both the survey and the interviews, we will try and sketch a little more detail in the outline we are drawing of them by looking at the types of group they support and what this reveals about their aims and purpose.

For the most part, the grantees are small, grassroots groups, with little formal structure – sometimes none at all. This is particularly so among groups of young people. One interview noted: ‘we have seen that young people are involved in the sort of organisations that change quickly and which can be very temporary.’ Another spoke of the need to rethink their funding policy in the light of this. ‘At the moment, it [funding policy] is more directed to formal organisations and much of the richness comes through informal groups who nevertheless have enormous potential for mobilisation.’


Many of the grantees, for this and other reasons, work ‘at the margins of the system’ and are particularly in need of support. One funder we interviewed, for example, worked with the residents of a slum district of Cali in Colombia, where the majority of the population live below the poverty line, and suffer not only the effects of poverty and exclusion but also of drug-trafficking and violence. ‘We chiefly support groups with least access to power,’ said one interviewee, ‘lesbians, blacks and young people.’


‘The main objective,’ for one fund, ‘is to strengthen the grassroots organisations all over the country, providing them with funds but with capacity building because this is something that they lack.’ Another had been formed precisely in order to provide resources for grassroots groups who were being starved of existing ones.

Participants in both the survey and the interviews were asked to rate the degree of importance of five elements, derived from the work of the Working Group on Philanthropy for Social Justice and Peace, in framing their goals and strategies. These elements were:

- of historical forces that contribute to injustice
- analysis of the effects of membership in oppressed classes of people
- analysis of the distribution of power
- consultations with the most disadvantaged groups in the communities you seek to serve
- and a long-term view and commitment to the change you want to see

There was widespread agreement that all of these topics are very relevant to their strategic planning process. However, informants predominantly selected

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 *‘We chiefly support groups with least access to power.’*



two of those themes with higher rating. These were consultations with the communities and a long-term view and commitment to their goals.

Advancing community engagement and local leadership

One interviewee voiced the general approach succinctly: 'We don't define the agendas of the women, it's the organisations themselves who do that.'

In framing their goals, the funders we talked to were focused on bottom-up change. They were interested in making the voices of their grantees heard and were looking to the communities they work with for leadership. In doing so, they were seeking to break with traditional development approaches. As one funder from Haiti put it, their goal was to 'create new paradigms for development, leveraging local leadership through the engagement of communities.' 'Another remarked that, 'social justice philanthropy is really about trying to change the root causes of what's going on and allowing people to be the protagonists of those changes.'

It was also important to these funders that the communities set their own development agenda and decided on the utilisation of resources, 'We respect the decision of women and their organisations and empower them to define their priorities and use their resources accordingly.' It was also important for them to include the most marginalised who have been left out of development and/or peacebuilding agendas.

In terms of the strictly supporting role played by funders, one put the matter even more explicitly: 'Our partners are a reflection of us: if there is a weakness in their political or external persona, that affects us.'


How it works

A number of remarks by interviewees illustrate some of the various ways in which funders give effect to these intentions: 'We work very near them [grantees] and visit them more than once. The consultations serve to help us understand what they need and what they can do with the resources we provide. ...They solve the problems themselves.'

'Every year,' said another, 'we bring our grantees together. We monitor the projects that we have in the field carrying out visits to most of them. We monitor the on-going projects but we also try to talk to former grantees to see how they're doing and what they think about what we're doing and about what our current grantees are doing. Our monitoring process is a form of continuing consultation in the field.'

This was fairly typical and many tried to bring together grantee partners, individual donors, and their own staff and board in meetings to elaborate an agreed strategy, though, as one acknowledged, there were often practical difficulties as these meetings were time-consuming.

Another funder interviewed engaged in continual dialogue with grantees and encouraged them to talk to each other, helping them to come to a

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 *'...Our monitoring process is a form of continuing consultation in the field.'*




consensus on questions where they have differing individual views (abortion was an example cited) and to work together on those questions.

Reciprocal benefits

Moreover, a strong emphasis on consultation and the involvement of grantee partners wasn't just a matter of democratic principle. Funds often depend on their grantee partners for in-depth knowledge and analysis of the questions they are interested in. A Chilean feminist funder noted that they work through partners because living among the people the fund seeks to work with, these partners are in a better position to observe and analyse. An interviewee from another, regional fund remarked: 'we are not an investigative organisation, but the activists on the executive board are experts in their field.'

A remark by another interviewee also casts light on some of the difficulties social justice funders are up against: 'we're treading carefully. Our process is about giving back the power to the communities. We're careful because many people will see this as something political.'

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 *'...Our process is about giving back the power to the communities.'*



NON-FINANCIAL SUPPORT

The survey and interviews both revealed that foundations operating from a social justice perspective in Latin America and the Caribbean are committed to providing a value to their grantees, over and above the funding or grant. The survey revealed that most organisations involved themselves in different kinds of activity. The results are shown in the following table.

Chart 4: Functions of Foundations



Deeper exploration during the interviews of the practices employed by these funders revealed a holistic approach that involved not only a range of activities as shown above, but also flexible grantmaking strategies that set a base for building a relationship with the grantee which went beyond money.

In order to investigate more extensively the value of the extra-financial value of foundations' work with their grantees, we asked them about three aspects of such work derived from the experience of the Working Group on Philanthropy for Social Justice and Peace on the grant making strategies of social justice funders. These were:

- Capacity building of grantees in terms of advocacy, organisational development, leadership training, self-evaluation and others,
- Strengthening alliances between grantees by providing meeting space, peer to peer learning and reviews,
- Communication and dissemination of results and learning from your programmes to your grantees.

These were discussed with participants during interviews and while they related to all three activities as important in their work, alliance and capacity-building stood out as central to their work. As we note below in the section on



Challenges, communications was often mentioned by interviewees as an area that needed strengthening.

Capacity building - 'the apprenticeship of the collective'

This commitment to build grassroots leadership was also reflected in their practice, both in grantmaking and in other ways, through which they sought to strengthen the organisational capacity of the grantee partners to independently lead their work. 'We aim for organisations to strengthen their capacities for the entire project cycle. Leadership lies at the heart of our model; leadership to formulate, implement and evaluate their own projects.'

Indeed, for most of the interviewees, building the capacity of their grantee partners was central, even where they weren't satisfied that they were doing this as fully as they would have liked. For most, it was a crucial element of the transformation they were seeking and a means of sustaining the organisations they supported on a long-term basis. It was also especially necessary since many of the organisations they support were at a fairly basic level of organisational development and lacked the management and communication skills necessary to take their work forward. As one put it, it was important for them to 'build technical capacity amongst grassroots organisations so that they are more capable of addressing their needs and negotiating with power structures,' and, for at least one, such capacity-building was 'even more important than the financial resources disbursed...We do workshops in organisational development, leadership training, financial management, communication and this grew a lot. We learnt from them that this was very important to their work.'

 *'Leadership lies at the heart of our model; leadership to formulate, implement and evaluate their own projects.'*

It should be noted that it is not only social justice and peace foundations who see capacity building as important - corporate foundations do, too. One of the interviewees observed that, according to a recent study, '87.8% of corporate foundations had as capacity building as one of their aims.'⁵

What kind of capacities? One mentioned that their grantees often specifically sought development of the capacity for financial administration. Others mentioned areas like social marketing, mobilisation of resources, communication in potentially violent situations, and leadership training. According to one funder, who undertook this kind of training, one of the problems was that leaders, once trained frequently moved on either to other NGOs or to local government post, so others had to be trained to replace them.

'We put together a capacity building workshop every year, we bring one or two representatives of each organisation; program and finance person,' said one, adding that, in addition to teaching them technical skills, this was also a way for grantees to present their work to peers and, as such, a potential platform for forming collaborations (this is another illustration of the ways in which the funders and their partners make one event serve many purposes, something which is critically necessary in circumstances where resources of all kinds are in short supply). This fund, and others, also provide a form of continual capacity

⁵*Fundaciones Empresariales: un mundo diverso y dinámico*, Fundación Promigas and Fundación DIS, March 2012.



building, by coaching organisations through the application and proposal stage, to the development of the fully fledged project.


Another mentioned management and communications and said they were encouraging grantees to think about means of communication which weren't expensive and didn't require huge resources, but were nonetheless effective, such as communication through social media platforms.

For another, one of the chief forms of capacity building was to develop in grantees the ability to seek support from other sources. The same funder also allowed the groups themselves to say what form of capacity building they needed in the meetings and workshops they undertook. In addition, developing the capacity of grantees happened through the day-to-day relationship of grantee and the funder.

One of our interviewees also touched on another aspect of this. In the funding relationship, all – funders, grantees and their constituencies – were involved in a process of learning, what they termed, 'the apprenticeship of the collective'.


It was clear that, despite the diversity of causes they served - women's rights across the region or addressing the effects of war in El Salvador - the funders in this cohort saw their roles as building movements and were there to enable leadership and provide hand holding support to grassroots level initiatives within the movement.


'Alliances are an element of sustainability.'

 *'Only by working through networks and alliances will we bring about real social change.'* Interview respondent.

Most saw clearly that change could not be achieved in isolation and, as a result, funders saw a crucial role in brokering relations between different stakeholders. Another important element of the work of social justice funders to emerge from the interviews was helping their grantee partners make common cause: 'Alliances can be key to achieving systemic changes for vulnerable groups,' as one put it. Collaborative initiatives not only brought more human resources to bear on a problem, they also help attract funding, as one funder said: 'We have realised the great potential of collaborative initiatives to mobilise resourcesthese initiatives can bring in resources which we wouldn't otherwise get.' With this in mind, another foundation was connecting its past donors with grassroots groups in the region so they could support initiatives on the ground directly.

Despite the clear advantages it conferred in terms of shared resources, increased strength and solidarity, creating grantee collaborations was sometimes difficult. One Brazilian funder noted, 'it's not easy and it's not a success yet. It's difficult for them [the partners] to work together. They might exchange information but in Brazil there's still a sense of individuality.' Communication was central to this, but, as one remarked, this was the area for which fewest resources were available.

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However, at other times, grantee alliances emerged naturally, almost spontaneously. One funder interviewed didn't actively foment alliances, but brought grantees together so that they found common ground and, in some cases, realised the merits of collaboration. The fund didn't 'suggest that they form networks. They do it because there are opportunities and elements in common.'

Another also spoke of the natural emergence of opportunities for alliance in collaboration in exchanges and meetings and said that they were alert to the possibility of steering resources and information towards groups who showed a willingness to work together.

One interviewee described the strengthening of alliances as 'super important', because it allowed the opportunity of sharing although, they added that they do not force this on grantee partners. They tried to encourage it by various types of convening to which they invited partners.

However, at least one funder expressed reservations about how alliance-building was currently done. While acknowledging the virtue of alliances, they wondered whether foundation practices forced alliances between grantees on terms which the grantees would not themselves have chosen. 'We do favour alliances but at times I wonder whether our reporting obligations subtly force alliances and I'd like to discuss what strengthening a movement actually involves; is this an individual process or more of a joint effort?'

Such reservations notwithstanding, alliance building among grantees remained a key focus area for funders. It was also seen by them as the most important indicator for assessing the impact of their work. As one funder noted, 'we carry out an analysis of networks and alliances requesting information about current ones and we collect information during evaluation meetings where mapping processes are carried out amongst participants, whereby they identify prospects for collective action. We have assessed that on several occasions, unity and collaboration generates better outcomes.'

Finally, it's worth noting that one funder had developed not only a system for facilitating alliances between parties with similar interests, but in measuring their effectiveness depending on the number of people involved, directly or indirectly, the creation of spaces for dialogue, of common agendas, etc.

Collaboration among the funders themselves

But there also emerged from the interviews a hunger for alliances between the funds themselves, which would form a kind of support system of information and intelligence, as well as providing a common platform for campaigning. Interviewees mentioned the desire for, or the actual existence of, forms of collaboration with other funds, with research groups and with academia as a means of strengthening their own position. More often, though, these were aspirations or in the early stages of formation, rather than being fully formed. Some of the respondents were already well connected through forums like the Global Fund for Community Foundations, Rede de Fundos Independentes para a Justiça Social (NIFSJ) and CONMUJERES (the Latin American and Caribbean



Consortium of Women's Funds. In Mexico, there was Comunalía, an alliance of community foundations, part of 'a learning community of great potential' and a Brazilian funder mentioned GIFE as a national network, that includes a broad array of types of funds including some of 'more progressive' funders. Generally speaking, though, the elements of a support infrastructure for funders were more likely to be regional or international and relatively few had access to them.

Some were actively seeking contacts with corporate foundations or foundations with international operations who had a history of supporting the causes they were interested in. However, when it came to corporate foundations, there was some ambivalence. We note below the remarks about the limitations of corporate philanthropy and one interviewee mentioned that, so far, their fund had had little to do with corporate foundations, nor had they tried to do. They spoke of the need to take a closer look at such foundations and their 'ethical systems', implying a certain reserve about where their resources come from and how they are obtained.

'Paso a paso': A long-term view



'Our long-term vision drives us and keeps us positive about what we're currently doing. We appeal to this vision when we feel hopeless in order to bring some sense into our every day work. This commitment lies within our board and our team. I believe that this long-term vision is of utmost importance for any foundation.'

One of the biggest challenges of social justice and peace building work is that it takes time and requires patient capital. The foundations included in this research were particularly sensitive to the long time frame required in structuring their goals and strategies. While sometimes frustrating for donors, this larger was 'of vital importance' and could also be a consolation for funders. As one interviewee remarks, it is what keeps them going 'when we despair and informs the day to day work we do.'

'Paso a paso' (step by step) said another. 'Our vision is not a revolution, but more modest, cumulative changes, which will effect a more profound change in the long run.' The long-term nature of the work also brought with it the need for long-term support from funders for the activist organisations: 'We are aware than support for one year doesn't strengthen an organisation and that it is more sustained support that creates change.'

A lot of their efforts in this regard were directed towards increasing local and flexible fundraising. However, as we have seen (see *Creating a different culture of giving*, below) many of them recognised that, in order to do this, they were not only raising funds, but were contributing to the development of a new philanthropic culture in the region that moves away from traditional giving and 'embraces the importance of investing in human rights grassroots organisations that promote social justice and peace.'



'We are aware than support for one year doesn't strengthen an organisation and that it is more sustained support that creates change.'



CHALLENGES FACING PHILANTHROPY FOR SOCIAL JUSTICE AND PEACE

- 'The western area of Rio de Janeiro possesses one of the worst human development indexes and almost 50% of Rio's population inhabits this area. This area is scorn by the lack of access to public services.'*
- 'The core problems are the violent struggle in Colombia and lack of collective action.'*
- 'Cali has a large slum area with more than 600,000 inhabitants, and the majority live under the line of poverty and suffer exclusion, violence unemployment and ethnic segregation with linkages to gangs and drug trafficking.'*
- 'Haiti rises from a dictatorship context; dire poverty, poor work conditions and lack of infrastructure. There is a history of retaliation; lack of advocacy and inability to have a voice.'*
- 'In Mexico, we are facing the destruction of social capital, family disintegration, internal immigration, abandoned children and vulnerability to gang related activities and drug trafficking.'*
- '42% of El Salvador's population doesn't live in their country and 90% of that percentage resides in the United States.'*
- 'Our core problem is inequality and the lack of access to economic resources with more than 60% of the population living under the poverty line.'*
- 'We suffer the scourge of war.'*

'War, not post-war'

Despite the fact that many countries in the region are seen as emerging economies, it is clear that inequalities are increasing and affecting the poorest and most vulnerable in the worst possible ways. Practitioners of social justice and peace spoke of a complex terrain dominated by social, economic and political exclusion and marginalisation of women, children and ethnic groups, often exacerbated and by the increasingly violent nature of societies in Latin America, which a number of interviewees mentioned (in some cases, this included their own constituents, who showed a growing tendency to use violence themselves in making their demands). 'We are in a state of war, not post-war,' as one interviewee from Colombia put it and another, from Nicaragua this time, noted the 'increasing militarisation' of countries in Central America.



Against this backdrop, most practitioners who contributed to the study were concerned about a 'top-down development' model in the region and the lack of infrastructure to support work for social justice and peacebuilding.

The withdrawal of Official Development Assistance (ODA)⁶ – 'the hardest time in the last 15 years'

The sobering reality of funding work for social justice and peace is that the relative scale of institutions everywhere, but especially in Latin America and the Caribbean, is minuscule when measured against the problems they help confront. In the best of times, resources are insufficient. Not surprisingly, therefore a prime concern of the respondents was the worsening of this situation as international aid became scarce. Practitioners also drew attention to the tendency of international donors to fund larger and more consolidated organisations, while small and medium organisations working on structural issues that challenged the status quo such as human rights, women's rights and feminism draw little support though they are crying out for it. As one funder in Brazil noted, 'there is a tremendous need of help here. What made us grow was specially because we found a certain place in the social context that was not attended; we worked with small and medium organisations and we made it easy for them to reach us.'

The question of the diminution of international aid also surfaced during the interviews. One noted that Argentina and Uruguay were no longer priority areas for overseas development funding. This was affecting groups, such as rights groups, who struggled to raise funds in the country and who had traditionally depended on such sources of funding. One of the effects of this was that more groups, including large and formerly well supported groups, were now coming to them for grants. One funder, whose operation had been closely tied to overseas development funds, said frankly: 'this is the hardest time in the last 15 years, and the future looks rather bleak, because in the past, we were major recipients of international cooperation (ODA)'. As an illustration of the often shoestring nature on which the funds themselves are run, another noted that 'recently I got the first small payment in three years.'

One practitioner pointed out that, in Brazil, the issue of diminishing international aid was further compounded by the 'a generalised perception of Brazil being a rich country with few pressing needs.' This picture was confirmed and summed up by one of the interviewees from Brazil: 'a few years ago resources only came from the US', and though, during the last few years, her fund had been able to fundraise locally, 'sustainability is a problem for us.' This highlights another problem. What local philanthropy there is, is often reluctant to take on what are seen as contentious issues, ones which may provoke the hostile attention of the state or public opinion.

While foreign funding diminishes, local strategic philanthropy has tended to shy away from embracing social justice issues and many interviewees recognised this as a major gap in furthering a progressive social change agenda in Latin America and the Caribbean. One foundation based in and operating in Haiti expressed

⁶ODA receipts comprise disbursements by bilateral donors and multilateral institutions.



frustration with the ‘lack of investment in local institutions’. Another foundation talked of the difficulties in striking a balance between ‘donor compliance and respect of the organisation’s essence as a movement.’

For many, it wasn’t simply a question of not having money to disburse to grantees, their own survival and development was often at stake: ‘It’s very difficult to get institutional support and to ensure the salaries of the [four-person] team.’ And this, although operating costs were modest. This interviewee called for more flexibility in financing.

Another concurred: ‘the most difficult thing for us is to raise funds for the institution. ...we have big donors who support our programmes, but it’s more difficult to get institutional support.’


The attitude of the state

The state can help or hinder the development of philanthropy, but in most of the countries of the region, it was seen as a hindrance. High taxation in Brazil was pointed out as a deterrent to local giving, while convening participants expressed frustration about the lack of a national movement for a legal framework to create an enabling environment for civil society in Argentina. Anti-terrorism laws which restricted the inflow of foreign funds, combined with a tendency towards control of the civil society by the state were recognised as impediments to social justice work in the country. A similar picture emerged for Central America where there was also a tendency by the state to restrict the work of NGOs, especially the more ‘progressive’ ones (that is, those who sought either implicitly or explicitly, some form of social change). In Brazil, however, funders reported some progress in mobilising civil society to advocate for change in the legal framework, although they lamented that the movement had not got very far.

In countries such as Argentina and Paraguay foundations are faced with complex and time-consuming legal procedures and bank regulations that further hamper the reception of international funds. One interviewee cited Argentine financial regulations as a major challenge – it prevented cross-border giving so that the fund could not make grants to groups in Paraguay and Uruguay.

In most countries, the attitude of governments towards NGOs interested in social change was at best cautious and there were often fiscal and legal impediments to the development of philanthropy in general. At the same time, one interviewee noted that the state should not look to philanthropy to discharge its own welfare responsibilities: ‘It is the state that should be responsible for funding public policies. It should not transfer that responsibility to private sources.’ The proper role of foundations, the respondent added, was to support the government with knowledge, advice and by making use of its ‘ear to the ground’ experience in communities.

Funds, as we’ve noted, are generally in short supply, but even where they are available, it was not always possible to accept them because they compromised the values of the grantee organisation. One foundation working in Brazil stressed

 *Funds, as we’ve noted, are generally in short supply, but even where they are available, it was not always possible to accept them because they compromised the values of the grantee organisation.*



that government funding for human rights organisations was problematic as it risked compromising their independence.

One interviewee pointed out something else to consider in regard to the state's role. Take-up by the state of their successful initiatives was crucial if they were to spread to the point where they might produce structural change, but the state was difficult to work with: the temporary nature of governments, corruption, the abuse of influence were all factors which hindered the advance of change.

The endowment question – 'important and utopian'

While most were interested in setting up an endowment, few interviewees were in a position to do anything about it. A Brazilian interviewee said that the only way for them to set up an endowment would be through the generosity of an external benefactor – in other words, a rich international donor who would provide a lump sum on which to build. Another fund which had an endowment derived from a grant from a major funder said they wanted to raise funds to increase its size, 'but it's an even bigger challenge because raising funds for the annual budget is already a challenge.'

One funder interviewed summed up the general attitude - endowments were 'important and utopian.'

Creating a different culture of giving

The general character of philanthropy in Latin America tends to have a charitable cast, is often done through the Church and is often devoted to basic welfare. One interviewee from Brazil noted that funding for social justice issues, which implied transformation, rather than palliation of existing problems, was limited, but growing: 'We are 7 or 8 funds which form a network for changing the culture of giving towards one that focuses on social justice.'

One of the most interesting things about this remark is that it shows the multi-faceted character of social justice funders in Brazil. Not only are they supporting social change organisations, they are consciously involved in trying to change the culture of giving. This was stated explicitly by another interviewee, also from Brazil. In addition to their objective of supporting grassroots organisations often beyond the reach of other forms of funding, a further aim was 'to set the basis for a different model of philanthropy in our country,' to support development that was bottom up and community based. This is a difficult task for several reasons. While our interviewees frequently acknowledged the existence of a local philanthropic culture in Latin America, they also noted that most of it went towards 'welfarist' initiatives. One spoke of the 'absence of a culture of social justice which hinders the development of a basis of individual donors.' Similarly, a foundation from Haiti noted a 'short-term philanthropic culture rather than a long-term investment approach.' A Brazilian funder remarked: 'We wish to develop a model of philanthropy or to contribute to a model of philanthropy that can serve as an example to organisations that have traditionally given funds for organisations in Brazil so they can understand how important it is to invest in human rights grassroots organisations.' Similarly, part of the strategy of one funder of women's groups was to 'make donors aware that it was important to



support women's groups in order to strengthen them, not just to fund one specific project.'

A Mexican respondent touched on another element of the problem, mentioning 'the lack of a philanthropic spirit among the community in general. It's difficult getting people to give to the third sector and there's a low level of confidence in doing so.'

One fund interviewed was using the tactic of inviting potential local donors or influential people interested in the political agenda of their grantees to meetings, with a view to enlisting their material or immaterial support. Another involved donors in planning their strategy.

Foundations

The reticence of individual donors was often matched by that of foundations in the region. One Colombian funder we talked to was trying to offset the disappearance of overseas funding by looking for local institutional resources, but while there were many foundations in Colombia, most of them were linked to businesses and their philanthropy was limited to traditional causes: 'they don't talk about transformation.'

Another endorsed this: 'None of the Central American foundations thinks about structural transformation beyond an 'asistencialist'⁷ perspective,' they said. 'The challenge is to get them to think outside that box.'

And though corporate giving may have become widespread in Latin America over the past decade, for one respondent at least, in Brazil, companies, 'still don't understand the true concept of philanthropy.' It is very much a sideline for companies and they often fail to take it seriously to the extent of making it the responsibility of junior personnel.

The lack of a local philanthropic culture within the region particularly among individuals was also attributed to distrust society and lack of credibility of the non-profit sector in general in the region.

Measuring success

Assessing how successful the work has been is almost always a difficulty with social change organisations. One spoke of sensing, rather than measuring, changes of attitude in the groups they work with: 'We mostly sense it through the contact we establish with the groups. We take notice of how they change their attitudes and how they grow.'

The same foundation, however, had taken an innovative way of trying to gauge change and development in the groups, giving their grantees money to document the history of the organisation. The funder hired someone to 'systematise what they do,' and also 'provided orientation on how to evaluate

⁷ The term *asistencialismo* is a specifically Latin American coinage. It refers to the provision of basic goods and services where the beneficiary is simply a passive recipient, a patient, not an agent.




their 10 year work.’ This process had allowed the grantees to see how much they had learned.

Seeing wider changes was harder still. When speaking of change in social attitudes, one remarked that means of assessing these was ‘extremely important and they are extremely lacking.’ And of course, that wider change was not due solely to their efforts. One interviewee spoke of the need for ‘humility,’ saying, ‘we recognise that we are part of a process that does not begin or end with our intervention.’

For some, the inability to measure satisfactorily came back to the question of resources – they did not have staff able to do this and didn’t have the money to recruit someone who could. Another talked about the problem posed by the disparity in what those who provided resources to the social change funds themselves saw as valid measures and what the organisations on the ground set store by. ‘The indicators that show us whether a project is working or not are different from those [our] funders demand.’

For one the question was simply not a problem: ‘We don’t use objectively verifiable measures of success. We’re doing very complex work that can’t be measured by that type of indicator.’ In general, evaluation is done by the same means as analyses of situations and needs assessments – by talking to and working with their constituencies: ‘Before we start a project,’ said one funder, ‘we are probably on the ground of the community for 6 to 9 months. We understand how they function, observe by going into the field with them and we share our assessment with them, we also make them part of our evaluation team.’

 *‘We recognise that we are part of a process that does not begin or end with our intervention.’*

Communications

The issue of communications, too, emerged as a critical challenge facing social justice philanthropy in the region. Foundations pointed to the difficulties in communicating the relevance of work for social justice and peace which was necessary for it to gain visibility, enlist local support for initiatives doing the work on the ground and shaping public policy to serve social justice and peace in the region. The media seen as catering to specific interests, was a factor that restricted the space to advocate for social justice. Funders therefore stressed that the challenge for philanthropy was to create spaces for more democratic communications in their countries. One of the interviewees noted the importance of creating an understanding of the human rights movement, ‘because people have a historical misconception of human rights, limiting it to an imprisonment perspective.’

Several funders among the interviewees mentioned this as an area of weakness, too, and not only because their societies were unreceptive to their message, but because they struggled themselves to articulate their work. ‘Much of the time,’ said one, ‘we are assessing what we do but not necessarily communicating it or creating narratives that would convey what we do.’

Sometimes, this was because of lack of expertise, but often it came back to the question of resources. There was no staff capacity to take this on and no means



to hire expertise. It's worth reminding ourselves again that many of these funds are attempting to do much with very little.

Sustainability: material and moral

Sustainability is the point where many of the challenges and activities of the funds converge. It's a large and vital question. We have seen that many of them accept that change will happen slowly and that therefore, both they and their partner organisations will need to be around for a long time. Not only their material sustainability, but also their moral sustainability is in question. Materially, they will need to be able to continue to provide funds for their partners and to ensure that they themselves are adequately funded. They will also need to ensure (and this is where their capacity and alliance building work comes in) that their partners have the kinds of support that they need in order to survive and prosper as organisations. Morally, they will need to ensure that their own knowledge and experience remains relevant to the organisations they serve and that they are close to the heart of their constituents' problems. They will themselves, as well as their partners, need the resilience to endure a long struggle and to be able to deal with the disappointments and setbacks that are sure to arise during its course. For that, they will need not only their own patience, but the support of peers – infrastructure will be another necessary part of their means of sustainability.



A TENTATIVE PORTRAIT

What does a social justice fund in Latin America and the Caribbean look like? It would be rash to generalise too freely. Even within the narrow compass of our inquiry, there are exceptions. That said, the following is an outline to which many such funders in the region are likely to conform.

They are small, with limited resources in both funding and staff. They are dependent on one or two bigger donors, many of whom are from outside the region, which is an added worry since external funds have been progressively drying up.

Though the funds' resources are stretched, they deploy them in many different directions – financial supporter of their grantee organisations, as well as adviser, mentor, trainer to, and advocate for, them, and campaigner for a sea-change in the philanthropic culture of their countries in favour of social change issues.

They are often working without the knowledge, comprehension or sympathy of their governments or their fellow citizens and in all but a few cases⁸, isolation from their peers. This last is often especially burdensome. It means they are cut off from the experience and advice of those in a similar situation, and from a sense of solidarity, which is not negligible when the likelihood is that funds will struggle for years before any sign of the changes they are working for begin to appear.

Their closest relationships are with the organisations they support. The organisations often only just qualify for the name, with little or no formal structure, or experience of running an initiative. They are more often loose groups of people who share a conviction of the need to change their circumstances. They need a great deal of advice and support and the funder is often the only source of this. In turn, the funder is reliant on them for its knowledge of the real circumstances they are trying to contend against. As a result, a strong relationship between the two is often forged. Much of this strength comes from the fact that social change funders engage on terms of greater fraternity with their grantees than most funders do. Underlying assistance with this or that specific initiative is the guiding principle of helping grantees and their communities to become articulate groups of citizens able to demand and secure their rights and ambitions and to play a full and equal part in their societies.

Based on this thumbnail sketch, the next section looks at what social change funders want and need and how others, both in the region and internationally, can support them.

⁸The exceptions being Rede de Fundos Independentes para a Justiça Social (or the Network of Independent Funds for Social Justice – Brasil) and the Latin American and Caribbean Consortium of Women's Funds (CONMUJERES).



ADVANCING PHILANTHROPY FOR SOCIAL JUSTICE AND PEACE IN THE REGION

In view of the contextual, substantive and strategic issues facing the advance of social justice and peace philanthropy in the region, funders expressed an interest in exploring the following strategies and spaces to increase its scale and impact in the region.

Contextual understanding of social justice philanthropy: while there was general agreement that the understanding of social justice philanthropy as a family of traditions⁹ as opposed to one rigid definition was helpful, funders identified limitations in the current framing of the nine traditions. Funders wanted to revise these to make them more relevant to Latin America and the Caribbean.

A local philanthropic culture: as described above, one of the key challenges to the development of social justice and peace philanthropy in the region was the lack of resources. In order to overcome this, there were calls for greater publicity for philanthropy in order to develop a philanthropic culture in the region. 'We must publicly discuss philanthropy and develop an agenda around how to make it conducive to our causes at a national, regional and international level.' Not surprisingly, this was a concern that surfaced in the interviews, too. The funders we talked to would like to learn from their peers in other parts of the world 'whether they raise funds from within their own country and how they do it', especially from individual donors, they added, not so much from businesses and government. They went on to stress the function of philanthropy among this group as a form of 'activism and social participation'. One, with a good deal of experience of fundraising, nevertheless wanted to learn about 'best practices and fundraising in small island environments' where giving to foundations was often an alien concept.

Better communications: related to this, participants urged the importance of communications as a powerful tool to change attitudes and raise the profile of social justice issues. Better and more effective communication strategies were seen as vital for resource mobilisation and to build up and publicise a basis of evidence for social justice work by documenting and celebrating even small accomplishments. Bringing to the fore the work and agendas of their constituents was recognised as a crucial role for social justice and peace philanthropy in the region. One of the interviewees also noted: 'we are very weak in the area of communication and we don't have the expertise to do anything about this. They added that they had 'more to learn than to teach.'

An enabling environment for philanthropy and civil society: in the light of the challenges regarding an enabling legal and tax environment, participants at the convening expressed the need for philanthropy organisations to join forces.

⁹ See Ruesga and Punttenney, op cit.



Working together through a regional entity they might engage collectively in pressing for regulatory frameworks which would be conducive to mobilising resources for social justice work on the ground and for reducing violence and protecting vulnerable groups, as well as in advocating for policy change to promote an autonomous civil society. Again, this was echoed, though less loudly, in the interviews. One mentioned exchange of information about tax incentives – how do these work in other countries? How have campaigning organisations gone about lobbying for such changes?

Relationships with the corporate sector: engagement with the corporate philanthropy sector was seen as an important strategy to expand debate and awareness of philanthropy for social justice and peace. Specifically, participants at the convening explored the concept of the ‘social value chain’ developed by a foundation in Brazil as a means of engaging in partnerships with corporations interested in promoting social equity. The need to start a dialogue with the corporate sector took priority over getting money from corporates. While it was acknowledged that engagement with the corporate sector could sometimes conflict with a social justice agenda, participants urged the importance of finding and engaging with companies with whom they shared a value base. Funders warned that, in shying away from involvement with the corporate sector, they were in danger of missing an opportunity to reach a cross-section of society which included the corporate sector itself, its employees, consumers and the press. Some interviewees, too, wanted closer links with, or at any rate more information about, corporate foundations. One was particularly interested in those connected to companies working in the extractive industries with a view to discovering how to approach such companies in order to persuade them to invest in the communities where they were working. Another talked about the example of the Comunalia network in Mexico where the community foundations involved had succeeded in involving local businesses in community development, not just by giving money but in discussing potential strategies for future development.

Peer exchanges with other funders: This was a concern voiced by many of the interviewees. Many wanted to connect with international or regional foundations so they could diversify their donor base or so they could learn from their experience. For some what was happening locally (that is within Latin America) was of most interest, because probably nearest to their own experience: ‘I’d particularly like to know what is going on in the region because it would certainly be inspiring to think about how to incorporate their practices into our work.’ This was especially true of funds operating in small states. Perhaps surprisingly, one specifically said that they would like contact with foundations doing different things from them, not those who were engaged in the same work, in order to establish ‘general principles’. ‘This is a weakness, identifying organisations in South America in order to learn how they work; in bigger places like Mexico, they work in a very different environment from ours.’

Monitoring and evaluation: Several interviewees mentioned evaluation and monitoring and, in particular, devising indicators to measure the complexity of their work. ‘Perhaps evaluation techniques. Our evaluation and our way of work is more qualitative than quantitative. If someone has a way of evaluating with focus; this would be interesting. Certainly issues of sustainability; how to aim for



sustainability.’ One, at least, believed that there were transferable skills in this area so that some funders might profit from the experience of others.


Two more concerns emerged from the interviews which, although not general, are worth mentioning in the light of the region’s circumstances:


Supporting organisations working in conflict zones: This was raised by a funder in Central America. They mentioned particularly the Colombian experience and noted that Central America was becoming more militarised. The issue of how funders can learn to work in conflict areas is one which demands greater attention. More work is needed to elucidate this.


Working with a government ‘of the right’: One wondered how to do this and whether it was possible to advance a social change agenda with such a government in power.


Next steps

In the light both of the deliberations at the convening and the results of the interviews which informed them, funders identified five key areas for specific action to advance the practice of philanthropy for social justice and peace in the region:

 *A regional network:* a regional network should be created in order to develop the work within the region. There was a call to define the structure of such a network including decision-making procedures and policies. Participants recommended a mapping of foundations, businesses, consultants and others with a shared interest in the area, who could join in the network and/or collaborate with it.

 *Conceptual framework:* the different ways of understanding social justice philanthropy should be explored in order to provide a common set of standards that would nevertheless fit the realities and needs of the Latin American and Caribbean context.

 *A communications platform:* respondents expressed interest in developing a communications platform in order to share information and tools. The use of social media, blogs, webinars and telebriefings was highlighted as a means to stay connected and facilitate flows of information.

 *Research into regulatory frameworks:* participants recommended the idea of a comparative study of existing frameworks in different countries. They recognised that sharing successful strategies across countries and partnerships with a broad range of foundations (not just those operating within a social justice framework) would help boost advocacy efforts for an enabling legal and tax environment for civil society in the region. This, in turn, was an important part of mobilising more resources for and enhancing social justice work in the region.



Conference in Brazil: participants proposed the idea of a conference in Brazil to promote philanthropy for social justice and peace in philanthropy by engaging in dialogue with the corporate sector and mainstream foundations in the region.



LIST OF PARTICIPANTS

List of Foundations Interviewed

1. Anguilla Community Foundation
2. Asociación de Fondos Empresariales (AFE)
3. AVINA
4. ESPWA Haiti Community Foundation
5. Brazil Foundation
6. Fondo Centroamericano de Mujeres FCAM
7. FIMI Fondo de Mujeres Indígenas
8. FondoAlquimia
9. Fondo de Acción Urgente
10. Fondo de Mujeres del Sur
11. Fondo Lunaria Mujer
12. Fundación Alvaralice
13. Fundación Comunitaria de la Frontera Norte
14. Fundo Brasil de Direitos Humanos
15. Fundo Elas
16. Instituto Rio
17. Lambi Fund
18. Semillas
19. Share - El Salvador
20. I-COMM

List of Convening Participants

1. **Ana Criquillion**, Independent Consultant
2. **Ana Valeria Araújo**, Fundo Brasil de Direitos Humanos (Brazil Human Rights Fund)
3. **Carla López**, Fondo Centro Americano de Mujeres (FCAM)
4. **Chandrika Sahai**, Working Group on Philanthropy for Social Justice and Peace
5. **Cindy Lessa**, Rede de Fundos Independentes para a Justiça Social (Network of Independent Funds for Social Justice – Brasil)
6. **Daniela Konietko**, Fundación Alvaralice
7. **Diana Elisa Chávarri Cazaurang**, Fundación Comunitaria de la Frontera Norte
8. **Eleanor Douglas**, Fondo de Acción Urgente de América Latina
9. **Elena Rey**, Fondo Lunaria Mujer
10. **Emilienne de León**, International Network of Women's Funds
11. **Graciela Hopstein**, Instituto Rio (regional CF of Rio de Janeiro)
12. **Naceres Jose Artiga Escobar**, Share Foundation
13. **Laura García**, Semillas, Sociedad Mexicana Pro Derechos de la Mujer
14. **Lucía Carrasco Scherer**, International Network of Women's Funds
15. **María Paz Becerra Espina**, Fondo Alquimia
16. **Marie Marthe Saint Cyr**, Lambi Fund
17. **Mariela Gladys Puga**, Fondo de Mujeres del Sur
18. **Mario Gómez**, Fundación Antonio Restrepo Barco
19. **Sara Delina**, Mandujano Méndez, Fondo Alquimia



20. **Veronica Marques**, Rede de Fundos Independentes para a Justiça Social (Network of Independent Funds for Social Justice)
21. **Yolanda Talavera**, Independent Consultant

The report draws heavily from a survey analysed by **Barry Knight** (CENTRIS and Working Group on Philanthropy for Social Justice and Peace) and from data collected through interviews and the Bogota convening by **Yolanda Talavera**. The leadership of **Ana Criquillion** was critical in directing the research and facilitating the convening in Bogota. **Andrew Milner** (Independent Consultant) provided valuable input in interpreting the findings and in helping to write up the report.

For further information:

Ana Valeria Araujo, *Fundo Brasil de Direitos Humanos and Working Group on Philanthropy for Social Justice and Peace*

avaraujo@fundodireitoshumanos.org.br

Chandrika Sahai, *Network Coordinator, Working Group on Philanthropy for Social Justice and Peace*

chandrikasahai@gmail.com

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