

Consultation Process Report

Brazil



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The Global Fund for Community Foundations (GFCF) seeks to strengthen and promote institutions of local philanthropy around the world so that they can realize their potential as key players in the development process. The GFCF makes small grants to develop the capacities of community foundations and other local philanthropic institutions which are grantmakers and which raise funds from local sources.

In late 2007, the GFCF embarked on a process of incubation aimed at mapping out its future as an independent entity. As a first step in the GFCF's incubation, a study was commissioned which presented some key questions and issues that would need to be addressed if the GFCF was to realize its goal of becoming a valuable and sustainable resource for the community philanthropy sector globally. One of the recommendations of the study was that there should be wide-ranging and serious consultation with all constituencies of the GFCF in the incubation process.

To that end, the GFCF made a series of grants to in-country partners to support regional consultation processes in several key regions in which community foundations and local philanthropy are developing.

A primary objective of the regional consultations was to ensure that a diverse range of people connected with community foundations, philanthropy and community development had the opportunity to participate in discussions regarding the state of local philanthropy, the role of community foundations a secondary objective of these consultations was to the was to develop a clearer picture of the current state of community foundation and local philanthropy development.

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1 Executive Summary

This report presents the results of a consultation process carried out in Brazil between March and July 2008. The aim of the process was to identify the level of information, interest and commitment among opinion makers and professionals within non-profit organisations regarding the Community Foundation concept and the potential role of the Global Fund for Community Foundations (GFCE) in Brazil.

The consultation was coordinated by *ICom – Instituto Comunitário Grande Florianópolis*, a pioneer community foundation founded in 2005 in southern Brazil. Data collection and analysis were conducted by a team comprised of one project coordinator and two consultants with prior expertise in working with community foundations.

The consultation applied three different strategies for data collection: an online questionnaire, in-depth interviews with opinion makers and leaders in the non-profit sector, and a seminar to discuss the opportunities for and challenges faced by community foundations in Brazil. All together 116 people were involved in the consultation process: 71 respondents to the questionnaire, 19 interviewees, and 33 participants in the seminar (some people participated in more than one aspect of the process).

The findings of the consultation process were organized around three main questions, as follows:

Is the community foundation concept known and understood in Brazil?

The data shows that there was no clear definition of a community foundation among participants. The community foundation concept was frequently defined as encompassing any community based organisation, although some specific characteristics were highlighted. Only participants with international exposure (GIFE¹ members, for example) were familiar with the international community foundation movement, but all expressed the idea that the concept should be flexible and broad, taking into consideration the socio-economic and cultural context of Brazil.

Specific community foundation characteristics mentioned by participants included:

- It is a highly-engaged local grantmaker;
- It acts locally and uses local resources;
- Its board is diverse, active and representative of the community;
- It establishes an endowment or endowment-like fund;
- It stimulates social networks and partnerships across all sectors of the community;
- It acts in a way that is transparent and demonstrates accountability.

Is the community foundation concept feasible and useful for Brazil?

When asked if the community foundation concept is feasible in the Brazilian context, 93% of the respondents of the questionnaire and 100% of the interviewees agreed that it is.

However, several challenges and obstacles were pointed out:

¹ GIFE – Group of Institutions, Foundations and Enterprise. See www.gife.org.br.

- The need to change the culture of philanthropy in Brazil from episodic and paternalistic towards more focused, strategic and collaborative modes of giving.
- The current low level of individual giving and collaboration among donors;
- Extreme poverty in some communities, which makes it difficult to work only with local assets.
- The complexity and urgency of social problems in some regions of the country;
- The lack of tax incentives or a legal framework that fosters community giving;
- The social inequalities within communities that make it difficult to convene different sectors and have them converse as equals;
- Donors with little interest in the ultimate effectiveness and impact of their gift;
- The need to create and implement a truly democratic way of managing the resources;
- The need to demonstrate to donors and non-profit leaders the importance of endowments as a means of securing financial sustainability.

What role could a support organisation such as the Global Fund for Community Foundations play in developing the concept in Brazil?

Participants were asked whether they thought it was necessary to create an organisation to support community philanthropy and/or community foundations in Brazil, and if so what kind of role of such an organisation would play. Almost 30% considered it extremely important to “set up a ‘support organisation’ that could help in the establishment and maintenance of community foundations in Brazil” and 28% considered that such an organisation should “disseminate information and best-practices about community foundations and promote exchange among existing organisations”.

According to respondents another important role for the GFDCF would be to “provide incentive programmes for social investments, such as matching funds and challenge grants”. This would help to promote a shift in the culture of giving in Brazil, stimulating new donors to pool their social investments at a community level.

Some of the participants mentioned that the GFDCF could play a key role in stimulating the debate around endowments in Brazil and encouraging the establishment of endowed funds by emerging community foundations. Practical measure to carry this out might include: organising seminars on different legal and practical aspects of endowments; providing seed grants for the establishment of endowments; and advocating among international grantmakers for the provision of grants to community foundations for the specific purpose of setting up endowments.

An interesting comment from one respondent mentioned that: “the support of an organisation such as the Global Fund for Community Foundations can validate and give legitimacy to emerging community foundations, encouraging local donors to invest” (M.S executive director of a national family foundation).

The role that participants felt the GFDCF should play in Brazil can be summarised as follows (points given in descending order of frequency cited):

- Provision of grants and challenge-grants to emerging community foundations in order to stimulate local donors and the culture of community philanthropy;

- Dissemination of best-practices and further information on the community foundation concept.
- Promotion of the establishment of endowments and encouragement of other international funders to help to establish endowed funds in Brazil;
- Provision of training opportunities on community foundations for local leaders and professionals; as well as support for research and publications;
- Conference of legitimacy on and validation of emerging community foundations in Brazil.

Discussion of the findings

This consultation process revealed a growing interest in the community foundation concept in Brazil, particularly with regard to its potential to pool social investments at a community level; to promote and convene community leadership; and to establish sustainability funds (endowments).

The non-profit sector in Brazil is vibrant and thriving, but donors are predominantly business and corporate institutions and foundations. Although it was expressed in different ways, all participants seemed to agree that other forms of philanthropy and community investments are needed to achieve two goals, namely: to engage a broader base of donors, thus making philanthropy an expression of active citizenship; and to create more democratic and transparent management of funds at community level.

According to one respondent “Brazil is at an historic moment, both politically and economically, and is well placed to look for new forms of community philanthropy. We now have economic stability and there is the potential for democratic participation at community level. Community foundations may well be the right kind of organisation to respond to this unique opportunity” (E.S. lawyer and expert in non-profit sector).

Recommendations to the GFCF

Based on the data collected in the consultation process and the experience of ICom as an emerging community foundation in Brazil, we have identified three potential roles or opportunities for the GFCF and suggested strategies for action:

- 1** The first role/opportunity relates to the need to promote and disseminate information on the community foundation concept as an organisational alternative for fostering community philanthropy in Brazil. One possible strategy is to organize an international meeting, to be held in Brazil, to discuss the concept using national and international case studies of existing community foundations. Potential partners for such activity would be the Brazilian Association of Grant-Makers (GIFE), as well as other grantmakers interested in community development, such as the C&A Institute and the AVINA Foundation. Another strategy to promote the community foundation concept in Brazil would be to sponsor the production and publication of articles and concept papers by Brazilian researchers and opinion makers on the topic.
- 2** The second strategic role for the GFCF would be to create, or support, a local organisation with the mission of promoting and supporting individual and family giving in Brazil. Although this is only indirectly related to the work of community foundations, we strongly believe that an increase in and strategic focus on individual giving at local level would have a significant impact on the emergence of community

foundations. We base this assumption on the experience of the Ethos Institute in Brazil, which by promoting Corporate Social Responsibility (CSR) has multiplied the emergence of corporate foundations and institutes. Community foundations would become an alternative vehicle for individuals and families interested in investing strategically in their communities.

- 3** The third role is related to the promotion of sustainability funds, or endowments. Leaders in the Brazilian non-profit sector are in agreement that one of the greatest challenges of CSOs in the country relates to institutional sustainability. The emphasis on sustainability is something which clearly differentiates community foundations from other existing community-based organisations and which could have a positive impact on the non-profit sector as a whole. The GFCF could perform a double role, providing matching funds to emerging community foundations to help them create an endowment, and negotiating with other international donors to adopt the same strategy in relation to emerging community foundations in Brazil.

The GFCF could also support and strengthen pioneer initiatives such as inter-sector partnerships for the creation of endowments, such as that proposed by the Fundação Gerações in Rio Grande do Sul. Brazilian commercial banks, such as Itau and Bradesco, should also be considered as potential partners for the establishment of endowments. The GFCF could play an instrumental role by sharing the experience of community foundations with banks in other countries such as England and Italy.

The data generated by the consultation process has provided strong evidence that Brazil currently presents the political, economic and social conditions for the emergence of a significant number of community foundations. Moreover, the introduction of the community foundation concept may enrich and expand the development of non-profit sector in the country by providing a vehicle for the participation of a broader base of donors and creating mechanisms to improve the sustainability of CSOs.

Considering the political and economic relevance of Brazil for the Latin American continent, and also the fact that the country is considered a reference for non-profit sector in the region, the GFCF should consider Brazil a target area for its future activities.

2 Introduction

This report examines the results of a consultation process conducted between March and July 2008, with the goal of identifying key issues around the development of community foundations or community foundation-like institutions in Brazil and understanding what kind of role of the GFCF can play in supporting the emergence and growth of community foundations in the country.

The consultation process was conducted by a team of consultants from ICom – Instituto Comunitário Grande Florianópolis, a pioneer community foundation in Southern Brazil.

ICom's team consulted with a range of stakeholders including of community foundation-like organisations, foundations and third sector/community leaders all over the country, as well as entrepreneurs, business people and scholars. Using interviews, questionnaires and an ad hoc seminar held in Florianópolis in June 2008, the team managed to collect contributions from 116 participants.

This consultation process revealed a growing interest in the community foundation model nationwide, particularly around the issues of articulating social investments / issue of pooling donor resources at the community level, community leadership and sustainability funds. The outcomes of this process lead to the conclusion that Brazil is currently undergoing a period of growth and stability that could prove to be a fertile environment for the emergence of a thriving community foundation movement.

National Context

The non-profit sector in Brazil has grown exponentially in the last decade. Not only have numbers of NGOs operating in the country increased, but their profile has been raised significantly.

According to recent research released by the Brazilian Institute of Geography and Statistics (IBGE, 2008), between 1996 to 2005, the number of foundations and non-profit associations increased by 215.1%. The figures show 338.126 NGOs operating in Brazil, which provide services relating to housing, healthcare, art and culture, research and education, social assistance, religion, environment, and social justice.

Brazilian NGOs are generally small organisations, recently founded (average 12.3 years), and run by volunteers or informal workers. 90.8% of Brazil's NGOs have less than 5 employees, and 79.5% do not have any paid employees. However, the third sector as a whole has employed more than 1.7 million people, the majority in healthcare and education, and in 2005 paid about US\$ 14.3 billion in salaries. The geographical distribution of NGOs tends to mirror population distribution across the country; the Southeast region, for example, contains 42.4% of the NGOs and 42.6% of the Brazilian population.

Regarding legislation, the Brazilian Civil Code² divides non-governmental/non-profit organisations into Associations or Foundations. In relation to foundations, the law does not distinguish grantmaking, operating, private, family or corporate foundations. In the case of associations, the law does not distinguish as to whether an association works

² The Brazilian law n# 10.406 implemented the Brazilian Civil Code in 10 January 2002. The full text is available for Portuguese readers in http://www.planalto.gov.br/ccivil_03/LEIS/2002/L10406.htm

towards public benefit or simply serves the interests of a few associates. An association can be a club, a research group, a union, a league, or any other group of people who decide to create a formal institution under the banner of a specific mission. Besides their legal basis as either a foundation or association, non-governmental/non-profit organisations can apply to receive qualification and legal status at the city, regional or federal level as a “Public Utility Organisation”³, which confers tax benefits and gives access to public funding.

In 1999 the government approved new legislation⁴ creating the OSCIP (Civil Society Organisation of Public Interest), another legal status that NGOs can apply for at Ministry of Justice. In order to receive OSCIP status, the applicant NGO must have its by-laws evaluated by the Ministry of Justice, who will also monitor its performance through annual reports. NGOs recognised as OSCIPs can enter into partnerships with the State and may receive funding for social projects related to public policies.

Regarding the Brazilian non-profit sector’s sources of revenue, data collected by Leilah Landim (in Salamon, Anheier et al 1999) for the Comparative Non-profit Sector Project of The John Hopkins Center for Civil Society Studies, showed that 73.8% of third sector revenues came from fees and charges for the services NGOs provide, about 15.5% came from government support, and 10.7% from philanthropy. However, it is likely that these figures have changed with time, so further research on this topic is needed.

Lessa and Rossetti (2006) consider that several events contributed to the rapid growth of the Brazilian non-profit sector in the recent decades, such as the Rio 92 meeting on Environment and Development in Rio de Janeiro and the “Campanha Nacional contra a Fome e a Miséria e pela Vida” (National Campaign for life and against hunger and extreme poverty), which represented a huge effort to mobilise civil society to fight poverty. The opening up of the Brazilian market to world trade has pushed for a more dynamic private sector. In 1995 a group of corporate philanthropic organisations created the GIFE – Group of Institutes, Foundations and Enterprises. GIFE gathers more than 100 of the most important Brazilian grant makers, which together invested more than US\$ 600 million for public causes during 2006. The creation of the Ethos Institute⁵ in 1998 by a group of entrepreneurs and business people was instrumental in bringing about a shift in the role of private enterprises regarding public interest. As a result, Corporate Social Responsibility (CSR) became an important source of income for the non-profit sector in Brazil.

In order to better understand the context for non-profit sector development in Brazil, it is important to consider the significant changes in the economy that have taken place over the last decade. During the 80s, inflation rates reached 80% (yearly), but dropped down to about 3% in the late 90s. Today’s rate is around 6%⁶. This has had a noticeable impact on people’s consumption habits and allowed companies to better plan their businesses. As soon as the economy was stable, international funding for the third sector was gradually withdrawn and funds from CSR⁷ grew in importance. Companies started up their own institutes or foundations to implement or fund social projects. This trend generated what

³ Brazilian Federal Law n° 91, passed 28 August 1935.

⁴ The OSCIP law was passed in 23 March 1999, and recognises a NPO as “Civil Society Organisation of Public Interest” or OSCIP (Acronym in the Portuguese Language) (Szazi, 2006).

⁵ Ethos institute is a non-governmental organisation aimed to stimulate and help companies to manage their business in a social responsible way. Further information available in: www.ethos.org.br.

⁶ At the time of this report, the inflation rates had raised, pressured by the food’s price. However it tends to remain stable, according to official data. The variation of inflation rates in Brazil can be followed monthly at: www.ibge.gov.br

⁷ CSR – Acronym for “Corporate Social Responsibility”.

one of the participants of the consultation called “‘hypertrophy of corporate philanthropy’ (. . .) which is positive in itself and is necessary to stimulate other methods of giving around the country”.

In the last 20 years Brazil has consolidated its democracy, with general elections every four years. The present government has increased public spending on social assistance⁸ and the statistics concerning the quality of life of the poorest people show improvement. On the other hand, the governments’ social programs have been criticised by the opposition as populist and unsustainable. Moreover, cases of corruption, such as those involving politicians using “fake” NGOs to misdirect public money, are often reported in the news.

Philanthropic donations and social investments have increased across the country. However, according to research conducted by the Institute for the Development of Social Investment – IDIS (Schlithler, 2008), donors (a) usually have personal ties with the grantee’s leader (friendship, or family relationship); (b) do not get involved with the project or ask for information concerning the impact or outcomes of their gift; and (c) do not register the amount that they donate financially or in kind. The majority of grantees struggle to account formally for the grants they receive, particularly when it comes to non-financial grants (such as volunteering, equipment, and provision services). The research was based on a sample of 957 people in 4 cities of the Region of Sao Paulo and observed that 74% of the interviewees were donors who made average annual contributions of US 150.00 per person. It is interesting to notice that they are aware of the destination of their gift, but do not research the best strategies for fighting a particular social problem or follow up on the impact generated by their contribution.

Regarding community foundations in Brazil, one participant pointed out – during the consultation process seminar – that community philanthropy has been closely tied to religious practice since the Portuguese colonisation in the 16th century (as is also noted in Landim, 1993). The Roman Catholic Church collected donations from the community through the Santa Casas de Misericórdia (Holy Houses of Mercy) and gave back to the community in the form of services or grants. Because of the strong influence of the Church in social assistance provision, charity and philanthropy have become direct synonyms among Brazilians. Strategic giving and social investment are relatively recent concepts and have been applied mainly through CSR. Only in the late 90s did the community foundation model as it is known worldwide, begin to be considered as something that could be developed in Brazil.

In 2000, in Rio de Janeiro, with the support of The Ford Foundation and the Avina Foundation and assistance from the Synergos Institute, the first Brazilian community foundation, Instituto Rio, was officially formed. This community foundation serves an underprivileged community in the western zone of Rio de Janeiro, and got its first permanent fund with a donation from an individual in 2005.

Other organisations engaged in community philanthropy emerged simultaneously, such as the “Community Philanthropy Organisations” (CPOs), formed by the DOAR programme of the Institute for the Development of Social Investment (IDIS), in 2000. Due to the difficulty of raising endowed funds in Brazil, IDIS chose to pursue an alternative way of promoting community development, by creating the CPOs. Unlike traditional community foundations, CPOs do not make grants; they stimulate social networks, linking key players within a specific territory (such as companies, NGOs, local authorities and public service

⁸ The last figures regarding solely the NGOs providing social assistance (about 10% of the Brazilian NGOs) show that 55.7% of them receive some sort of public funding (In: IBGE, 2007 and 2008).

providers) in order to promote community development. The DOAR programme created 6 pioneer CPOs, in the cities of Botucatu, Guarulhos, Limeira, Penapolis, Santa Barbara D'Oeste and Sao José dos Campos, all in the state of Sao Paulo.

Another community philanthropy initiative is the Instituto Comunitário Grande Florianopolis (ICom), a community foundation established in 2005 in Southern Brazil. Florianopolis and its surrounding cities form quite a prosperous but also very unequal region when it comes to the distribution of wealth. In order to mobilise the local community for the creation of a community foundation and to raise funds for operational expenses, an extensive consultation process was carried out and information widely disseminated. As a result of this process ICom has established a comprehensive network of key stakeholders on community investments at both local and national level.

ICom began its activities by mapping the local NGO sector to identify the organisations working in the community and by establishing key partnerships with associations, other grantmakers, support organisations, and universities in the area. In 2007 ICom launched its first Community Social Investment Fund (aimed at providing financial and technical support for NGOs developing youth social entrepreneurship) and a project to provide training and technical support to NGO leaders. In 2008 ICom published the Vital Signs Project in Florianopolis, using the methodology applied in Canada, as well as undertaking other initiatives in the field of knowledge dissemination. In order to consolidate its work in the territory and reach sustainability, ICom plans to form a permanent fund for the community within the few next years.

More recently, the W.K. Kellogg Foundation has made efforts to promote the community foundation concept in Northeast Brazil, in areas with high rates of poverty. In April 2008, the foundation made a grant to Formação – Centro de Apoio à Educação Básica in Maranhão, which is studying the viability of and potential for establishing a community foundation in that specific territory.

3 Methodology

3.1 Research Questions

The consultation process was organized to generate answers to the following research questions:

Is the community foundation concept known and understood in Brazil? What is the current understanding of community foundations among non-profit sector leaders?

What are the challenges to the development of community foundations in Brazil?

What is the role of a support organisation, such as the GFCF?

3.2 Target Audience

- a Representatives of traditional grantmaking foundations, identified by their association with the Group of Institutes, Foundations and Enterprises (GIFE)
- b Pioneers and leaders working with the community foundation concept in Brazil, as part of ICom's network.
- c Community and third sector leaders and practitioners: respondents to the online questionnaire.
- d Entrepreneurs and business people: partners and members of ICom's network, who were invited to participate in the seminar.

3.3 Strategies and instruments for Data Collection

<i>Instrument</i>	<i>Audience</i> ⁹	<i>Approach</i>	<i>Sample</i> ¹⁰	<i>Period</i>
Online questionnaire	Entire target audience	- Adverts published on related websites and online forums ¹¹ - Leaflets distributed during GIFE Annual Conference	71 people	Apr–Jun
Personal interviews	Representatives of grantmaking foundations and 3rd sector leaders	- Personal invitation	19 people	Apr–Jul
Seminar	Entire target audience	- Personal invitation	33 people	June

3.3.1 Online Questionnaire

The goal of the online questionnaire was to reach and collect information from a broader audience. It allowed us to gather information on respondents' profiles, professional positions, geographic locations, affiliations and personal contacts. A brief internet search on the name of the organisations the respondents declared to work for, allowed some

⁹ The Annexe 7.1 of this report presents the list of interviewees and participants of the seminar, as well as those who answer the questionnaires.

¹⁰ Some of the participants contributed in more than one instrument.

¹¹ Websites: www.icomfloripa.org.br, www.gife.org.br, and www.idis.org.br. Forums: <http://br.groups.yahoo.com/group/3setor/>, and http://br.groups.yahoo.com/group/formatos_sc/.

inferences on the organisations' characteristics such as whether they work in the field of social assistance, education, culture, environment, or health care, or if they were foundations, government funded agencies/departments, or consultants/service providers.

The questionnaire was applied from April to June 2008, and was answered by 71 participants from 16 of the 26 regions in Brazil. The majority of the respondents (42.25%) were from 3 Regions (Rio de Janeiro, Sao Paulo and Minas Gerais) in the South-eastern region¹². The respondents generally occupied leadership positions (63.3%), which may indicate – beyond a personal interest – an interest from the organisation they represented in the issue of community foundations. The represented organisations were active in the fields of social assistance (36%); education, culture, human rights (30%); environment (8%); and health care (3%)¹³; or were consultants/service providers (8%); foundations (8%); or government funded agencies/departments (4%). It is important to emphasize that 48% of the respondents had never received any information about community foundations.

The questionnaire consisted of 6 questions. Two of them were 'yes/no' questions to ascertain whether the respondents had any prior knowledge of community foundations and whether or not they believed community foundations to be feasible in the Brazilian context. As part of these questions, the respondent could also express his/her opinion in narrative form. Three questions asked the respondents to organise in order of importance, a series of statements concerning community foundations and the service they perform, as well as the role of community foundation support organisations (such as the GFCCF). The statements were based on the concept and characteristics of community foundations that are known worldwide, and the respondents could include additional items that they considered relevant. A last question asked respondents to give a score (0-10) that represented their level of interest in the issue of community foundations¹⁴. The answers were transformed into a percentage and the written contributions were separated into categories to allow for better analysis¹⁵.

3.3.2 Personal Interviews

The personal interviews were designed to collect the same type of information as the online questionnaire, again using 6 questions. However, the interview allowed the participants to give more detail regarding their knowledge and background, as well and to give fuller answers to the questions. The interviews were conducted by a journalist consultant, and focused on a sample of 19 pioneers and leaders from Brazil's third sector. 87.5% of the interviewees came from the Southeast region, where the most important foundations and the majority of NGOs are placed.

Participants' answers were organised into 4 categories:

- a** Concept and specific characteristics of a community foundation;
- b** Challenges specific to the Brazilian context;
- c** The role of a support organisation such as the GFCCF;
- d** The participant's interest in community foundations.

¹² This phenomenon may reflect the distribution of NPOs in Brazil. According to the Brazilian Institute of Geography and Statistics (IBGE), 42,4% of the NPOs are based in the Southeast region. Further details in IBGE, 2008. *As Fundações Privadas e Associações sem Fins Lucrativos no Brasil: 2005*, available in <http://www.ibge.gov.br/home/estatistica/economia/fasfil/2005/fasfil.pdf>

¹³ Some of those organisations may work in more than one of these fields.

¹⁴ Full instrument available in the section Annexes – 7.2.1.

¹⁵ Details of the questionnaire analysis available in the section Annexes – 7.3.1.

3.3.3 Seminar

The seminar gathered 33 practitioners and scholars who have had international experience and are familiar with the concept and development of community foundations worldwide. Almost 50% of the participants were from the South (the seminar was held in Florianopolis, in Southern Brazil). It is also important to note there were three foreigners among the seminar's participants: Fabiana Hernandez Abreu (Centro Latino Americano de Economia Humana – Uruguay), Karen Yarza (Fundación Comunitaria Frontera Norte – Mexico) and Monica Patten (Community Foundations of Canada).

The discussions were recorded by ICom's staff, and the information the participants exchanged was organized into the same 4 categories:

- a** Concept and specific characteristics of a community foundation;
- b** Challenges specific to the Brazilian context;
- c** The role of a support organisation such as the GFCE;
- d** The participant's interest in community foundations.

4 Data Analysis

The information collected via the three instruments (online questionnaire, personal interviews and the seminar) was organised and categorised to respond the research questions.

4.1 Concept and specific characteristics of CF

45% of respondents to the questionnaire declared they had somehow received information about community foundations; 26% (of the 45%) recognised a community foundation as “an organisation that makes investments for the community’s social development”, and 20% (of the 45%) thought of a community foundation as “an organisation that carries out its work in a specific region”. Only 13% of respondents displayed a deeper knowledge of the community foundation concept, by mentioning more than two of the several characteristics stated in the Community Foundation Global Status Report 2005¹⁶.

The targeted audience from the seminar and personal interviews provided more complex contributions. The interviewees whose work was related to local development seemed to have better knowledge about community foundations and were also more interested in the concept. Some of the interviewees provided interesting inputs regarding the concept, arguing that it had to be flexible and adaptable to the context wherever it is applied. In an interview, A.T. (from an international foundation) for example, said that nowadays community foundations adopt several different forms worldwide and because of this it is difficult to establish exactly what is or is not a community foundation. Another participant (from an organisation that supports grantmakers in Brazil), observed that the community foundation concept changes a lot according to the culture, country or community in which a specific community foundation is operating.

34% of respondents indicated that the most important characteristic of a community foundation is that it “makes social investments focusing on local development”. Considering that the majority of the organisations represented in the questionnaire (76%) operated social projects, (i.e. they were traditionally grant-seekers) one could say that they were reflecting a more general concern regarding a lack of investment for their local development projects. Respondents also recognised community foundations as highly-engaged grantmakers¹⁷.

The interviewees considered community foundations to be organisations that act locally and also use local resources. D.B. (from an international network of third sector experts) argued that a community foundation could use resources from outside the community, but must also find resources from local donors and invest these resources within the local community. During the seminar, participants mentioned the importance of identifying community assets and helping the community to use their own assets to facilitate their own development. M.K. (from an organisation that supports social investors and community development) said that the first steps of a community foundation should involve mapping the human and social capital of the community, i.e. its assets.

¹⁶ Produced by WINGS-CF in 2005. Available at: http://www.wingsweb.org/download/GSR2005_p1a.pdf.

¹⁷ In the open answers of the questionnaires, discussions in the seminar and some of the interviews, the participants mentioned the importance of a closer grant-maker that knows the reality of the targeted community and can also help during the development of social projects.

Another important characteristic pointed out is that a community foundation's governing body should be "composed by people from different sectors of the community" (32% considered this to be one of the most important characteristics of a community foundation). The issue of community foundation governance was mentioned in several interviews and was discussed exhaustively during the seminar. R.M. (from an international foundation) argued in an interview that a community foundation is the type of organisation that can be the voice of and give decision-making power to social actors within a community. For this participant, community foundations have a key role in giving people who have never been in the position to engage in grant-making the opportunity to do so, in partnership with peers from a range of different backgrounds. In general the participants considered that the board of a community foundation should be diverse and should facilitate the full participation of all actors in the community. During the seminar, M.V. (from an international foundation) warned that while the participation of the community is crucial, community foundations should be the informational and organisational centre to allow the community to make functional decisions.

Overall, respondents to the questionnaire considered a community foundation's financial sustainability or endowment building to be the third most important issue (21% considered it to be the most important). For the interviewees it was also a crucial matter. The interviewees considered that the establishment of an endowment-like fund in order to guarantee long-term sustainability was an important characteristic of a community foundation. M.S. (from a national family foundation) said that it would not be logical to have a community foundation without an endowment to give it financial sustainability; this does not mean a fund solves the problem of sustainability, he added, but it would allow long-term planning. The issue of how to establish such a fund is a problem addressed in the next section of this report.

The most important contribution of a community foundation, according to the respondents of the questionnaire, is its capacity for integrating the local social network (36.6% considered this to be the most important role of a community foundation). The interviewees recognised a leadership role for community foundations in gathering community assets for social local development and stimulating social networks. They agreed that because of its focus on local work, a community foundation maintains a stronger relationship with local people, as well as other organisations, companies and government bodies within a territory. It can gain a high level of trust that enables it to represent the community. In order to reach this level of social legitimacy, a community foundation has to adopt policies ensuring transparency and accountability, as well as having a board that is representative of the community that it serves.

The information gathered via this first research question suggests that the spread of knowledge about the community foundation concept and the characteristics that distinguish these organisations from others remains incipient in Brazil. The participants recognised that the concept must be flexible and broad even within Brazil, on account the huge cultural variations from one region to another.

The following key characteristics of a community foundation were identified:

- It is a highly-engaged local grantmaker;
- It acts locally and uses local resources;
- Its board is diverse, active, and representative of the community served.
- It establishes an endowment-like fund;

- It stimulates social networks and partnerships across all sectors of the community served;
- It acts in a way that is transparent and demonstrates accountability.

4.2 What are the challenges for CFs in the Brazilian context?

When asked whether they believed community foundations to be viable within the Brazilian context, 93% of the respondents to the questionnaire and 100% of the interviewees said 'yes'. However several obstacles to the emergence of community foundations were pointed out.

The interviewees considered that the community foundation concept had the potential to stimulate debates that could change the culture of philanthropy in the country. The word 'philanthropy' in Brazil is understood as 'charity'; as individuals, Brazilians give alms, volunteer and donate as a religious duty, but do not often commit themselves to 'life changing' giving. The main donors in Brazil are corporate foundations, which have increased their levels of social investment in recent years but still fail to implement monitoring and evaluation processes to measure the social impact of their giving.

M.K. (from an organisation that supports social investors and community development) affirmed that Brazilian donors are used to and prefer to give directly to the beneficiaries. The community foundation concept represents a degree of maturity in the giving process, whereby the donor is aware of the added value that an intermediary can bring to the donation. When it comes to the culture of giving, citizenship and civic participation, F.R. (from an organisation that supports grantmakers in Brazil) suggested that the history of paternalism in Brazil has resulted in a lack of civic participation in the form of demands from the people on the ground. It would be necessary to switch the elite's understanding of how to contribute to a better society, placing a greater emphasis on approaches that give voice to the opinions and expectation of beneficiaries, rather than just those of the donors. Only by involving the community is it possible to generate sustainable wealth for and within that community. Participants recognised the challenge of fundraising through individual giving within local communities and were aware of the obstacle imposed by the extreme poverty experienced by some communities in Brazil and the immediate attention that this demands, as well as the complexity of the social problems needing to be addressed.

Participants recognised the lack of tax incentives for individual giving and the scarcity of incentives for companies as another obstacle to the development of philanthropy. E.S. (lawyer and expert on the non-profit sector) remarked in an interview: "as far as I understand, there is no legal impediment to the establishment of Community Foundations". In addition, A.T. (from an international foundation) pointed out that the economic and financial scenario in Brazil is favourable to the development of community foundations, and that there is already a significant level of social participation from companies (financially). However, there is no legal framework that stimulates individual participation, and the modification of the legal framework is a challenge that needs to be addressed. Other interviewees and respondents mentioned the need to review the legal framework for the entire third sector, which would bring greater security for social investors, non-profit organisations and the general public concerning the management and investment of philanthropic resources.

Assuming that community foundations have the role of conveners or articulators and should partner with several different actors within a specific community, the interviewees

agreed that a particular challenge would be to create an environment in which different sectors of the community can converse as equals (A.S. third sector expert). Another challenge would be to get donors engaged with the impact of their donations (A.T. from an international foundation). D.B. (from an international network of third sector experts) summed up a general opinion expressed during the seminar and interviews: “it is necessary to overcome ‘resistances’. When a community foundation is launched, one of the big challenges is to implement genuinely democratic management of the resources.”

Other obstacles that were pointed out in the questionnaires and need to be considered include the relationship with existing participatory councils, and the risk of a community foundation being seen as a competitor in fundraising by the local community. The respondents believe that community foundations can work together with the participatory councils to qualify the service they provide to the community. The respondents also considered that community foundations are independent organisations that can work free from political influences – this is seen as being essential to guarantee a transparent use of funds and other resources, but was also noted as a potential challenge for community foundations.

A last challenge pointed out was that of fundraising for endowment-like funds. As said above, the culture of donations in Brazil is still focused very much on short-term solutions, and there is no previous experience in the country when it comes to management of endowment-like funds. The establishment of endowment-like funds will require patience and much work on educating the donor community.

According to participants, the main challenges to be overcome are:

- The culture of philanthropy in Brazil;
- Fundraising through individual giving with local communities;
- Extreme poverty in some communities;
- The complexity of social problems in the country;
- Lack of tax incentives;
- The current legal framework for the third sector;
- Creating an environment in which different sectors of a community can converse as equals;
- Getting donors engaged in monitoring the impact of their gift;
- Practising genuinely democratic management of resources;
- Establishing relationships with existing participatory councils;
- The threat of community foundations being seen as competitors in fundraising;
- The need to work free from political influences;
- Fundraising for endowment.

4.3 The role of a support organisation such as the Global Fund for Community Foundations

Regarding the role that a support organisation such as the GFCE could have in the Brazilian context, respondents to the questionnaire identified 2 key ideas: 29.5% of the respondents said that to “set up a ‘support organisation’ that can contribute to the

creation and maintenance of community foundations in Brazil” was the most important thing to do, and 28% said that to “launch incentive programmes for social investments (match or challenge grants, for instance)” was the most urgent action required.

Regarding the challenge of local fundraising, respondents to the questionnaire indicated that programmes such as challenge-grants are the best option to stimulate the culture of giving and local fundraising, but acknowledged that these programmes are not common in Brazil. The fact that respondents thought it important that there should be a support organisation in the country to facilitate the development of community foundations, may indicate that the respondents prefer be geographically closer to the support organisation. According to the open answers in the questionnaire, respondents feel it is important that the organisations with which they partner know local realities and peculiarities and that this is best achieved by being geographically close to the area in which the work is being carried out.

In the interviews, participants agreed on the importance of financial support from organisations such as the GFCF. Interviewees pointed out the need for investment in disseminating information on the community foundation model and best practices both worldwide and specifically in Brazil. R.M. (from an international foundation) believes that the GFCF could, considering the difficulty of fundraising for endowments in Brazil, advocate among other international grant-makers in order to increase grants for community foundations to start endowment funds.

J.K. (coordinator of a national corporate foundation) believes that a support organisation could help by providing training and information to community organisations and leaders, as well as taking measures to stimulate research. M.P. (from an international foundation) believes that it is first necessary to spread knowledge on the community foundation concept more widely and to adapt the model to the Brazilian context, and that the GFCF should be a key player in this.

P.C. (President of a national corporate foundation) stressed the importance of challenge-grants to help leverage the services that community foundations can provide. M.S. (from a national family foundation) agreed that financial grants from an international organisation with the profile of the GFCF could help to validate and give legitimacy to the emerging community foundations and encourage local donors to invest.

To summarise, the role of a support organisation such as the GFCF would be:

- To provide financial support (grants and challenge-grants);
- To establish partnerships with national support organisations;
- To disseminate information on the community foundation model and best-practices;
- To advocate among other grant-makers to increase grants for endowments;
- To provide training and information to community organisations and leaders;
- To stimulate research;
- To validate and give legitimacy to the emerging community foundations.

5 Discussion of Findings

This consultation process revealed a growing interest in the community foundation concept in Brazil, particularly regarding its potential to manage social investments at community level; promote and convene community leadership; and establish sustainability funds (endowments).

The non-profit sector in Brazil is vibrant and thriving, but donors are predominantly business and corporate institutes and foundations. Although expressed in different ways, all participants seemed to agree that other forms of philanthropy and community investments are needed in order to achieve two goals: to engage a broader base of donors, making philanthropy an expression of active citizenship; and to create more democratic and transparent ways of managing funds at a community level.

According to one respondent "Brazil is at an historic moment, both politically and economically, and well placed to look for new forms of community philanthropy. We now have economic stability and there is the potential for democratic participation at community level. Community foundations may well be the right kind of organisation to respond to this unique opportunity" (E.S. lawyer and expert in non-profit sector).

6 Recommendations to the GFCE

Based on the data collected during the consultation process and the experience of ICom as an emerging community foundation in Brazil, we have identified three potential roles or opportunities for the GFCE and suggested strategies for action.

- 1** The first role/opportunity relates to the need to promote and disseminate the community foundation concept across the country as a means of fostering community philanthropy. One possible strategy would be to organize an international meeting, held in Brazil, to discuss the concept and examine national and international case studies of existing community foundations. Potential partners for such an activity might be the Brazilian Association of Grant-Makers (GIFE), as well as grantmakers interested in community development, such as the C&A Institute and the AVINA Foundation. Another strategy to promote the community foundation concept in Brazil would be to sponsor the production and publication of articles and concept papers by Brazilian researchers and opinion makers.
- 2** The second strategic role for the GFCE would be to create, or support, a local organisation with the mission of promoting and supporting individual and family giving in Brazil. Although only indirectly related to the work of community foundations we strongly believe that increasing the strategic focus on individual giving at a local level would have a significant impact on the emergence of community foundations. We base this assumption on the experience of Ethos Institute in Brazil, which by promoting Corporate Social Responsibility (CSR) has significantly increased the number of corporate foundations and institutes in Brazil. Community foundations would become an alternative for individuals and families interested in investing strategically in their communities.
- 3** The third role is related to the promotion of sustainability funds, or endowments. Leaders from the Brazilian non-profit sector agree that one of the greatest challenges faced by CSOs in the country is that of achieving institutional sustainability. Their potential for long-term financial sustainability is something which clearly differentiates community foundations from other existing community-based organisations and which could have a positive impact on the non-profit sector as a whole. The GFCE could perform a double role here: they could provide matching funds to emerging community foundations to support the creation of endowments, and could negotiate with other international donors, encouraging them adopt the same strategy in relation to emerging community foundations in Brazil. The GFCE could also support and strengthen intersectorial partnership initiatives for the creation of endowments, such as that proposed by the Fundação Gerações in Rio Grande do Sul. It is also important to consider partnerships with Brazilian commercial banks, such as Itaú and Bradesco, for the establishment of endowments. The GFCE could play a key role by sharing information on the experiences of community foundations with banks in other countries, such as England and in Italy.

The data generated by the consultation process provides evidence that Brazil currently presents the political, economic and social conditions for the emergence of a significant number of community foundations. Moreover, the introduction of the community foundation concept may enrich and expand the development of the non-profit sector throughout the country by providing alternatives modes of participation for a broader base of donors and by creating mechanisms to secure the sustainability of CSOs.

Considering the political and economic relevance of Brazil for the Latin American continent, and the fact that the country is considered a reference for non-profit sector in the region, the GFCF should consider it a target region for its future activities. As the data of this consultation suggest it would be important to create, or establish a partnership with a local organisation, in order to implement context specific, culturally sensitive strategies to promote the emergence and consolidation of community foundations in Brazil.

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- Brazilian Institute of Geography and Statistics: <http://www.ibge.gov.br/>
- Ethos Institute: <http://www.ethos.org.br/>
- Formação – Centro de Apoio à Educação Básica: <http://www.formacao.org.br/>
- Group of Institutions Foundations and Enterprises: <http://www.gife.org.br/>
- ICom – Instituto Comunitario Grande Florianópolis: <http://www.icomfloripa.org.br/>
- Institute for the Development of the Social Investment: <http://www.idis.org.br/>
- Rede de Informações do Terceiro Setor (RITS): <http://www.rits.org.br/>
- Rio Institute: <http://www.institutorio.org.br/>
- The Global Fund for Community Foundations: <http://www.globalfundcf.org/>
- WINGS Worldwide Initiatives for Grantmaker Support: <http://www.wingsweb.org/>

8 Annexes

8.1 List of Participants

8.1.1 Questionnaire

	<i>Name</i>	<i>Organisation</i>
01	Abelardo Coelho	Direitos Humanos Arquidiocese de Fortaleza
02	Adelino Paludo	Cidade dos Meninos de Campo Grande - MS
03	Aileen Franklin Sallé	Centro Educar para Cidadania
04	Airton Luiz Pires	Ass. Com. da Vila de Oficinas Laranjeiras
05	Alessandra Fagundes	Ass. Morad Amigos da Praça do Triangulo
06	Alilian Gradela Silveira	Projeto Comunitário Sorriso da Criança
07	Altani Luiz de O. Gonçalves	Grupo de Escoteiros do Mar Ilhas Guara
08	Amalia E. Fischer P	Fundo Angela Borba
09	Ana Marcondes Faria	Centro Com. Lidia dos Santos CEACA VILA
10	Ana Paula da Silva	Bem Tv – Educação e Comunicação
11	Anatalia	Proj. Soc. Cul. Edu. Resgatando Cidadania
12	Anisio Izidoro	Projeto Assistencial Construindo o Amanha
13	Antonio Carlos S. Rocha	Inst. de Des. Sustentável do Agronegócio
14	Aristoteles Pinheiro Libanio	Associação Cidadão do Mundo
15	Carlos da Silva Matias	Ass. do Des. Local Integrado e Sust. ADLIS
16	Caroline Silvestre Domingues	Fundação Francisca Franco
17	Cecilia M ^a . da Silva Holanda	Ong Travessia – C. de Cultura Afrocearense
18	Cynthia Rachel Lima	Org. de Direitos Humanos Projeto Legal
19	Diogo Luis Alencastro Silva	Fundação CASAN (FUCAS)
20	Domicio Somariva Filho	IOL Instituto da Organização do Lazer
21	Edson Nascimento de Lima	Conselho Comunitário do Conjunto Niteroi
22	Eduardo Nunes de Lima	Associação Brasileira Agua e Energia
23	Elaine Azevedo	A PratiqEcologia
24	Eleusa Prefeito Delfino	FECONSEG – Sergipe
25	Eliane Lima	Centro Social e Cultural Tatiane Lima
26	Ellis Regina dos S. Amorim	Sec. Bem Estar Soc. Belford Roxo
27	Fatima Costa de Lima	Grupo Africatarina de Arte e Arte-Educação
28	Francisca Cicera P.S.Alencar	Associação Comunitária do Guarani
29	Francisco Lima de Sousa	Associação Grao de Mostarda
30	Gabriel Lopes	APJ
31	Gerson Flavio da Silva	Centro de Estudos e Projetos Naper Solar
32	Glauca Matos Adeniké	Fala Preta! Org. de Mulheres Negras
33	Hainer Bezerra de Farias	Centro das Mulheres do Cabo
34	Ione Schneider	AMUCC
35	Itamar Moreira do Carmo	Ass. dos Mor. do Jd Santa Lucia e Adjacncis
36	Janaina de Fatima Chudzik	NITS – UFPR
37	Joao Pedro Salvador de Lima	Centro Vida Nordeste
38	Jocimar Sanabria	ONG Amigos da Vida
39	Jorgina A. Mikita Pawlak	Org. Neo Humanitarismo Universalista
40	Katiani Lucia Zape	Participar / Instituto IRIS
41	Lana Luiza M. Feitosa Sales	Prefeitura Mun. De Santana do Cariri

	<i>Name</i>	<i>Organisation</i>
42	Leonardo Santos Oliveira	ONG Cresça
43	Lidia Rangel ds Santos Muller	Projeto Efraim
44	Lucimar Nogueira	Instituto Aprender a Vencer
45	Luiz Nazareno de Souza	Ass. de Educ. e Cidadania Santos Dumont
46	Manuel Lourenço Filho	Ass. Beneficente Luzia Lopes Gadelha
47	Marcelo Estraviz	Ass. Brasileira de Captadores de Recursos
48	Maria Aparecida de Lima	Ass. de Mulheres da Zona Leste
49	Maria Carolina Trevisan	Fundação Kellogg
50	Maria Cristina Pereira	
51	Maria da Graça Abreu	Ass. Centro Cultural Vila Lage SG RJ
52	Maria Noemia M. de Souza	Org. valrço Indvduo e Des. Atvo Scil VIDAS
53	Maristela A. S. Truppel	Conselho Comunitário Ponte do Imaruim
54	Marli Fernandes Linares	Ass. Beneficente Carinha de Anjo
55	Michel Freller	Criando Consultoria
56	Milton Luis Telles Jr	Instituto IDESA
57	Noemi Quintana Estácio	
58	Omar Rocha	Oxfam GB
59	Paulo César Félix Cassiano	Inst. de Des. Territorial Sustentavel
60	Paulo Josue B. de Freitas	Ass. Comunitária Amigos do Chuisca
61	Raciel Gonçalves Junior	Prefeitura de Itajai /Sec da Criança e Adol.
62	Rita Maria Cardoso Barbosa	Associação Civil Crescer no Campo
63	Roberto Oliveira Barros	URCA – Universidade Regional do Cariri
64	Rogério Renato Silva	Inst. Fonte para o Desenvolvimento Social
65	Rui Mesquita	W.K. Kellogg Foundation
66	Sandra de Almeida Figueira	Proj. Amendoeira – Red Ins. Soc.e Cepagem
67	Sergio de Abreu Santos	OBRAF Org. Brasileira de Apoio Filantropico
68	Simone Basilio dos Santos	Central Única das Favelas
69	Stéfano Camevalli	Instituto DESS
70	Vicente Rodrigues Alves	Ass. Beneficente Reviver – ONG Reviver
71	Waldo Alves	ADESP VIDA

8.1.2 Interviewees

	<i>Name</i>	<i>Organisation</i>	<i>Website</i>
01	Ana Toni	Ford Foundation	www.fordfound.org
02	Andréia Saul	FICAS	www.ficas.org.br
03	Andrés Thompson	W.K. Kellogg Foundation	www.wkcf.org
04	Amaldo Rezende	FEAC	www.feac.org.br
05	Célia Schlithler	IDIS	www.idis.org.br
06	Daniel Becker	Synergos Institute	www.synergos.org
07	Eduardo Szazi	Law Professor	www.fia.com.br/www.fgv.br
08	Elio Moreira	Instituto Rio	www.institutorio.org.br
09	Fernanda B. de Sá	IVA	www.voluntariosemacao.org.br
10	Fernando Rossetti	GIFE	www.gife.org
11	Francisco Azevedo	Instituto Camargo Correa	www.camargocorrea.com.br
12	Jair Luiz Kievel	Lojas Renner	www.lojasrenner.com.br
13	Marcos Kisil	IDIS	www.idis.org.br

	<i>Name</i>	<i>Organisation</i>	<i>Website</i>
14	Maria Alice Setubal	Fundação Tide Setubal	www.fundacaotidesetubal.org.br
15	Maria Regina Cabral	ONG Formação	www.formacao.org.br
16	Melissa Pimentel	Red América	www.redeamerica.org
17	Paulo Castro	Instituto C&A	www.institutocea.org.br
18	Rodrigo Villar	Red América	www.redamerica.org ;
19	Rui Mesquita Cordeiro	W.K. Kellogg Foundation	www.wkkf.org

8.1.3 Seminar

	<i>Name</i>	<i>Organisation</i>	<i>Website</i>
01	Alceu T. Nascimento	Fundação MSS	www.fmss.org.br
02	Alice Kuerten	Instituto Guga Kuerten	www.igk.org.br
03	Ana Maria Warken	IVA	www.voluntariosemacao.org.br
04	Ana Teresa S. Lima	Consultant	
05	Anderson G. da Silva	ICom / Consultant	www.icomfloripa.org.br
06	Carla I. da Cunha	AMANCO	www.amanco.com.br
07	Carolina Andion	ICom / Consultant	www.icomfloripa.org.br
08	Cheila Zortea	Fundação MSS	www.fmss.org.br
09	Cinthia Sé	GIFE	www.gife.org.br
10	Daniel Becker	Synergos Institute	www.synergos.org
11	Ester Macedo	Entrepreneur / ICom	www.macedo.com.br
12	Fabiana H. Abreu	CLAEH	www.claeh.edu.uy
13	Fernanda B. de Sá	IVA	www.voluntariosemacao.org.br
14	Fernando Rossetti	GIFE	www.gife.org.br
15	Gabriel Ligabue	Fundação Tide Setubal	www.fundacaotidesetubal.org.br
16	Jaqueline de Camargo	United Way Brasil	www.acjbrasil.org.br
17	Joao Pedro Sirotsky	Entrepreneur	www.rbstv.clicrbs.com.br
18	Karen Yarza	Frontera Norte CF	www.fcfronteranorte.org
19	Keli Soares de Anhaia	ICom	www.icomfloripa.org.br
20	Lucia Dellagnelo	ICom	www.icomfloripa.org.br
21	Marcia Quintino	Fundação Itau Social	www.fundacaoitausocial.org.br
22	Marcio V. Pinto	AVINA Foundation	www.avina.net
23	Marcos Kisil	IDIS	www.idis.org.br
24	Maria Alice Setubal	Fundação Tide Setubal	www.fundacaotidesetubal.org.br
25	Maria Cristina Vieira	Entrepreneur	
26	Maria de F. F. Rosar	Baixada Maranhense CF	www.formacao.org.br
27	Maria Regina Cabral	Baixada Maranhense CF	www.formacao.org.br
28	Miguel Minguillo	Fundação MSS	www.fmss.org.br
29	Miriam G. Andrade	FAHECE	www.fahcece.org.br
30	Monica Patten	CFC	www.cfc-fcc.ca
31	Regina May Farias	Fundação MSS	www.fmss.org.br
32	Regina Panceri	Universidade do Sul SC	www.unisul.br
33	Thayse Costa Guzzatti	Consultant/ Ashoka Fellow	

8.2 Data Collection Instruments

8.2.1 Online Questionnaire



WINGS Global Fund
for Community Foundation

Consultation for the Global Fund for Community Foundations

This instrument is part of a consultation of the Global Fund for Community Foundations. The aim is to gather preliminary information about knowledge and viability of community foundations in Brazil. Thank you very much for your participation.

1 – Have you heard, read or received any information about community foundations?

() yes () no

If your answer is yes, what do you know to be a community foundation?

2 – What are the essential characteristics of an institute or community foundation (a non-profit organisation) that invests technical and financial resources to stimulate local social development?

(Put in order of importance, 1 being the most important and 6 being the least)

- () the governance body is composed of people from different sectors of a specific community
- () it makes social investments focusing on local development
- () It offers technical and financial support to other civil society organisations within the community
- () It is maintained by resources from a vast range of investors?
- () it is committed to creating a source of permanent funds for the community
- () other characteristics (please list):

3 – In your opinion, how does an institute or community foundation contribute to the local development? (Put in order of importance, 1 being the most important and 8 being the least)

- () integrating the local social network
- () stimulating the culture of the social investment
- () creating alternatives to improve the quality of life in a specific community
- () gathering resources from different sources to relevant causes for the community
- () producing and sharing knowledge
- () creating alternatives to the sustainability of the local social network
- () leading the process of proposing and monitoring public policies
- () other options (please list):

4 – Do you consider that an institute or community foundation is viable in the Brazilian context?

() yes () no

Why:

5 – What actions do you consider necessary to support the work of an institute or community foundation in Brazil? (Put in order of importance, 1 being the most important and 7 being the least)

- () bring financial resources
- () know other examples of community foundation in the world
- () stimulate researches about the subject
- () promote publications, seminars and conferences about community foundations and their roles
- () launch incentive programmes of social investments (match or challenge grants, for instance)
- () set up a "supportive organisation" that aids the creating and maintenance of community foundations in Brazil
- () other options (please list):

6 – From 0 to 10, rank your interest in the discussion about community foundations in Brazil (0 being low and 10 high interest)

Name:

Organisation:

Job title:

Tel:

E-mail:

8.2.2 Interview Guidelines



WINGS Global Fund
for Community Foundations

Consultation for the Global Fund for Community Foundations - Interview

This instrument is part of a consultation of the Global Fund for Community Foundations. The aim is to gather preliminary information about knowledge and viability of community foundations in Brazil. Thank you very much for your participation.

1 – Have you heard, read or received any information about community foundations? What do you know to be a community foundation?

2 – What are the essential characteristics of a community foundation?

3 – How could community foundations contribute to the social development in Brazil?

4 – Which are the main challenges to the implementation of community foundations in Brazil?

5 – What do you think to be the role of a support organisation such as the Global Fund for Community Foundations?

6 – Which is your interest in community foundations and how it is related to your work in the social field?

Nome:

Organização:

Cargo:

Telefone:

E-mail:

8.2.3 Programme of the Seminar

Community Foundations Seminar

05 June 2008 – Sofitel Hotel – Florianópolis, Santa Catarina – Brazil

	<i>Programme</i>	<i>Speaker</i>
2 pm	Community Foundation movement worldwide.	Monica Patten – Community Foundations of Canada
2.30 pm	Participants' presentation	
2.40 pm	Community Philanthropy in Brazil: The experience of IDIS and the profile of Brazilian donors.	Marcos Kisil – President of IDIS
3.30 pm	The experience of ICom – Instituto Comunitário Grande Florianópolis.	Lucia Dellagnelo – General Coordinator ICom
3.50 pm	Coffee break / Networking	
4.20 pm	Debate – Community Foundations in Brazil: Opportunities and Challenges.	Facilitator: Fernando Rossetti – GIFE
6 pm	Conclusion – Next Steps	Fernando Rossetti and Lucia Dellagnelo

8.3 Questionnaire: Strategies for data analysis

8.3.1 Methodological Notes

The questions of multiple choices (1) and (4) – “yes” or “no” – as well as the question (6) – “from 0 to 10, rank your interest” – were transformed in percentage.

The open answers of the question (1) – “what do you know to be a CF?” – and of the question (4) – “do you consider CF is viable in Brazil” – were separated in categories by similitude.

When the questions asked the respondents to put statements in order of importance – “1” to the more important, “2” to the second more important and so on – (questions 2, 3 and 5), the analysis considered the number of people that attributed importance 1 for each statement, transformed in percentage. Furthermore, in order to verify which one of the statements overall is the most important one in comparison with all others, points were given, according to the tables:

Table 1
Question 2

Importance	Points
1	6
2	5
3	4
4	3
5	2
6	1
(NA)*	0

Table 2
Question 3

Importance	Points
1	8
2	7
3	6
4	5
5	4
6	3
7	2
8	1
(NA)*	0

Table 3
Question 5

Importance	Points
1	7
2	6
3	5
4	4
5	3
6	2
7	1
(NA)*	0

* Not answered or wrongly answered (the respondent filled the brackets with “X”)

The points given were multiplied by the number of answers, according the following example:

Ex.: In the question (2), 23 respondents gave to the statement A – “the governance body is composed of people from different sectors of a specific community” the importance “1” (most important).

According to the table for the question (2), the importance “1” values 6 points. Therefore, those 23 answers will count 138 points (23 answers X 6 points) to the statement.

Summing up the points each statement received, we can compare them and identify which one is more important in average.

The respondents’ contributions through the choice “other options (please list)” in the questions (2), (3) and (5) never were considered the most important and were few. Therefore, they were analysed as open answers to be considered in a qualitative way when discussing the findings.

8.3.2 Findings and Comments

1 Have you heard, read or received any information about community foundations?

Category	# Answers	Percentage
Yes	32	45%
No	34	48%
N/A*	5	7%
Total	71	100%

*Not answered

If your answer is yes, what do you know to be a community foundation?

Categories	# Answers	%
An organisation that makes investments for the community's social development	10	26%
An organisation that carries out its work in a specific region	08	20%
Concept closer that of the CF Global Status Report 2005 ¹⁸	05	13%
It is an organisation with participatory governance	05	13%
Answers out of the context	04	10%
It is an organisation that set up funds	03	8%
Broad and generic concepts	03	8%
It is an organisation designed to fundraise	01	2%
Total	39	100%

Comments: The respondents' understanding of the community foundation concept was derived directly from the word "community". The answers were generally weak and focused on one or two characteristics of community foundations as presented by the *Community Foundation Global Status Report 2005*. It is interesting to note that the category "an organisation that makes investment for the community's social development" produced several answers that are able to point out the differences between community foundations and other types of third sector organisation. Only 12% of the respondents presented any deeper knowledge of community foundations. They are consultants, directors or programme officers within big grant-making organisations and usually had international experience (although the extent of their experience was not included in their answers, these respondents are well known by ICom's staff)

¹⁸ Available in: http://www.wingsweb.org/information/publications_community_2005summary.cfm

2 What are the essential characteristics of an institute or community foundation (a non-profit organisation) that invests technical and financial resources to stimulate local social development? (Put in order of importance, 1 being the most important and 6 being the least)

- A** The governance body is composed of people from different sectors of a specific community
- B** It makes social investments focusing on local development
- C** It offers technical and financial support to other civil society organisations within the community
- D** It is maintained by resources from a vast range of investors
- E** It is committed to creating a source of permanent funds for the community
- F** Other characteristics (please list):

Importance	A			B			C			D			E			F		
	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P
1	23	32	138	24	34	144	13	18	78	05	7	30	15	21	90	01	2	06
2	11	15	55	18	25	90	17	24	85	11	15	55	18	25	90	00	00	00
3	14	20	56	14	20	56	09	13	36	07	10	28	09	13	36	00	00	00
4	09	13	27	06	8	18	14	19	42	14	20	42	09	13	27	00	00	00
5	09	13	18	01	2	02	09	13	18	23	32	46	12	17	24	00	00	00
6	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	08	11	08
(NA)	05	7	00	08	11	00	09	13	00	11	15	00	08	11	00	62	87	00
Total	71	100	294	71	100	310	71	100	259	71	100	201	71	100	267	71	100	14

Order of importance, according the average number of points received:

- First:** B – It makes social investments focusing on local development
- Second:** A – The governance body is composed of people from different sectors of a specific community
- Third:** E – It is committed to creating a source of permanent funds for the community
- Fourth:** C – It offers technical and financial support to other civil society organisations within the community
- Fifth:** D – It is maintained by resources from a vast range of investors

Comments: The respondents generally agreed that the most important characteristic of a community foundation is that it makes social investments focusing on local development. Based on participants' weak understanding of the community foundation concept (48% of the respondents had never had received any information about community foundations), it is reasonable to suggest that the respondents considered community foundations to be as important as any other kind of grant-making organisation. It is interesting to observe that the respondents pointed out the characteristic "governance body composed of people from different sectors of a specific community" as being a very important characteristic of a community foundation. This may indicate the desire to be engaged in the decision making process when it comes to making grants within the community.

3 In your opinion, how does an institute or community foundation contribute to the local development? (Put in order of importance, 1 being the most important and 8 being the least)

A Integrating the local social network

B Stimulating the culture of the social investment

C Creating alternatives to improve the quality of life in a specific community

D Gathering resources from different sources to relevant causes for the community

E Producing and sharing knowledge

F Creating alternatives to the sustainability of the local social network

G Leading the process of proposing and monitoring public policies

H Other options (please list):

Importance	A			B			C			D			E			F			G			H		
	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P
1	26	36	208	09	13	72	26	36	208	09	13	72	08	11	64	11	15	88	12	17	96	00	00	00
2	09	13	63	12	17	84	07	10	49	08	11	56	15	21	105	14	20	98	09	13	63	00	00	00
3	08	11	48	08	11	48	07	10	42	06	8	36	08	11	48	10	14	60	08	11	48	00	00	00
4	12	17	60	07	10	35	05	7	25	12	17	60	06	8	30	08	11	40	04	6	20	00	00	00
5	02	3	08	13	18	52	09	13	36	08	11	32	09	13	36	07	10	28	06	8	24	00	00	00
6	03	04	09	09	13	27	04	6	12	11	15	33	11	15	33	07	10	21	07	10	21	00	00	00
7	05	07	10	05	07	10	04	6	04	07	10	14	04	6	08	07	10	14	16	22	32	00	00	00
8	00	00	00	00	00	00	00	0	00	00	00	00	00	00	00	00	00	00	00	00	00	04	6	04
(NA)	06	08	00	08	11	00	09	13	00	10	14	00	10	14	00	07	10	00	09	13	00	67	94	00
Total	71	100	406	71	100	328	71	100	376	71	100	303	71	100	324	71	100	349	71	100	304	71	100	4

Order of importance, according the average got by the points attributed:

First: A – Integrating the local social network

Second: C – Creating alternatives to improve the quality of life in a specific community

Third: F – Creating alternatives to the sustainability of the local social network

Fourth: B – Stimulating the culture of the social investment

Fifth: E – Producing and sharing knowledge

Sixth: G – Leading the process of proposing and monitoring public policies

Seventh: D – Gathering resources from different sources to relevant causes for the community

Comments: In average the respondents believe that the most important contribution of CF to the local development is its capacity of integrating local social network, This result may indicate that the respondents recognise the potential of their own community to develop itself, if under a leadership that identifies the community's assets, organise the actors and stimulate work in collaboration. Considering the fact that the third most important item was "creating alternatives to the sustainability of the local social network" and the item "Gathering resources from different sources to relevant causes for the community" was the least in order of importance (excepting "other options"), it may imply that the respondents understood CF as playing the role of local social network leadership, that would lead a process resulting in a collective 'action plan' for the community, instead CF playing the role of fundraiser and grantmaker solely.

4 *Do you consider that an institute or community foundation is viable in the Brazilian context?*

<i>Category</i>	<i># Answers</i>	<i>Percentage</i>
Yes	66	93%
No	01	1.4%
N/A	04	5.6%
Total	71	100%

<i>Categories</i>	<i>Answers</i>	<i>%</i>
It is viable because there are many necessities to be overcome and things to change	24	34%
It is viable because it is necessary to stimulate social mobilisation and networks	17	24%
It is viable, but under some conditions	13	18%
It is viable because the context is favourable to this type of organisation	05	7%
It is viable because we need an organisation to help elaborating public policies	03	4%
Not viable, not answered and other answers out of the context	09	13%
Total	7171	100%

Comments: The absolute majority of the respondents recognised the feasibility of CF in Brazil. However, it is important to take in consideration that the arguments presented were vague and based more on the necessities perceived from the context of Brazil by the respondents than on the innovation the model would bring to the field. It is interesting to pay attention on couple of the suggestions and challenges pointed out by the respondents in the open answers:

“It is a challenge to relate with the participatory councils¹⁹ and find out a manner of work that can strengthen these councils”.

“It is necessary to stimulate donation (fiscal incentives) and overcome the culture of short term viewing”.

“It is a legal framework to rule the use of resources and it is necessary training on management and leadership”.

“It would be important mapping the community association, verifying which are the functioning practices. It would leverage the development of a CF or institute”.

“It is a challenge to act free of local political influences”.

¹⁹ The councils: “Conselho de Assistência Social”, “Conselho dos Direitos da Criança e do Adolescente”, were created since the Constitution of 1988 and are constitute on legal base in all levels of government. They are formed by representatives of the State and Civil Society. The councils manage social funds formed by donations from the business sector mainly (under little tax incentives). Despite the design that allows Civil Society participation, this management lacks transparency and accountability; usually the funds are managed towards the benefit of few ‘client’ organisations and local government itself, driving resources previously designated to Social Assistance, for example, to other issues of the government agenda.

5 What actions do you consider necessary to support the work of an institute or community foundation in Brazil? (Put in order of importance, 1 being the most important and 7 being the least)

- A** Bring financial resources
- B** Know other examples of community foundation in the world
- C** Stimulate researches about the subject
- D** Promote publications, seminars and conferences about community foundations and their roles
- E** Launch incentive programmes of social investments (match or challenge grants, for instance)
- F** Set up a “supportive organisation” that aids the creating and maintenance of community foundations in Brazil
- G** Other options (please list):

Importance	A			B			C			D			E			F			G		
	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P	A	%	P
1	18	25	126	13	18	91	10	14	70	15	21	105	20	28	140	21	29	147	02	3	14
2	05	7	30	14	20	84	08	11	48	14	20	84	15	21	90	14	20	84	01	2	06
3	07	10	35	10	14	50	14	20	70	12	17	60	06	8	30	07	10	35	00	00	00
4	11	15	44	07	10	28	11	15	44	11	15	44	11	15	44	03	4	12	00	00	00
5	06	8	18	12	17	36	16	22	48	05	7	15	09	13	27	06	8	18	00	00	00
6	16	22	32	07	10	14	04	6	08	06	8	12	07	10	14	13	18	26	00	00	00
7	01	2	01	01	2	01	00	00	00	00	00	00	00	00	00	00	00	00	04	6	04
(NA)	07	10	00	07	10	00	08	11	00	08	11	00	03	4	00	07	10	00	64	90	00
Total	71	100	286	71	100	304	71	100	288	71	100	320	71	100	345	71	100	322	71	100	24

Order of importance, according the average got by the points attributed:

- First:** E – Launch incentive programmes of social investments (match or challenge grants, for instance)
- Second:** F – Set up a “supportive organisation” that aids the creating and maintenance of community foundations in Brazil
- Third:** D – Promote publications, seminars and conferences about community foundations and their roles
- Fourth:** B – Know other examples of community foundation in the world
- Fifth:** C – Stimulate researches about the subject
- Sixth:** A – Bring financial resources

Comments: The order of importance presented by the respondents indicates they consider fundamental to stimulate the culture of donation in Brazil, and they point out incentive programmes such as “challenge-grant” or “match-grant” (It is interesting to stress out the respondents think financial resources solely are not so important). The second most important aspect is to set up a ‘supportive organisation’ that aids CF in Brazil and finally to disseminate information and knowledge about CF, stimulating research and comparing the CF development in Brazil with other parts of the world. Among the open answers there are interesting comments, like the “necessity of identify and study experiences that can inspire community actions toward social development, to stimulate networking with grant-makers and to promote campaigns to attract potential private social investors.

6 From 0 to 10, rank your interest in the discussion about community foundations in Brazil (0 being low and 10 high interest)

<i>Grade</i>	<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>NA</i>	<i>Total</i>
# Answers	03	00	01	02	00	00	00	02	04	06	51	02	71
%	4%	0	1,4%	3%	0	0	0	3%	5,6%	8%	72%	3%	100%

Comments: About 80% of the respondents are open to debate how should be the development of CF in Brazil. The respondents showed a huge interest in CF and it is important to mention that, in the short time the questionnaire was online, 71 respondents from all over the country contributed.



Produced in collaboration with the Global Fund for Community Foundations as part of a regional consultation process associated with its incubation as an independent entity.

www.globalfundcf.org

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