

transforming philanthropy

mapping of independent grantmaking
organizations for civil society in the
areas of socio-environmental justice and
community development in Brazil



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introduction

Philanthropy that drives change

Graciela Hopstein and Mônica C. Ribeiro

In 2020, when the Brazilian Philanthropy Network for Social Justice (Comuá Network's name at the time) was invited to join the Giving for Change (GfC) Alliance within the context of the Dutch Cooperation, we decided to include in the work plan the development of a survey to map local socio-environmental justice and human rights funds – grantmakers to civil society initiatives – as, in our opinion, that is a key strategy to learn more about the field of independent philanthropy in Brazil.

In our view, the study would be crucial to expand the knowledge of and provide visibility to a number of grantmaking organizations that started emerging in the country 20 years ago, helping to fund initiatives by grassroots groups and social movements that work to expand the access to and the recognition of rights in the fields of socio-environmental justice, human rights and community development.

Our starting point to develop the study was to examine the field of philanthropy as a complex space, where various initiatives and forms of action coexist because, in fact, there is not just one, but several philanthropies, and this allows for the acknowledgment of multiple actors and dynamics in the field.

Based on these initial ideas, the mapping, which was developed through a partnership between Comuá Network and ponteAponte, was conceived not only as a study aimed at gaining new knowledge about a different way of doing philanthropy – perhaps not yet well known, but innovative – but as an instrument of advocacy, capable of raising new reflections, questioning power relations – including from the perspective of the #ShiftThePower movement – and the colonial practices of philanthropy. It is also our intention to be able to contribute to the field by pointing to new forms of collaboration between multiple actors (international, corporate, family and independent philanthropy).

This study was developed to introduce political thinking about the field of philanthropy. The inclusion of this dimension is crucial to understand its connection with the real, material world, and to reflect on the role played by philanthropy in the processes of transforming realities and territories. This is because transforming means breaking preexisting pacts (based on colonial logic, patriarchy, male chauvinism, racism, sexism, etc.), recognizing differences and diversity as core principles.

And as the study shows, we can say that the independent funds mapped here, which operate from the perspective of community philanthropy and socio-environmental justice, have made a significant contribution to the fight for access to rights and the construction of political agendas, with civil society as the protagonist, specifically grassroots groups and political minorities. In short, the study provides material information about a philanthropy based on trust and on the recognition of differences, the power of diversity and the power of creating and multiplying the collective, which drive the processes of social transformation.

We believe it is a priority to transform the field of philanthropy, democratizing access to resources, branching out its distribution and connecting it with social demands, in constant dialogue with civil society. Transformation also implies advancing the process of deconstruction, pondering how to overcome and move away from colonial thinking – which is based on white, male, heteronormative Eurocentrism – and binary thinking – centered on socially constructed opposites – questioning power relations, the imposition of agendas and actions, and avoiding the reproduction of relations of oppression and subjugation.

The publication *Transforming Philanthropy: mapping of independent grantmaking organizations for civil society in the areas of socio-environmental justice and community development in Brazil* presents an unprecedented survey of organizations that show that this way of doing philanthropy is strong and present in the country, and can be seen as a movement that attempts to change power relations by supporting human rights and socio-environmental justice alongside the grassroots organizations. It is also a study that is constantly under construction, since other existing organizations may not have been mentioned here, and new ones may have been created since this publication came out, which leaves room for future expansion and development of the topic.

The mapping, which provides an in-depth analysis of 31 organizations, proposes to provide an up-to-date overview of socio-environmental justice and community philanthropy in Brazil, and is a space for the assembling and systematization of information and practices, to generate knowledge and reflection, in addition to providing visibility to organizations that are often outside the scope of mainstream philanthropy, private social investment and society in general.

The results presented throughout this publication indicate that independent grantmaking organizations are crucial in enabling for resources to effectively reach the collectives and movements (even those non-registered).

Because even if universal public policies do exist in the process of expanding Brazilian democracy, this philanthropy would not cease to exist, as it is linked to the movements that have always been and will always be engaged in the political struggle for access to rights, influencing diversity policies, advocating for the criminalization of racism and homophobia, and so many other achievements in the field of human rights.

This is the fundamental and deeply necessary contribution that philanthropy can make to such an inequitable country, marred by colonial power relations, which does not recognize the power and knowledge of political minority groups, thus perpetuating those relations and maintaining its democracy incomplete.

This is what the Comuá Network and its members work towards, supporting a variety of causes and organizations in Brazil. The philanthropy we defend and put into practice is based on proximity, on permanent dialogue, joint construction and the strengthening of partnerships with civil society organizations and movements, which know, better than anyone else, what the territories and communities need to promote social transformation.

This philanthropy recognizes the knowledge and skills of these organizations, strengthens their autonomy to determine the projects they will support, and supports the strengthening of local and community leaders. It invests in the institutional strengthening of grassroots organizations, prioritizes issues associated with historical minorities, and streamlines the processes.

And its grantmaking is based on these principles. Because it is impossible to make progress on these agendas without effectively democratizing access to resources. The starting point to fight the structures of inequality is to work in the field of rights, contributing resources and positioning philanthropy as another actor in the transformation process.

The organizations that make up the Comuá Network have donated more than R\$ 670 million from its creation through 2022, totaling almost 17,000 grants to civil society organizations to assist their fight for access to and the recognition of rights. Initiatives are currently being developed in *quilombola*, indigenous and riverine territories, in peripheral urban and rural areas, in practically all Brazilian biomes, in all five of the country's macro-regions.

In addition to the 16 organizations that currently make up Comuá Network, there are others operating in different regions of Brazil that are guided by these same principles and promote this kind of philanthropy. This is a movement that Comuá Network, as a political actor, is committed to recognizing, bringing to light and disseminating to the national and international philanthropic ecosystem.

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executive summary

The purpose of this mapping, conceived and conducted by Comuá Network, is to provide an up-to-date overview of independent philanthropy in Brazil, to determine which organizations support civil society initiatives in the fields of community development, socio-environmental justice and human rights, how they operate, how they are structured, and how they relate to the field of socio-political advocacy.

After the initial inquiries were made for this study, we chose to name the organizations mapped as **independent grantmaking organizations in the fields of socio-environmental justice, human rights and community development in Brazil**. The mapped universe involves thematic funds, community funds and independent community foundations that are engaged in grantmaking, which means that they donate financial resources (direct donations) and non-financial resources (indirect donations) to numerous civil society initiatives – groups, movements, leaders, organizations, networks – in the above-mentioned fields. The notion of independence becomes crucial to the purposes of this study in that it involves identifying organizations that rely on governance and management structures that allow them to act independently in terms of their decision-making processes. On the other hand, the idea of independence is tied to the fact that the organizations that make up this universe do not depend on a sponsoring company or family, since they all **mobilize resources from a variety of sources** – domestic and international, public and private – or from individuals – individually or through donor circles – in addition to standing out for their extensive knowledge of the fields in which they operate (actors, agendas, scenarios) and their capability to coordinate with actors and networks. Independence, as well as the implementation of grantmaking practices, were the core criteria to identify the actors operating in these fields and to be included in this mapping. It is important to note that the identification of the organizations mapped as independent and as grantmakers – especially those that are not members of the Comuá Network – was based on self-declaration, whereas the research team did not seek additional information.

This publication, which is the result of the mapping study, is groundbreaking in the field of Brazilian philanthropy, as it is surely, to our knowledge, one of the **first works developed with this approach in the country**; it is the fruit of a collaboration over the past two years or so since its planning stage. It is based on the assumption that the current context demands a (self)critical view of the dominant philanthropy in the country and the strengthening of models that challenge hegemonic logics – which often preserve structures of inequality. The **transfer of power** is one of the key elements of community philanthropy, which has been disseminated throughout the Global South, more intensely in recent decades, through research, meetings, networks and movements.

The research study is an exploratory study developed based on a **multi-method approach**, involving the gathering and analysis of secondary data, which enabled us to expand our knowledge of the themes and organizations, and the gathering of primary data, carried out between January and August 2022 and subdivided into a quantitative stage, with the use of questionnaires, and a qualitative stage, consisting of semi-structured interviews. Employing the **snowball sampling** – a technique that considers referential networks and referrals – we mapped and analyzed **31 organizations** in depth, 14 of which were already members of the Comuá Network, while 17 were not.

Our starting point

The study showed that **the majority of the mapped organizations (81%) was created as from the 2000s**, a period characterized by the **reduced presence of international philanthropy and cooperation**. On the one hand, this could signal a maturing of the field in Brazil as compared to other regions of the world, but on the other hand, this withdrawal process considerably reduced the resources available to fund civil society organizations and initiatives focused on social justice and human rights.

Despite the greater concentration in the post-2000s, the study identified the emergence of organizations with this profile as early as the 1970s. So, some of the mapped organizations were pioneers, witnesses and relevant agents within the process of reinstitution of democracy and the consolidation of civil society during this historical period in Brazil.

When we consider the geographic distribution of the mapped organizations, **we find grant-makers established in all of the five regions of Brazil, scattered throughout 10 states and 21 municipalities**. As expected, São Paulo is the state with the greatest number, accounting for 29% of the organizations. Rio de Janeiro comes in second place, with 23% of the mapped

The study also showed that, even among the organizations created before the 2000s, the majority (90%) effectively became grantmakers after the turn of the century. Please note that 23% of the mapped universe consists of “new organizations” that began donating between the years 2020 and 2022, which indicates that the independent philanthropy has gained momentum.

entities, followed by Amazonas and Pará, which account for 10% each. In regional terms, the **Southeast region accounts for 58% of the organizations, followed by the North (23%), Northeast (13%), and the Midwest and South (each with 3%) regions**. If we look at the 14 members of the Comuá Network, we find that 72% are established in the Southeast region, 14% in the Northeast region, and 7% in the Midwest and South regions. **The strong presence of the North region in second place is worth noting**, as it far exceeds the country's

proportionality in terms of population and the Gross Domestic Product (GDP).

This could be associated with the need for support in the socio-environmental area and the protection of traditional peoples and communities and their ways of life and subsistence, in addition to the poor management of environmental issues by the past federal government and the expansion of non-government investments in the region.

Where the donations go

The priority of the independent grantmaking organizations mapped is to **support institutional strengthening (74% of the mapped entities indicate that they donate for this purpose)**, which could be motivated by the way they operate (in collaboration with civil society and movements) and by the understanding that investing in this area is crucial to strengthen the organizations that engage in the defense of ample access to rights (socio-environmental and human rights) and their agendas. In turn, donations for

institutional strengthening consist of a broad, flexible form of support, which provides the organizations and groups with the autonomy to make their own decisions about their work. This is directly tied to the principles that underpin community philanthropy. Next, the donations **prioritize gender and women's rights and culture (both with 48%)**, community development (42%), family farming, urban agriculture, agroecology and agroforestry (39%), and indigenous, *quilombola*, riverine and traditional communities (35%). For the majority of the mapped organizations, the areas of support are intersectional, which surely **contrasts with the low rate of support from Private Social Investment (also known by its acronym ISP, in Portuguese) with a gender, race, ethnicity, etc. lens**. According to the GIFE Census 2020¹, only 9% of the respondents claimed to develop actions directly related to the issue of gender, and this percentile drops to just 5% when the issue is race. **This shows that the mapped organizations are not just groundbreaking, but also innovative and bold, by directing financial resources to initiatives that are often neglected by ISP.**

This mapping proves the empirical perception that independent grantmaking organizations are crucial to allow for resources to reach collectives and movements that are not registered, democratizing access to resources. **Supporting institutionalized or non-institutionalized collectives and movements is the primary strategy for grantmakers who are not members of the Network (39%) and the second most mentioned by members (32%).** In both cases, it emerges in fourth place individuals as grantees (26% among non-members and 19% among those associated with the Comuá Network). These figures contrast, for example, with the bureaucratic challenges that make it impossible for ISP to pass on financial resources to non-formalized initiatives. The GIFE Census², for example, shows that of the **13 types of partnerships mentioned by GIFE associates**, among civil society organizations (CSOs), governments and companies, **none refers specifically to collectives, movements and individuals**. Independent grantmaking organizations, on the other hand, stand out for supporting non-legalized initiatives directly in the territories, either directly or indirectly – in this case, through a formalized organization that acts as a fiscal sponsor. **This attests to community philanthropy's ability to transfer power and its potential to ensure that resources actually reach communities, engaging priority audiences and issues in the field of social justice.**

With the number and size of grantmaking organizations growing, the fields of work of community philanthropy also grow more diverse. In light of the need to resist the loss of basic rights in the wake of neoliberalism, especially in the post-1990s, and the expansion of social participation on the government agenda from the 2000s onwards, the agendas focusing on gender, the promotion of racial equity and the anti-racist movement, and community development are strengthened by the work of the mapped organizations.

Sources of funding and relationship with funders

In terms of budget, **the majority (55%)** of the mapped entities are between R\$2 million and R\$25 million, provided that 45% of them rely on a budget of over R\$5 million. However, it is worth noting that **budgets vary**, significantly, with independent grantmaking organizations ranging between R\$100,000 and R\$250,000 to over R\$25 million.

1 BRETTAS, Gabriela. *GIFE Census 2020*. São Paulo: GIFE, 2021. Available at: <https://sinapse.gife.org.br/download/censo-gife-2020>. Accessed on: 11 Jul 2023

2 BRETTAS, 2021.

We also found a **discrepancy**, which either reflects the concentration of resources – including philanthropic resources – in the Southeast region, possibly due to factors such as time of existence and work agendas. **Among the organizations with a budget between R\$5 million and R\$25 million, 62% are located in the Southeast region, while none are located in the North region, even though this region registered the second highest number of mapped organizations.** The only organization that declared a budget of more than R\$25 million is located in the Southeast region of Brazil.

The budget difference tied to the length of time as a grantmaker is also significant and indicates that the **grantmaking capacity of the mapped organizations increases proportionately to the length of time they have been active.** Among the organizations that started donating before 2009 (35% of the sample), only 9% had a budget under R\$1 million in 2021, while among the organizations that started donating between 2010 and 2019 (39% of the sample), 33% had a budget under R\$1 million in 2021. Finally, among the organizations that started donating between 2020 and 2022 (26% of the sample), 63% had a budget under R\$1 million in the same year.

Donations from international philanthropic organizations are still the most material sources of funding for community and social justice philanthropy in Brazil. They are the **most frequent** source of funding for the mapped organizations, for both members and non-members of the Network, totaling **43% in both cases**³. This is followed by donations from Brazilian philanthropic organizations – mentioned by 40% of Network members and 30% of non-members. Donations from individuals (with or without tax incentives) are also relevant, mentioned by 37% of Network members and 30% of non-members.

Based on the budget ranges referenced, we estimate the **total budget in 2021 of the 29 organizations** that stated values to be **between R\$276 million and R\$330 million.** Out of this total, **the 14 organizations that are members of the Network rely on more robust budgets than the non-members, administering a total of R\$254.7 million in 2021.**

This is a robust amount with excellent potential for expansion, but it is still **far less than the R\$5.3 billion** declared by the 131 organizations that responded to the 2020 GIFE Census⁴, which invested R\$595 million that year just to maintain the structures of the institutes, foundations and companies (administrative and infrastructural expenses). Also according to the GIFE Census, 64% of the survey respondents claimed that they passed on funds to civil society organizations, for example. Only 24% said they had supported independent philanthropic, thematic or otherwise, local and/or community funds, even though they stand out for their ability to receive and redirect smaller donations, to registered or non-registered groups, with the potential to add value to funders who want to reach local actors and **broaden their results.**

Reviewing the list of the main funders of the mapped entities, 47 organizations were named, whose main resources originate or are mobilized internationally (although some may have branches in Brazil), against 40 domestic organizations (including various small, medium and large companies, public bodies, mixed companies and funds), of which only 11 (12.6%) are Brazilian businesses or family institutions and foundations. One problem that emerges from this mapping is the **concentration of Brazilian philanthropy resources within just a few organizations due, for instance, to their**

3 This mapping opted not to survey the volume of resources mobilized for each source, just the percentages

4 BRETAS, 2021.

size and/or trajectory in the field, thereby creating a scenario of inequality in terms of access to local resources or even competition. Additionally, the **lack of trust can be seen as an element capable of explaining this situation, as it is a material obstacle to the diversification of the ISP portfolio**. We believe this topic should be further explored in future studies.

The mapping also shows that **a large portion (76%) of independent grantmaking organizations' resources are concentrated in up to 25 funders**. Few (9%) rely on more than a hundred funders, which requires a well-established strategy to handle donations from individuals. **A material fact is the number of funders stated by non-members of the Network, which is between one and five organizations, reflecting smaller budgets than those of the Network's members**, mostly within the ranges between 6 and 50 funders.

The pursuit of independence in the relationship between grantmaking organizations and their funders, in terms of the allocation of resources and the many forms that this takes, is one of the foundations of community philanthropy. In this sense, the mapping confirms that the majority **(68%) of the mapped organizations stated that funders have no influence** over the use of their resources, their decision-making processes or governance. Among the organizations that answered that funders have some influence over the resources and the activities conducted (32%), **four main forms of participation** were mentioned: on the organizations' boards, as equals (60%); in a specific initiative designed to afford funders a greater presence, as a form of civic engagement (20%); in the construction of the funding project (10%); and in the governance of the supported project (10%). The interviews also revealed **the importance of horizontal dialog between the parties and the value placed on the funders' participation as collaborators and knowledge builders**.

Grantmaking and the relationship between grantmakers and grantees

The mapping indicates that 71% of the independent organizations are hybrid, i.e. they make donations and carry out their own projects in their fields of work. The remaining mapped entities (29%) work solely with grantmaking, donating resources to civil society leaders and organizations.

Regarding the grantmaking strategies employed by the independent grantmaking organizations, the mapping shows five primary mechanisms: calls for proposals and project contests; direct support through emergency actions or funds; invitation letters to specific parties and organizations; direct support through donation portfolios; and spontaneous demand.

The volume of donations from the mapped organizations in 2021 was **quite scattered**, with no major concentration by the organizations in specific ranges of financial resource volumes donated. Overall, **49% of the grantmaking organizations donated up to R\$1 million, while 35% donated from R\$1 million to more than R\$25 million**.

The pandemic caused a major spike in donations. **The 14 organizations of the Comuá Network have supported 10,000 initiatives with donations throughout the course of their histories, registering a total of R\$471,960,925 in direct donations by 2021**. By 2018, half of the organizations had received support, totaling R\$183,832,410 in direct donations.

During the interviews, we identified funds that defended the importance of small grants (smaller amounts), for they believe that the grassroots organizations are not prepared to handle larger amounts, or have very specific needs (e.g., acquisition of equipment), or are unable to use the donated resources in time (e.g., R\$1 million in resources to be spent in a single year). The flipside of this is a specific organization, which increased the average ticket for donations from 50,000 to 150,000 because it understands the difficulties that the pandemic, the global crisis, and the political and economic instability in Brazil have brought.

Overall, **one in every three mapped entities had supported between 101 and 1,000 initiatives by 2021, while more than half (52%) supported up to 100 initiatives.** The members of Comuá Network operate in wide dispersion in the ranges, while non-members naturally tend to support a smaller number of initiatives.

When we cross-reference this data with the time that they have been making grants, we find a correlation between them. So, among the organizations that have supported between 1 and 50 initiatives, which is the most frequent range, we find that the time they have been donating to civil society is no more than seven years. On the other hand, among the organizations that have donated to more than a thousand initiatives, from their foundation through 2021, we find that they have at least 15 years of experience donating to civil society.

All of the mapped organizations also provide support through non-financial donations. The two forms of support, financial and non-financial, usually happen concurrently, constituting a strategy employed by the mapped organizations to establish a closer relationship with the leaderships, communities and supported organizations, since non-financial support helps to establish a relationship of collaboration, sharing of knowledge and experiences.

A fundamental characteristic of community philanthropy is the transfer of power, which, in the case of the mapped organizations, starts with **a process of involving and hearing leaders, communities and social organizations.** As part of the process to strengthen their field of action, **the majority (87%) of the mapped organizations also attempts to include the contributions of leaders, communities and supported organizations in their decision-making process.**

As far as **accountability**, is concerned, even though the mapped organizations attempt to offer the grantees greater flexibility and autonomy, the process often ends up **reflecting the demands of the funders** who allocate resources to the grantmaking organizations, by requiring detailed reports.

When it comes to monitoring the projects, the main instrument used by most organizations are the reports delivered by the supported entities. Face-to-face visits are also important, ranking in second place, followed by meetings, collective workshops and telephone follow-up. Face-to-face visits, however, are ultimately a more expensive form of follow-up, especially for nationwide organizations. So, they prove more feasible for organizations with a limited territorial scope.

Communication, knowledge building and networking

Contextual factors, ranging from the deconstruction of public policies within the context of the previous federal government administration (2019–2022) to the growth of inequalities in Brazil, as well as the fact that it is a growing, but relatively new, phenomenon as compared to mainstream philanthropy, accentuate the need for a **systemic approach** to independent grantmaking organizations.

This includes actions such as knowledge production and communication. Not surprisingly, in addition to grantmaking efforts and non-financial donations, **94% of the mapped organizations produce content aimed at building knowledge within their fields of work**. Collaboration and horizontal relationships are also principles of this process: **81% of the mapped organizations promote knowledge production in association with the organizations/leaders they support**.

In line with the search for more systemic action in the field of social justice, **87% of the mapped organizations are involved in Brazilian and international philanthropy networks** or networks connected to their fields of action. The percentile is higher among Comuá members. The newer organizations stated that they are still getting organized internally to be able to participate in networks in the future, because despite their interest, there is also the limiting issue of small teams, who focus their energies on institutional activities. The interviews show that there is still a lot of "reinventing the wheel" when it comes to creating funds. In this sense, the networks' support can go a long way towards making these first steps less tortuous and more assertive.

How the organizations are structured

Just over half (**52%**) of the mapped entities have paid directors, while 45% do not, and 3% did not offer this information. In the case of the members of the Comuá Network, the percentage of paid directors climbs to 71%. Among the organizations that answered that they have a paid board of directors, **87% include women on their boards, while 31% of the organizations have a paid board made up entirely of women**, and 12% have only men on their boards.

In terms of **racial composition**, half of the organizations have one or more black people on their paid boards of directors, and **one in five mapped entities has only black people on its board of directors**. Indigenous people on the paid board of directors appear in one out of eight organizations and, among them, one is made up entirely of indigenous people.

More than 90% of the mapped organizations have paid staff and only 6% have staff consisting entirely of volunteers. Among the members of Comuá Network, 100% have paid staff – and teams of more than 16 people are also more commonly found in members of the Network. **In our sample, 28 of the organizations employed 719 people in 2021**.

The vast majority (89%) of the organizations answered that they have black people on their teams and 27% said they include indigenous people. Only one organization employs no black or indigenous people, while **15% of the responding organizations have only**

black people on their teams. The study showed that the mapped organizations have prioritized diversity on their teams and in management positions, but there is still a way to go – which could be potentialized by increased financial support.

Challenges and opportunities

Regarding **external challenges**, the mapped organizations pointed out that the main issues they faced were associated with the Bolsonaro **government** (2019–2022) and its political project, which did not promote incentives and dialogue with civil society organizations in recent years. The **hostile political environment** faced by the CSOs, which began when the new president took office in 2019, was intensified by the health crisis resulting from the covid-19 pandemic in early 2020, with consequences such as **excessive workload** (largely due to the redirection of efforts to covid-19 relief measures) in a scenario where social rights were already at risk.

Other big external challenges identified by the mapped organizations were **the dissemination and understanding of community philanthropy**, as a practice by the philanthropy and social investment ecosystem itself. Organizations operating in territories distant from the major urban centers reported that it is **hard to earn recognition as relevant agents** in their grantmaking efforts within their communities.

Regarding **funding**, the organizations recognize that donations increased during the pandemic, but emphasize that **Brazil still needs to broaden and strengthen its culture of giving**, especially concerning donations from individuals.

The main **internal challenges** reported are associated with **insufficient staff and excessive workload**, which cause negative effects such as the lack of the proper conditions to allow for the execution of other activities, such as mobilizing resources, networking, etc., **lack of time and resources for the ongoing qualification of the team to execute processes**, including in terms of technology and digital security, and **difficulties communicating with external audiences**.

We note that the first point – insufficient staff and the resulting excessive workload – has emerged more strongly than the **mobilization of resources** which is usually the main challenge for people working in the social arena. Although one issue is intrinsically related to the other, this emphasis may have occurred for different reasons, such as the accumulated exhaustion resulting from the past few years, during the Bolsonaro government and the pandemic, and as a sign that they see excellent potential to mobilize resources and expand their work, despite the challenges, but this is not always possible due to overwork and to the lack of time for the ongoing qualification of the team. The **scarcity of financial resources for operational support**, which allow for investments in the structure of these organizations, is also a factor.

In terms of **opportunities**, the mapped organizations noted the **importance of the 2022 electoral process** and the possibility of alternating governments as a way to attain a more inclusive political project in the country. The mapping was conducted in the first half of 2022, months before the elections were held to elect the new President of the Republic, as well as state governors and state and federal representatives.

In light of the challenges surrounding the understanding of the incipient field of community philanthropy, the organizations note that **social investors are now more open to learning about new philanthropic practices** and interested in agendas that were not on their radar until recently. So much so that national philanthropy emerges as the second most frequently mentioned source of funding by the mapped entities – although it is still far behind international funding.

Despite the countless challenges reported by the organizations during this mapping, in general terms, there is a strong perception that **the work they have been doing is extremely important, with excellent growth potential**, whether it consists of diversifying the mobilization of resources or improving their practices, to leverage what is going well. The mapped organizations also referenced the importance of developing their practices as a way to **strengthen the social fabric and create a legacy**, so they can go beyond one-time, emergency actions.


This publication attempted to provide a current overview of community philanthropy and social justice in Brazil, as a space to gather and systematize information and practices to produce knowledge and reflection, in addition to bringing visibility to organizations that are often off the radar of mainstream philanthropy, private social investment and even society in general.


As noted in the introduction, we believe this mapping to be an ongoing effort, as when this study is finished, new organizations will be created or others that already exist and were not included here may be recognized as such, and so there is room to expand and develop this topic in the future.

Main numbers:

 **31** mapped organizations, **14** of which were already members of the Comuá Network in 2021

 **81%** of the mapped organizations were created as of the 2000s

 **58%** of the organizations are located in the **Southeast region**, followed by the North (23%), Northeast (13%), and Midwest and South (with 3% each) regions (com 3% cada uma)

 **74%** of the mapped organizations make grants **for institutional strengthening**, followed by actions focusing on the issue of gender and women's rights and culture (both at 48%)



55% of the mapped entities are in the range between **R\$ 2 million to R\$ 25 million**



43% of the donations made to mapped organizations come from **international philanthropy organizations**



The total budget, in 2021, of the **29 organizations** that reported the information ranged **from R\$ 276 million to R\$ 330 million**




The total budget of the **14 organizations that are members of the Comuá Network** was **R\$254.7 million** in 2021



76% of independent donor organizations' **resources are concentrated in up to 25 funders**




The organizations that are not members of Comuá Network **freely on funding from just 1 to 5 organizations**




49% of the grantmaking organizations contributed **up to R\$ 1 million**, while 35% donated from R\$1 million to more than R\$ 25 million



719 people were employed in 2021 by 28 of the organizations



10 thousand initiatives have been supported by donations from the 14 organizations comprising the Comuá Network throughout their histories



R\$ 471.960.925,00 is the sum total of **direct donations, through 2021**, made by the 14 organizations comprising the Comuá Network



52% of the mapped organizations have a **paid administration**; **87%** of them have included women on their boards



1 in every 5 mapped entities has only black people on its board

chapter 1

donating resources in the fields of social justice and community development in brazil

Where do we start?

Who are the organizations that support civil society initiatives in the fields of community development, socio-environmental justice and human rights in Brazil? How do they act, structure themselves and relate to the field of sociopolitical advocacy? To what extent do their principles, practices and processes differ from those of mainstream philanthropy and private social investment? What are their roles and contributions in transforming and strengthening civil society and Brazilian democracy?

This mapping was born out of these and several other concerns, and executed by the Comuá Network, with the aim of **drawing an overview of community philanthropy and social justice in the country**. Under the premise that organizations that practice this form of philanthropy have been gaining prominence, progressively, as agents that contribute to social change, that prominence has not been met with increased production of knowledge about the field, since, in fact, we have little information about them. Acknowledging this gap, this study aims to produce a systemized (re)cognition about the performance of independent donor organizations in the above fields so that we can reflect – and better act – on the locus of this non-hegemonic philanthropic activity.

After the initial surveys for this study, we chose to name the mapped organizations as **independent donor organizations in the fields of social justice and community development in Brazil**. This definition involves thematic funds, community funds and community foundations that work in the field of social justice, mobilizing resources from diverse sources to donate to civil society. This understanding helped us identify organizations and initiatives that, according to their approaches and practices, fall within the field of community philanthropy – which is not limited exclusively to associations that operate with a territorial and/or community focus.

We are sure that there are many groups practicing this type of philanthropy across the country, “off the radar”⁵ of national and international foundations. This mapping is a starting point to identify and better understand them, so that the people working in this field can recognize this phenomenon, in addition to stimulating their dynamics and strengthening their actions. By generating visibility, we contribute to the strengthening of its characterization and the understanding of its role in supporting civil society, in addition to, primarily, contributing to the strengthening and construction of **priority agendas** in the arena for social change.

The mapping was then structured based on certain key elements presented here about this specific type of donor organization, characterized, among other aspects, by three core elements:

- ▶ independence in institutional management, both in terms of resources and in the decision-making process, since they all have governance structures consisting of people with different profiles;
- ▶ work in the field of community philanthropy, that is, the donation of financial resources with emphasis on themes tied to the fields of social justice and community development, particularly political minorities;
- ▶ unique approach of the work done with civil society, based on the recognition of their autonomy and their ability to solve local problems, in which the donation of resources is a component of the transformation process they seek to promote.

5 BRAZILIAN PHILANTHROPY NETWORK FOR SOCIAL JUSTICE. Expanding and strengthening community philanthropy in Brazil. 2. ed. Rio de Janeiro: Ape’Ku, 2021a. Donate to Transform seal.

In this dynamic, CSOs, groups, networks, movements and leaders are viewed as **partners**. This self-reliance determines that the funding organizations do not interfere in the destination of the financial resources or, when this does happen, this participation occurs on an **equal basis** with other agents, steered by governance structures established by the independent donor organizations themselves. This also reflects in the donations made, which are rooted in the idea that the power to decide about the resources should belong to those who receive them, that is, the organizations, groups and civil society movements that directly affect social transformation. Instead of impositions from outside the perspective of those who hold and allocate – when they do not concentrate – such resources, **relationships of trust** are built with the participating public in view of the collective creation of agendas and activities.

The work in the field of social justice is structured around the commitment to donate to agendas focusing on human, civil, social, economic and cultural rights, with special emphasis on the fight to promote access and recognition of the rights of groups stripped of access to their political, social and economic rights. That way, the independent donor organizations contribute to the construction and strengthening of **intersectional**⁶ agendas with a focus on political minorities, who are subject to discrimination, prejudice and oppression, such as race/ethnicity, gender, class, generation and sexual orientation minorities. Black people, indigenous people, people from traditional communities, LGBTQIA+, people with disabilities, people from African diaspora religions and other groups that have had their rights historically denied by identity structures “**of racism, cis-heteropatriarchy and capitalism**”⁷ are the priority public participants in this type of philanthropy, also marked by territorial actions.

Definitions of community philanthropy and social justice philanthropy



- ▶ **Community philanthropy:** defined as a means and force aimed at developing local resources, talents, capabilities and confidence. It is a way to take power closer to the territories, so that their local populations and actors have greater control over their own destiny.⁸
- ▶ **Filantropia de justiça social:** it consists of support – through direct and indirect donations – in view of strengthening the civil society movements, organizations and groups linked to social transformation, to ensuring equal access, human and civil rights, the proper distribution of all forms of well-being and the promotion of diversity and equality in terms of gender, sexual orientation, race, ethnicity, culture, and for disabled and neurodiverse people.

Even though there are distinctions where the definitions of community philanthropy are more focused on the means while the definitions of social justice philanthropy are more concerned with the themes and audiences, we understand that they are not dissociated in terms of their field practices.

6 CRENSHAW, Kimberlé. Document for the meeting of experts on gender-related aspects of racial discrimination. *Rev. Estud. Fem.*, Florianópolis, v. 10, n. 1, 1. sem. 2002. Available at: <https://doi.org/10.1590/S0104-026X2002000100011>. Access on: 20 Jul. 2023

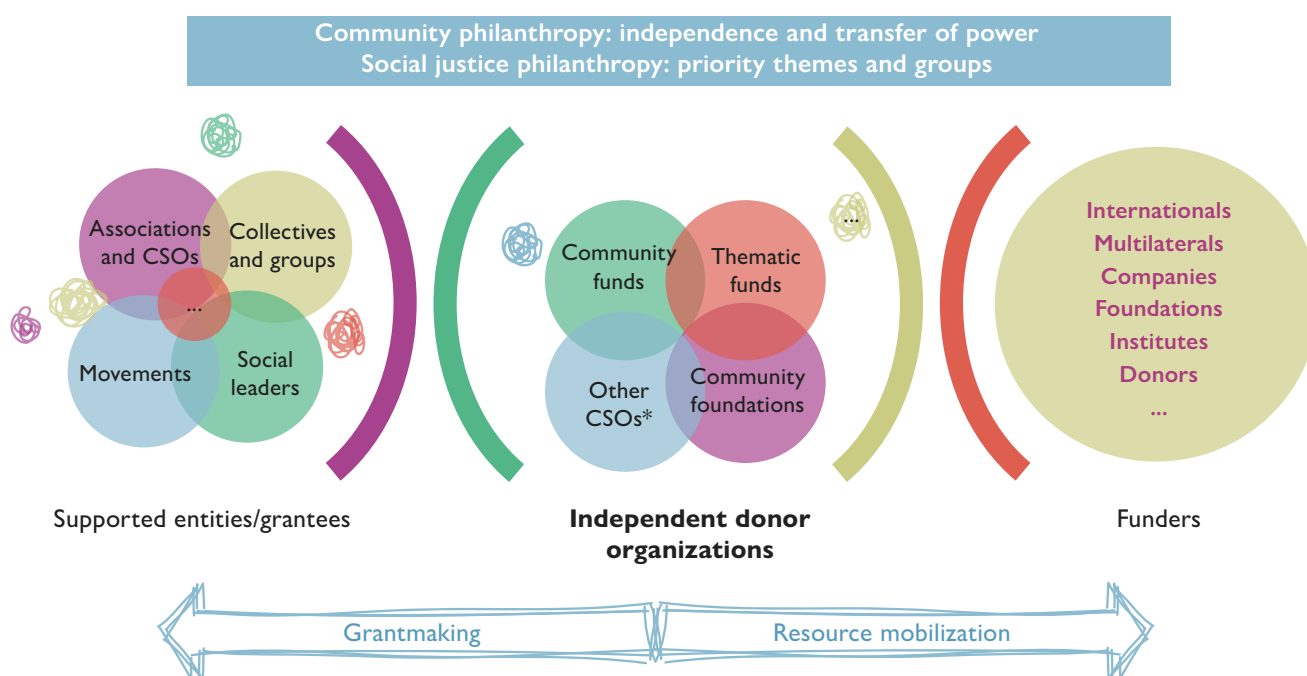
7 AKOTIRENE, Carla. *Interseccionalidade*. São Paulo: Sueli Carneiro: Pólen, 2018. 152 p. (Feminismos Plurais/coordenação de Djamila Ribeiro).

8 HODGSON; POND, 2018 apud BRAZILIAN PHILANTHROPY NETWORK FOR SOCIAL JUSTICE, 2021a, p. 8

On the one hand, these independent organizations, located in various regions of the country, are structured to **mobilize resources from diversified sources** (one of the criteria for the inclusion in this mapping), namely, national and international, public and private, individuals (for example, natural persons) and collective entities, not to mention their excellent capabilities of coordinating with a diversity of actors and networks.

On the other hand, they make donations through **grantmaking**, practices, a strategy that consists of financial support – through direct donations of resources – to enable the work of civil society organizations, collectives, groups, movements and leaders. It is an ongoing practice that involves enhancing and adding resources and new capabilities, expanding and strengthening their potential to engage in social activity and, therefore, Brazilian democracy⁹.

Image 1 – Social justice and community philanthropy ecosystem



* Associations that have various programs, including funds related to those mapped in this study (they do not necessarily have the funds as their priority or main activity)

Source: The authors, 2023.

In this publication, we will focus on **independent donor organizations**, however, as they converse with two other types of organizations: the grantees and the funding organizations.

⁹ BRAZILIAN PHILANTHROPY NETWORK FOR SOCIAL JUSTICE, 2021a.

Organizational categories of the social justice and community philanthropy ecosystem within the scope of this mapping

- ▶ **Independent/mapped organizations:** they are donor organizations giving to civil society (grantmakers), characterized as thematic funds, community funds or community foundations. Some organizations call themselves funds, while others have funds as mechanisms to capture and distribute financial resources (for example, civil society organizations or associations).
- ▶ **Supported entities/grantees:** they are associations or CSOs, collectives, groups, movements, social leaders or individuals to whom the mapped organizations make direct donations (direct allocation of financial resources) and indirect donations (donation of various non-financial resources).
- ▶ **Funding organizations:** they are international or multilateral organizations, companies and corporate or family foundations that give financial resources to enable the mapped organizations to carry out their work.

This study did not consider organizations that are exclusively associated with the solidarity economy, such as community banks, revolving funds and microcredit cooperatives.

We note that, given the complexity of discussions between these agents and their different approaches and strategies, it is not always possible to categorize these organizations precisely, as their practice boundaries are not clearly defined and their forms of action sometimes overlap or are confused. This is, therefore, a **methodological simplification**.

As Kilmurray highlighted, it is not our intent to create divisions here between groups that are developing concepts and those who are practicing them, but to bring together these different voices to reach solutions to the challenges ahead in the field of social justice:

Many community philanthropy professionals may well raise their hands against those who have the luxury of engaging in terminological debates rather than effectively operating and developing their own organizations, but negotiating language and terminology can be important. It is an indication of the development of a field when different voices contribute to the opening of a 'conceptual space', in order to forge collective

identities and share diverse narratives. For this process to be productive, the contribution of the grounded experience of community philanthropy professionals is necessary, so that the field reflects local realities, opportunities and challenges.¹⁰

As in most mappings, by nature, our purpose here is to foster and produce knowledge, at the initial stages, about a phenomenon that has been empirically perceived, but not thoroughly analyzed. One of the contributions of this, which is the **first work of this scope in Brazil** that we are aware of, is precisely to advance in these qualifications by mirroring the practice, and better elaborating who these independent donor organizations are and how they work.

With this publication, we also aim to contribute to the understanding that community philanthropy and social justice philanthropy are approaches or **forms of doing philanthropy** – and not merely abstract notions. This idea is directly tied to the perception that different realities and work contexts have influence on the intentions (the being) and the approaches (the way of doing). From this perspective, philanthropy cannot be viewed as a static or purely theoretical concept, but rather, as a concept with materiality, as a dynamic in constant construction and transformation. Community philanthropy is, thus, practice-based.

So, we understand that the mapping is a **work in progress**, since, after the completion of this study, new organizations will be created or others that already exist and have not been studied here may identify as such, creating space for the future expansion and further exploration of this topic.

Why the focus on community philanthropy?

We believe it should be noted that this publication – the result of a collaborative work of about two years, since it started to be planned – expresses a **political position** based on the assumption that the current context requires a (self)critical vision of the dominant philanthropy in the country and the strengthening of models that challenge hegemonic logic – which often sustain structures of inequality.

The **transfer of power** is one of the key elements of community philanthropy, which has been more strongly disseminated in the Global South in recent decades, through research, meetings, networks and movements. #ShiftThePower, for example, is an important milestone in the historical context of community philanthropy. The movement gained power in 2016 by challenging the dominant practices of philanthropy, seeking to expand the participation of organizations and local communities in the decisions concerning resources¹¹.

However, as noted by Doan, based on the *World Disasters 2015* report, a minimal portion of financial resources was being allocated to grassroots organizations:

Less than 2% of humanitarian aid resources have been allocated to local non-profit organizations [in the international context]. There is evidence of the existence of a ‘tyranny of experts’, with countless examples of development programs

10 KILMURRAY, Avila. *Community philanthropy: the context, concepts and challenges: a literature review*. [S.l.]: Global Alliance for Community Philanthropy, 2015, p. 7.

11 BRAZILIAN PHILANTHROPY NETWORK FOR SOCIAL JUSTICE, 2021a.

designed for – and not by – local communities, subjugating local knowledge and leadership. The result of these practices is a lack of local accountability, the expansion of dependency, the growth in existing inequalities and the implementation of ineffective or unsustainable programs.¹²

The financiers who engage in support of independent donor organizations seek to practice what Hodgson and Pond call the “community philanthropy approach or lens” as a “deliberate strategy to shift the focus of power away from themselves”¹³. However, there is still a **long way to go** before the distribution of financial resources using this approach is effectively consolidated in Brazil.

In 2020, private social investment (PSI), which account for a portion of the philanthropic actors in Brazil, mobilized, at least, R\$5.3 billion for the social field through institutes and foundations, according to the latest GIFE Census¹⁴, with 64% of survey respondents claiming to have allocated resources to civil society organizations, for example. Only 24% of them answered that they supported philanthropic, independent, thematic or not, local and/or community funds, even though they are recognized for their ability to receive and redirect smaller donations to groups, formalized or not, with the potential to add value to financiers who propose to reach local actors and **disseminate their results**.

In total, the volume of resources directed to third-party initiatives or managements climbed from R\$1.2 billion, according to the data for 2018, to R\$2.5 billion, in the 2020 survey – representing a rise of 105%, while the allocations to the entities’ own initiatives grew by 31% (from R\$1.7 billion to R\$2.22 billion, respectively). Proportionally, it was the first time, since 2014, that third-party initiatives or managements received more resources than the entities’ own initiatives (47% to 42%, in 2020, compared to 35% versus 50% in the data for 2018).

This data is relevant to the extent that a growing number of financiers are supporting initiatives led by local organizations, communities and social leaders instead of allocating resources only to their own projects. However, the Census also finds that this increase was heavily influenced by donations to fight the Covid-19 pandemic, in the form of humanitarian donations to the territories. Furthermore, in absolute terms, data from the *Covid-19 Donation Monitor*, conducted by the Brazilian Association of Fundraisers, points to a strong decline in the pace of donations between 2020 and 2021¹⁵, indicating that the level of donations in the country **was not sustained effectively**.

It is within this context of challenges and opportunities that we bring to light the experiences of associations, funds and foundations that are working in different regions of the country, with local actors, **expanding the reach of the applied resources**. We list successful practices, by which the power between the mapped entities and the grantees is balanced, potentializing more diverse voices and encouraging participatory planning while, at the same time, implementing robust transparency processes in terms of accountability and monitoring of the actions.

12 DOAN, Dana R. H. O que é filantropia comunitária?: um guia para entender e implementar a filantropia comunitária. *Global Fund for Community Foundations*, Johannesburg, p. 1-14, 2019, p. 4.

13 HODGSON, Jenny; POND, Anna. *Como a filantropia comunitária transfere o poder*. [S.l.]: Candid, 2019, p. 18.

14 BRETTAS, 2021.

15 BRAZILIAN ASSOCIATION OF FUNDRAISERS. *Covid-19 Donation Monitor*. São Paulo, 2021. Available at: <https://covid.monitor-dasdoacoes.org.br/pt>. Access on: 10 May 2023.



The #ShiftThePower movement and the decolonization of philanthropy

The #ShiftThePower movement (translated into Portuguese and used by the Comuá Network as #PoderParaAsComunidades) occupied an important space, establishing new approaches and analyses, and intensifying the emergence of new narratives about their practices.

This movement, which originated at the Global Summit on Community Philanthropy – organized by the Global Fund for Community Foundations (GFCF), in 2016, in the city of Johannesburg, South Africa – addresses and understands community philanthropy as a new way of promoting socially fair and long-lasting development, pointing to the importance of valuing cooperation and trust between the actors involved, recognizing and valuing local assets and autonomy in the decision-making process by civil society movements, groups, and organizations.

At the same time, growing debates on the decolonization of philanthropy, which highlight the Eurocentric, colonialist nature of the segment, propose the reopening of the discussions on the logics of power that put community organizations, especially those in the Global South, on the margins of the philanthropic ecosystem and international aid. Consequently, those organizations not only receive fewer resources but also have their practices, knowledge and experiences neglected.

We emphasize that community philanthropy, when set in this locus of #Poder-ParaAsComunidades (#PowerToTheCommunities), is much more aligned with the decolonial view than with the concept of localization, which is related to a common vision among donor institutions that the implementation (and, sometimes, the management) of programs must be done locally, but based on external worldviews imposed by the Global North.¹⁶

Localization looks at the system's inequalities with one eye closed, focusing only on a small handful of symptoms of the problem (such as the lack of funding and unequal partnerships) without asking the hard questions about the deeply problematic assumptions and attitudes that gave rise to the problem and that continue to sustain the system.¹⁷

For the #ShiftThePower movement, community philanthropy initiatives should be led and appropriated locally, and it is up to the local people and groups to design the approach and define the priorities, with autonomy and emancipation, driving changes to the structures of socio-spatial, political, cultural and economic inequalities.

16 PEACE DIRECT. Localization and decolonization: the difference that makes the difference. *Peace Direct*, Discussion paper, London, 2022. Available at: <https://www.peacedirect.org/wp-content/uploads/2022/10/PD-Localization-and-Decolonization-Report-v3.pdf>. Access on: 11 Jul. 2023

17 PEACE DIRECT, 2022, p. 4.

Organizations like the Comuá Network are working to ensure that community philanthropy is discussed and practiced by the broader field of philanthropy, encouraging the creation and promotion of organizations with **emancipatory practices** in different spaces:

The challenge is to provide visibility to existing experiences, and to strengthen them based on their own potentials, ensuring a fertile ground for the horizontal construction of paths for lasting and autonomous development. The financiers must be brought into this debate so that they can rethink their role, their actions and their relationship with the projects and communities with which they dialogue.¹⁸

In the following chapters, the results of this mapping will be presented based on graphs, analyses and testimonies by independent donor organizations, to understand the characteristics and dynamics developed, through a “tropical” lens of social justice and community philanthropy.

What was the methodology employed?

This mapping is a study developed based on a **multi-method approach**, involving the procurement and analysis of secondary data, which enabled the deepening of the knowledge about the themes and organizations, and the collection of primary data, carried out between January and August 2022, and subdivided into a quantitative stage, with the use of questionnaires, and a qualitative stage, with semi-structured interviews.

The research tools, as well as their strategic design (creation of selection and mapping criteria, in addition to the scope of analysis), were developed collaboratively through co-creations involving professionals from the Comuá Network and ponteAponte, a consultancy focused on qualifying the private social investment and the philanthropy that developed this mapping.

The first round of organizations was defined jointly with the Comuá Network. They then submitted other organizations with the same operating model until there were no new submittals left to include in the mapping. In other words, the **snowball method** was used – a sampling technique that uses reference networks and submittals, used when the research universe is not defined – in association with the search for organizations on specialized and news websites. The data collection was executed in three layers and for all the submittals, we examined the adherence to the predefined criteria.

Since the snowball method depends on the networking of the mapped actors, less visible organizations or organizations that are distant from those submitted may have been left out of this mapping. However, our goal was not to produce an exhaustive list, but, through research, to generate knowledge and prompt reflection on the approaches and characteristics of community philanthropy in Brazil and the organizations mapped

As a result, 31 organizations were mapped and analyzed in depth

¹⁸ BRAZILIAN PHILANTHROPY NETWORK FOR SOCIAL JUSTICE, 2021a, p. 44.

here. It is an **exploratory study** that is not interested in generalization and whose results do not represent the entirety of the field, after all, there is no consolidated record of all the organizations operating in Brazil that meet all the proposed criteria. It does not end within itself, but is an ongoing process of updates and development.

We note that the mapped organizations are the result of an effort to identify **greater territorial diversity**, especially with the participation of organizations based in the North and Northeast regions of Brazil. Of the 31 organizations, 14 are members of the Comuá Network and 17 are not. During the preparation of this report, two of those became members of the Network. The complete list is available at the end of this publication.

The 17 organizations that were not members of the Comuá Network took part in in-depth interviews and some reports were included in this publication. Respecting the commitment to preserve the confidentiality and secrecy of the process of procurement and analysis of the data, we decided not to identify those people and organizations.

After the data collection phase, the data was pre-analyzed, which resulted in a document with the main findings (key facts), named *Highlights of the mapping of independent donor organizations in the fields of social justice and community development in Brazil*¹⁹ and released at the Philanthropy, Social Justice, Civil Society and Democracy Seminar, hosted by the Comuá Network, in September 2022, marking a decade of the Network's operations.

With references, analyses, cross-references and additional testimonies, with this document, we complement and expand on the previous one in terms of the characterization of the organizations' structures, forms of action, relationships and contributions to the social field in the country.

19 HOPSTEIN, Graciela (coord.). Highlights of the mapping of independent donor organizations in the fields of social justice and community development in Brazil: main findings (key facts). [S.l.]: RFJS, 2022. Available at: https://www.redecomua.org.br/_files/ugd/c1667c_dab8124bb81a494e83e190562923f383.pdf. Access on: 20 Jul. 2023.

chapter 2

emergence and characterization of independent donor organizations

How did the mapped organizations emerge?

To find and understanding the origin of a phenomenon is, in our view, the first step to begin to comprehend its essence. In the case of independent donor organizations, knowing their histories and starting points helps to understand **the assumptions on which they were established** and how they potentially evolved over time.

The study reveals that **most of the mapped organizations were created as of the 2000s**, a period characterized by a **decrease in the presence of international cooperation and philanthropy**, motivated by the understanding that Brazil had a stable and developing economy, after years of redemocratization, and that this provided the country with a more solid democracy, with better structured and consolidated institutions. Data from Instituto Fonte²⁰ (Fonte Institute) indicate, for example, that the average annual resources contributed by international organizations to the country in 2010 was almost 50% lower than in the previous year.

There could be **two sides** to this, as, on the one hand, it may represent an advancement of the field of social financing in Brazil as compared to other regions of the world. Most of the independent donor organizations were created with financial resources from international philanthropy, considering that local philanthropy – a field that also began to consolidate itself in the 1990s – has always been timid in terms of donations to third parties, despite the significant volume of resources invested in the social field. In some cases, the international agents, upon their withdrawal, **transferred the locus of the decision-making** about the use of the resources and the forms of advocacy to persons closer to the ground. Many of these were created by militants and activists who deeply understood the movements' demands and needs and worked to create an appropriate infrastructure to solve the issue of funding of civil society, bypassing the gap left by the withdrawal of international cooperation and philanthropy. So, the various organizations analyzed contributed to the maintenance of the support and the strengthening of civil society.

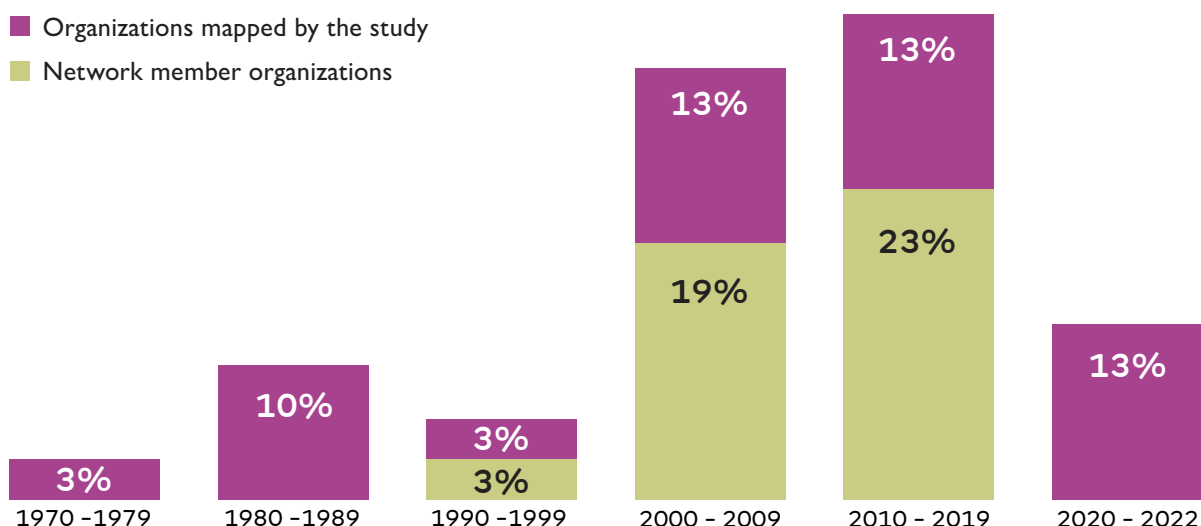
On the other hand, this exit process **considerably reduced the resources available to finance** the civil society organizations and initiatives focused on social justice and human rights. This situation impacted the financial sustainability of the field, and even caused the permanent closing of CSOs and other community initiatives that did not automatically find national sources of funding. Many of the mapped organizations emerged in this context, from the perception that there was a need to expand the resources available to the field of social justice and human rights²¹.

In particular, the organizations created between 2000 and 2010 analyzed here point to this trend, by mentioning that they were created by **activists from social movements**, with a solid knowledge of the field, its needs and demands, and with the ability to coordinate in national and international networks.

20 VARGAS, Ana Carolina Comin; FERREIRA, Luiza Fernandes. Investigações sobre a conjuntura dos investimentos das organizações internacionais no campo social brasileiro no período de 2008–2010. D3: Diálogo, Direito e Democracia, São Paulo, p. 2–28, 2010.

21 Despite this outflow of resources, it is worth noting that international funding was and still is important for the creation of these organizations and the strengthening of this field, as we can see in the following sections.

Graph 1 – Mapped organizations by year of creation



Basis: 31 organizations²².

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

Despite the post-2000s concentration, the mapping also managed to analyze independent donor organizations across a **broad longitudinal spectrum**, covering the last six decades (including the current one). This is because there are representatives of non-member organizations that were created as of the 1970s – therefore covering the entire historical period that involved a dictatorial regime, movements for redemocratization, economic reform and neoliberalism (in an international scenario of weakening of the welfare state), the rise and fall of left-wing and right-wing governments in the country.

So, part of the mapped organizations were pioneers, witnesses and relevant agents in the process of redemocratization and consolidation of civil society during this historical period of Brazil.

Our people raised their voices to say “no” to the project [construction of a hydroelectric plant], especially because, for us, the territory is sacred land. Back in the 1970s, a small association fighting against the system, against the government was something like this... like thinking that nothing could work out for us, but thank God, so far, this hydroelectric plant has not happened and we are hoping that it never does, but in this Bolsonaro government it was very close to being created, because the government's projects... we know that they go over our heads, when they get there they are all ready to build it, the government does not respect Convention 169²³, it does not respect the people's rights. So, we have to, really, work in a task force, right? To stake our claim to the land, and we were born with this purpose of claiming the land. The titled land, the land with fair housing, to fight for public policies for these remaining

22 Two of the seventeen organizations mapped as non-members became members of the Comuá Network during the course of the study.

23 Convention 169 is a mechanism devised by the International Labor Organization, adopted since 1989 by the United Nations (UN) and ratified in Brazil in 2003. The document provides for guarantees to indigenous and traditional peoples, among which is the right to prior, free and informed consultation on actions that interfere in the lives of those populations.

communities here in the municipality.

(Interviewed organization).

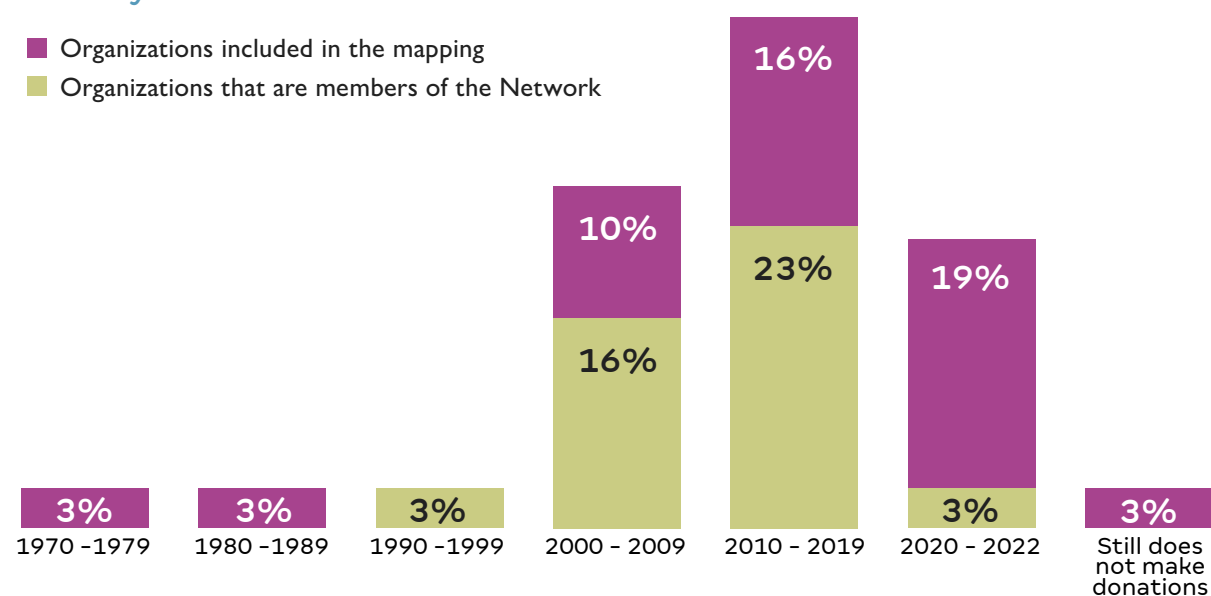
[...] in the early 1980s, the organizations started coming back – there was still a dictatorship. But civil society began organizing itself again, trying to reestablish an associative fabric and, at that time, like today, the organizations or collectives had the peculiarity of not being union-related, that is, because the prevailing logic of social movements in Brazil until the dictatorship period consisted of trade associations, basically, unionized organizations that had weight. [Our fund] emerged to support what was developing in terms of the associative fabric in Brazil, which was the associative fabric itself, such as residents' associations, youth associations, women's associations, the black movement.

(Interviewed organization).

In addition to the year of creation, we investigated when these organizations began their donation processes, since their approaches tend to be multiple and comprehensive, taking into account the diversity of the prioritized territories, themes and audiences. In this regard, the study reveals that, even among the organizations created before the 2000s, **the majority effectively became donors after the turn of the century**. Some began donating decades later, based on the perception of need and opportunity. This is the case of organizations that spent years developing their own projects and later decided to create a fund to support other initiatives. Among those who have donated since before the 2000s, their establishment is directly related to the above-mentioned international funding organizations – and also to a dependence on said resources.

Among the mapped organizations, 55% started their activities by donating financial and non-financial resources, 26% by donating exclusively non-financial resources, and only 16% started their activities exclusively with financial donations²⁴.

Graph 2 – Mapped organizations classified by their time of activity as donors



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

²⁴ 3% of the mapped organizations had not started their planned activities, financial and non-financial donations, by August 2022.

Contextually speaking, it is also important to consider that this phenomenon coincides with a period of **growing levels of social participation** in the public sphere, especially the federal government, in addition to the creation of numerous public policies – affirmative and reparative – that strengthened this movement, in the face of the still challenging scenario of socio-spatial, economic, political and cultural inequalities prevailing in the country.

81% of the mapped organizations emerged as of the 2000s and 90% became donors in this century.

Based on the experience of the organizations that make up the Comuá Network, in light of the need to expand civil society funding and the successful model of independent philanthropic organizations, as of 2010, a **new group of donor institutions** began to emerge, inspired by the experiences of the funds created during the previous period and, at the same time, determined to collaborate with its development through the sharing of lessons learned and experiences, which dynamics contributed to the strengthening of the field.

It is worth noting that 23% of the mapped universe consist of “new organizations” that began donating between 2020 and 2022, which signals that the independent philanthropy movement has gained new momentum. For example, the organizations in the North Region of Brazil, the second largest region in terms of the concentration of mapped organizations, also registered an increase in the creation of funding mechanisms and financial allocations due to the challenges faced in recent years, mainly due to the government’s poor environmental management, which blocked the resources from those funding mechanisms²⁵:

[...] the increase in levels of deforestation and the government’s actions against the environment led international funders to stop allocating resources to the Amazon Fund – so, we [decided that] we would do it ourselves and that’s where the idea for the fund came from (sic).

(Interviewed organization)

The proximity to social movements and organized civil society is one of the characteristics emphasized by the social entities about their emergence, driving the development of their forms of action.

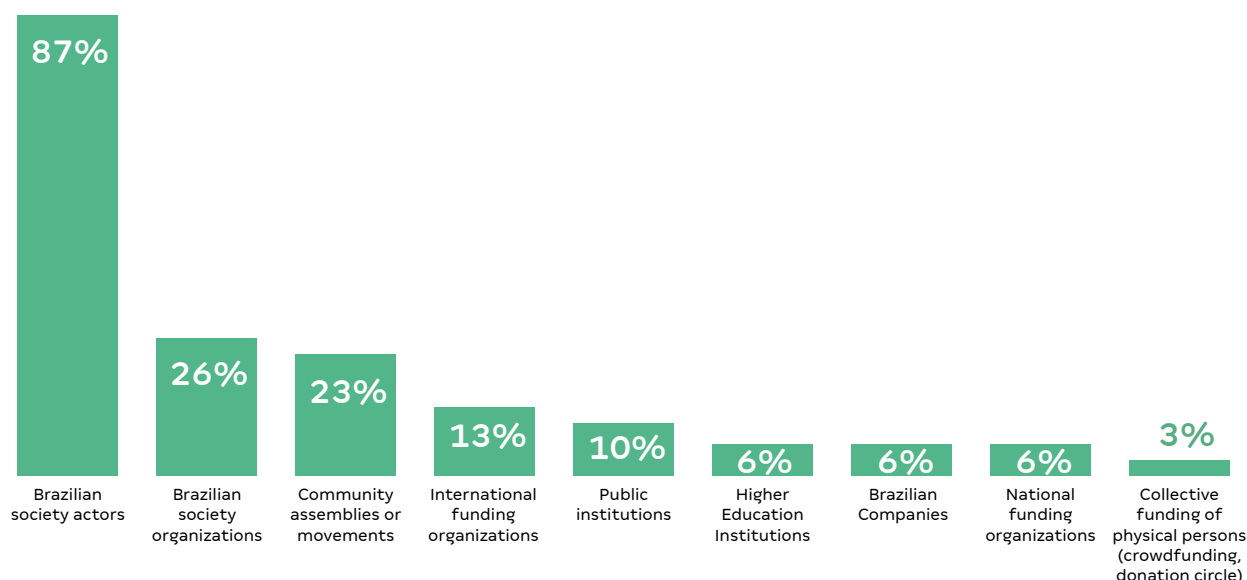
In terms of the participating agents since the creation of these organizations, the mapping confirms that community philanthropy and social justice philanthropy are the result of the process of strengthening Brazilian civil society within the historical context described here.

The majority of the mapped independent organizations were

created by persons – leaders, activists, professionals – connected with Brazilian civil society, and involved multiple agents from CSOs, assemblies and community movements, for example.

²⁵ The Amazon Fund, created in 2008, is a public mechanism aiming to procure donations for non-refundable investments in actions to prevent, monitor and fight deforestation, in addition to promoting the conservation and sustainable use of the Legal Amazon. As of 2023, the Amazon Fund has been reactivated.

Graph 3 – Agents involved in the creation of the mapped organizations



Basis: 31 organizations.

Note: The mapped organizations marked more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

International and national funding organizations and companies are also named as partners for the creation of 13%, 6% and 6%, respectively, of the mapped organizations. However, the initial protagonism of other sectors and types of institutions is low, indicating that the preliminary structuring work for the mapped organizations is carried out by civil society activist leaders. This leads to the possibility that the search for partnerships and funding does not necessarily happen since the foundation of organizations.

Where do the interviewed organizations come from?

When analyzing the associations and foundations interviewed, we noticed similarities concerning their creation around two main patterns: those that were born out of community resistance to a specific social problem and those that, in addition to identifying a need, arose out of an opportunity for institutional partnership.

For example, we interviewed initiatives that emerged from:

- ▶ the mobilization of donations from individuals in favor of a cause or as a form of resistance against a social problem;
- ▶ organizations that identify a local need/opportunity and start raising funds to be allocated to small projects within specific thematic axes;
- ▶ an initial partnership with a private organization resulting in a major contribution that is used to create the fund;
- ▶ a fund that is created as a branch of a larger organization (which is usually already traditional and legitimized in the region and with the financiers).

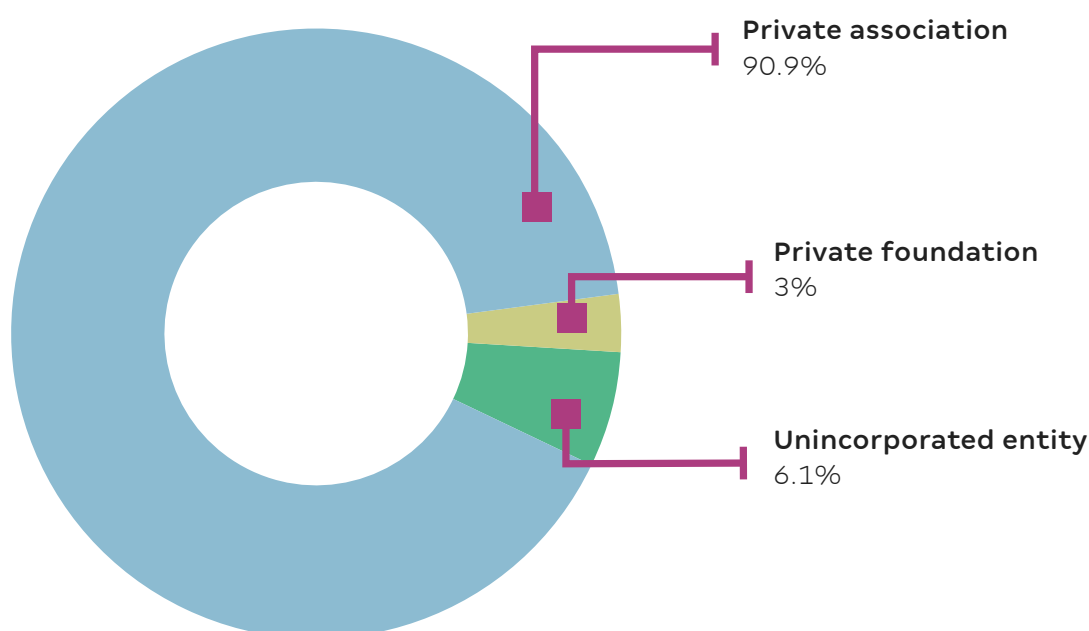
What are the types of organizations and where are they operating?

Although many independent donor organizations are known as “philanthropic funds” or “independent funds”, for example, the mapping reveals that, **when it comes to their legal nature, there are only two types: private associations and foundations**. Of these, we identified a **predominance of private non-profit associations**, which represent 90% of the analyzed sample (as opposed to 3% of foundations).

One possible explanation for this is the ease of incorporation and flexibility of maintaining associations as compared to foundations, besides the fact that the laws applying to funds (for example, equity funds) are still emerging and insufficient, in Brazil, to cover the activities of the type of philanthropy focused on here.

The organizations that are not formally incorporated, which are 6% of the mapped organizations, were organized as funds within the structure of a supporting or guardian organization, which, in addition to being fiscally responsible for the fund, also contributes institutionally to its maintenance, but with independence of action and governance of itself.

Graph 4 – Mapped organizations by legal nature



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

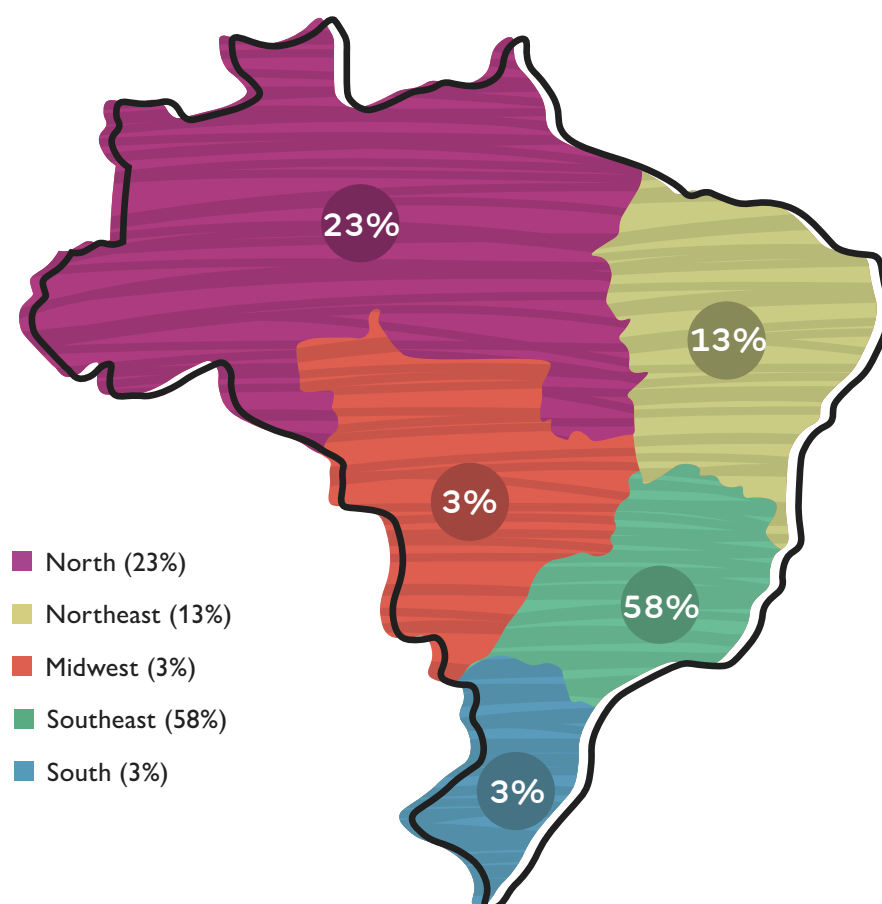
Given the different nomenclatures (trade names) used, in addition to the legal formalization, we asked how these donor organizations identify themselves within the ecosystem of civil society organizations. The majority of the mapped entities call themselves associations (45%), followed by funds (23%). Other denominations used are institute (13%), federation (6%), foundation (6%) and community foundation (3%). In other words, **many associations prefer to be called by other terms that facilitate the understanding of**

their activities (many of which have the same legal nature as the grantees, namely association). The form of denomination chosen by the organizations, according to our studies, does not translate into significant differences in the forms of action and donation in terms of the characteristics, criteria and dimensions that were macro analyzed for this mapping and described in the previous chapter on community and social justice philanthropy.

When we look at the geographic distribution of the mapped organizations, we find donors based in the five regions of the country, spread across 10 states, 21 municipalities, and operating in territories across different parts of Brazil.

São Paulo is the state with the highest concentration, hosting 29% of organizations. Rio de Janeiro comes in second, with 23% of the mapped entities, followed by Amazonas and Pará, which house 10% each. The other represented states are Amapá, Bahia, Espírito Santo, Maranhão, Minas Gerais and Santa Catarina, in addition to the Federal District.

Image 2 – Mapped organizations by region



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

In regional terms, the Southeast stands out with 58% of the organizations, followed by the North (23%), Northeast (13%), and Midwest and South Regions (with 3% each). When it comes to the 14 members of the Comuá Network, we find that 72% are in the Southeast, 14% in the Northeast and 7% are in each of the Midwest and the South.

As we can also see in the *Map of Civil Society Organizations*²⁶, most of the organizations analyzed here are concentrated in the Southeast, which is the most populous region, with the highest concentration of financial resources in the country. By way of comparison, in terms of population, data from the Brazilian Institute of Geography and Statistics – IBGE show the following distribution²⁷: Southeast (42%), Northeast (28%), South (15%), North (7%) and Midwest (7%). In terms of concentration of the Gross Domestic Product (GDP), in 2020²⁸, we have the Southeast (52%), South (17%), Northeast (14%), Midwest (10%) and, lastly, the North region (6%).

The mapping reveals another facet of the presence in large centers, which is a consequence, but goes beyond passively reflecting the concentration of people and resources: it can be an active intelligence strategy for the mapped organizations.

Being in São Paulo makes it easier [to enter the field], it is an identification factor [...] to try to get closer to these people, to master the codes of conduct and aesthetics effective in certain spaces that were not mine.

(Mapped organization).

The strong presence of the North Region in second place is worth mentioning, as it was far above the proportion for the country in terms of population and GDP, especially with the participation of the states of Amazonas and Pará. This may be associated with the need for support in the socio-environmental area and the protection of traditional peoples and communities in the Amazon and their ways of life and subsistence, reinforced by the previously mentioned poor public environmental management during that period and the attacks suffered by these traditional peoples and communities, after which the funds become examples of the communities' resistance in the face of attacks from governments, land grabbers and powerful farmers. The resulting expansion of non-government investments in the region also affects this result.

Finally, as we will see in the next chapter, the mapped organizations created independent funds as a means to support projects that are often not covered by large funders for lack of formal organization or difficulty of communication and access. Additionally, as shown in the section on methodology, there is a bias given the conscious effort made to procure submittals of organizations from the North Region, as this study effectively wanted to learn about practices beyond the member organizations associated with Comuá.

26 INSTITUTE OF APPLIED ECONOMIC RESEARCH. *MSI: minimum social indicators*. [S.l.], [2020?]. Available at: <https://www.ibge.gov.br/estatisticas/sociais/populacao/17374-indicadores-sociais-minimos.html>. Access on: 20 Jul. 2023.

27 BRAZILIAN INSTITUTE OF GEOGRAPHY AND STATISTICS. *MSI: minimum social indicators*. [S.l.], [2020?]. Available at: <https://www.ibge.gov.br/estatisticas/sociais/populacao/17374-indicadores-sociais-minimos.html>. Access on: 20 Jul. 2023.

28 BRAZILIAN INSTITUTE OF GEOGRAPHY AND STATISTICS. *Gross domestic product: GDP*. [S.l.], 2023. Available at: <https://www.ibge.gov.br/explica/pib.php>. Access on: 20 Jul. 2023.

chapter 3

the work by
the mapped
organizations within
the philanthropy
ecosystem

What are the organization's motivations to donate?

The focus on specific themes associated with the fight for social justice and the proximity to communities historically made to be invisible and/or stripped of access to rights marks the donations by the mapped independent organizations. In this study, they were classified between **those who donate primarily in view of strengthening organizations (as the central focus of their support) and those aiming, above all, to strengthen communities in one or more territories**. So, grantee organizations that focus on a specific territory, for example, can receive resources from donors both to strengthen themselves institutionally and to potentialize the territory in which they operate. It is important to emphasize, however, that these boundaries are not always exact and that the focus on one tends to contribute to the strengthening of another and vice versa.

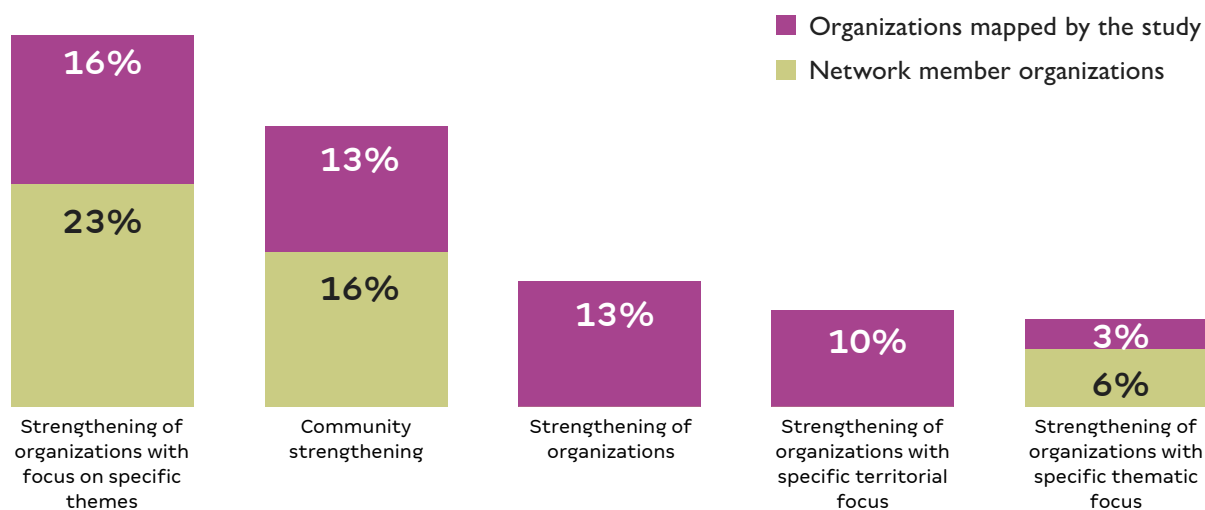
Among those aiming to strengthen organizations, those focusing on grantees working towards specific agendas stand out – 39%, with priority being given to both member organizations (23%) and non-member organizations (16%) – or operating in specific territories – 10% of the non-member organizations.

To a lesser extent, those who donate with a focus on the development of one or more communities connected to a given territory (regions, biomes, city or state) can also work towards a specific agenda or thematic focus: which is the case of 6% of the entities associated with Comuá and 3% of the non-members. The strengthening of communities in general, without focusing on specific agendas, appears as the second main motivation for donating (29%).

Overall, this mapping shows a predominance of support to the strengthening of organizations (62%), which may be associated with a number of factors, ranging from a critical understanding of the importance of institutional development (still undervalued by hegemonic philanthropy) to the greater ease in the management of the donations (including in terms of the dialogue with funders) and the heightened potential for the reach, dissemination and procurement of results. New and expanded investigations in future studies may help elucidate these issues.

More than half of all independent organizations donate to strengthen organizations or communities working towards specific agendas or issues, whether thematic or territorial. And almost two out of three primarily support the strengthening of organizations.

Graph 5 – Motivations for donating



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

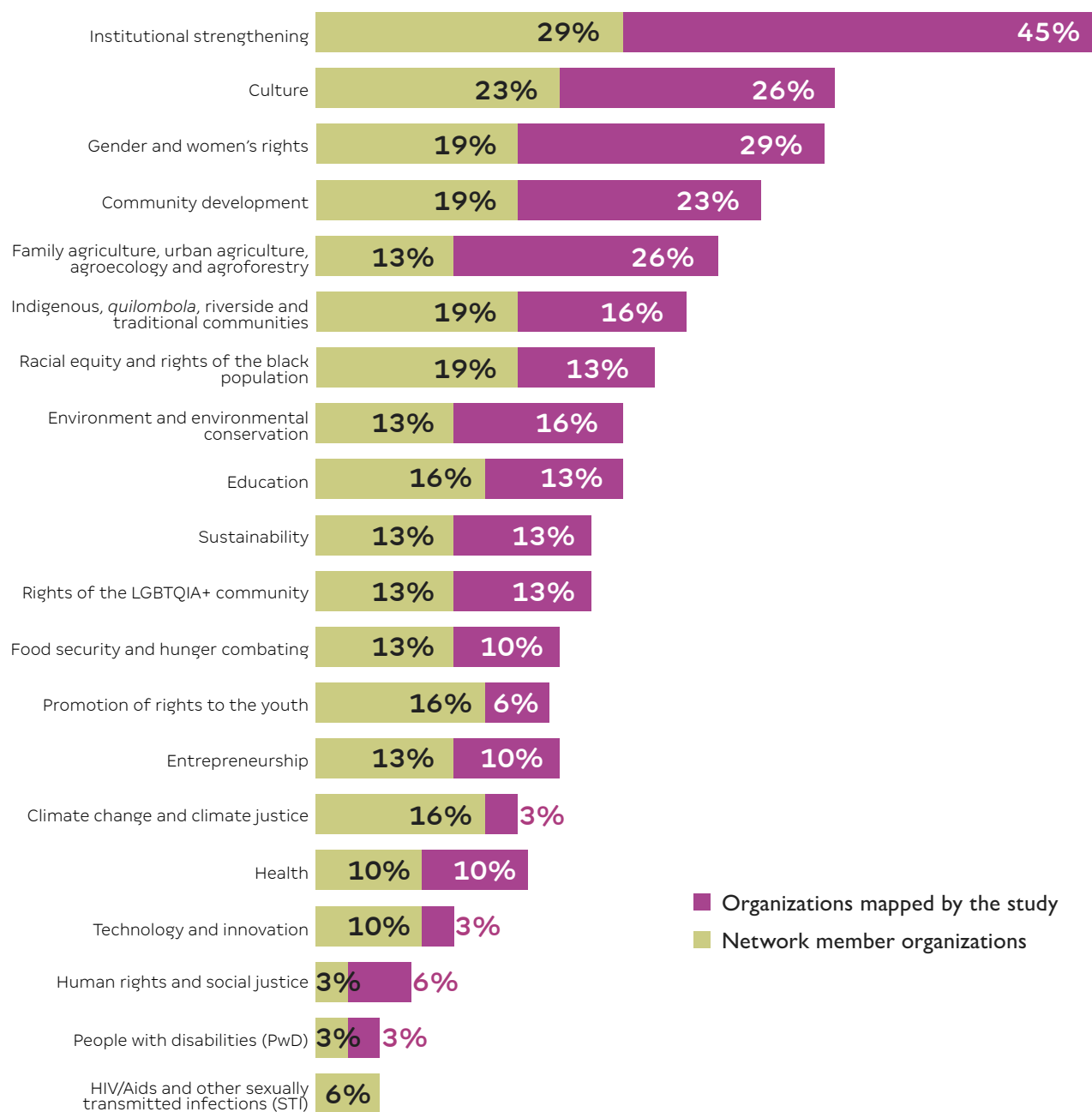
Source: The authors, 2023.

To what themes do the organizations donate?

As shown before, the themes to which the organizations donate – whether as a priority or as a complement – are a crucial element to determine whether or not they are engaged in the field of community philanthropy. From this perspective, **the commitment to agendas consisting of the defense of rights, social justice and organizational and community strengthening effectively influences the allocation of resources by the organizations mapped here.**

Institutional strengthening is the primary interest of the independent donor organizations (74%), followed by gender and women's rights and culture (both with 48%). Topics related to communities, local development and traditional peoples are also important, such as community development (42%), family farming, urban agriculture, agroecology and agroforestry (39%), indigenous, *quilombola*, riverside and traditional communities (35%), racial equity and rights of the black population (32%), rights of the LGBTQIA+ population (26%) and the assurance of rights for young people (22%). Clearly, there is a **focus on political minorities** that is both directed to these audiences and achieved through the institutional development of organizations that interact with these groups.

Graph 6 – Organizations by priority thematic areas for allocation of resources



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

Although, from the grantees' perspective, institutional strengthening is not considered as a thematic area in itself (as are "culture" and "environment", for example), for independent donor organizations it is a priority. This may be because of its form of operation (coordinating with civil society and movements) and the understanding that this sort of investment is crucial for the strengthening of organizations operating in the fields of defense of socio-environmental and human rights and their agendas. In turn, donating to institutional development implies a form of broad and flexible support, affording the organizations and groups autonomy in the decision-making process concerning their actions, which is directly tied to the principles that support community philanthropy. It is important to point out that the support for institutional development is provided to organizations that work, for instance, with a focus on gender, race and the environment (and their intersectionalities) in view of strengthening the field, that is, institutions that work with social justice and the rights of political minorities. An example of this are the members of the Comuá Network, such as the Casa Socio-Environmental Fund, which supports grassroots groups, community organizations, indigenous peoples, *quilombolas* and people affected by energy megaprojects, among others, and the Brazil Human Rights Fund, which set up a line of work focusing on human rights defenders, and another focusing on indigenous rights defenders – within the context of the virtual extinction of the federal program to protect these people.

This has to do with the proximity to the base and the understanding that mainstream philanthropy, for the most part, does not invest massively in organizational development, often making the qualified performance of these initiatives and practices unfeasible in the long term. This is a movement that has gained strength in the broad field of philanthropy, although it is still incipient and lacking: among private social investment actors, for example, 47% claim to provide institutional support to CSOs (financial support unrelated to initiatives)²⁹, even though, in our experience, this support is often based on a percentage of indirect costs/overhead, unlike the proposal of independent philanthropy agents.

Another takeaway from the mapping has to do with intersectionality. For example, **the support directed towards gender-based initiatives and women's rights, in second place, contrasts with the low percentage of support from the PSI with a focus on gender.** According to the 2020 Gife Census, only 9% of the participants claimed to be developing actions directly related to gender issues. This percentage drops to just 5% when it comes to race. In addition, race, origin and traditional communities are the issues that least attract the PSI's focus, as 51% of the institutes, foundations and companies say they do not focus on these issues³⁰. If these isolated numbers are already low, **intersectional support – of more than one population or one theme at the same time – is certainly even more rare**, as there is a lot of space – in Brazil and around the world³¹ – for donations to be, effectively, carried out valuing intersectionality.

This shows that the mapped organizations are not only pioneering, but also innovative and daring, directing financial resources to initiatives that are often neglected by ISPs. By emerging from the social fabric, through civil society actors and leaders, they develop the commitment and independence to work with causes and audiences that are outside the PSI's "radar". This could be due to limitations in the companies' and business institutes'

29 BRETTAS, 2021, p. 112.

30 BRETTAS, 2021, p. 95 and 98.

31 THOMAS, Rachel; MILLER, Kellea. Funding for intersectional organizing: a call to action for human rights philanthropy. [S.l.]: Human Rights Funders Network, 2022.

performance, as well as the fact that their agendas lack communicative appeal or are not aligned with the core business – the primary activity of the business funding them. Less controversial themes, which are nonetheless still relevant, such as education, health and well-being, entrepreneurship and income generation, remain at the forefront of the PSI's thematic priorities, which, historically, prioritizes investments in their own projects, often around the corporations they represent. **Independent donors, on the other hand, cover almost exclusively, with the support of international philanthropy, thematic areas, agendas and issues perceived as “uncomfortable” by hegemonic philanthropy, even though they are undoubtedly relevant.**

In regards to corporate social investment (CSI), directly tied to company activities (not considering family and independent institutes and foundations, for example), this departure from social justice agendas appears to be even greater. Within the context of the industry, the largest single theme in terms of volume of resources is the sponsorship of cultural events (21%), followed by health (16%), infrastructure (13%), social care (12%), sports and leisure (6%), education (3%), housing/dwelling (2%), job and income generation (2%), support of research, science and technology (2%) and others (23%). In the services scenario, the education theme appears in first place, with 68% of the total volume of resources, while “art and culture within communities” and “community and/or economic development” represent only 4% each, and “environment in communities”, 2%³².

When we intersect themes such as culture, education, youth and entrepreneurship with the time of creation of independent donor organizations, we see that they begin to stand out as a priority between 2000 and 2009. However, it is among the organizations created between 2010 and 2019 that those themes gain greater relevance. Although they do work with these themes, which are also addressed by the PSI, the independent donor organizations bring another perspective in terms of target audience and prioritized approaches, as we can see in the following box. In turn, it is important to emphasize that Fundo Positivo is the only mapped organization that advocates for health rights with a specific focus on initiatives aimed at sexually transmitted infections (STIs) and HIV/Aids.

Finally, the comparative analysis between members and non-members of the Comuá Network points to a **solid coherence and similarity of thematic priorities**, with the exception of the themes that stand out in the Amazonian context – such as agroecology and agroforestry –, given the strong presence of mapped non-member organizations in the Northern region of the country. We also note the greater emphasis on institutional strengthening among non-member organizations – also, in part, explained by geographic dispersion and contextual priorities. On the other hand, the members of the Comuá Network point to greater emphasis on certain frontier issues, such as technology and innovation (10%, as opposed to 3% of non-members) and climate change and climate justice (16% compared to 3%).

32 BISC 2022 HIGHLIGHTS: the resilience of corporate social investment in Brazil. São Paulo: Comunitas, 2022, p. 5. It is worth noting that, unlike the Gife Census, in which respondents can reference more than one theme in their answer, for this question in the BISC, participants must reference one theme only; so, 68% of the CSI in education means that only 32% goes to all other themes.



A lens on five themes in community and social justice philanthropy

Theme 1 – Culture

Culture enters the donation agenda for social justice in different ways: there are donations in view of the maintenance and strengthening of cultures in traditional communities, the promotion of artistic expressions in peripheral regions, and artists and community projects that contribute to the strengthening of the bonds and identity of a community. They often differ from the PSI's work on this topic, marked by the use of tax incentives and the allocation of resources to art education projects within their own projects.

Theme 2 – Environment and conservation

The organizations that work with environment and environmental conservation allocate resources to the preservation of Brazilian biomes and express a transversal vision with the promotion of social justice and environmental and social rights by prioritizing the allocation of resources to projects for indigenous communities, “quilombolas”, riverside and traditional peoples. They also address frontier issues, such as environmental racism.

Theme 3 – Education

Within a perspective of education for social justice, the organizations donate to community preparatory schools and courses, scholarships and programs in support of students from groups that, historically, have reduced access to Higher Education, as well as to academic research that contributes to the development of their fields of activity.

Theme 4 – Health

Health donations are allocated to projects conducted by traditional community groups, to strengthen traditional medicine practices and ensure access to quality healthcare by populations facing socioeconomic limitations and stigma, such as black and LGBTQIA+ populations, sex workers and women, including sexual and reproductive rights. By way of comparison, only 3% of the initiatives identified by the 2020 Gife Census claimed to work directly with the LGBTQIA+ population³³.

Theme 5 – PwD and HIV/Aids

The social justice agenda for the population of persons with disabilities (PwD) and persons living with HIV/AIDS and other STIs includes access to health and well-being, among other assurances in terms of rights and well-being, thus the option to emphasize the mention of these themes in the responses by the mapped organizations.

³³ BRETTAS, 2021, p. 98.

To what groups do the organizations donate?

Civil society organizations and the collectives and movements – formalized or not – are the mapped organizations' main donation audiences.

When analyzing the differences between member and non-member organizations, the mapping shows that CSOs make up the primary audience of the entities associated with the Comuá Network, mentioned by 42% of them. Among non-members, the primary grantee audience consists of collectives and movements (39%).

In both cases, the support of cooperatives (third largest audience of the Network's members, with 19%, and second among non-members, with 35%) and for-profit organizations (16% and 23%, respectively) also stands out. Although at first glance this data may be **surprising**, these are donation strategies aimed at solidary economy organizations (including grassroots cooperatives) and enterprises that are part of the donors' areas of activity (for example, led by black women). Social businesses or impact businesses and consultancies also fall into the group of for-profit grantees.

One of the main findings of this mapping is the confirmation of the empirical perception that independent donor organizations are crucial for the resources to reach non-formalized collectives and movements, and individuals in general (such as local leaders, human rights defenders and students).

Supporting collectives and movements, institutionalized or not, besides being the main strategy for donors who are not members of the Network, as stated above, is the second most referenced by members (32%). In both cases, individuals emerge in fourth place among the overall grantees (26% among non-members and 19% among those associated with the Comuá Network).

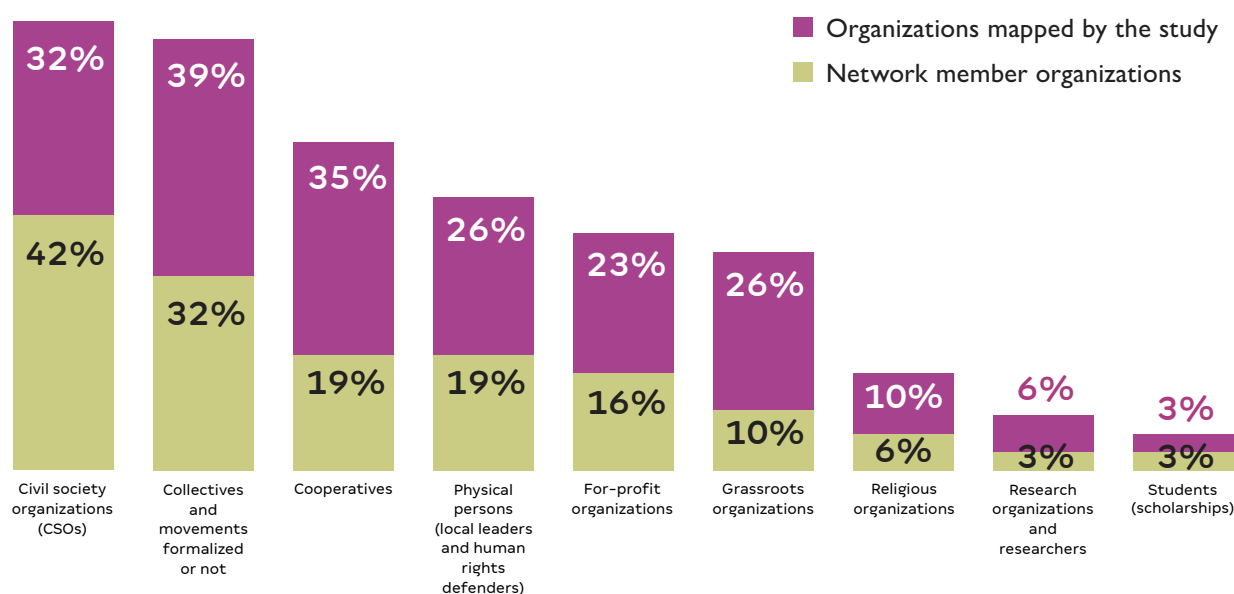
This data contrasts, for example, with bureaucratic challenges that make it impossible for the PSI to allocate financial resources to non-formalized initiatives. We know, from experience, that there are very few funders – in general, family and non-business institutes and foundations – who are able to circumvent compliance and legal constraints to provide this type of support. In the Gife Census, for example, among the 13 types of partnerships emphasized by Gife members, among CSOs, governments and companies, **none specifically refers to collectives, movements and individuals.** Even when donating to (formalized) CSOs, those funders identify legal and/or compliance obstacles related to the allocation of resources (11%) and the poor management and decreased efficiency of the CSOs seeking support (27%)³⁴.

34 BRETTAS, 2021, p. 108 and 117.

Independent donor organizations, on the other hand, stand out for supporting non-formalized initiatives directly within the territories, both directly and indirectly – in this case, through a formalized organization that acts as the fiscal sponsor). **This attests to the ability of community philanthropy to transfer power and the potential to ensure that resources from other sources (such as PSI, when they fund it) actually reach the communities, themes and priority audiences for social justice.**

We don't want the complexity of public bids, and we also don't want the complexity of business, corporate bids, which sometimes [say] "I just want it here in my surroundings", the other says "but you have to have this and that". Okay, I understand, public service is like that, but for us, we could come to support an initiative that doesn't even have a CNPJ, that doesn't even have a statute yet. [...]. Informality sometimes brings difficulties, but, on the other hand, we cannot help but see these extraordinary initiatives that exist throughout Brazil and in our state in particular.
(Interviewed organization).

Graph 7 –Groups of grantees to which the resources are allocated



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

With the increase in the number and size of the donor organizations, the themes of community philanthropy are also becoming more diverse. With the need to resist the loss of basic rights in the wake of neoliberalism, especially in the post-1990s, and the expansion of social participation in the government agenda, as of the 2000s, the gender-based agendas, the fight for racial equality and against racism, as well as community development are strengthened by the activities of the mapped organizations. It was during this period that we saw the emergence of organizations such as ELAS – Social Investment Fund, which directs its donations primarily to organizations and movements focusing on women and transgender people, as well as Fundo Positivo, the Brazil Human Rights Fund and the Baobá Fund for Racial Equity.

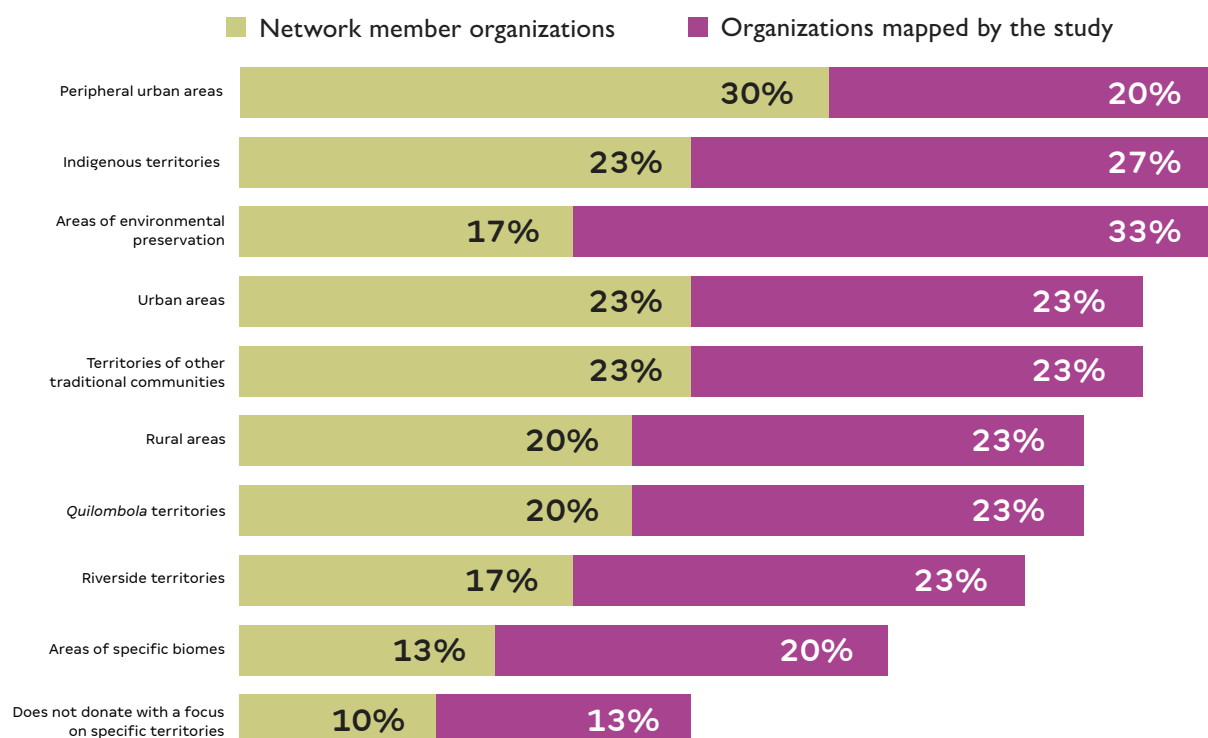
The allocation of donations to indigenous, *quilombola*, riverside and traditional communities and to socio-environmental and family farming projects has also become a prominent focus, with the work of organizations such as the Casa Socio-Environmental Fund, the Dema Fund and the Juruti Sustainable Institute (JUSI), which operate in specific regions of the Brazilian Amazon territory.

We want to put resources in the hands of the communities, because they are capable of managing their actions, executing the resources and projects. So, [we] were born with this perception that the resource should be handled by the organizations themselves, because at the time there were large projects conducted by churches, by major organizations in favor of local communities, and [...] we trust, we believe that local groups, with all their weaknesses, can manage their own local actions, so, the allocation, it is born with this trust [...]; this is where an embedded concept comes in, small projects are like seeds of change in society, and another strong concept that was embedded is that of small projects throughout Brazil. Apparently, they are fragmented projects at first glance, but we found that each project [...], supported in several different locations, forms a network, not in the sense that they are institutional networks, but networks of forces driving rights in each place.
(Interviewed organization).

The study also identified other initiatives by independent donors, such as university student funds, represented in this study by Sempre FEA, professional association funds, such as the Black Audiovisual Professionals Association (Associação dos Profissionais do Audiovisual Negro), and organizations like the Procomum Institute, from Baixada Santista, and Silo – Arte e Latitude Rural (Rural Art and Latitude), located in Serra da Mantiqueira, which mobilizes resources and reallocates them through projects and grants to groups or individuals (students, professionals and social leaders).

At this point, it is important to identify the donation territories to understand the target audiences better.

Graph 8 – Mapped organizations by donation territories



Basis: 30 organizations³⁵.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

The mapped organizations are quite active in peripheral urban areas, indigenous territories and environmental preservation areas, corroborating the information that most organizations are concentrated in the Southeast Region, followed by the North Region, including the Legal Amazon. The diversity of territories covered by the organizations promotes the widespread allocation of financial resources to organizations, groups and leaders, recognizing them as protagonists of local transformation and the political subjects of rights.

As expected, the Network's member organizations have a strong urban focus (30% in peripheral areas, the main territory of this group, and 23% in urban areas in general). However, since 70% of the country's population is concentrated in cities, clearly an **effort is made to allocate resources so as to diversify the supported territories** - indigenous territories (23%), territories of other traditional communities (23%), rural areas (20%) and *quilombola* territories (23%) hold the second and third positions. Among non-members, environmental preservation areas and indigenous territories come in first (33%) and second (27%) place, respectively.

This indicates the importance of these organizations in the allocation of financial resources to territories and audiences that are not widely covered by private social investment, as shown in the 2020 Gife Census, which is mainly focused on urban areas

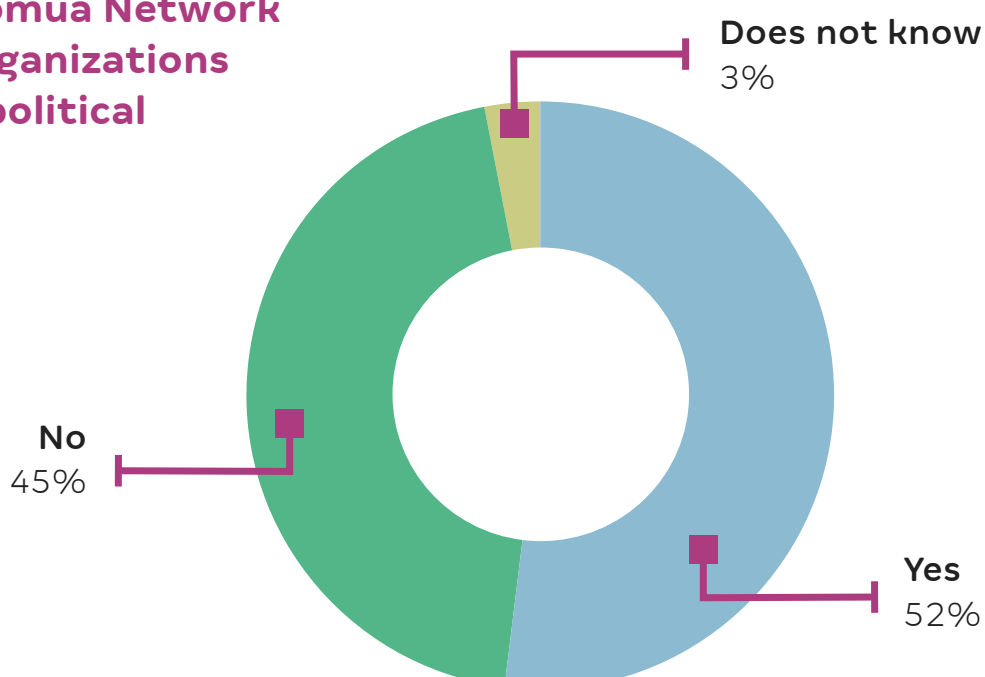
³⁵ One of the mapped organizations had not started donating by the end of the data collection process (August/2022) and, so, did not answer specific questions about the donation process. This explains the base sample of 30 organizations in some of the charts from this point forward.

(peripheral or otherwise), followed by the communities surrounding the business units of the supporting company(ies), and territories with specific socioeconomic indicators. One of the possibilities is that the PSI ultimately keeps resources concentrated in the areas or cities where its businesses operate or where its clients are located, thereby limiting the choice for and the contribution to initiatives in territories such as those prioritized by community and social justice philanthropy.

Do the organizations donate to political advocacy strategies?

Graph 9 – Mapped organizations by donations for political advocacy

64% of Comuá Network member organizations donate to political advocacy



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

Donating to organizations and movements that adopt a political advocacy strategy is among the goals of 52% of the mapped organizations. Although 45% of them answered that they do not donate to political advocacy projects, there are political contributions and reflections in the actions of all mapped organizations: given the audiences and themes they prioritize, this political action is, transversally, in its essence. **Among the members of the Network, the number of organizations that donate to political advocacy climbs to 64%.**

When we look at the broader field of philanthropy, we find that advocacy actions to influence public policy are growing. The 2020 Gife Census³⁶, for example, shows that this was the strategy with the biggest growth in terms of the number of organizations adopting it, when compared to 2018 (increase of 12 percentage points). Also more present in 2020, as compared to 2018, was the prioritization of the development of innovative initiatives focused on solving public policy challenges, in addition to the management and execution of social projects by the public sector. Although it remains relevant, there was a decline in the structuring of own or third-party initiatives focusing on sectoral public policies or aimed at specific segments of the population (decline of 6 points)³⁷.



What is political advocacy?

Political advocacy is defined as the execution of actions to apply pressure, coordinated by civil society (organized or not), to political decision-making processes that affect the interests of the population. In this way, it can be defined as a practice to strengthen democracy.

Donations to projects conceived to influence the public agenda, drive participation in public deliberation processes (public hearings, sectoral plans, etc.) and defend a cause with society in general were listed as examples.

The organizations, however, reinforce the understanding that the funded political advocacy **does not have partisan strategies** at its core.

It cannot be political in the partisan sense, on the political side we had, for example, the funding of t-shirts by an association [...] to stage a protest to mark the three-year anniversary of the tragedy, so, it is very political, essentially political, but not partisan.

(Interviewed organization).

36 “The least mentioned territories are directly related to the environmental field (environmental preservation areas and specific biomes) and are more relevant for Institutes, Foundations and Independent Philanthropic Funds than for the other profiles (32% in both cases)” BRETAS, 2021, p. 93.

37 BRETAS, 2021, p. 121.

chapter 4

funding sources and relationship with funders

What was the organizations' budget in 2021?

The distribution of the mapped organizations by budget shows that there is a wide variation in the sample: the majority (55%) are in the range of R\$ 2 million to R\$ 25 million, where 45% of these have a budget of more than R\$ 5 million. However, it is important to note that there is considerable budget diversity, with some independent organizations donating from R\$ 100,000 to R\$ 250,000 and others more than R\$ 25 million. In the case of the Network's member organizations, we find considerable diversity with an important concentration in funds with larger budgets, which are the "oldest" and the thematic funds, while the smaller budgets are associated with territorial/community funds.

Table 1 – Budget of mapped organizations in 2021 (in ranges)

Budget	Members	Non-Members	Grand total
More than R\$ 5 million to R\$ 25 million	71.43%	20.00%	44.83%
More than R\$ 2 million to R\$ 5 million		20.00%	10.34%
More than R\$ 100 thousand to R\$ 250 thousand		20.00%	10.34%
More than R\$ 1 million to R\$ 2 million	7.14%	13.33%	10.34%
More than R\$ 500 thousand to R\$ 700 thousand	7.14%	6.67%	6.90%
More than R\$ 25 thousand to R\$ 50 thousand		13.33%	6.90%
More than R\$ 50 thousand to R\$ 100 thousand		6.67%	3.45%
More than R\$ 25 million	7.14%		3.45%
From R\$ 700 thousand to R\$ 1 million	7.14%		3.45%
Grand total	100%	100%	100%

Basis: 29 organizations³⁸.

Note: The table's sums may not be 100% due to roundup.

Source: The authors, 2023.

When we consider the distribution of the organizations by region and budget range, we find a discrepancy, either reflecting the known concentration of resources – including philanthropic resources – in the Southeast, or due to factors such as time of existence and advocacy agendas. Among the organizations with budgets between R\$5 million and R\$25 million, 62% are established in the Southeast Region and none in the North, even though this is the second region in terms of the number of mapped organizations. **In other words, if, on the one hand, we managed to map several organizations in the North region of the country, on the other hand, their budgets are proportionately smaller and there is room for growth.** The Northeast also stands out for representing 23% of this group. The Midwest and South represent 8% each. The only organization that declared a budget of more than R\$25 million is located in the Southeast.

³⁸ Two non-member organizations were not considered: one that did not have a budget in 2021 and another that did not answer the question.

The budget difference associated with the time of operation as a donor organization is also significant and positively indicates that the grantmaking capacity of the mapped organizations increases with their time of operation, due to the consolidation of their activities within the philanthropic field.

organizations that started donating between 2020 and 2022 (26% of the sample), 63% had a budget of less than R\$1 million in the same year.

This data was processed in ranges to standardize the budgets and enable analyses of the entire sample, since, for the 14 member organizations of the Comuá Network, we had access to the exact amounts of the 2021 annual budget, while the 15 non-members reported these values in ranges, 1 did not have a budget in 2021, and 1 did not answer.

By comparison, the 14 organizations in this mapping that are members of the Network have more robust budgets than the non-members, raising the general averages. Altogether, in 2021, they managed a budget of R\$ 254.7 million, 89.2% of which were allocated in the Southeast, 8.4% in the Midwest, 1.2% in the Northeast and 1.2% in the South region of the country. It is important to consider that there is a massive variation among these values, with the minimum budget reported being R\$ 668.2 thousand and the maximum exceeding R\$ 132 million. Thus, the average budget managed by these members of the Network is equivalent to R\$18.2 million, in 2021, with a median of R\$4.75 million and a standard deviation of R\$34.2 million.

If 71% of the members of the Comuá Network stated a budget in the range of R\$5 million to R\$25 million, in 2021, only 20% of non-members fell into this range during the same period. Almost half (47%) of the latter had a budget between R\$50,000 and R\$700,000 – among the entities associated with the Network, this percentage was just 14% in 2021.

Based on the budget ranges stated by non-member organizations, **we estimate that the total budget, in 2021, of all 29 organizations that stated values is between R\$276 million and R\$330 million**. This is a robust value with good potential for expansion – one of the non-member mapped organizations, for example, recently announced that it more than doubled its budget between 2021 and 2023, reaching the R\$10 million mark (while, for this study, it was classified between R\$2 million and R\$5 million).

However, it is relevant that these values fall considerably short of the R\$ 5.3 billion declared by the 131 organizations that responded to the 2020 Gife Census, which invested, that year, the amount of R\$ 595 million just in the maintenance of the structures of the institutes, foundations and companies (administrative and infrastructural expenses)³⁹.

39 BRETTAS, 2021, p. 67

What and how many are the sources of funding of the mapped organizations?

The mapping indicates that donations from international philanthropic organizations, which have been important since the start of independent donor organizations, are the most relevant for community and social justice philanthropy in Brazil.

They are the **most frequent** among the sources of funding of the mapped organizations, for example. For both members and non-members of the Network, this source of funding is mentioned in first place – with 43% of mentions in both cases.

Then, both members and non-members of Comuá mention donations from national philanthropic organizations – mentioned by 40% and 30%, respectively. **Donations from individuals (with or without tax incentives) are also relevant** and complete the most frequently mentioned triad, referenced by 37% of Network members and 30% of non-members. This study did not ask about the financial volume by source category or funding organization, for the purposes of protection of data subject to confidentiality agreements. So, the fact that national donations were ranked above individual donations, for example, does not necessarily mean that the amount in absolute terms is higher.

Graph 10 – Sources of funding of the mapped organizations⁴⁰



⁴⁰ The organizations were asked what types of funders they had. So, the information in the graph considers each organization's donor type, making no distinction as to the volume of donations. This mapping chose not to ask about the volume of resources mobilized for each source, only about percentages.

Discussing psi in terms of its support of brazilian community philanthropy

When we examine the list of the main funders of the mapped entities⁴¹, we arrive at a total of 47 organizations, whose main resources originate or are mobilized internationally (although some may have branches in Brazil), notably by foundations, funds, embassies and multilateral organizations. 40 national organizations are also mentioned, but more dispersed (among several small, medium and large companies, public bodies, mixed-economy companies and funds).

Of the 87 named, only 11 (12.6%) are national institutes and foundations⁴², 5 of which are family-owned, another 5 are corporate and 1 is independent.

Therefore, the fact that national organizations placed second among the most mentioned categories does not mean that there really is a wide dispersion or dissemination of supporting institutions. On the contrary, in the case of national philanthropy, in our experience, **there is a tendency that these mentions reflect few, repeated funding institutions (generally, foundations and family institutes, in the case of Brazil).** The fact that three out of four private social investors (excluding those that only invest in their own projects) do not identify philanthropic, independent, local and/or community funds⁴³ among their partners for allocations is proof of this.

In fact, among the 9 organizations in this mapping with a budget, in 2021, exceeding R\$5 million – and which together have a collective budget between R\$240 million and R\$290 million –, the majority of which are members of the Comuá Network, 35 international organizations were mentioned, by name, as their main funders against only 10 national organizations – two of this subgroup did not even report national funders.

A problem that emerges in this mapping is the **concentration of national philanthropy resources in just a few organizations due, for example, to their size and/or history in the field**, thereby creating a scenario of inequality in the access to local resources, or even competition. Additionally **lack of trust can be seen as an element capable of explaining this situation, as a relevant obstacle to the diversification of the PSI portfolio.** In our opinion, this topic deserves further attention in future studies.

I think there's a vicious circle where you [the funder] always end up supporting the big [organizations], because it seems like the big ones do it better. No. They do a better job of getting people to notice them, but it's not that they do the work better, I'm not saying that they do worse, but they are better at being seen, as they have communication tools while the others don't. (Interviewed organization).

[Investors] are more sensitive to the discussion of racial and gender equity. However, social investments, in fact, have not yet been democratized. There are hundreds of social organizations

41 Open, spontaneous answers to the question "Who are the organization's main funders?". Each organization listed its main funders without necessarily classifying them by amount. Some did not name their partners, using generic descriptions (e.g. "company from Manaus" and "three large organizations").

42 Excluding national organizations that call themselves "institutes", but are consultancies or CSOs with end activities, as well as government funds.

43 BRETAS, 2021, p. 72.



receiving investments and, when we go look, at the black organizations, there are three, four, five, at the most, that are qualified to receive investments. I think that's very cruel, I think it's perverse. They have my complete admiration, I really want them to continue to receive money, their work inspires me, and all of us, but it is very perverse, because then you go and knock on the investor's door, "oh, I already donated to so and so" and they are always the same, you know? "Ah, but your organization still doesn't have the structure to receive it." So, you have to take our hand and make sure we have the structure, because it's no longer possible for just three, four black organizations to get money and that's it forever.
(Interviewed organization).

The way of doing philanthropy, in its most diverse layers and approaches, must also be reconsidered. One of the most emphasized points is the reflection on the **timing** of things.

There were projects on paper, many projects came with the directors, so [...] we created a strategy to distribute the materials: the regional coordinators, who are these people elected in each region, would take a boat, they each travelled to their region carrying a pen drive, disseminating the project file, and they brought back many projects, too. Some of us went ourselves to deliver a project preparation workshop and brought back projects, there's the advisors in the territory, so, it's a bit of a collection of everything and, so, we understand that the bid notice has to remain open for longer periods of time, four months, five months, so you have this time to be able to organize the development of projects in the territory.
(Interviewed organization).

This does not mean that there is no potential to mobilize resources with the national PSI and philanthropy, or even individuals, for example, in the evaluation of the mapped organizations, which perceive themselves as working with themes that are increasingly considered relevant to challenge the structures of inequality. Many, however, answered in the interviews that this requires a great deal of effort, whether it is to implement new support from the PSI or to mobilize a large number of donors.

Some community philanthropy organizations, however, have managed to break down PSI barriers. With the data from Mosaico (mosaico.gife.org.br), we found that, between 2014 and 2021, 12 organizations associated with Gife (less than 10% of the total) donated to 42% of the mapped organizations. In total, 14 projects were carried out by organizations included in this mapping, individually or jointly, with resources from organizations associated with Gife. Additionally, in 2022, 10% of the mapped organizations are also associated with Gife (the Baobá Fund, the ELAS – Social Investment Fund and the Institute for Climate and Society).

This is a movement that is still emerging, but, in the interviewees' opinion, it needs to expand among PSI funders who actually want to reduce inequality and expand the access to rights in the country.

Given the relatively higher volume of resources managed by the members of the Comuá Network, it is also apparent that among these organizations there is more diversified – or less concentrated – access to sources of funding, such as financial income (27% compared to 7% of the non-members), grants and agreements (17% versus 3%), association contributions (13% versus 3%), and sales of products and services (10% versus 7%). **Therefore, we see an opportunity for the organizations that are members of the Network to inspire and share practices and lessons learned with other mapped organizations in terms of the mobilization of resources.**

In both types of mapped organizations, few find it feasible to establish endowment funds, since this strategy would require large sums, well above the average budget of the organizations presented here, to cover their management and governance costs and still yield the main amount needed to cover its activities.

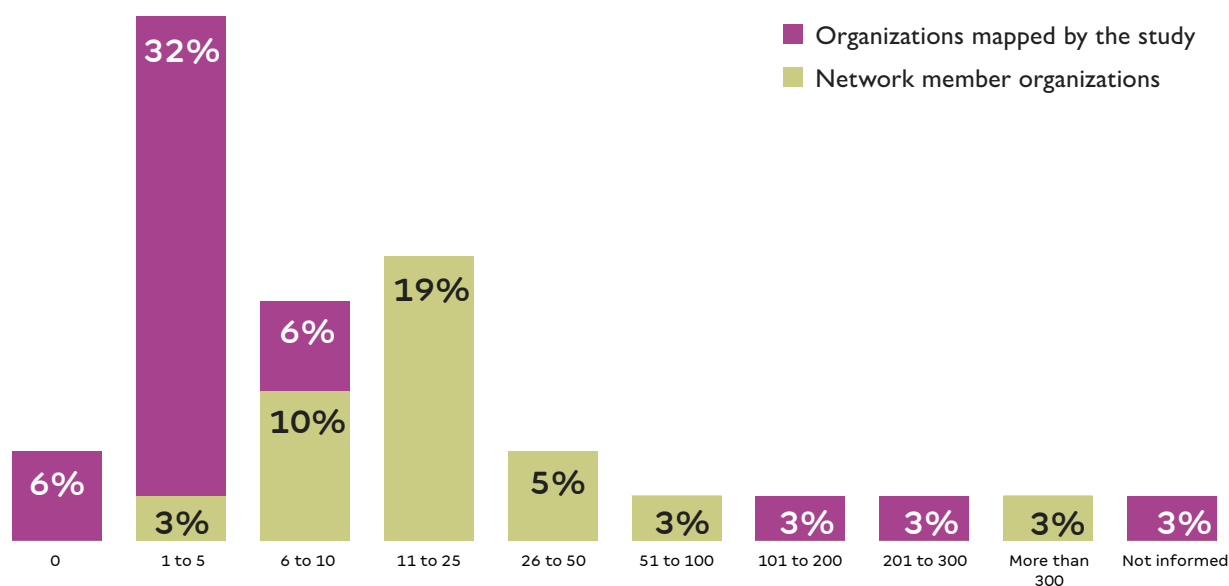
On the other hand, the interviewees expressed critical views about the amount of financial resources needed to enable more coherent actions.

The issue is not the money. The issue is the relationship that it brings, it is using the energy of money, what it means to people, as a process of connection between the people and the project. Sometimes it's good to have just a little money, you know? Let's think about what we want in terms of transformation and then we can think about the amount of money, how much money we need for this and not the other way around. The Alcoholics Anonymous Association (AAA) has a very interesting paradigm with money, since they do not accept money from anyone who is not part of the AAA. The principle is this: "We are alcoholics and we are capable of funding this organization by ourselves." It is not much money, because when there's a lot of money that also becomes a problem, and then it starts to cause disputes. [...] So, for organizations, if we want to create this movement, let it be from the ground up, let it be local, I think we have to let go a bit of this idea that the more money the better. Not necessarily. You need enough money, after that it gets worse.
(Interviewed organization).

Once the sources of funding were analyzed, we investigated the **number of funders** of the independent donor organizations.

The **diversification of the funding sources** is a strategy sought by the mapped organizations to ensure that there is no dependence on a specific organization or person and, thus, ensure financial sustainability for the development of their activities on a more permanent basis.

Graph 11 – Number of funders in 2021



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

In this sense, the mapping shows that a **large share (76%) of independent donor organizations concentrate their resources in up to 25 funders**. Few (9%) have more than one hundred funders, which requires a robust, well-established strategy of resource mobilization and management. In some cases, the significant number of donors includes individuals.

The most relevant information is the number of funders of the non-member entities, concentrated between 1 and 5 organizations, reflecting their smaller budgets when compared to the budgets of the Network members, mostly in the ranges between 6 and 50 funders.

Besides generally ensuring greater independence of action and financial sustainability, we emphasize that donations from individuals are focused mainly in the civic engagement of society with the themes of activity to which they donate. So, they are strongly committed to the principles of community philanthropy and social justice. That said, we recommend that this point be explored further in future studies, along with more in-depth investigations into the concentration of resources, the diversity of donor types and volume of donations, to understand the impact that these factors have had on the sustainability of each of these organizations and the field.

How is the relationship with the funders in terms of autonomy?

The search for independence in the relationship between donor organizations and their funders, with regard to the allocation of resources and the way that they are used, is one of the basic dimensions of community philanthropy. In this respect, **the mapping confirms that the majority (68%) of the mapped organizations state that the funders have no influence on the use of the resources, their decision-making processes and governance.**

The organizations that answered that the funders have some influence over the use of the resources and the activities developed (32% of the mapped entities) point out that this dialogue occurs through **four main forms of participation**: on the organization's boards, equally (60%), in a specific initiative designed so that funders have a greater involvement as a form of civic engagement (20%), in the construction of the funding project (10%), and in the governance of the supported project (10%).

As for the most cited format, we find that the participation on the boards occurs in **organizations with two profiles**: those who mobilize donations from individuals, when the presence of the donors in these spaces drives engagement and collective constructions; and organizations that propose to establish a coordinated governance between civil society, public authorities and the private sector.

The interviews also showed **the importance of horizontal dialogue between the parties and the appreciation of the funders' participation as collaborators and partners – including in the construction of knowledge**. Just as this contribution, either of their expertise or networking contacts, is welcome, the organizations signaled that having different values from the funders' are cause to refuse working together.

Today it, [the main funding company], has a seat on the fund's board to participate in the decisions, to discuss, talk, but here's one very important thing: even though it is a donor, it has no more power than the neighborhood association, the municipal secretariat, no. Even though it is a donor, it is there on the same level. That's why we call it a horizontal dialogue.

(Interviewed organization).

We often don't submit a proposal for a bid because we won't be able to meet the donor's requirements. For example, there are donors who want us to kind of do things that... political things, taking photos with I don't know who, with so-and-so... so we can't.

(Interviewed organization).

We have, for example, had partners who, right then, at the time to sign the papers, we decided not to form the partnership because we would be forced to do what the partner wanted. It's not that we don't understand, but it's not what we're looking for. We try to find another way [to do it], right? That's why it [the fund] was created.

(Interviewed organization).

There is an awareness in the field, but it has to be implemented. We have to be more careful with organizations of black people, too, so we don't repel them. You go to a training session with someone who totally understands racial issues, who works at an institution, who looks at this and, when the time comes to receive you for a recruitment meeting, it makes you feel like you are in the groveling line at Casas Bahia.

(Interviewed organization).

Even among the organizations that answered that the funders have no influence, it is important to point out that the relationship with the partners involves formal accountability processes for the use of financial resources. Even before the financial partnership is

implemented, the donor's choice to donate to a given initiative generally involves an examination of the organization's profile – which often exposes the autonomy to decide who will get the resource on the ground. So, there tends to be an initial rapport. In addition, dialogue and the exchange of experiences are part of a partnership dynamic within the field of community philanthropy that the mapped organizations seek to establish with the funders.

Civil society organizations sometimes have difficulties accessing financial resources because traditional public and private investments are not always distributed in an inclusive and flexible way to meet the demands of the organizations and movements with their own priorities and their own ways of doing things. Autonomy of action is a way of distancing oneself from these arrangements, striving for equal participation with other actors and guided by governance structures established by the organization itself. On the other hand, the methodology or the proximity between the donor and the grantee community can ensure greater ownership and sustainability of the results over time.

One of the mapped organizations, located in the Amazon and created in the 1980s, only started making donations (grantmaking) in 2018, to eight associations of *quilombola* communities in the region. One of the reasons that led it to make donations was the perception that, when the community carries out its own projects, without the mediation of CSOs from outside the territory – which, often, have no contact with the local *quilombola* reality –, they expand the appropriation of projects and the results appear to be more long-lasting.

Another example of the search for autonomy is the Dema Fund, created in 2003, following a mobilization to dismantle a loggers' scheme, who used the auctions held to seize resources illegally extracted from the Amazon to legalize the wood and enable its sale. Social movements in the Amazon were proposing a solution to limit the government's actions to prevent illegal deforestation and, additionally, they demanded that they be allowed to discuss the destination of the resources generated by the government's actions. As a result, the Dema Fund emerged as a tool to source its own, independent resources to strengthen the communities that protect the forest.

The governance structure of the mapped organizations

In addition to the structures imposed by law for formalized associations – such as fiscal and deliberative councils and the general assembly –, the mapping reveals other governance levels among the mapped independent donor organizations, including:

- ▶ ethics committee or council;
- ▶ protection policy and collegiate coordination committee;
- ▶ advisory board;
- ▶ board of directors/superintendence;
- ▶ work circles;
- ▶ diversity and inclusion committee;
- ▶ investment committee.

Future studies should delve deeper into these practices, based on the possibility that, in some of these instances, alternative forms of philanthropy to the dominant form are also being produced, with lessons relevant to the entire field.

chapter 5

community philanthropy's and social justice philanthropy's donation process

What are the strategies adopted by the donor organizations?

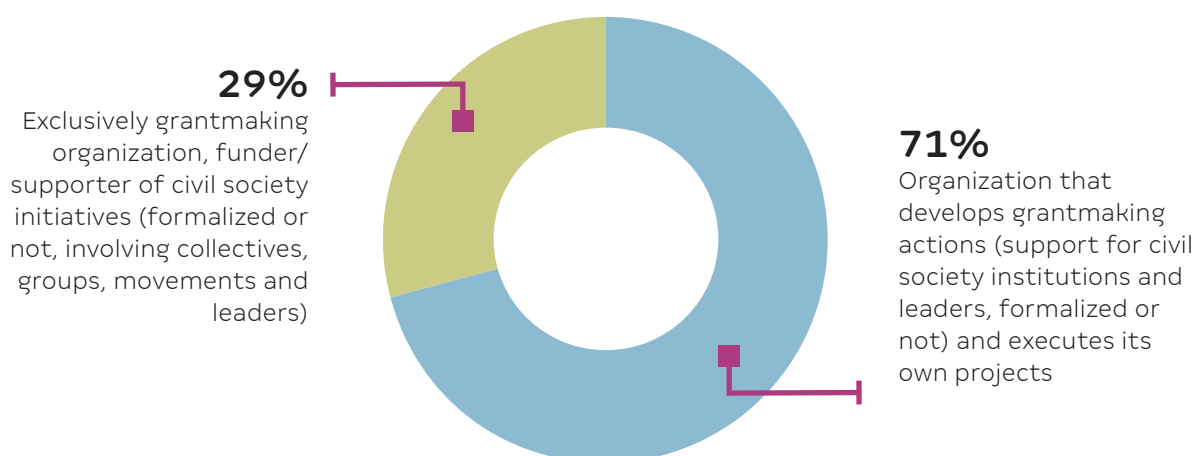
The mapping indicates that **71% of independent organizations are hybrid, that is, they make donations and carry out their own projects in their fields of activity. The remaining 29% of the mapped entities work exclusively with grantmaking actions** through the donation of resources to civil society organizations and leaders. It is worth noting that financial donations are an essential element to characterize the organizations in this mapping, which does not prevent them from being just one of a set of action and advocacy strategies.

The historical development of these organizations helps explain this hybridity through their strategies: many began their work by conducting their own projects and, gradually, took on the role of donors in light of the needs of the communities and territories.

The technical support provided by the mapped organizations to the supported organizations is deemed, in this study, as an indirect donation, that is, a donation of non-financial resources.

The organizations that are members of the Comuá Network and the non-member organizations are very much aligned in this sense, showing the same proportion in terms of the strategy model adopted. In other words, even if we consider the differences in the time, themes and territories of activity, the strategy choices are similar: the majority (71%) develop hybrid actions (grantmaking and their own projects) while 29% are exclusively grantmakers.

Graph 12 – Mapped organizations by operating strategy model



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

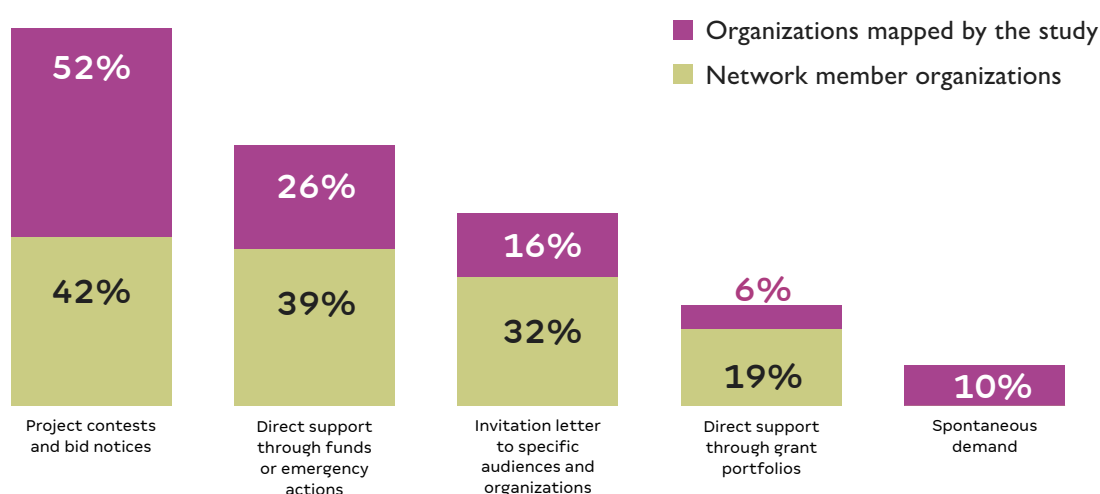
The member organizations of the Comuá Network and the mapped organizations share the same proportion in terms of the adopted operating strategy model.

A potential contribution from future studies would be a deeper analysis between time of existence, operating strategy and volume of donated resources.

Regarding the donation strategies used by the mapped organizations (grantmaking), the study reveals five main mechanisms:

- ▶ project contests and bid notices;
- ▶ direct support through funds or emergency actions;
- ▶ invitation letter to specific audiences and organizations;
- ▶ direct support through grant portfolios;
- ▶ spontaneous demand.

Graph 13 – Strategies or mechanisms to select initiatives for donation



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

For Comuá members, we identified a relative importance in the direct support and invitation letter strategies when compared to non-members of the Network. In both cases, however, **the promotion of project contests and bid notices** is the main selection strategy, to ensure greater transparency and access, and to enable the emergence of new initiatives. When we looked closer at the quality of this data in the interviews, we found that they seek **accessible bid notice formats, which resonate with the demands of the grantees, to diversify the number of initiatives supported**. So, unlike many PSI notices and selections, which reinforce **the traditional ties to the corporate world**, the knowledge and proximity to the base makes these entities seek, among independent donor organizations, simplified processes that produce reflection and strengthening instead of simple competition.

Another interesting point in which we have advanced is the process of preparing bid notices. To prepare a notice, we start a whole process of dialogue with the bases, establish a diagnosis, a needs assessment. For example, for Covid recently we made a number of calls in order to understand – because the needs

are not obvious. Oh, these needs were not always economic, they sometimes involved structuring, ancestral knowledge, a medicinal garden... So, it's not [just] "oh, production dropped", it's not that obvious that the need is eminently economic or productive, it [necessity] has many aspects. So, this listening, this process of dialog, of their [the communities'] participation in the construction of the notice is crucial so that they can mirror each other, so that they can feel represented, there, included in that notice

(Interviewed organization).

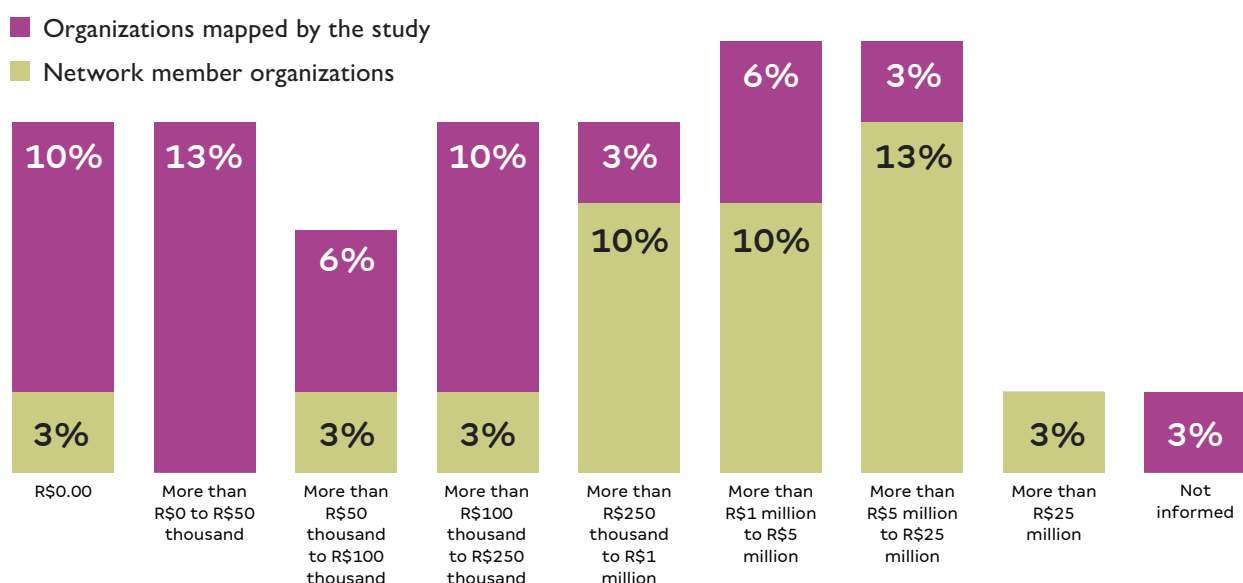
This bureaucratic part is so difficult, and do we want even more bureaucracy? No. So, we will allocate resources to organizations that already have a CNPJ, we will have notices aimed at individuals, and we will have notices aimed at indigenous groups, right, for other organizations that want to compete for a notice, but which, for example, do not have a CNPJ.

(Interviewed organization).

What amount of financial resources was donated in 2021?

The volume of donations from the mapped organizations, in 2021, is **widely dispersed**, with no major concentration of organizations in specific ranges of volume of financial resources donated, as shown in the following graph. Overall, **49% of the donating organizations allocated up to R\$1 million, while 35% donated from R\$1 million to more than R\$25 million**. So, the mapped organizations' donating capacity varies wildly.

Graph 14 – Mapped organizations by volume of financial resources donated in 2021



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.



Relationship: the key to identifying donors

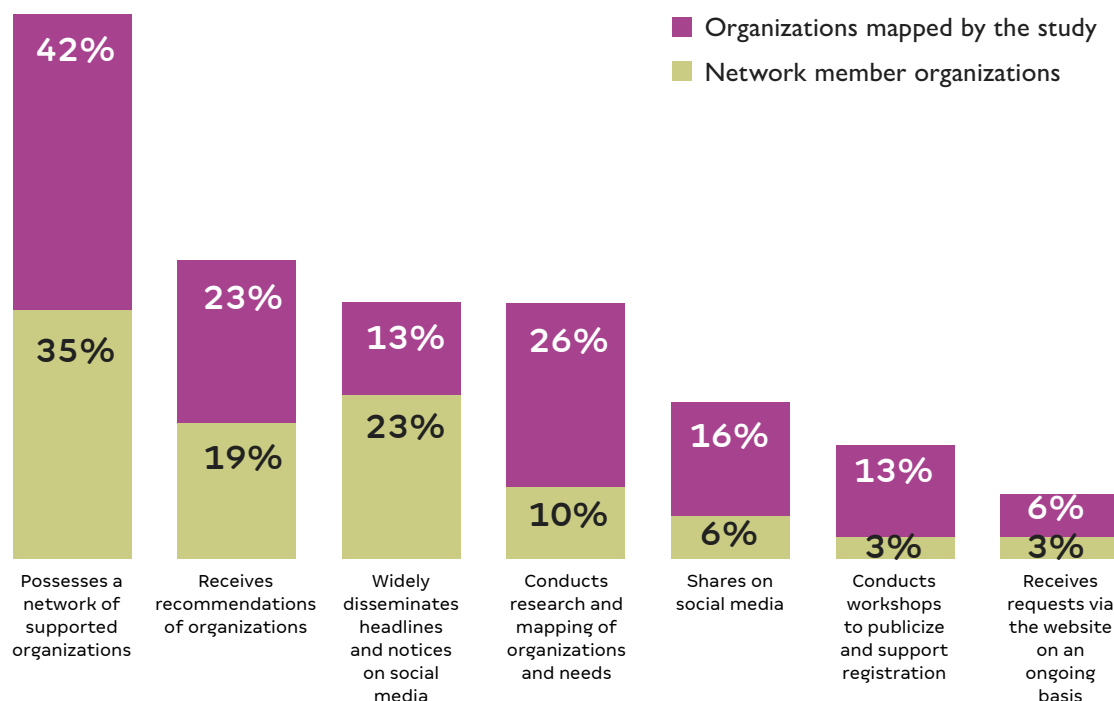
The start of the grantmaking process involves identifying potential grantees from the multiple audiences, themes and territories, which tends to be a challenge for many donor organizations.

In the case of the entities mapped here, 77% state that their main strategy that they use to stay current on the leaders, communities and organizations to support are **the networks they build during the course of their work**.

As we will explore further in chapter 6, the organizations note that they stay in continuous contact with community leaders and/or organizations as a **network of contacts and trust**. This way, they can see that the organizations generally have a close and current relationship with the leaders and communities in their field of activity.

This relationship also allows the mapped organizations to build notices and other support strategies according to the current moment, trends, challenges, needs and demands of the organizations and communities they want to support. Additionally, this relationship is also used to **receive recommendations about the organizations** to support (42%), which brings even more relevance to the building of relationships and the supported networks.

Graph 15 – Forms of identification of leaders, communities and organizations



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

Among the organizations that answered that they did not make donations in 2021, some only started donating in 2022 and others had already donated in previous years and did not do so in 2021 for reasons associated to their operating strategy.

Naturally, reflecting the budgets mentioned earlier and the sizes of the organizations, the members of the Comuá Network reported more large donations than the mapped non-member entities. Among the latter, the average value of the donations is clearly concentrated in the smaller donation ranges.

Here, it is worth taking a deeper look at the historical data of the organizations that are members of the Comuá Network, which together generated almost half a billion Reais in donations during their history through 2021.

The collective impact of the members of the Comuá network



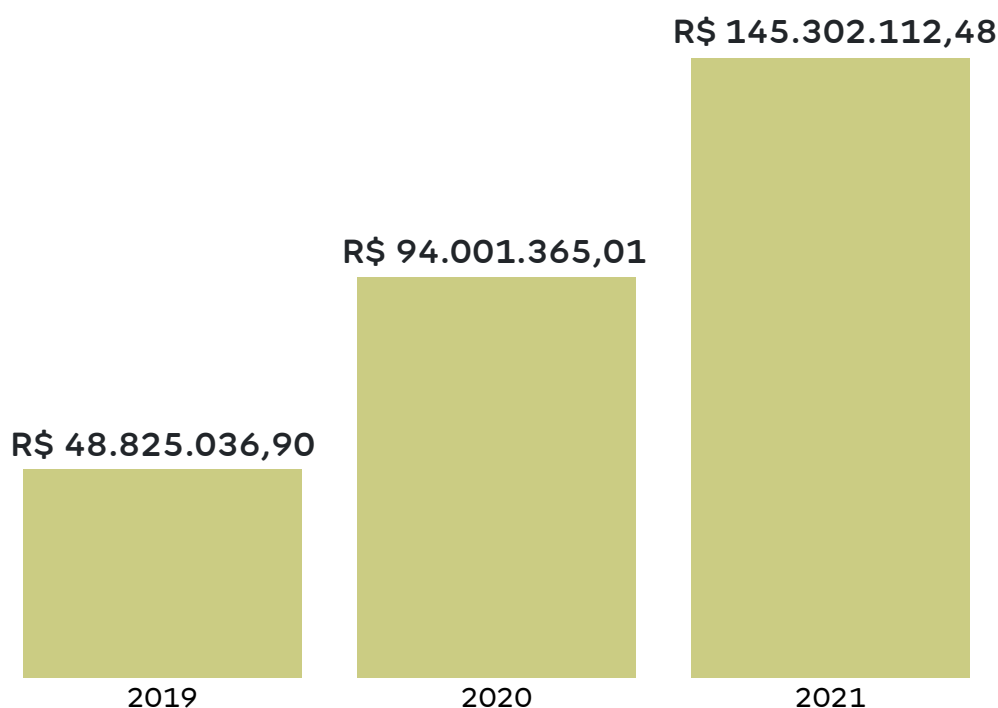
For the 14 member organizations at the time of the data collection for this study, the historical sum total of direct donations, since the creation of each of entity through 2021, was **R\$471,960,925. Additionally, R\$93,262,507 were donated indirectly.**

Direct donations made by those entities, until 2018, totaled R\$183,832,410. However, in 2020, the increased vulnerabilities throughout the country, resulting from the Covid-19 pandemic – exacerbated by the serious public management errors of the Jair Bolsonaro government at the time – significantly increased the demand for the work of community philanthropy and social justice organizations⁴⁴.

So, in addition to the organic growth of the organizations, there was an increase in the total number of direct donations made by the members of the Network mapped here, which allocated 15% of the donations towards fighting the social and health crisis faced in the country. During the pandemic, R\$33,742,939 were donated directly and R\$2,028,017 were donated indirectly by these organizations.

⁴⁴ HOPSTEIN, Graciela; PERES, Milena. *O papel e o protagonismo da sociedade civil no enfrentamento da pandemia da covid-19 no Brasil*. São Paulo: GIFE, 2021. (Covid Emergency Studies Series).

Graph 16 – Total direct financial donations made by the Comuá Network organizations until 2021



Basis: 14 organizations.

Source: The authors, 2023, based on data provided by Hopstein (2022) and the Comuá Network.

A relevant progressive increase in donations in recent years remains clear, which highlights not only a growth in donating capacity, given the organizations' accumulated history and experience, but also a greater reinforcement of the institutional infrastructures in the field of community philanthropy and of social justice philanthropy in the country.

An important discussion happens within the scope of the *average amount* that the mapped organizations donate. There was a tendency to defend the contribution of smaller amounts, as the grantees need to be prepared to use the totality of the resources, or have very specific needs (to purchase equipment), or do not have enough time to use them all (for example, R\$ 1 million to be spent within 1 year). Only one organization commented that it increased the average value of transfers from R\$50,000 to R\$150,000, as it understood the difficulties brought by the pandemic, the global crisis and the political and economic instability in Brazil. This increase was accompanied by a greater flexibility for the use of the resources and long-term projects so that the organizations could use it according to their actual needs.

We work with organizations that are so small that sometimes they have difficulty spending their own resources. If the resources are too much, they have difficulty spending.
(Interviewed organization).

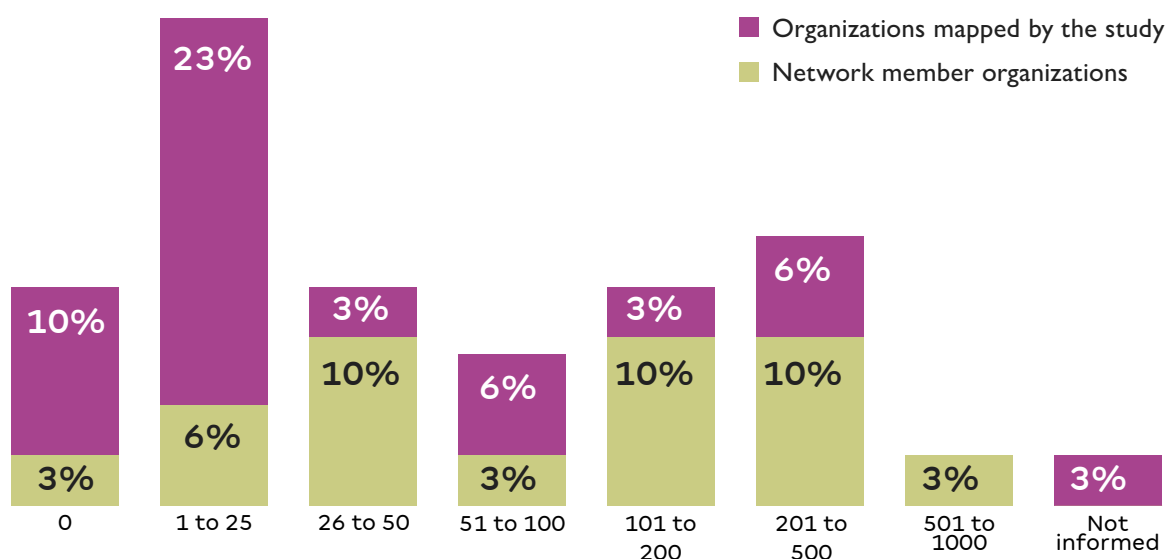
Again, despite the growing trend of these donations within the context of the study universe, as shown in the previous graph, there is still a great deal of potential to expand these values, above all, by raising awareness among new donors, institutional donors or individuals, both international and Brazilian, that want to influence social justice issues in Brazil more effectively.

How many initiatives were supported?

Just as there is great diversity in the audiences supported by independent donor organizations (as referenced in section 3.3), among CSOs, collectives, movements, cooperatives, individuals and other enterprises, the number of initiatives supported through donations also stands out.

Overall, **1 out of 3 of the mapped organizations supported between 101 and 1,000 initiatives in 2021, while more than half (52%) supported up to 100 initiatives**⁴⁵. These ranges are wildly dispersed among the members of the Comuá Network, as shown in the following graph, while the non-members tend, naturally, to support a smaller number of initiatives.

Graph 17 – Mapped organizations by number of initiatives supported in 2021



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

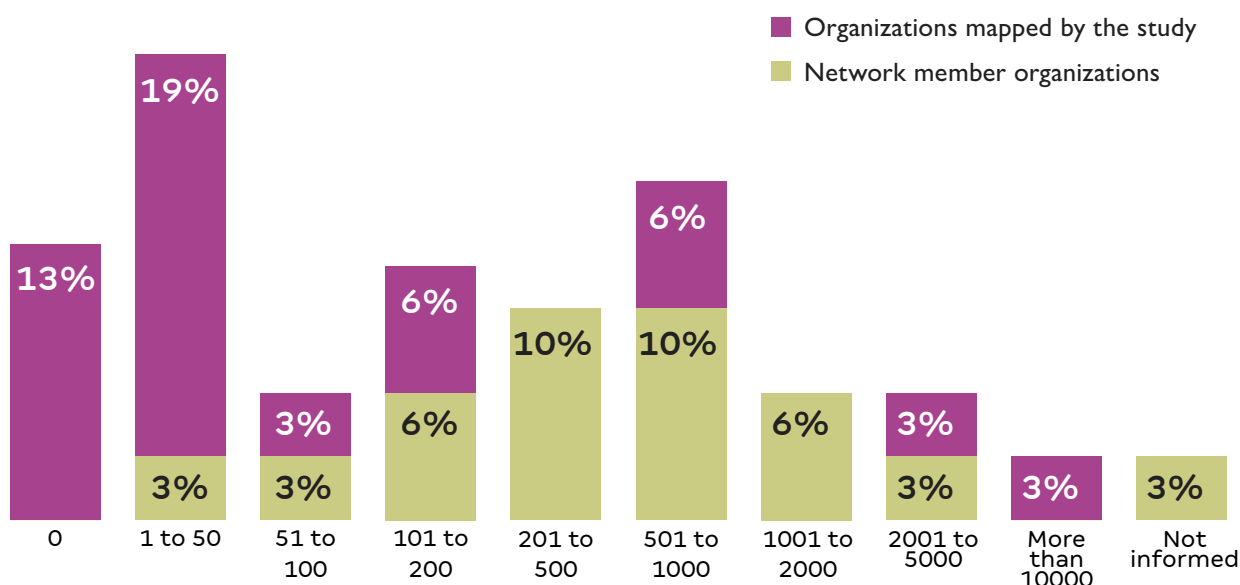
As a suggestion for future studies, we recommend that further attention be paid to this issue in order to determine the ratio between the number of initiatives and audiences and the volume of donations, for example.

The diversity in the amount of supported initiatives indicates the possibility of a greater distribution of financial resources, covering initiatives of different sizes, such as micro projects, social leadership projects and scholarship offers, so as to cover the demands of groups, which are not necessarily developing large projects of social transformation, but rather the preservation of the associative fabric and the assurance of rights.

This becomes even more relevant within the historical context, from a longitudinal view of the number of initiatives supported.

⁴⁵ They also consider individual initiatives and initiatives by natural persons. As noted in the previous section, among the organizations that answered that they did not support initiatives in 2021, there are those that only started donating in 2022 and those that had already donated in previous years, but did not do so in 2021 for reasons associated with their operating strategy.

Graph 18 – Mapped organizations by number of initiatives supported from the creation of the organization through 2021



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

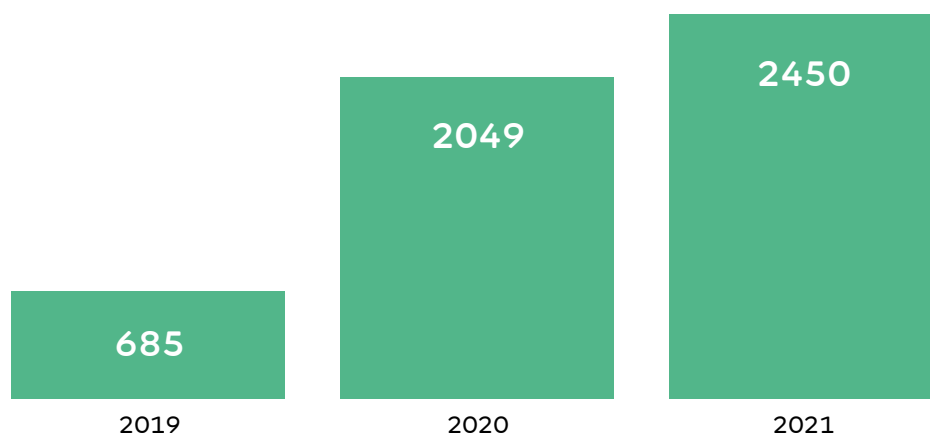
When we cross-reference this data with the time since they started donating, we find a certain correlation between the two data. So, among the organizations that supported between 1 and 50 initiatives, the most frequent range, the time they have been donating to civil society is 7 years, at the most. Among the organizations that answered that they did not support initiatives until 2021, there are those that, as we can imagine, only started donating in 2022 or 2021. Finally, the organizations that donated to more than a thousand initiatives, from their creation through 2021, have at least 15 years' experience donating to civil society.

The organizations affiliated to the Comuá Network have supported 10,000 initiatives with donations throughout their history. Until 2018, half of this number were supported. The organizations' donating capacity grew over the next three years. In 2020, as noted, the Covid-19 pandemic contributed to this growth: out of the 2 thousand actions executed that year, 57% were directed towards fighting the social and health crisis faced in the country.

In 2021, more than half of the organizations maintained the larger number of donations made, even with the sharp decline in the donations in the country as compared to 2020⁴⁶ and its effects on the organizations' ability to mobilize resources. Again, mirroring both the accumulated history and experience, as well as the reinforcement of the infrastructures in the field of community and social justice philanthropy in the country, at a crucial time of resistance by Brazilian civil society.

⁴⁶ BRAZILIAN ASSOCIATION OF FUNDRAISERS, 2021.

Graph 19 – Total number of initiatives supported by Comuá Network organizations, from 2019 to 2021



Basis: 14 organizations.

Source: The authors, 2023, based on data provided by Hopstein (2022) and the Comuá Network.

What other forms of support exist besides financial donations?

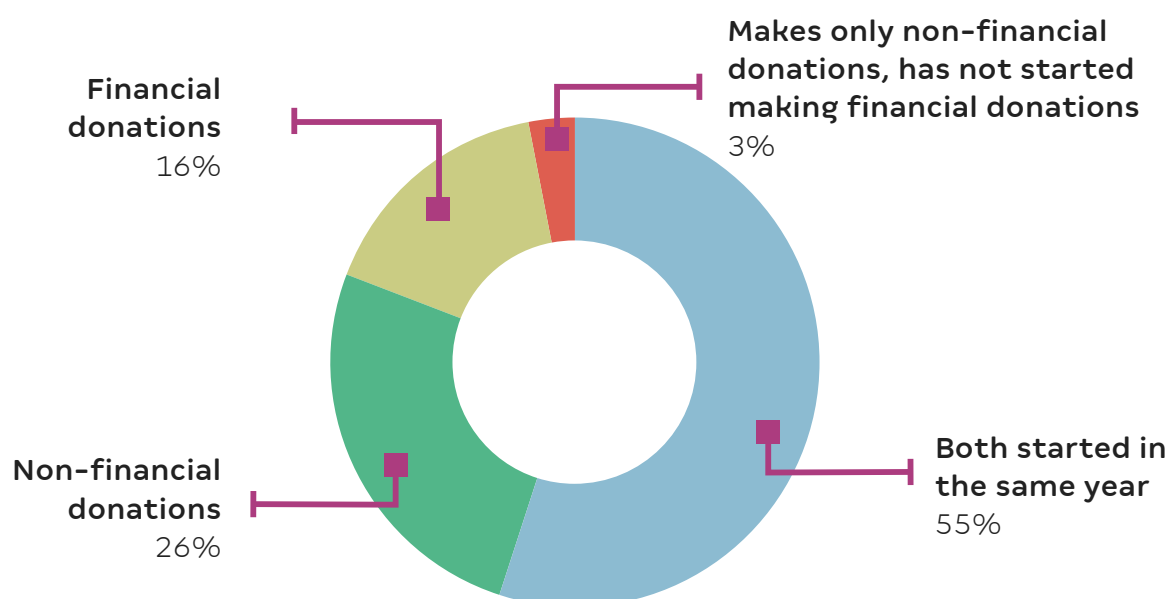
A material finding of this mapping is that all mapped organizations also provide support through non-financial donations.

Although most (74%) emerged with the purpose of donating, the mapping shows that it is common for organizations to donate more than just money, for example, donations of non-financial resources to leaders, communities and supported organizations.

It is worth noting that, for 26% of the mapped organizations, donating to civil society was not a goal at first. It became a strategy that was introduced into the organization based on the perception that its field of activity could benefit from the donations or that it needed them to grow stronger.

The two forms of support, financial and non-financial, are usually concurrent, constituting a strategy for the mapped organizations to establish a closer relationship between the leaders, communities and donor organizations, as non-financial support helps establish a relationship of collaboration, knowledge sharing and sharing of experiences that goes beyond a vertical dynamic of donations and accountability.

Graph 20 – Donating strategies for the early years of operation



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

When analyzing the sample, distinguishing the members of the Network from the others, the proportions change slightly: although the majority (57%) also started working with both forms of support, financial donations were part 21% of the entities early on – the same percentage registered for the strategy of making only non-financial donations.

Non-financial donations also strengthen the supported organizations so that they are able to receive and better manage financial resources. They include training and courses on planning, project drafting and accountability, among other topics. Other paths are the creation of connecting spaces and various actions (such as the sharing of contact networks) that institutionally strengthen the grantees. The combination of these forms of support, in an integrated manner, facilitates access to funding from other public and private institutions, as well as efficiency in the development of their activities.

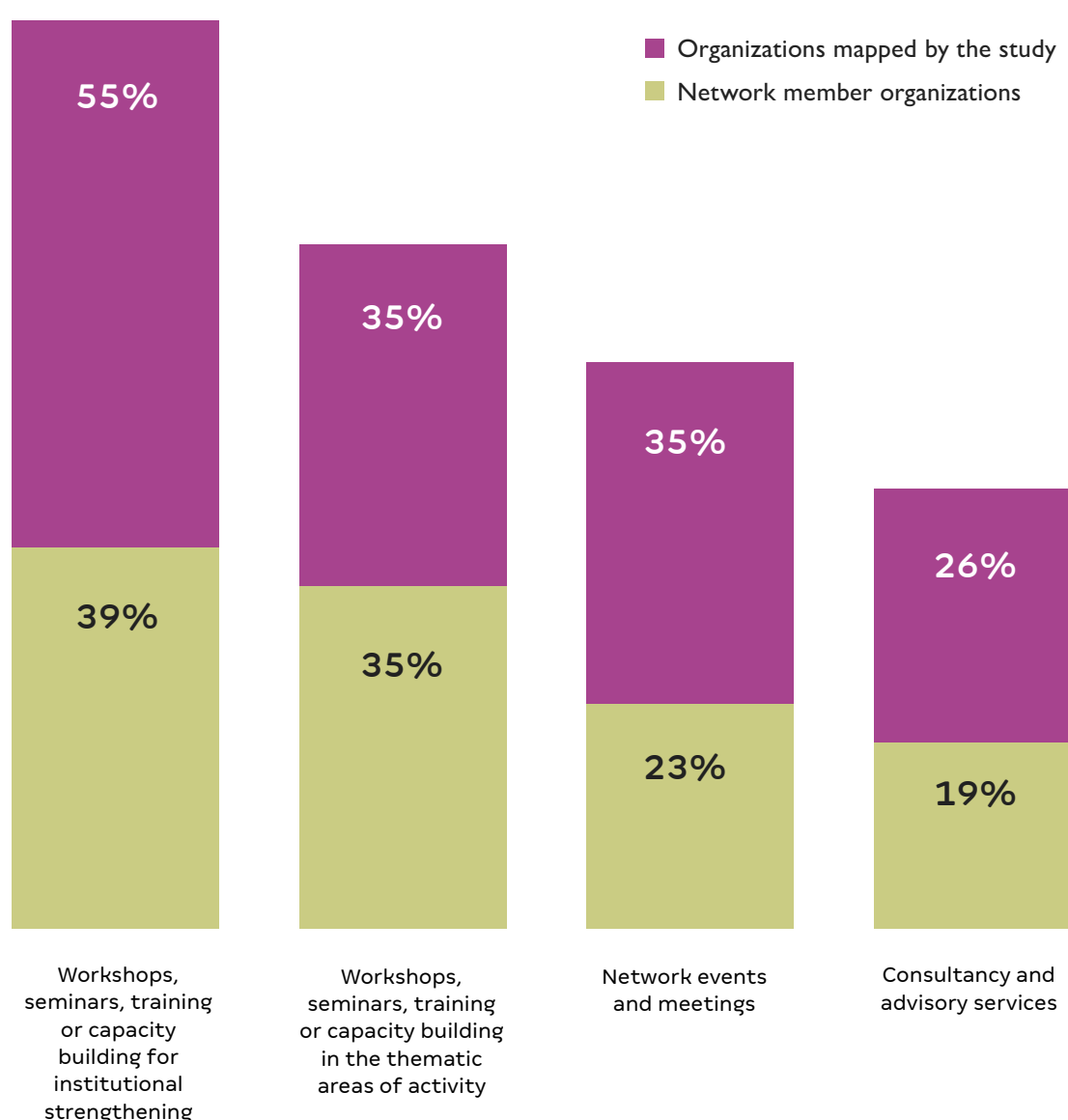
The mobilization of financial resources from various sources and direct donations of resources are needed to delimit the scope or the universe of this mapping, however, indirect donations and ongoing communication are important elements of the forms of operation of this group of organizations.

From the moment that we make the financial allocation, we try to visit the site, the location where the project is being executed, at least once a month, to follow the activities. Generally, there are around 15 projects happening at the same time, so we create a schedule and visit each one, this establishes a crucial proximity, as the institution ultimately realizes that the institute is a point of support, not only as a funder, but as someone to talk to, to answer questions, so we follow the project until the very end, until it wraps up, and this creates a

fantastic institutional closeness. In the organizations that we have already supported, in most of them, we have established a relationship beyond the individual project.
(Interviewed organization).

In practical terms, the strengthening of leaders, communities and grantees in general occurs mainly through workshops, lectures, training and capacity building on administrative and institutional knowledge.

Graph 21 – Support activities to strengthen leaders, communities and organizations



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

Most of the mapped organizations (94%) emphasized the importance of offering training to qualify the organizations and leaders to develop projects from their initial stage, from the delivery of the proposal to their completion. The organizations understand that this is crucial to ensure equity, to enable different groups to have access to the financial resources made available, competing for the bid notices and open calls:

We see the need to create a language that is connected, in a certain way, to the language that is conventionally used by the project market, so that these people, when they participate in the fund's project – and, for many associations, this is the first notice that they will participate in –, they can understand the language, appropriate it. We provide technical assistance from the very beginning, right when we get the project, select it. We review the entire project together during the workshop, a three-week workshop, a very intense process, of collaborative work, to learn how to use Excel, how to use a budget control spreadsheet. (Interviewed organization).

This [lessons about projects] is part of the training, because otherwise you know what happens? We will keep making notices for ourselves, not for the reality of the activist [...]. We must help the activist understand what a theory of change is and why it is important, we must help him understand why accountability is important, how to choose the appropriate indicators, sometimes the most difficult thing is measuring, and, often, it is the most expensive, it is more expensive than doing the work. So, that is exactly the purpose of the training, you can't demand that people arrive ready. (Interviewed organization).

Training also happens during the course of the projects, some with **mentoring and technical assistance programs**, to support the planning and monitoring of projects, strengthening the organizations and leaders:

We also do a lot of work from the perspective of the institutional development of the social organizations that we support, so, more and more, we carry out an assessment that the organizations themselves carry out when preparing their work plans, which we cross-check with all the field visits and the assessments made during the selection period and, based on that, we design the training, which is basically in the fields of institutional management, governance, communication, fundraising, financial management, strategic planning, so we have to understand what the specific needs of those organizations are, so that we can help them become institutionally stronger with our support. (Interviewed organization).

Among the mapped organizations, **71% also offer training related to their thematic focus areas** as a way to enhance the work carried out by the supported associations, groups, collectives and leaders:

There are workshops, for example, on access to the NSFP [National School Feeding Program] and access to the FAP [Food Acquisition Program]. We offer workshops on short marketing circuits, that is, how to sell at the local fair, at the municipal fair, how to organize yourself so that this product, or this merchandise, reaches the local markets. So, there is a whole incentive process there. [...]. We really encourage them to, independently, be able to begin a process to access other sources of funding. (Interviewed organization).

In addition to training on institutional reinforcement and themes related to the organizations' work focuses, a number of mapped organizations also noted that there are **demands that are specifically associated with the supported audiences**, which results in the need to open spaces for the discussion of other subjects that are not necessarily associated with the projects:

We provide training on how to talk about refraining domestic violence. We see if there are, within those projects, any women interested in that subject, because there always are, you know, and issues involving retirement, special insured workers, social service, other topics, health, other topics besides the issue of production, because the association also works with these other areas to strengthen the members, which are not focused only on production or on the generation of income.

(Interviewed organization).

So, financial and non-financial donations are complementary strategies to achieve the main goals of the mapped organizations: the strengthening of the organizations, collectives, communities and leaders inserted within the territories and the themes of activity defined as priorities, that is, the strengthening of civil society itself.

[...] when you join and start to be a part of [the support program], you get this grant, but you also get an enthusiastic community, people with a lot of different knowledge, a huge physical space to enjoy that has no monetary cost, none of it involves any monetary transactions, so, you have several other resources that you can access besides the grant, which is why I say that the grant is just one of [the forms of support], you know? (Interviewed organization).

No one better than us to decide what to do with the money, because we are black women, we are very close to the women we support. You have to give the organizations the money so they can decide what to do, but also provide support, training, so that they understand everything that is needed, like compliance, accountability, impact assessment. (Interviewed organization).

Financial support is not dissociated from the emancipatory educational work of building autonomy and citizenship.

(Interviewed organization).

chapter 6

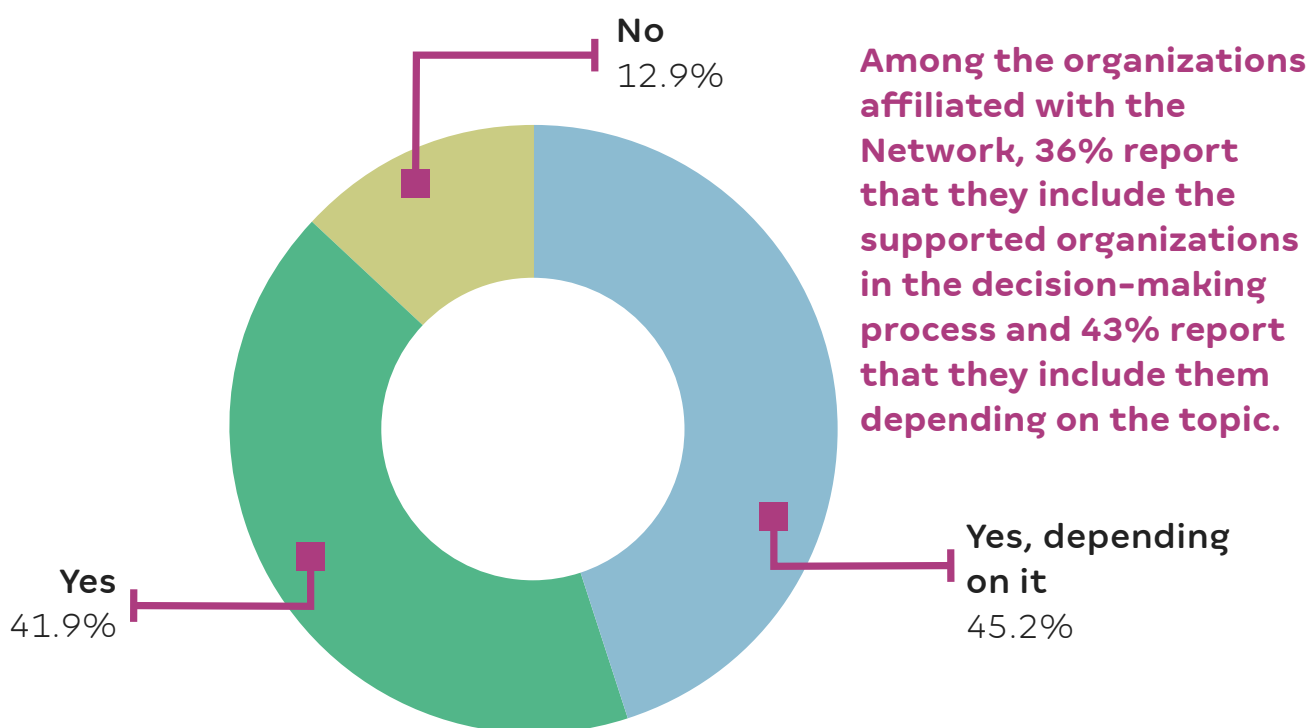
the relationships between the mapped organizations and the supported organizations

How do the supported organizations (grantees) participate in the decision-making processes?

Surely, one of the essential characteristics of community philanthropy, in the case of the mapped organizations, is **instilling a process of involvement and active listening with leaders, communities and social organizations**. As seen in the previous section, this relationship is the key to identify, select and advance the supported initiatives, with the ultimate goal of strengthening civil society.

As part of the process of consolidation of the field of action, **the majority (87%) of the mapped organizations also seek to include the contributions of leaders, communities and supported organizations in their decision-making processes**, a distinctive contrast of the practices of community and social justice philanthropy in regards to the hegemonic philanthropy.

Graph 22 – Participation of leaders, communities and supported organizations in the decision-making processes



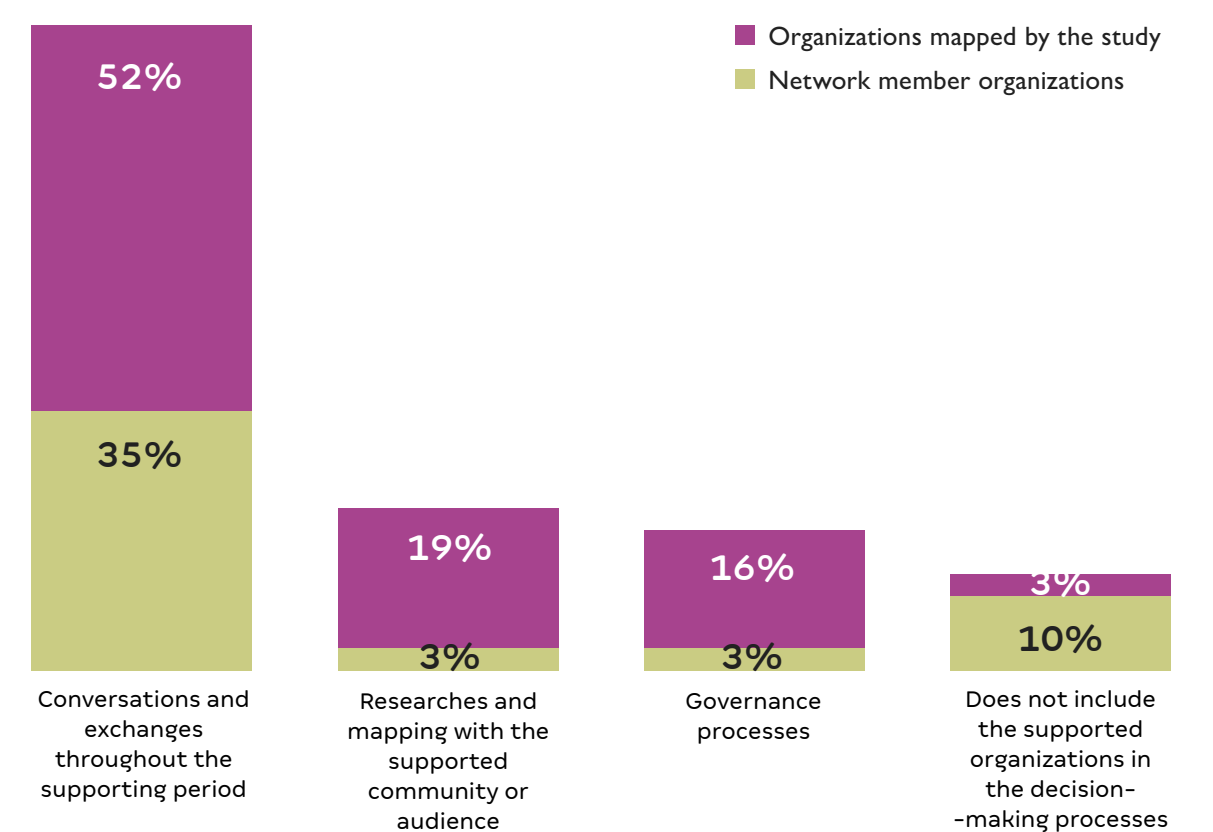
Basis: 31 organizations.

Note: The graph's sums may not total 100% due to rounding up.

Source: The authors, 2023.

This participation occurs mainly through **conversations, exchanges and ongoing monitoring and evaluation processes** throughout the support processes, which are unrelated to the governance of the mapped organizations, as shown in the following graph.

Graph 23 – Forms of participation of leaders, communities and the supported organizations in the decision-making process



Basis: 31 organizations.
 Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.
 Source: The authors, 2023.

The participation of leaders, communities and supported organizations in governance processes is also seen in **mapped organizations that work with specific territorial communities and are part of general assemblies.**

The Quilombola Fund is an example of planning practices and collective construction of processes. It works with an instrument called Life Plan, inspired by the methodology developed by the Kanindé Association⁴⁷ with its Territorial and Environmental Management Plans (TEMP).

The Life Plan “is a territory management plan, drawn up with the participation of the whole community. It consists of a long-term strategic plan (10 to 20 years) by the community for the community, setting out its broad strokes, themes and priorities”⁴⁸ and directing the main decisions during the implementation of the strategies.

Through the planning of the creation of the Quilombola Fund, the needs of the 37 communities in the municipality of Oriximiná (PA) were mapped. The demands were identified during workshops held with the participation of each community, which resulted in the Life Plans. The residents themselves choose and validate who will be the representatives of the management council that will stand for them in the Fund.

47 KANINDÉ ETHNOENVIRONMENTAL DEFENSE ASSOCIATION. *Portal Kanindé*, Porto Velho, [20--]. Available at: <https://www.kaninde.org.br/>. Access on: 21 Jul. 2023.
 48 GOMES, Bruno; AYRES, Carol (org.). *The Quilombola Fund: a new model of territorial management*. [S.l.]: Ecam, 2019.

The organizations created numerous forms of promoting dialogue and communication channels for the making of decisions by the supported public, some allowing for online consultations, while others hold face-to-face meetings in their territories to deliberate:

Any resource that goes into the fund will only be used if there is a demand within the [collective planning], because all the needs are already listed there, ranked by priority. If the fund's resources must be used for any other reason that is not stipulated in the plan, a meeting must be held with the communities comprising the fund or territory.

(Interviewed organization).

These spaces for dialogue and active listening are important to prompt the mapped organizations to look at their own practices and operationalization:

We have 40 organizations working here with us directly, these organizations come here, they dialogue, talk, deliberate, they are working, so to speak, to make the fund operational. So, that is what we call our stronghold in the territory.

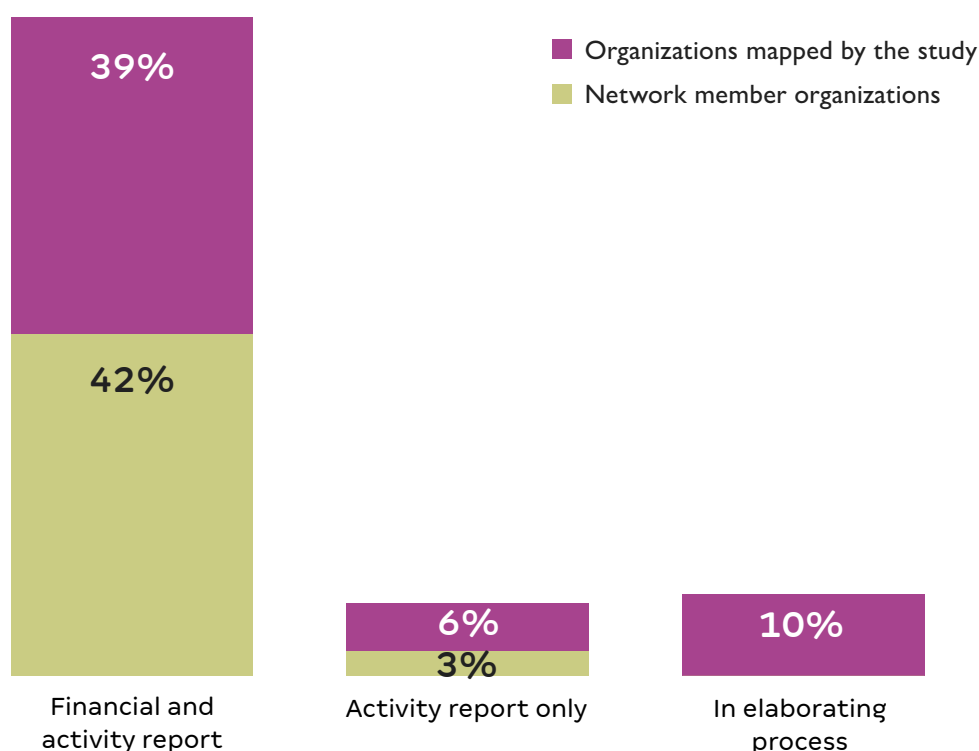
(Interviewed organization).

How are the donated resources accounted for?

Based on the initial work plan, which, as seen, is sometimes co-created with the grantees, the management of the activities and the budget is done with **relative flexibility and autonomy**, another striking characteristic of independent donor organizations that adopt community philanthropy practices. What we try to do is offer as much guidance as possible in this process so that the supported organizations use the resources in the best way – including non-financial donations, institutional reinforcement actions and investment in relationships.

For example, the Agbara Fund suggests, but does not require, that 50% of the funds contributed be invested in the implementation of the business plan. Accountability is based on this plan and there is flexibility to reallocate resources – as long as this is agreed. **This is an acknowledgment that there is no one better than the communities and social leaders to identify the local needs and demands and define the work plan.**

Graph 24 – Instruments used to account for the donated resources



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

All the mapped organizations have a process in place for the supported public to account for the financial resources received, based on the relevance of **transparency and compliance** for their actions, as well as the strengthening of all the organizations involved and the dialogue with the various stakeholders.

Among the instruments, 80% require the grantees to submit financial reports, attaching tax documents, receipts and a description of the expenses incurred with the donated financial resources, in addition to the presentation of an activity report describing the actions executed by the supported entity.

A small number (10%) of organizations answered that they only require a progress report on the project. Another 10% answered that they were in the process of deciding internally what instruments would be used in their accountability process when the data collection for this mapping took place.

The accountability process ultimately reflects the demands of the funders who allocate resources to donor organizations. If, on the one hand, there is a greater autonomy of choice concerning the use of those resources, on the other, reporting on this still produces a challenging cascade effect:

We have been facing more demands from our funders and we have had to pass on more requirements to the groups, on top of what the Brazilian legislation requires, which is already quite hard for non-formalized groups to comply with – and we support many groups that are not formalized –, there are no salaried persons, they are militants, activists, who have other jobs and who make a contribution to the community.

(Interviewed organization).

The level of detail of the reporting varies according to the organization, but there is a convergence among the supported entities in terms of the **flexibility and openness to resolve doubts** in regards to the form of reporting concerning the projects, **so that the process can potentialize itself and strengthen the grantee, instead of being punitive** (canceling allocations, for example), which is a more common practice in mainstream philanthropy:

The fund is quite flexible, but, for example, to change the information under a heading, the reporting entity must request authorization, despite the fund's flexibility. So, sometimes, the reporting process is difficult, not because it doesn't happen, but because, sometimes, people have a hard time understanding what it is. We provide a manual, and then if the report is not good, we talk; if you send an e-mail [and] it doesn't help, we hold a meeting. We explain everything.

(Interviewed organization).

We try to make things as easy as possible and not complicate things too much. There are people who can't read, or who have a hard time reading. So, if they have a note from a rural producer, they can give it to us so they can get the grant [...]. We examine case by case.

(Interviewed organization).

The **close interaction** between the organizations and the supported entities during the reporting process provides indications of what is failing and what is working. **This dialogue helps us better understand the context of the supported organizations, the processes executed and the difficulties they face:**

[For example,] we received their report a bit later than expected, only a while after they delivered all the documents. So, what do we do? I am analyzing all of this, I'll send it to the committee and, after the approval, I'm going to pay a visit to give them some feedback, to tell them "the invoices are erased, they won't be accepted", see what the difficulties are. Because I can take all of this back to the committee and say "their invoice is erased because they don't have a cell phone [and weren't able to send the documents earlier]".

(Interviewed organization).

In the case of mapped organizations, the conditions of the territories can often make the reporting process difficult and all of this is ultimately taken into consideration. The organizations understand that they have to develop ways not only to facilitate the access to the resources, but also to improve how they are spent and reported:

We are very... we try to be, you know... very flexible in terms of the conditions, especially in the Amazon, where, sometimes, a community will not be able to obtain [budget] quotes.

(Interviewed organization).

There are these specifications, specificities, we work with indigenous communities in an isolated territory, via river.

(Interviewed organization).

In this sense, a number of mapped organizations have innovated and sought solutions to facilitate the reporting process:

We ask for a photographic report, no matter how short, any activity you are going to do, produce a photographic report of when it happened, who was there [in the project], what it was, and they manage to do it. People today, even though they don't have access to the internet in the countryside, there is always someone with a cell phone.

(Interviewed organization).

Empathetically and collaboratively, many interviewed organizations work with the supported organizations so that they can meet the requirements and carry out their projects:

The women in this association are a little older and some do not have basic knowledge, so they need closer help. And as they were included in the project, we cannot simply say that they will have to manage. So I'll go there, and we'll try to work on this whole organization of the report, of accountability, to be able to send it to the committee. I'm going on Wednesday, I'm going to spend the rest of the week there with them, and then I'll be back.

(Interviewed organization).

We work a lot on the Freudian perspective of popular education and accountability, also during those moments, we bring in this dimension of popular education, the Freudian sense of the relationship. We have rules, but we'll talk based on what each group has learned, how it can improve... we talk a lot in this sense, respecting and understanding the different realities [...].

(Interviewed organization).

The organizations are aware of the challenges faced in this accountability process, however, **they understand that this is crucial to expand the access to resources in the medium and long terms:**

Women are afraid of taking money [laughs], no matter how much they need it, they're afraid of taking it, they're afraid of not being able to justify the expenses, you know... and they always justify it properly.

(Interviewed organization).

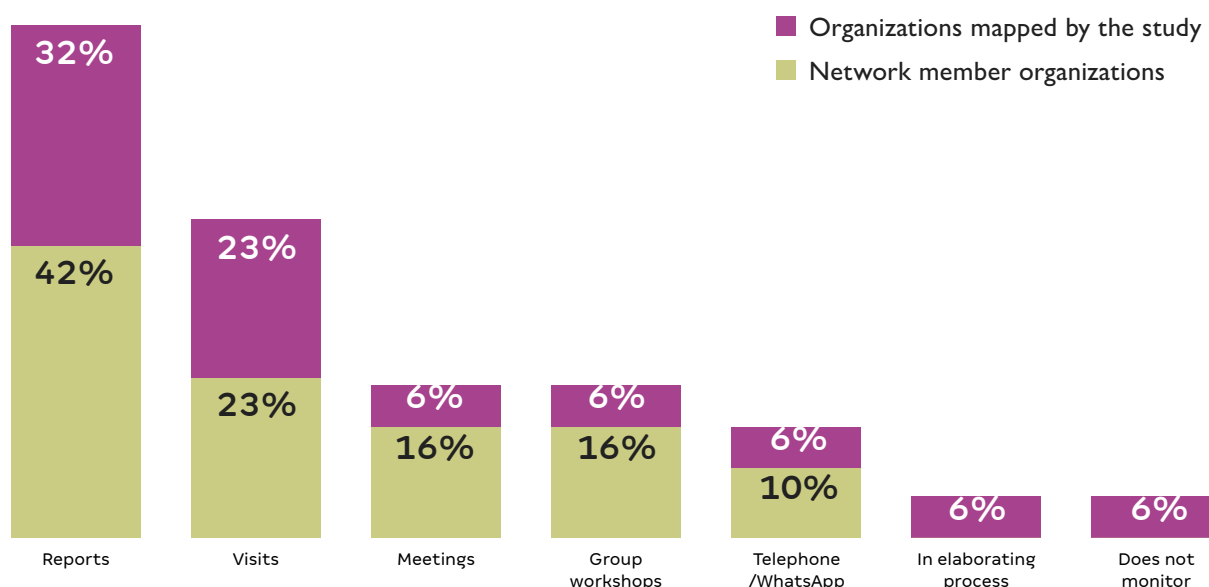
You have to put the money in the organizations' hands so that they can decide what to do, but also provide support, training, so that they understand everything that is necessary: compliance, accountability, impact assessment... I think there is an awareness in the field, but it has to come to fruition.

(Interviewed organization).

How are the supported projects monitored?

At this point, it appears that, more than monitoring, following the execution of the projects is an important job for the mapped organizations. In fact, only one answered that it does not implement this monitoring during the execution period. Three out of the 31 mapped organizations informed that they are still in the process of developing the internal processes that will govern this topic.

Graph 25 – Main monitoring strategies for projects supported by the mapped organizations



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

Most organizations use reports submitted by the supported entities as their main monitoring tool. In-person visits are also relevant and come in second place, followed by meetings, collective workshops and telephone follow-ups.

In-person visits are ultimately a more costly form of monitoring, especially for organizations with a national reach. So, they are more viable for organizations with a delimited territorial scope.

As with accountability, critically examining the cost-benefit of the scope and depth of the monitoring work is crucial for the donors, whose premise is to make the resource reach those who most need it.

We have a limited team to carry out this monitoring. We are still developing a project management methodology [...] So, we are unable to do this [monitoring], but we are developing an impact assessment methodology.

(Interviewed organization).

As this support is directed to small, one-off and short-term projects, we do not monitor the project development, especially because the number of actions supported would require a structure whose institutional cost-benefit would not be favorable. But we work with program monitoring, analysis and interaction with the groups about the contents of the reports and a goal to visit 10% of the supported entities every year.

(Interviewed organization).

So, online means of communication are a more viable form of monitoring. However, depending on the operating territory of the organization, even online means of communication prove impossible due to lack of coverage, which presents a challenge:

I am always connected with the designers of these institutions, so I have closer contact on WhatsApp, I make myself available to answer calls, talk, sometimes even listen to their complaints, because these are new processes.

(Interviewed organization).

There is a big problem, which is mobility, there are no roads here, there are rivers. So, sometimes it takes days of traveling to access these people [from the supported projects]. There is this radio network that sometimes works, and sometimes doesn't, depending on the location. Sometimes, people really have to travel here from the community to solve a problem. This becomes a big burden.

(Interviewed organization).

Some organizations use follow-ups combined with mentoring as an additional strategy to produce joint learning and develop solutions:

We always hold an evaluation meeting, we always have a final celebration where people tell us what they have learned, what was difficult, where they went wrong, so that other people can listen and improve the projects. Most projects have mentoring, so problems are mitigated along the way as well.

(Interviewed organization).

We monitor the results very closely, we have a small team of four people who work on this, but we monitor it, we try to have a very empathetic relationship with the organizations, [...] my belief is that the world is full of good practices, what matters is that we know what went wrong so we can try to fix it together, and if we can't fix it, if you have a question that I can't answer, or that the team can't answer, we look for someone who can help, an expert in the area who can explain that specific point, or provide the necessary legal support. Anyway, we have been working very closely with the organizations.

(Interviewed organization).

Finally, in a form of feedback, the ongoing contact with the supported entities creates, in the assessment of the donors, in many cases, a network of relationships between representatives and teams of the grantees who share lessons learned, generate **new opportunities and create a network of belonging, self-nurturing and collective resistance**, which endure in the long term:

A student [an organization scholarship holder] said: "look, the project, the English classes, the mentoring, the workshops, are super cool, but there is something that we don't even talk about, but it's so powerful..." She said that now she feels like part of a group. Before, she felt alone, you know, so, it's a new experience for her in college to have met these people, to have this group to interact with.

(Interviewed organization).

The WhatsApp groups stay active [after the projects are completed] and they are great, because the women start to coordinate spontaneously, beyond the scope of the fund. They form partnerships, refer each other to other people, so, the WhatsApp groups will be maintained.

(Interviewed organization).

They participate in a Telegram group that is mediated, where we invite people to talk from time to time, for example, about agroecological packaging. Everyone was having this problem, so we brought someone in from Embrapa and someone who runs a huge fair in Rio, called Junta Local, to talk about how they deal with the packaging issue. Then, a group is formed there to make collective purchases of agroecological packaging.

(Interviewed organization).

There are also organizations that have **institutionalized the construction of networks** among the supported entities, which open spaces for face-to-face exchanges and interactions to produce new knowledge and practices:

Another instrument that is part of our methodology are the exchanges. [...] we always include an exchange in the project. Because the idea is that, every year, we hold big meetings, big exchanges, and that they [the supported persons] can remain networked all the time. The exchange is held, for example, with quilombola leaders. Here in the northeast of Pará, for example, they go through a process of training, of exchanges, there in the Lower Amazon. So, we hold social technology seminars, where they exchange information... We do a carousel, with real experiences, where the person actually experiences that for two, three days with each technique. Sometimes it's basic sanitation, sometimes it's cultivation, biofertilizers, meliponiculture, land homeopathy, popular homeopathy. Many techniques are exchanged there.

(Interviewed organization).

chapter 7

the relationship
between the mapped
organizations and
their collective
contribution to the
field of action

How do the organizations communicate their actions and produce knowledge?

The complexity of the social challenges in the current Brazilian reality implies the need that independent donor organizations adopt a **systemic approach**.

In this sense, initiatives such as knowledge production and communication come into play. Not surprisingly, in addition to grantmaking efforts and non-financial donations, **94% of the mapped organizations produce content aimed at building knowledge in their field of activity**. Even the organizations that answered that they do not produce it claim to be in the process of structuring a knowledge hub.

The dissemination of this produced content also emerges as relevant in this mapping. There is a significant number of organizations engaged in communicating their actions and ensuring the transparency of their activities, both for their direct focus audiences and society in general. **The majority (84%) has at least one person working exclusively with communication**⁴⁹.

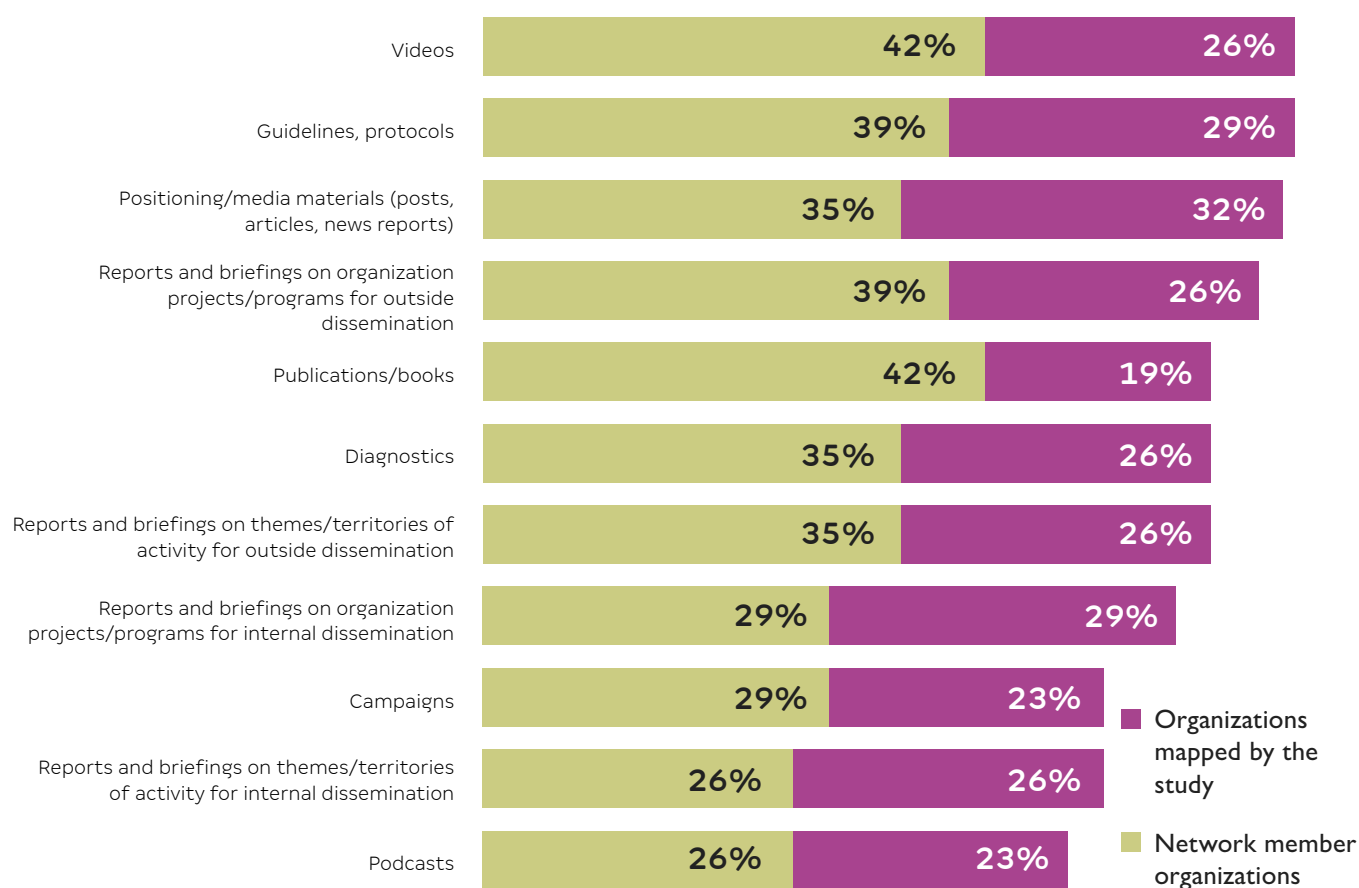
There are many different ways by which the mapped organizations produce knowledge, from more succinct formats focused on social media to more descriptive and analytical means, such as publications, books and diagnoses – this second group being especially common among members of the Comuá Network. Reports and communications on the projects and programs are also considered an important form of knowledge production and dissemination. In any case, they show an intention to, through communication, have an impact on, for and with the field – unlike annual activity reports from mainstream philanthropy, which rarely go beyond describing their social work, in a positive way.

Videos are the most popular format, for the ease and practicality of their dissemination, since only a cell phone and the internet are required. Some organizations also mentioned more modern digital formats, like content production through podcasts and live streaming.

The information produced through support processes is used for publications and other contents for external and internal dissemination. Organizations that work with traditional communities also mention promoting the **joint dissemination of community knowledge**, such as WhatsApp audios in indigenous languages.

⁴⁹ The organizations generally have 1 to 5 people on their communication teams; there is only one mapped organization with a larger communication team, of 22 people. On average, the teams consist of 3 to 4 people.

Graph 26 – Organizations mapped by forms of knowledge building in the field



Basis: 31 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

The desire for a broader reach of society in general is still a **problem**, according to the mapped organizations. Proof of this is that one in five organizations mentions having a press advisory service or contacts with major media companies, which generally reach wider groups, communities and territories.

Collaboration and horizontality are also principles of this process: **81% of the mapped organizations promote the production of knowledge in association with the supported organizations/leaders**. The organizations that answered in the negative (19%) informed that the production of knowledge was not part of their operating strategy at the time of this study.

In this partnership with the supported organizations and leaders, the production of videos, texts and other communication materials is the main form of knowledge production. The spaces for sharing, such as **meetings and festivals**, are also a way for donor organizations to remain in contact with the supported audience, sharing information. **The production of knowledge is almost invariably connected to the organizations' supported projects and themes of action, appearing as one of the goals of the mapped organizations.**

The donor organizations appear to work intensely on communication to inform, raise awareness and produce knowledge, and this ultimately becomes almost an extension of their core activity. The importance of this result can be explained as follows:

Communication, as well as the assessment of results and impacts, is one of the pillars for the construction of an advocacy agenda. To achieve this, none of these processes should be done alone. Communication, as well as assessment, must be engaged with the core activities of each organization. It must be built into the construction of narratives, which are the inputs for advocacy strategies, to influence the field and expand the support for those fighting for expanded access to rights.⁵⁰

The production of knowledge, by organizations installed in different territories and acting jointly or very closely with the supported public, ensures a greater diversity of their content, amplifying existing narratives, and becomes an important strategy for the development of the community and social justice philanthropy agenda, strengthening the fight for rights and bringing to light the protagonism of civil society organizations, collectives and social leaders.

In total, 71% of independent donor organizations have a **structured communication strategy or plan** and 23% say they are planning to produce it. Among the members of the Comuá Network, in particular, these numbers are 64% and 29%, respectively.

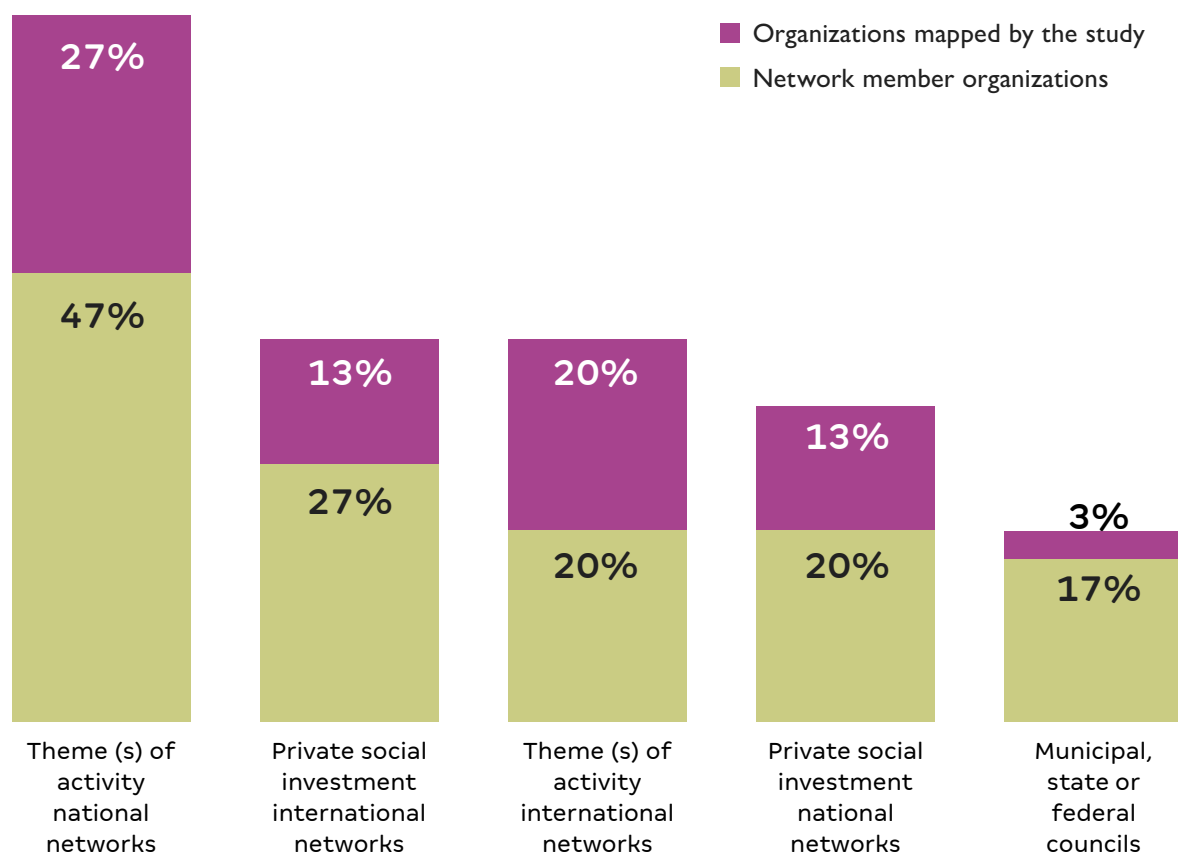
When commenting on their communication plans, the organizations also emphasize the ways **in which the supported audiences are involved in the production of their communication**. The organizations operating in specific territorial communities reference the importance of the dialog with radios and other community media.

In which networks do the mapped organizations participate?

In line with the search for more systemic action in the field of social justice, 87% of the mapped organizations participate in national and international philanthropy networks or networks associated with their fields of work. The number is higher among members of the Comuá Network.

50 BRAZILIAN PHILANTHROPY NETWORK FOR SOCIAL JUSTICE. *Os desafios na comunicação da filantropia comunitária e de justiça social*. Rio de Janeiro: Ape'Ku, 2021b, p. 8.

Graph 27 – Mapped organizations by participation in thematic networks



Basis: 30 organizations.

Note: The mapped organizations answered more than 1 option each, the percentages represent the total answers for each option.

Source: The authors, 2023.

The organizations are most present in national networks, tied to their operating themes, followed by international networks, whether tied to their operating themes or to philanthropy and private social investment. **In addition to amplifying knowledge about what is happening in other locations in terms of social justice, this strategy facilitates the establishment of new contacts, including financial contacts.**

We have a connection with organizations that are close to here, to interact and be able to talk and dialogue about the most diverse topics associated with the development of this region, but this is all very new, it started in 2019, when we realized that we had to leave this place a little and look a bit farther outside, to find these possibilities of connection and search for partnerships.

(Interviewed organization).

[...] now is the time to look outside and say "hey, we exist!" We need to connect, so, for us, this interview, this conversation with you [...] is our first concrete movement towards connecting with networks and organizations and similar collectives.

(Interviewed organization).

40% of the organizations said that they participate in international networks within the philanthropy ecosystem, which is higher than the participation in national networks with the same purpose. This can be explained by the reduced number of networks in the country that work specifically with the community philanthropy approach or which are still developing a model of approach to the topic, as well as the above-mentioned influence of international philanthropy among the participants in this mapping. There is a lot of space and interest among the mapped organizations in discussing and promoting community philanthropy and for the organizations to exchange information and practices about their activities.

I would like to emphasize here, about this financial issue, to emphasize to the other organizations that there might be a possibility of an exchange between the funds on this matter of producing reports, and how they operate in this field, especially in terms of the finance, what the requirements are, how each one proceeds, so that we can also be inspired by the procedures of other funds in regards to this topic that is getting more and more difficult.

(Interviewed organization).

The Comuá Network is the thematic national network with the most spontaneous references by the mapped organizations (45%), while IDIS – Instituto para o Desenvolvimento do Investimento Social (Institute for the Development of Social Investment) and Gife – Grupo de Institutos, Fundações e Empresas (Group of Institutes, Foundations and Companies) are among the other national investment networks mentioned, with 13% and 10%, respectively.

The newer organizations noted that they are still getting organized internally to be able to participate in networks, because, although there is interest, there is also the limitation of the small teams, which focus their energy on institutional activities. The organizations understand the value of being involved in networks, but they still have to deal with several internal demands that take up most of the teams' time:

We feel a bit isolated, not because anyone has said “you can’t come in here”, but really because of, like, the difficulty of coordinating and, often, of building together, preparing, presenting. So, I think a more robust internal structure is necessary to handle these conversations [in networks].

(Interviewed organization).

This is a next step in the development of our organization, of me having more time to also get into these political spaces a little, of dedicating more time to participate in this. There is a desire and there is dialogue, this only hasn’t happened for lack of time, of taking on some necessary responsibilities, but this is the next step for sure.

(Interviewed organization).

[...] we intend to participate [in networks], feel free to recommend us, it will be a real pleasure for us to start bringing these networks together, to expand this coordination so that we can favor this exchange and these experiences a bit more.

(Interviewed organization).

chapter 8

internal structure of the mapped organizations

How is the salaried board of directors made up in the organizations?

Beyond the external and interlocutory audiences, we believe it is essential to understand “in house” who practices community philanthropy in Brazil, as a proxy for the much-needed coherence in the broader field of philanthropy.

Starting with management positions, just over half (52%) of the mapped organizations have paid directors, while 45% do not, and 3% did not inform. In the case of the members of the Comuá Network, the number of paid directors rises to 71%. Looking specifically at the organizations that pay their directors, in general, 62% have up to three paid directors on their boards, while 38% have four to seven paid directors on the board.

For context, it is worth mentioning that, in Brazil, the statutory board can be voluntary and without an executive duty, and that the people who does this work are not always called directors. Furthermore, legally, there is no impediment preventing civil society organizations from paying their leaders⁵¹. This still raises doubts, but there is no lawful restriction, in Brazil, to the remuneration of directors, even if the financial resources received are provided through partnerships with the public sector, as provided for in the Regulatory Framework for Civil Society Organizations – regulated by Law No. 13.019/14.

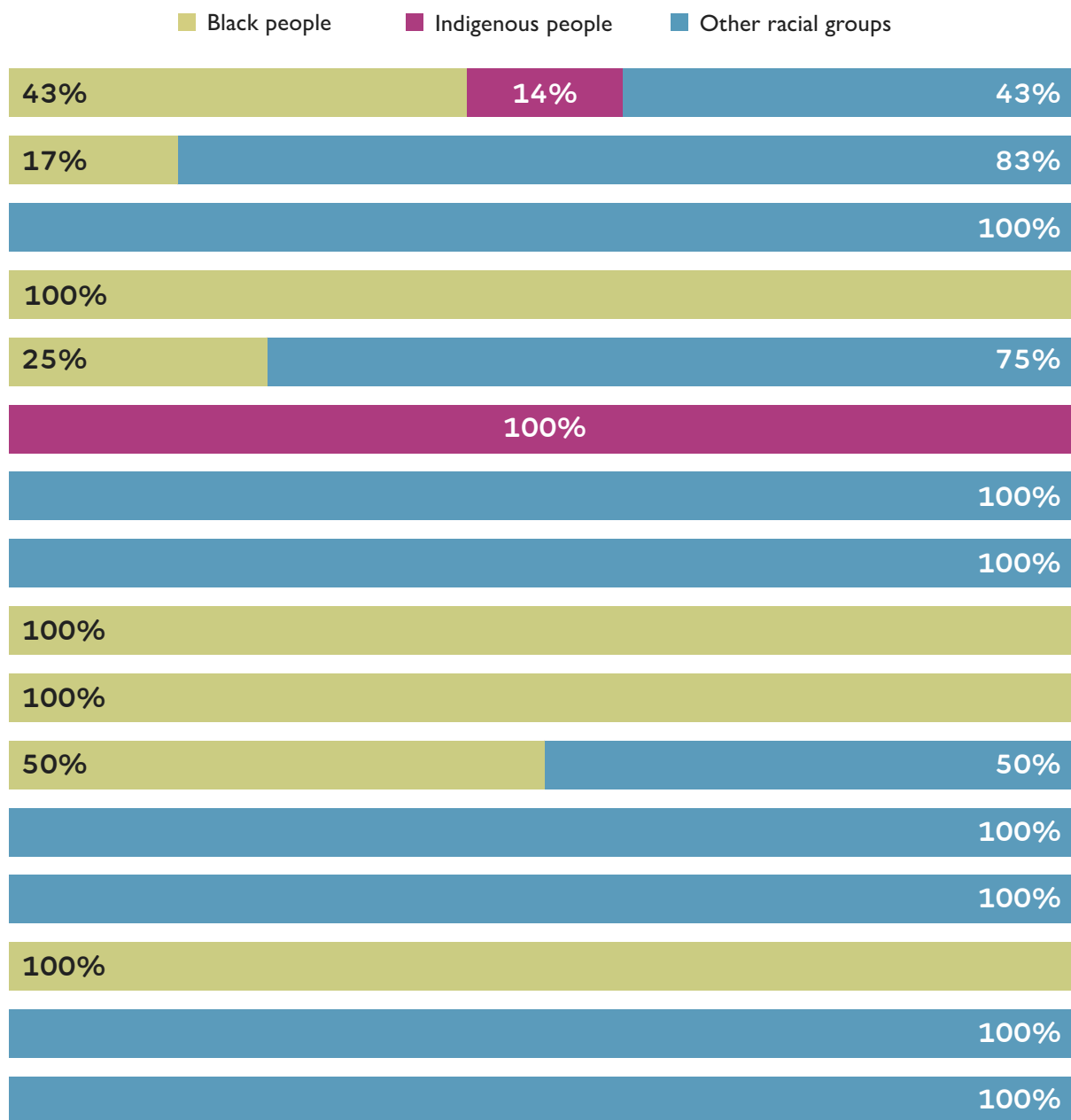
Among the organizations that answered that they have a paid board of directors, **87% have women among their members, while 31% of the organizations have a paid board made up entirely of women** and 12% have only men on their boards. Half of the organizations have men and women on the board, and only one organization reported having a non-binary person on the paid board.

The result shows that the majority of the mapped organizations have women in leadership positions, which signals that **the universe of community and social justice philanthropy organizations also reflects, in its structures, the inclusion of this group that has been predominantly excluded from spaces of power.**

51. DUARTE, Helena; FROTA, Henrique B.; CRUZ, Mauri. *Remuneração de dirigentes das OSC: orientação jurídica*. São Paulo: Abong, 2021. (Cadernos Abong, 5).

Graph 28 – Remunerated board of directors by race

Each line in the graph below represents a mapped organization, considering the 16 organizations that have a paid board of directors. It does not include other mapped organizations without a paid board of directors.



Basis: 16 organizations (with remunerated boards of directors).

Note 1 : The graph's sums may not total 100% due to roundup.

Note 2: The question presented to organizations in the questionnaire was meant to determine the number of black and indigenous people in the remunerated boards. For this reason, we included "other racial groups" as an option to characterize non-black and non-indigenous people.

Source: The Authors, 2023.

In terms of the **racial makeup**, half of the organizations have one or more black people on their paid board, while 1 in 5 of the mapped organizations have only black people on their board. Indigenous people on paid boards appear in 1 out of 8 organizations, and 1 of them consists exclusively of indigenous people.



It matters who decides who gets the donations

We emphasize the importance of diversity and equity, as shown by the results of this mapping, in the management of community and social justice philanthropy organizations. Although there is always room for improvement, we wonder how much room there is for the dominant models to draw inspiration from it and improve their equity structures in all instances of governance.

Naturally, after we receive contributions from large organizations, people look at us differently. We already knew that would happen, and now it's going to be a little easier to get involved. But there is one thing and that is that the decision-making [is] still concentrated in the hands of people who are not black women. And we usually invest and donate to those who we trust, and usually we trust our equals. It is hard to open ourselves up to trusting people who are very different from us, from what we think, from our experiences, from our inner circle. So, there are many challenges that we must overcome to get into the field.

(Interviewed organization).

How are the teams of the mapped organizations made up?

Looking now at the teams of the mapped organizations, we find that more than 90% have paid staff and only 6% have staff made up exclusively of volunteers. Among the members of Comuá, 100% have paid staff - and teams of more than 16 people also tend to be from the Network.

Within our sample, 719 people were employed, in 2021, by 28 organizations.

Despite the differences in terms of the budgets allocated for donations, as well as the hybrid nature of their activities, the organizations usually have small teams with up to 15 people (61%), which may indicate that the teams ultimately take on various demands. Work overload was frequently mentioned in the interviews.

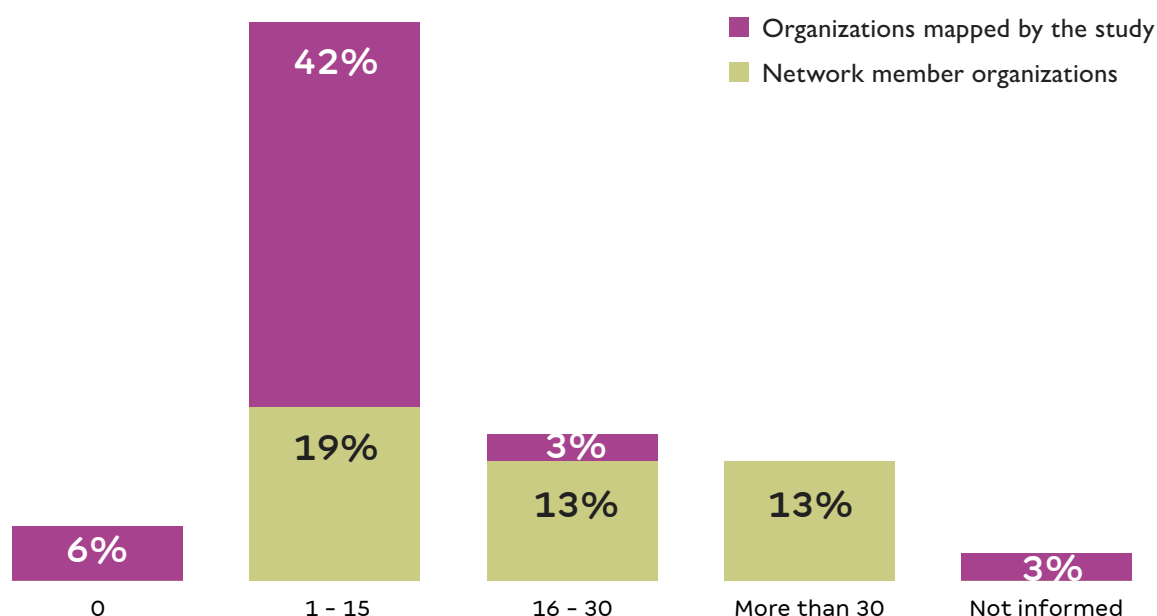
In order to be more present in this ecosystem, we had to become more professional. From time to time, [a partner] sends a message like: "I'd like to introduce you to so-and-so from Goiás, who has a community fund and all that". When we can, we do an exchange. Sometimes, in all the chaos, we don't actually interact.

(Interviewed organization).

[...] if we take this first step in the next semester and effectively follow up on these projects, over the next year, we have a chance of really building something huge, very quickly, and then we are back to the challenge: it's all on the shoulders of these two [founders] here, and we're going to have to, while jumping out the window, build a little plane to land on before hitting the ground.
(Interviewed organization).

I think it's a challenge to work in a very small executive office, I am the only employee. [...] So there is usually a myriad of things to do, which keep piling up. I do this person-to-person work with the community, but there are a lot of outside things that come in, so there's the demand from the construction work, there are other demands, so I think the team is a bit small to tackle so many fronts and a financial department that is swamped.
(Interviewed organization).

Graph 29 – Mapped organizations by number of people per team (in ranges)



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to roundup.

Source: The Authors, 2023.

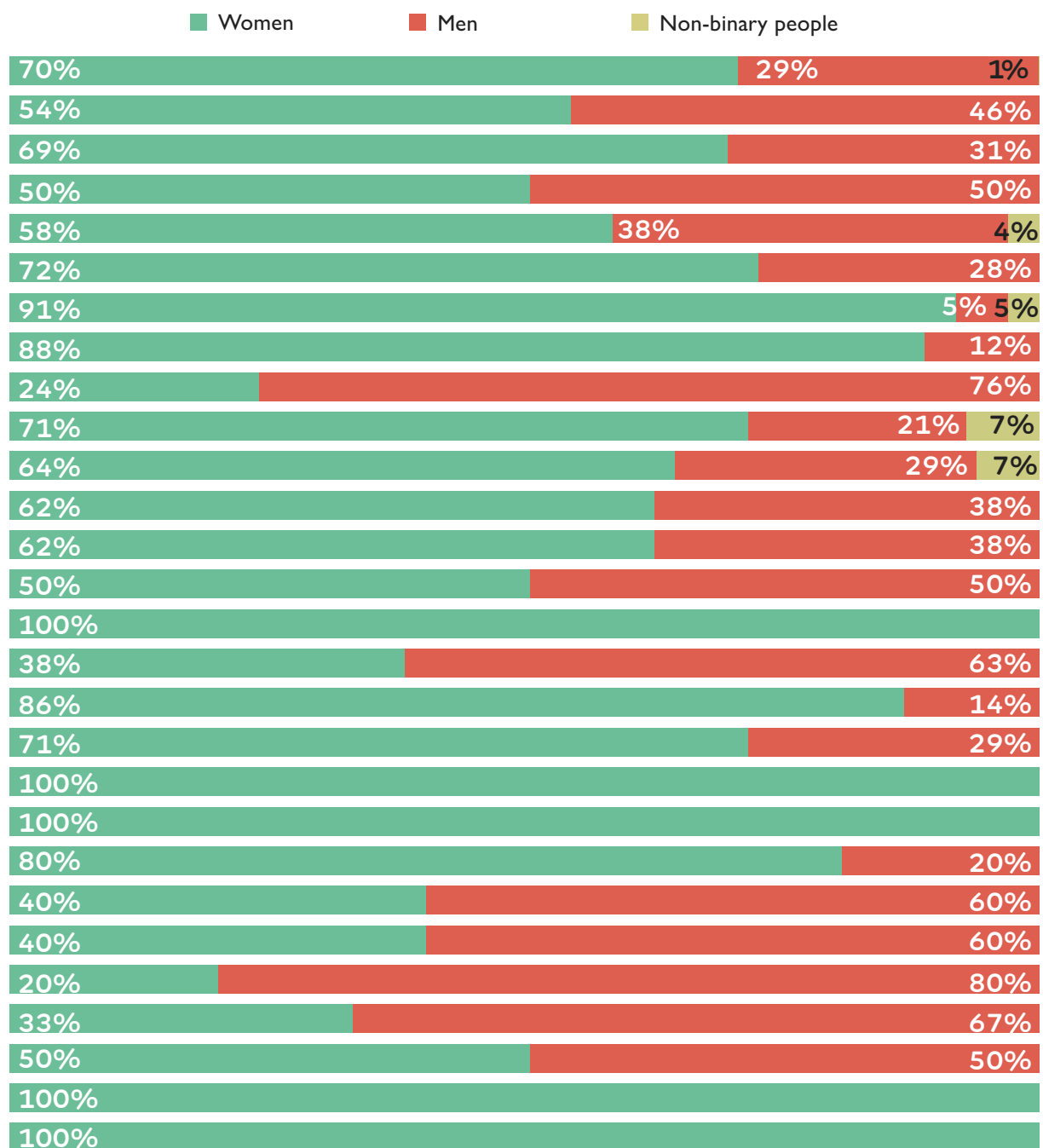
Compared to the PSI, we see a relative similarity: according to the 2020 Gife Census, the largest share (43%) of Gife members have small teams (up to 10 people); this number is even higher (73%) among companies. Teams of 11 to 25 professionals account for 22% of the social investors. Organizations with large teams (more than 100 employees) represent a small share (9%) of the respondents – this percentage is higher among institutes, foundations and independent philanthropic funds (16%).

In terms of the gender distribution in these teams, 66.5% of the workforce in paid teams is made up of women, 32.7% of men and 0.8% of non-binary people. For PSI, according to the 2020 Gife Census, these percentages are 64%, 36% and 0.1% respectively, which shows a certain parity in terms of the teams as a whole.

Among the organizations that reported having a paid team, all have women on staff, and two have teams made up exclusively of women. Five organizations have non-binary people on their paid teams, representing less than 1% of the total number of collaborators in the mapped organizations.

Graph 30 – Paid teams by gender

Each line in the graph below represents a mapped organization, considering 28 organizations that have paid teams.



Basis: 28 organizations.

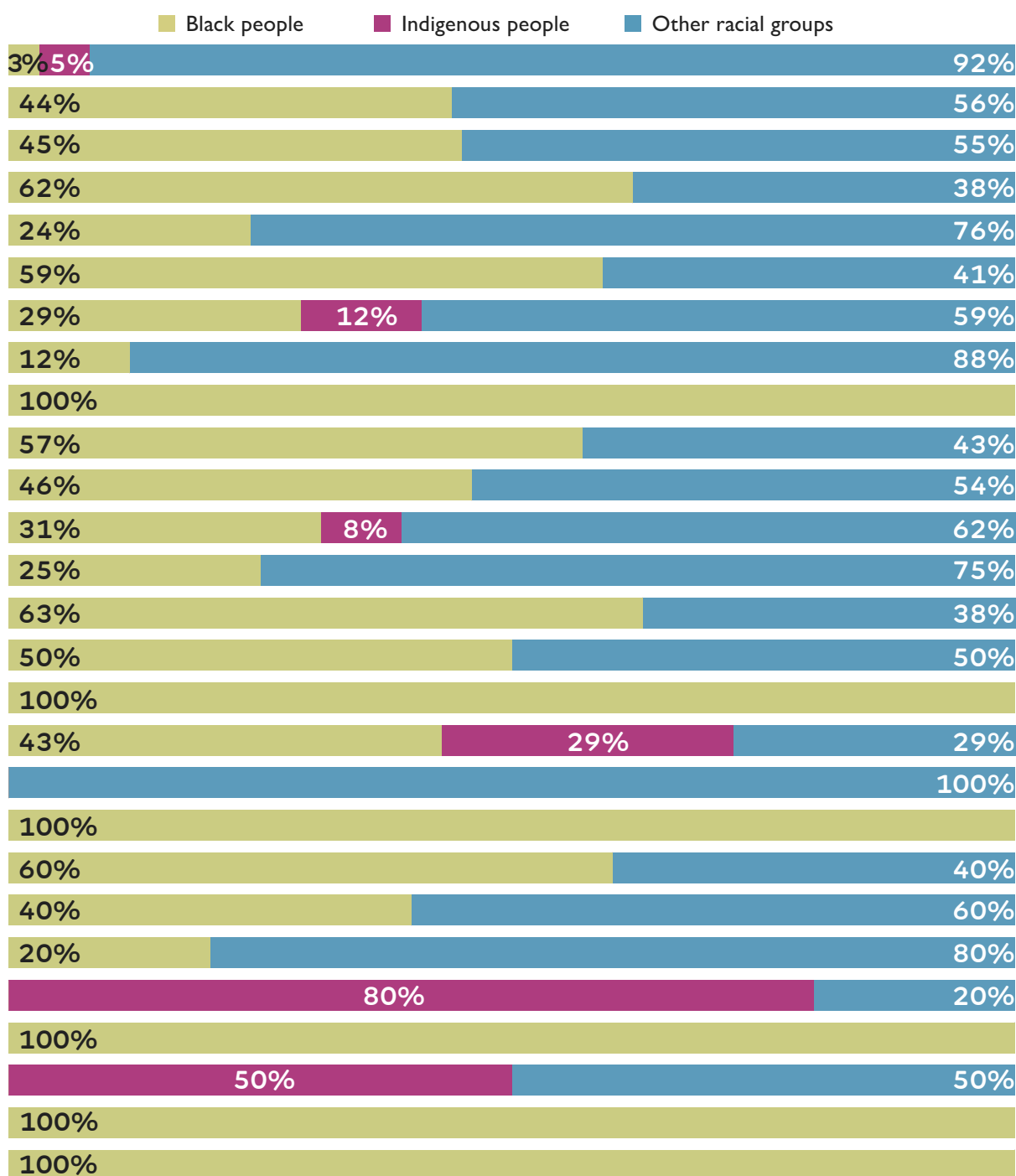
Note: The graph's sums may not total 100% due to roundup.

Source: The Authors, 2023.

Looking at race, the absolute majority (89%) of the organizations said they have black people on their teams and 27% said they have indigenous people on their teams. Only one organization does not have a diverse team, with no black or indigenous people, while **15% of the responding organizations have only black people on their teams**. We did not find comparable data for PSI with this level of detail – and even less broken down by leadership level, as described in the previous block.

Graph 31 – Paid teams by race

Each line in the graph below represents a mapped organization, considering 27 organizations that have paid teams. Out of the 28 organizations that reported having a paid team, one did not send the racial data of its team.



Basis: 27 organizations.

Note 1: The graph's sums may not total 100% due to roundup.

Note 2: Of the 28 organizations that said they had paid staff, one did not send racial data on its staff.

Source: The Authors, 2023.

The study showed that the mapped organizations have prioritized diversity on their teams and management, but there is still a way to go – which could be leveraged by increased financial support. However, we found, especially from the in-depth interviews, that there is clearly a marked professionalization of the boards of the independent donor organizations, with increasingly qualified and diverse teams. For a future study, we suggest broadening the scope by analyzing the makeup of their boards.

What digital and legal security tools are adopted by the mapped organizations?

Digital security protocols are a set of procedures to mitigate threats and protect equipment, servers, networks, computers and software from cybercrimes.

They are important for all types of organizations (public or private), but they become particularly important for those that work in the fields of Human, Economic, Social, Cultural and Environmental Rights (HESCERs), which report on rights violations and work with sensitive information, such as personal data and contact information of human rights leaders and the activities and the organizations and movements they support. Recent studies, such as the one conducted by Mendonça, Gonçalves and Aoki⁵², indicate the greater exposure and vulnerability of the digital security of organizations operating at the territorial level. Some have faced government repression since the dictatorship period in Brazil and must still protect themselves from violence perpetrated by public and non-public agents.

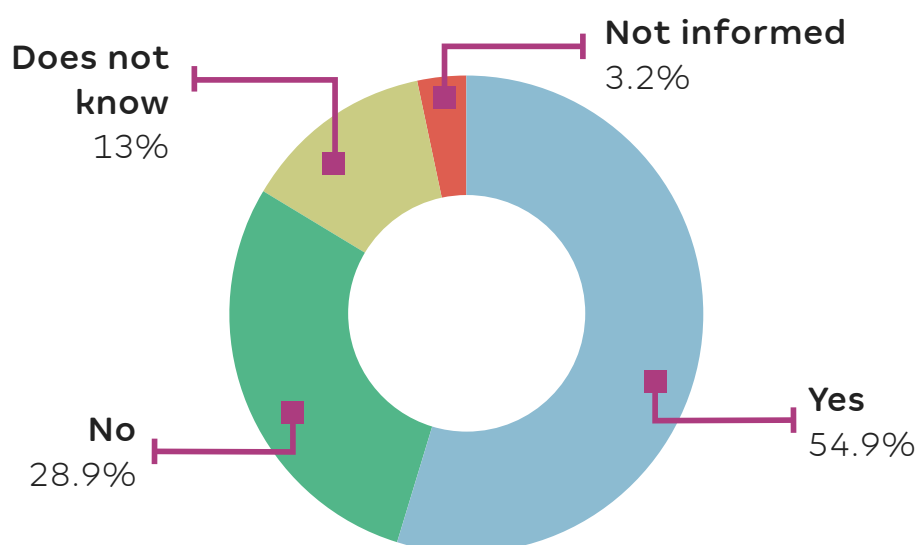
In addition to physical security threats, the landscape of surveillance and repression has changed dramatically with the advance of the use of the internet, cell phones and digital media, allowing data to be collected on an unprecedented scale, both by large technology companies and governments – often acting together.⁵³

In this mapping, just over half (55%) of the organizations said they had digital security protocols in place, while 29% said they did not.

52 MENDONÇA, Patrícia Maria E.; GONÇALVES, Jessica; AOQUI, Cássio. A periferia na rede: as TIC e a mobilização coletiva durante a pandemia. In: NÚCLEO DE INFORMAÇÃO E COORDENAÇÃO DO PONTO BR. *Survey on the use of information and communication technologies in Brazilian non-profit organizations: non-profit organizations 2022*. São Paulo: Brazilian Internet Steering Committee, 2023.

53 COELHO, Gabriel Shiozawa. *Guia de proteção digital para defensoras e defensores de direitos humanos*. Rio de Janeiro: Global Justice, 2022, p. 10.

Graph 32 – Existence of digital security protocols in the mapped organizations



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to roundup.

Source: The Authors, 2023.

The organizations that answered that they had digital security protocols in place referenced different procedures, containing more or less varied actions, or indicated that the protocol is currently under construction. This percentage is higher among members of the Network (71%) than among non-members (44%) – one possibility is that, because they have, on average, bigger budgets, the members of Comuá tend to have a larger infrastructure for this and other elements analyzed here.

The shows that the organizations have adopted and are committed to implement digital protection internally, but the issue still needs more visibility and access within the ecosystem, since, in addition to those who have not yet adopted these protocols, there was an additional 13% who do not know how to answer the question.

In addition to a private server and information governance protocols, the entire data collection and processing process meets the requirements of the LGPD. ⁵⁴

(Interviewed organization).

We have a digital and information security protocol and a security protocol for online events. Besides, we hold constant, periodic activities to strengthen our digital security, such as: regular updates of the operating system and applications; implementation of strong passwords; multi-element verification for access to corporate accounts; use of encryption (on the internal server and equipment used by the team) and antivirus software.

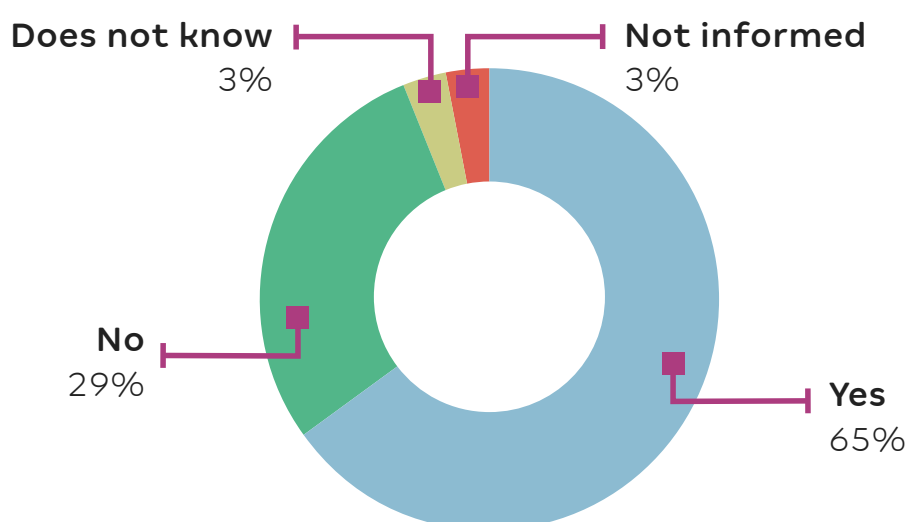
(Interviewed organization).

⁵⁴ General Data Protection Law (Law No. 13.709/18).

We wonder to what extent hegemonic philanthropy also considers these agendas when discussing institutional strengthening, since the comprehensive protection of organizations working with social justice is also an inseparable part of this, as we can see from the efforts made by the organizations mapped here to invest in digital security and data protection.

When it comes to legal support, more than two-thirds of the mapped organizations said they have support, through either law firms (hired or pro bono) or internal staff or collaborators. This point is extremely important: the organizations must have legal support so that they can act in accordance with the legal guidelines for the sector, and to ensure their defense in case of threats on account of their actions, establishing protections for their employees.

Graph 33 – Existence of self-care and well-being protocols⁵⁵



Basis: 31 organizations.

Note: The graph's sums may not total 100% due to roundup.

Source: The Authors, 2023.

Finally, we believe it is important to investigate in this mapping the existence of self-care and well-being practices, given the nature of the field of social justice philanthropy. The study shows that **two-thirds of the organizations reported having protocols or institutional policies that address with the wellbeing of the teams in relation to their work.** The question about the content of those documents was open-ended, so a variety of answers were received, most of which mentioned protocols for the prevention of COVID-19 in the workplace or during field visits.

To date, no study has been published in Brazil on the health of people working in the social field, especially in the post-pandemic period, but a survey carried out with data provided by the Ministry of Labor showed that, from 2019 to 2020, there was a 29% increment in the number of sickness benefits granted for mental and behavioral disorders.⁵⁶

⁵⁵ Protocols and/or policies associated with trips to the field (to visit projects), support for employees in personal crisis (psychological, medical, legal support) and Covid protocols are some examples.

⁵⁶ CAVALLINI, Marta. Pandemia faz crescer concessões de auxílio-doença para doenças psicológicas. G1, Economy, [S.l.], 16 Oct. 2021. Available at: <https://g1.globo.com/economia/noticia/2021/10/16/pandemia-faz-crescer-concessoes-de-auxilio-doenca-para-doencas-psicologicas.ghtml>. Access on: 21 Jul. 2023.

Albeit incipient still, there has been a growing concern and implementation of actions connected with the mental health and well-being of employees within the mapped organizations:

In 2020, we hired a psychologist, a human development professional, to ensure that any form of violence, as well as psychological suffering in its varying degrees, could be identified and cared for as effectively as possible. The psychologist hired for the job is a skilled, attentive listener, qualified to identify during her monthly appointments with the professionals, any situations of conflict/violence/suffering experienced during the course of work – and as soon as they are identified, they are carefully discussed with the Superintendence, ensuring the right to confidentiality when there is no risk of death, and helping to resolve the professional’s conflict/violence/suffering.
(Interviewed organization).

A report published in 2022 by the World Health Organization⁵⁷ reports that teams of “frontline” workers who have worked to mitigate Covid-19 are particularly prone to mental health risks, in both the short and long terms, and proposes a reflection within the field, so that the organizations working for social justice consider implementing actions to care for their teams.

57 WORLD HEALTH ORGANIZATION. World mental health report: transforming mental health for all. Geneva: WHO, 2022, p. 33.

chapter 9

main challenges and opportunities and what's next in the perception of the mapped organizations

In this final chapter, we present the challenges and opportunities that the mapped organizations identify for themselves and other organizations within the current political, social and philanthropic context, and what internal difficulties and potentialities they expect for their work ahead.

Social and political situation: Covid-19 pandemic, economic crisis and weakening of democracy

With regard to **external challenges**, the mapped organizations pointed out that the main issues they faced were associated with the Bolsonaro government (2019-2022) and its political project, which did not encourage or promote dialogue with civil society organizations and attempted to systematically criminalize the sector.

The Brazilian Association of NGOs (Bango) – a national association created in 1991 in view of strengthening the Brazilian civil society organizations that work to defend and promote common rights and welfare – published the *Bureaucratic Criminalization Report* in 2022, which was presented at the UN’s High-Level Political Forum, in New York. The report resulted from a “research project to identify the main areas of non-compliance with rights that the CSOs have faced during the three years of the Bolsonaro government (2019-2021)”⁵⁸. The study notes that:

In addition to the Bills of Law, which represent a setback for historically defended fundamental rights, the organizations have been the target of various administrative measures that aim to make it more difficult to raise funds, imposing undue payments or even raising questions about the partnerships.⁵⁹

The report also highlights that there has been an escalation in the attempt to criminalize civil society organizations, through not only bills and legal actions aiming to control and limit the space in which these organizations operate, but also by using defamation as a political strategy.

On the first day of this government, “**Provisional Measure 870/2019 was enacted**, which assigned a new organization to the Presidency of the Republic and the Ministries. Among the changes instituted by MP 870”⁶⁰, some of the duties of the Secretariat of Government stand out, including “supervising, coordinating, monitoring and following up on the activities and actions of international organizations and non-government organizations within the national territory”.⁶¹

After intense mobilization by civil society, with the **Free Society**⁶², campaign, launched by the organization Pact for Democracy, Provisional Measure 870 was transformed into Ordinary Law No. 13.844/2019, with the deletion of the section on the Government Secretariat’s

58 SOUZA, Daniel; DUARTE, Helena. Relatório criminalização burocrática: estratégias político-jurídicas, neoliberalismo e a atuação das organizações da sociedade civil. São Paulo: Abong, 2022, p. 6.

59 SOUZA; DUARTE, 2022, p. 6.

60 SOUZA; DUARTE, 2022, p. 25, author’s emphasis.

61 BRAZIL. Provisional Measure No. 870, of 1 January 2019. Establishes the basic organization of the bodies of the Presidency of the Republic and the Ministries. Brasília, DF: Presidency of the Republic 2019, n.p.

62 PACT FOR DEMOCRACY. A victory for our mobilization! *Free Society*, [f.s.], 2019. Available at: <https://www.sociedadelivre.pactopelademocracia.org.br>. Access on: 21 Jul. 2023.

monitoring powers. The findings of these reports are corroborated by the organizations interviewed for the mapping, which reported difficulties associated with the current political scenario:⁶³

Governors always say “oh, we known that our Brazil is plural”, but it’s just talk, [...] when it comes to actually recognizing rights, it doesn’t happen, it’s not our reality. It’s not a reality, in fact, for many social segments here in Brazil, unfortunately. And this has become much more severe in recent years.

(Interviewed organization).

This scenario that Brazil is experiencing is very concerning, certain segments of the population are targeted by these anti-rights policies, whether it’s the utter dismantling of the environmental legislation for the traditional peoples and communities that take care of the environment and fight for territorial rights, or women, the LGBTQIA+ population, or the black population with the heightening of racism.

(Interviewed organization).

We are no longer talking about center-right, center-left, left or right, but about an eruption of prejudice, the curtailment of the citizenship of each one of us. [...] Building up is much more difficult than tearing everything down. To erect a building, it takes years. To take down a building, you just have to explode it. So we’re trying to find out how to do it, what meaning we can have in terms of being able to make a significant contribution.

(Interviewed organization).

Regarding defamation as a political strategy, the report notes that there is

a plot involving the militarization of life, the spreading of defamation and fake news, tied to administrative-bureaucratic and surveillance processes for the concealment and persecution of political projects that dissent from the project led and represented by Bolsonaro.⁶⁴

The President of the Republic has made public speeches confirming his position of confrontation with the work carried out by civil society organizations.

The escalation of the defamation of civil society organizations as a political strategy resulted in increased violence against and disregard for the organizations, especially those associated with the environment and social justice issues. The mobilization of civil society, with the creation of community funds to finance discriminated groups, was perceived as even more necessary during this time, as one of the mapped organizations points out:

Our target audience is increasingly threatened, vulnerable and killed. So it’s good that there are more and more funds dedicated to the Afro-religious population, the black population, who are our most vulnerable audiences.

(Interviewed organization).

63 The mapping was produced ahead of the 2022 elections, which defined the new occupants of the Presidency of the Republic, the state governments and state and federal legislatures in Brazil.

64 SOUZA; DUARTE, 2022, p. 64.

The undermining of the work of civil society organizations by the country's highest authority has set a stage that is not conducive to dialogue and the encouragement of exchanges between public authorities and social agendas, in addition to spreading a negative view of the work done by these organizations among the public.

When frivolous, generic and materially baseless accusations are made against the CSO field, the aim is to criminalize the work done by organized civil society and rights defenders. Additionally, the attacks on the credibility and reputation of the CSOs are detrimental to their work, as they make it difficult to obtain funding, carry out day-to-day activities with the public, and the legal proceedings take a big toll.⁶⁵

The hostile political environment faced by the CSOs, which started with the presidential election in 2019, was intensified by the health crisis caused by the Covid-19 pandemic in early 2020. According to a survey carried out by the Getulio Vargas Foundation (GVF), Brazil is back on the UN Hunger Map, and a large portion of the population now faces food insecurity:

The contingent of people with a per capita household income up to 497 Reais per month reached 62.9 million Brazilians in 2021, which is about 29.6% of the country's total population. This number in 2021 is 9.6 million higher than in 2019, nearly a whole Portugal of new poor people who emerged during the pandemic. Poverty has never been as high in Brazil as it was in 2021, since the start of the historical series in 2012, thereby resulting in a lost decade.⁶⁶

According to the *II VIGISAN*: a national survey on food insecurity within the context of the Covid-19 pandemic in Brazil⁶⁷, job loss and family indebtedness are the two conditions that most impacted food insecurity, along with food price inflation. In this scenario, many civil society organizations began focusing their efforts on facing COVID-19 and alleviating poverty.

The health, political and economic crisis mobilized civil society to face these challenges, with consequences such as work overload (largely due to the redirection of efforts towards measures to fight Covid-19) within a scenario where social rights were already being compromised:

Hunger has increased, unemployment has increased, violence has increased, and we know who pays this price, so this has a direct impact on our organization, not just on projects, but on the day-to-day life, on the conflicts that break out between people on the sickness affecting people inside and outside the organization, in terms of mental health, which I think is a big challenge.
(Interviewed organization).

It's very sad that we're back on the hunger map so quickly, it's very sad to see how the environment is being destroyed and violated so quickly, it's very sad that we're still facing the issue of

65 SOUZA; DUARTE, 2022, p. 66, author's emphasis.

66 NERI, Marcelo. *Mapa da nova pobreza*. Rio de Janeiro: FGV Social, 2022, p. 3, grifo nosso.

67 BRAZILIAN RESEARCH NETWORK ON FOOD AND NUTRITION SOVEREIGNTY AND SECURITY. *II VIGISAN: national survey on food insecurity within the context of the Covid-19 pandemic in Brazil: food insecurity in the states*. São Paulo: PENSSAN Network, 2022.

structural racism, violence against women, violence as a whole, so I think it's time for us to rethink how we, as an intermediary organization, can put this into practice.
(Interviewed organization).

The mapped organizations played a crucial role in mitigating the impacts of the pandemic, developing emergency actions and adapting their actions to meet the growing demands of their public:

[Our organization] is firmly committed to fighting racial discrimination and advancing social justice, for understanding that racial equity is the locus of any action in favor of social justice. So, the first action was to understand how to create a fund. In that context, in April 2020, our first action was - which I think is an ancestral strategy of black people - collaboration, the collective creative process. [...] So, in 2020, we managed to support 80 families throughout the year, with basic food and housing initiatives, actions focusing on rent payments, etc.
(Interviewed organization).

Elections as an opportunity for democratic reconstruction and social reinforcement

In terms of opportunities, the mapped organizations highlighted the importance of the 2022 electoral process and the possibility of alternating governments as a means to institute a more inclusive political project in the country.

The mapping was carried out in the first half of 2022, months before the elections to elect the new President of the Republic, state governors and state and federal legislatures.

In the words of the representatives of the interviewed organizations, a political project that is favorable to the reconstruction of social policies and dialogue with civil society organizations would ultimately prove to strengthen their work in the coming years:

The electoral process is, for me, let's put it this way, not just symbolically, a possibility for us to start our work, the work of the movements, over in a different political environment. And for civil society to recover the hope that we had lost.
(Interviewed organization).

I think we have to be rise up from these ashes, from this period of pandemic, of weakening of democracy, of just how undermined it was recently. It was fragile even before, so much so that it [the weakening of democracy] existed even before Bolsonaro, and there was a political fight to be waged, albeit in a better context. Now, just think, how can we rise up from all this, [...] we have an election

period coming up, I think this rebirth has a lot to do with this election process, because there's no way we can go on like this.
(Interviewed organization).

The prospect of political change in Brazil brought the expectation that an elected government committed to democracy would be able to develop public policies “with” civil society and not just “for” it, absorbing the demands and agendas brought by the organizations, movements and vulnerable groups:

I hope we have a more democratic government, one that really looks at the state of the black population, of black women, that we overcome all these setbacks that we've suffered in recent years and that we manage to establish this dialogue with the public authorities in the coming years.
(Interviewed organization).

[I hope] that we'll be able to work more closely with these governments in the future, that we can be a reference when thinking about policies to ensure economic rights for black women.
(Interviewed organization).

The need for a better understanding by private social investment of community philanthropy, donor organizations and independent funds

Another major external challenge reported by the mapped organizations is the dissemination and understanding of community philanthropy as a practice or an approach, in other words, as a way of doing philanthropy. This difficulty is seen both by the general population and the philanthropy and social investment ecosystem itself.

Organizations having territorial operations distant from large urban centers say that they have found it difficult to be recognized as relevant agents in the execution of grantmaking actions within their communities.

The recognition of organizations that work directly within the territories and are familiar with the local demands, as well as the development of trust among the funders and these organizations, were also reinforced by the organizations:

I think that one of the challenges is to strengthen the actual community funds, the funds that are “on the ground”, the funds that really have marked their territory, are settled, and not flying up above, and are not affiliated with an agribusiness strategy. So, I think this is one of the challenges.
(Interviewed organization).

I think the first point is, in these small territories, to think about how we can strengthen them, so that they emerge as supported, which is different from emerging as a branch or a “wing”. I see it like this, [there are] bigger NGOs that say “now we’re going to establish a presence in that place”. I find that so imperialistic... it’s an empire. I think the path has to be different.
(Interviewed organization).

Further on the subject of funding, the organizations recognize that there was an increase in donations during the pandemic, but reiterate that Brazil still has to broaden and strengthen its giving culture, especially in terms of donations by individuals:

Compared to the United States, which has many community funds, in Brazil we have very few. When people think about fundraising in Brazil, they think about public bid notices, when they should be thinking about individual contributions from people within the community. So there’s also the matter of the culture that needs work there.
(Interviewed organization).

Donations are seen not only as the allocation of financial resources to enable the organizations to carry out their missions, but also as a means of building trust among the funders, the local leaders and their audiences. They are also important to support and encourage civil society initiatives that expand civil rights and fight setbacks and anti-democratic agenda.

**Were a lot of resource mobilized during the pandemic?
Yes, but it was very immediate, it was not about building associative tissue.**
(Interviewed organization).

Strengthening community philanthropy and social justice

Despite the challenges to understand the still developing field of community philanthropy, the organizations note that social investors appear more receptive to learning about new philanthropic practices and interested in agendas that were not on their radar until recently. Proof of this is that national philanthropy emerges as the second most frequently mentioned source of funding – although far behind international funders. Episodes of social mobilization in the fight against racism, for example, and in defense of health during the pandemic, have put greater focus on these social issues:

I think that since George Floyd’s death, unfortunately yet another death, but this time it was a death that caught the media’s attention and sparked racial debate around the world, so I believe the sector is more receptive to these causes.
(Interviewed organization).

What the pandemic has done for Brazil in the field of social service is to highlight what we in the third sector already know and work to mitigate. But now SUS – the Brazilian Unified Health System – and other old public policies earned new appreciation, or are earning new appreciation.

(Interviewed organization).

The convergence of social causes and their interrelationships encourages networking and drives the population and the field of social investment to seek more information about solutions to complex problems:

The climate crisis has concentrated resources of an invaluable, incalculable amount. If we were to add up all the resources circulating around the climate crisis that are going to governments... But the governments are going to work with macroeconomics, with different processes, so those resources will not reach the community that is directly affected by climate change. So, I think another opportunity for us, as a collective, as this network of funds, is to raise awareness, to put policies like the climate policy on the agenda as well, because it's not far from the policy to fight racism, because environmental racism is in there, and the climate crisis is totally racist.

(Interviewed organization).

In regards to the strengthening of community philanthropy, the organizations realize that while there is still a lack of understanding and dissemination of knowledge and practices in the field, we do see some efforts, albeit in the initial stages, to simplify calls for proposals and access to resources, including by donors deemed as traditional:

I see that there is a very collective effort to simplify things: simplifying public bid notices, simplifying the rendering of accounts, simplifying everything that could prevent access. So I think it would be a great opportunity for us to be able to expand this dialog to improve and advance this simplification even further, to simplify the access to resources.

(Interviewed organization).

Perhaps this is the time for us to echo even louder, whether it's the voice of progressive sectors within the church, or the voice of the middle sectors of society that are concerned about the future of the country in terms of the right to democracy. I believe that recently there has been more recognition by certain funders, for example, the European Union has more frequently included what they call submissions in its calls for proposals, which is precisely the support of small projects, so that the resources can reach the far ends.

(Interviewed organization).

The mapped organizations that were created recently and are still setting up their activities report that they are also looking for information on different ways of doing things and good practices, trying to get to know and staying in contact with other similar organizations and funds:

We came to facilitate, to direct, to be there to support, and all of this is something that we are developing, , it's all very new and we are learning in the day-to-day and also from the experiences that we are seeking, from other funds.

(Interviewed organization).

The effort to find information and knowledge also appears to be an opportunity for more publications and research to be produced and disseminated, especially when they combine knowledge and approaches from the territories themselves, as well as events and spaces for these organizations to exchange knowledge with each other and with the funders.

Internal challenges

The main internal challenges referenced, that is, based on the perception of the difficulties that the organizations face “inside their own doors”, refer to the following issues:

- ▶ limited staff and work overload (which results in the lack of the proper conditions to conduct other activities, such as the mobilization of resources, coordinating with networks, etc.);
- ▶ ongoing qualification of the team to execute processes, including in terms of technology and digital security;
- ▶ communication aimed towards the outside public.

We note that the first point – the limited team and the resulting work overload – emerged more strongly than the mobilization of resources, which is usually the biggest challenge for people working in the social arena. Although one thing is intrinsically tied to the other, this emergence may have occurred for different reasons, such as the accumulated exhaustion over the past few years, with the Bolsonaro government and the pandemic, as well as a sign that they see good potential for the mobilization of resources and the expansion of their work, despite the challenges, although this is not always feasible because of the overload and the lack of time to continuously qualify the team. There is also the matter of the scarcity of financial resources for the execution of ancillary activities, which allow for investments in the structure of these organizations.

There is usually a myriad of things to do, which keep piling up. I do this person-to-person work with the community, but there are a lot of outside things that come in, so there's the demand from the construction work, there are other demands... so I think the team is a bit small to tackle so many fronts.

(Interviewed organization).



Resources for institutional development

The internal challenges referenced by the independent donor organizations are in line with the challenges faced by many donor CSOs, which suffer with a lack of resources to cover expenses related to activities in non-programmatic areas.

It remains clear that more funders need to promote strategies for donation of unrestricted (not just project-related), flexible, multi-year resources, so that the organizations can gain momentum to strengthen their institutional development.

Just as the organizations mapped here are already doing, who challenge themselves to offer the supported parties flexibility and autonomy in the use of the resources.

The challenge for us is to make the resources flexible so that they know where this money is going to make them autonomous, that it ensures the autonomy of these organizations, because the project logic does not ensure autonomy, it's still a very hierarchical logic, there's no trust. This is our reflection now, it is a bit my reflection, too, but this is already resonating with our board of directors, that we have the power to change these things. (Interviewed organization).

We are now looking for resources to be able to professionalize the association itself. I think that all the resources we've been able to manage, so far, have really been resources allocated to projects. [...] It is urgent that we professionalize the structure of this association so that it can continue to handle not only projects, but also this political advocacy. (Interviewed organization).

I work, like, 17 hours a day, guys, I only stop to sleep and eat, I barely have weekends. And I am happy to do it, but I'm afraid that having a routine like this for years on end, I don't think it's going to be healthy. Anyway, I want us to have more resources so that we can expand our team, hire other partners so that we can breathe easier. (Interviewed organization).

The increase in demands and activities, especially after the increased demands during the Covid-19 pandemic, reflects the need to take greater care of the well-being and health of the teams that have been on the front line in the past years:

I think it's a challenge to manage a civil society organization in general, both to understand how you increase your impact more and more, getting closer and closer to your mission and keeping that dream alive with the use of creativity, not only in the mobilization of resources, , but also by looking inward: how do we take care of ourselves and other people.

(Interviewed organization).

In addition to the increased demands and activities, the organizations also reference the importance of ongoing training for the teams so that they are qualified to execute tasks that require the use of new technologies and to systematize the data and information for the monitoring of the supported projects:

We still need to improve. Even after a pandemic, a lot has changed... this Covid-19 pandemic has brought bad changes and great changes, for example, in communication, the overall acceleration of technology has been an opportunity, right, but at the same time, we see that it has created a gap, and we already had a gap in terms of knowledge.

(Interviewed organization).

And I think we need to do it and we need to document it, we need to be really committed to diagnoses and results. This is also a challenge, because we are a small team, we don't have an organizational structure in terms of personnel and finances that allows these professionals to dedicate themselves solely to the association. So, this is a challenge: we have to professionalize and structure this institutionality.

(Interviewed organization).

Regarding communication, the organizations report that there is a need to improve the how they talk to outside audiences, in order to focus on priority issues that affect society more broadly, which can generate both greater awareness of social justice audiences and issues, as well as knowledge about the organization and its activities, in addition to mobilizing resources and engaging more funders and supporters, in a virtuous spiral. Although most organizations have a plan and professionals dedicated to this area, they still find it difficult to reach a wider audience and generate greater visibility for their actions:

It's curious, because we're very good at communicating, especially when it comes to communicating the projects that pass through here, and that's always the challenge: communicating. So, we're planning, soon, next year, to set up a communications laboratory to develop our own internal narratives .

(Interviewed organization).

It's a great opportunity to invest in the communications sector to publicize what the fund does, which is a lot of cool stuff, but that, sometimes, ends up being just for us, and I think the whole world should know that these communities are building.

(Interviewed organization).

Potentials: community philanthropy in practice

Despite the numerous challenges reported by the organizations in this mapping, generally there is a strong perception that the work they have been doing has great importance and potential for growth, by either diversifying the mobilization of resources or improving their practices, enhancing what already works:

We very much see this as an opportunity to create autonomy and financial sustainability, this is very clear to us, so, the opportunities we have are precisely of network insertion, we have managed to dialogue very well and build new networks.

(Interviewed organization).

We have a diversity consultancy, so we also want to consolidate and expand our consultancy, since it is a way to generate income for the organization, so we don't have to rely solely on investments from sponsors, which is very important and necessary, but we want to diversify our sources of income, because I think that's the smartest thing to do.

(Interviewed organization).

The mapped organizations also reference the importance of evolving their practices as a means of **strengthening the social fabric and creating a legacy**, so they can go beyond the execution of punctual, emergency actions. They believe that there is room and potential for this to happen, both in the older organizations and in the newly created ones:

One opportunity I see is for the funds to become even more powerful [...], for us to re-signify, further and better, this role of financial supporter of the dynamics of the defense of rights. If they [local rights groups] don't have us as allies, strengthening this perspective, how will they continue to mobilize?

(Interviewed organization).

We are starting a strategic plan precisely to think about the role that we can play, the legacy that we want to leave, and it has been very fruitful, this matter of being able to create the funds, thinking about partnerships with other social organizations, thinking about other ways that the social sector can work.

(Interviewed organization).

Finally, we would like to refer to a report that sums up a positive outlook on the future of independent donor organizations in the fields of social justice and community development, by a representative who in recent years has been doing work that has been recognized and successful in his territory:

At the very beginning, when all this started, there were many organizations coming to our Amazon territory to try to contribute, but without the slightest experience [...].

We positioned ourselves as a voice that says: “we have an opinion here and we want it to be heard, we want to sit at the table”.

We’ve been doing this a lot, and my role as executive secretary is to make sure that our organization can also participate in these spaces, that we can show that opportunities for dialogue for the development of the Amazon have to be dealt with horizontally.

And when I say horizontally, I mean that academia, governments, fishermen, river dwellers, school representatives must talk on the same level, that we don’t just have that vertical dialog that comes from the top and we accept it.

[...] Building for the development of the Amazon requires us to listen to the people who are here on a daily basis, experiencing daily life, facing daily challenges. It’s from there that we can extract these opinions, and I admit that this has been working very well.
(Interviewed organization).

The purposes of this publication was to provide a current overview of community philanthropy and social justice philanthropy in Brazil. It proposed to gather and systematize information and practices to generate knowledge and reflection, and bring visibility to organizations that are often off the radar of mainstream philanthropy, private social investment and even society in general.

As we said at the beginning, we understand that this mapping, the first of its kind, is a work in progress as, after this study is completed, new organizations will be created or others that already exist and were not included here may identify themselves as such, creating room for the expansion and further exploration of this theme in the future. In addition to the many themes and areas for future research referenced throughout the publication, we are enthusiastic about the possibility that new studies will emerge to contribute to the strengthening of the mapped organizations – for example, by listening to their participating and priority audiences directly.

Challenges such as the political situation, funding for the field and difficulties associated with institutional development have always existed and will probably continue to exist. However, it remains clear from this mapping that this is an opportune moment, in which independent donor organizations are not only resisting, but also perceiving and creating, collectively (through exchanges, production of knowledge and advocacy), a scenario of opportunities for the fields of community and social justice philanthropy. It is a different way of doing philanthropy in the country – one that is not abstract and has emerged strongly in countless territories in Brazil.

chapter 10

organizations included in the mapping

Comuá Network member organizations



Baobá – Fund for Racial Equity

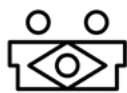
Headquarters: São Paulo/SP

Established in: 2011

How it donates: Notices/Project Competitions

Scope: National

Learn more about it: www.baoba.org.br



BrazilFoundation

Headquarters: Rio de Janeiro/RJ

Established in: 2000

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: National

Learn more about it: www.brazilfoundation.org



Casa Fluminense

Headquarters: Rio de Janeiro/RJ

Established in: 2013

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: Metropolitan region of Rio de Janeiro

Learn more about it: www.casafluminense.org.br



ELAS – Social Investment Fund

Headquarters: Rio de Janeiro/RJ

Established in: 2000

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: National

Learn more about it: www.fundosocialelas.org



Brazil Human Rights Fund

Headquarters: São Paulo/SP

Established in: 2014

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: National

Learn more about it: www.fundobrasil.org.br



Agbara Fund

Headquarters: Campinas/SP

Established in: 2020

How it donates: Notices/Project Competitions

Scope: National

Learn more about it: www.fundoagbara.org.br



Brazilian Environmental Education Fund

Headquarters: São Carlos/SP

Established in: 2010

How it donates: Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions; Direct support through donation portfolios

Scope: SP and MT river basins, Brazilian coastline, coastal zone and Navy

Learn more about it: www.funbea.org.br



Casa Socio-Environmental Fund

Headquarters: Juquitiba/SP

Established in: 2000

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions; Direct support through donation portfolios

Scope: South America

Learn more about it: www.casa.org.br



Fundo Positivo

Headquarters: São Paulo/SP

Established in: 2014

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: National

Learn more about it: www.fundopositivo.org.br



Institute for Climate and Society (iCS)

Headquarters: Rio de Janeiro/RJ

Established in: 2015

How it donates: Direct support through donation portfolios

Scope: National

Learn more about it: www.climaesociedade.org



Instituto Comunitário Baixada Maranhense

Headquarters: Olinda Nova/MA

Established in: 2008

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions; Direct support through donation portfolios

Scope: Baixada Maranhense (comprising 21 municipalities and Alcântara)

Learn more about it: www.baixada.org.br



Instituto Comunitário Grande Florianópolis (Icom)

Headquarters: Florianópolis/SC

Established in: 2005

How it donates: Notices/Project Competitions; Direct support through funds or emergency actions

Scope: Municipalities of Florianópolis, São José Palhoça and Biguaçu

Learn more about it: www.icomfloripa.org.br



Procomum Institute

Headquarters: Santos/SP

Established in: 2016

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: Baixada Santista

Learn more about it: www.procomum.org



Institute for Society, Population and Nature

Headquarters: Brasília/DF

Established in: 1990

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: Cerrado, Caatinga and Amazônia

Learn more about it: www.ispn.org.br



Redes da Maré

Headquarters: Rio de Janeiro/RJ

Established in: 2007

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions

Scope: Group of 16 Maré favelas

Learn more about it: www.redesdamare.org.br



Tabôa Communitarian Strengthening Association

Headquarters: Uruçuca/BA

Established in: 2014

How it donates: Notices/Project Competitions; Direct support through funds or emergency actions; Direct support through donation portfolios

Scope: South coast of Bahia

Learn more about it: www.taboa.org.br

Organizations that are not members of the Comuá Network



Associação das Comunidades Remanescentes de Quilombos do Município de Oriximiná (ARQMO) – Fundo Quilombola

Headquarters: Oriximiná/PA

Established in: 1989

How it donates: Notices/Project Competitions; Direct support through funds or emergency actions

Scope: Territory of Cachoeira Porteira, Alto Trombetas I, Alto Trombetas II, Boa Vista, Área Trombetas, Água Fria, Erepecuru and Ariramba

Learn more about it: www.facebook.com/arqmooriximina



Associação de Profissionais do Audiovisual Negro (Apan) – Fundo de Amparo a Profissionais do Audiovisual Negro (Fapan)

Headquarters: São Paulo/SP

Established in: 2016

How it donates: Notices/Project Competitions; Direct support through funds or emergency actions

Scope: National

Learn more about it: www.apan.com.br



Endowment Sempre FEA Association

Headquarters: São Paulo/SP

Established in: 2020

How it donates: Notices/Project Competitions

Scope: São Paulo/SP

Learn more about it: www.semprefea.org.br



Associação Nossa Cidade – Fundo Regenerativo Brumadinho

Headquarters: Belo Horizonte/MG

Established in: 2012

How it donates: Spontaneous demand throughout the year

Scope: Brumadinho and Paraopeba

Learn more about it: www.nossacidade.net



Coordenadoria Ecumênica de Serviço (Cese)

Headquarters: Salvador/BA

Established in: 1973

How it donates: Spontaneous demand throughout the year

Scope: National

Learn more about it: www.cese.org.br



Federação das Fundações e Associações do Espírito Santo (Fundaes) – Fundo de Investimento Comunitário Capixaba (FIC)

Headquarters: Vitória/ES

Established in: 2003

How it donates: Notices/Project Competitions

Scope: Espírito Santo

Learn more about it: www.fundaes.org.br



Federação das Organizações Indígenas do Rio Negro (Foirn) – Fundo Indígena do Rio Negro (Firn)

Headquarters: São Gabriel da Cachoeira/AM

Established in: 1987

How it donates: Notices/Project Competitions

Scope: Indigenous lands located in the Rio Negro territory, in the municipalities of Barcelos, Santa Isabel do Rio Negro and São Gabriel da Cachoeira

Learn more about it: www.firn.foirn.org.br



Federação de Órgãos para Assistência Social e Educacional (Fase) – Fundo Saap

Headquarters: Rio de Janeiro/RJ

Established in: 1961

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations

Scope: National

Learn more about it: www.fase.org.br/fundos/fundo-saap



Federação de Órgãos para Assistência Social e Educacional (Fase) – Fundo Dema

Headquarters: Belém/PA

Established in: 2003

How it donates: Notices/Project Competitions; Direct support through funds or emergency actions; Direct support through donation portfolios

Scope: Legal Amazon

Learn more about it: www.fundodema.org.br



Fundo Iratapuru

Headquarters: Laranjal do Jari/AP

Established in: 2019

How it donates: Notices/Project Competitions

Scope: Territory of the Iratapuru Sustainable Development Reserve

Learn more about it: www.fundoiratapuru.com



Instituto Juruti Sustentável (Ijus) – Fundo Juruti Sustentável (Funjus)

Headquarters: Juruti/PA

Established in: 2006

How it donates: Notices/Project Competitions

Scope: Amazon biome

Learn more about it: www.ijus.org.br



Manauara Associação Comunitária

Headquarters: Manaus/AM

Established in: 2022

How it donates: Notices/Project Competitions

Scope: Manaus/AM

Learn more about it: www.manauara.org



Movimento Interestadual das Quebradeiras de Coco Babaçu (MIQCB) – Fundo Babaçu

Headquarters: São Luís/MA

Established in: 1991

How it donates: Notices/Project Competitions; Direct support through funds or emergency actions

Scope: Pará, Tocantins, Maranhão and Piauí, in territories where the babassu coconut-breaker women are located

Learn more about it: www.miqcb.org



Podáali – Fundo Indígena da Amazônia Brasileira

Headquarters: Manaus/AM

Established in: 2020

How it donates: Notices/Project Competitions; Letter of invitation to specific audiences/organizations; Direct support through funds or emergency actions; Spontaneous demand

Scope: Amazônia Legal

Learn more about it: www.fundopodaali.org.br



Silo – Arte e Latitude Rural

Headquarters: Resende/RJ

Established in: 2017

How it donates: Notices/Project Competitions

Scope: Serra da Mantiqueira, Serra da Bocaina, Serra do Mar and Vale do Rio Paraíba

Learn more about it: www.silo.org.br

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