

DEMONSTRATED CASES OF PARTNERS,
INTERMEDIARIES, NETWORKS AND
ORGANISATIONS AND FINDINGS FROM
PILOTING A SELF-ASSESSMENT TOOL

PART
4 OF 4

UNDERSTANDING THE REGRANTING ECOSYSTEM IN THE GLOBAL SOUTH:

ENVIRONMENT, GENDER,
SOCIAL JUSTICE & HUMAN
RIGHTS IN ASIA, LATIN
AMERICA AND THE CARIBBEAN

Andrea Rodericks
Catalina Cock
Gioel Gioacchino
Gouthami
Lina García
Lina Villa
Mariana Lomé
Monica Tapia
Sumitra Pasupathy

WWW.PHILANTHROPYDIALOGUES.ORG

JUNE 2024

WITH
SUPPORT
FROM:

OAK
FOUNDATION

ruta
cívica

This report is shared in four parts:

Part 1.

Executive Summary, Major Findings, Recommendations, Horizons of Change, Methodology & Glossary.

Part 2.

Regional Trends, New Framework of Qualities to Assess Partners and Self-Assessment Tool for Intermediaries.

Part 3.

Voices from practice. Report from Learning Series.

Part 4.

Demonstrated Cases of Partners, Intermediaries, Networks and Organisations and Findings from Piloting a Self-Assessment Tool.

With this report, we are excited to deepen the conversation on the roles of intermediaries in the Global South as potential actors who can contribute to creating more respectful, caring, and sensitive funding ecosystems. **This report draws on the invaluable insights of 90+ philanthropic practitioners and societal leaders from across Asia, Latin America and the Caribbean who engaged with us in interviews, informal conversations, and five Learning Series¹.** We are very grateful for these exchanges and committed to faithfully transmitting the different voices and hopes we heard throughout this process.

This study is a conversation starter carried out in partnership with Oak Foundation. We share what we have learned to invite you into this complex exploration. **If you are interested in getting involved with a community of practice to develop capacities and exchange knowledge on the role of Global South intermediaries, please please subscribe to our newsletter here: <https://philanthropydialogues.org/>**

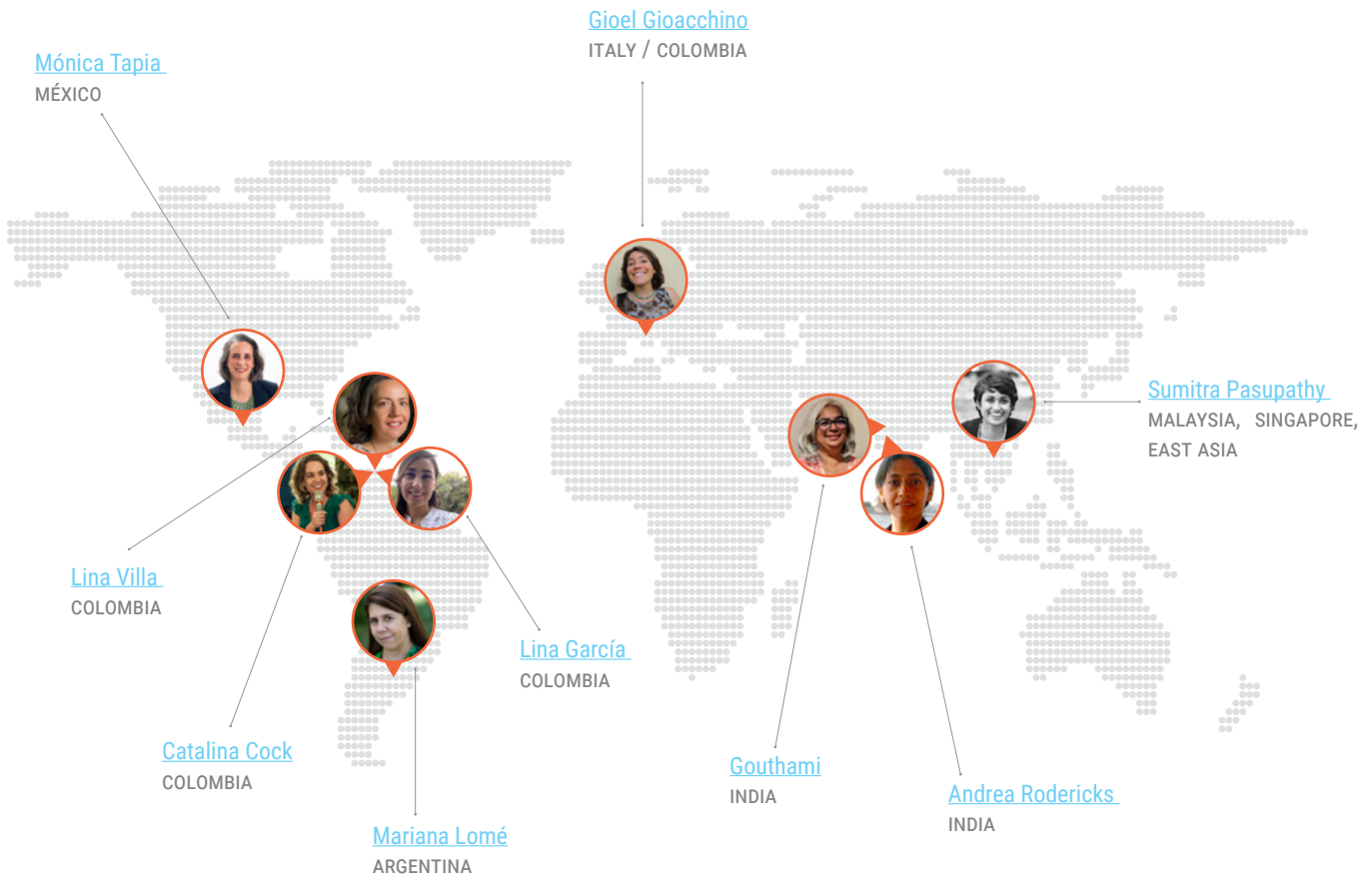
We look forward to holding further conversations, weaving connections and actions, and building a more robust, more just funding ecosystem.

¹ See Appendix 1 for the list of contributors

ABOUT US



We are a team of women from across Latin America and Asia, committed to supporting a lively and healthy civil society. We each bring 10-25 years of experience founding, leading, and supporting grassroots civil society organisations and networks. We spent the last decade carrying out participatory research and advising philanthropic institutions in both the Global North and South.



[MORE ABOUT THE AUTHORS](#)

TABLE OF CONTENTS

PART 4



Introduction	5
1. Demonstrative Cases: A preliminary pathfinder for inspiration	6
1.1 Asia.....	8
1.2 Latin America and the Caribbean.....	16
2. Developing the Nine Qualities Framework and Piloting a Self-Assessment Tool	22
2.1 Results of the Self-Assessment Pilot.....	30
Conclusions	44

INTRODUCTION

This document is the final part of a four-part report on the philanthropic ecosystem in Asia, Latin America and the Caribbean. The study was funded by the Oak Foundation and informed by over 90 interviews and two Learning Series. Through this process, we explored current practices and emerging trends in the philanthropic ecosystems in these regions. We identified potential 'intermediaries' ready to support grassroots and civil society organisations through more than channelling funds and enable philanthropy to empower the environment, gender, and social justice movements.

This part of the report presents inspiring mindsets and practices through which organisations and networks in Asia and Latin America and the Caribbean are driving community centricity in the Global South philanthropy ecosystems². We then describe the rationale of the Nine Qualities framework and the self-assessment tool that was developed as part of this project and we share some preliminary insights from piloting the self-assessment tool among a small sample of organisations. Finally, we share our vision and desire to deepen these conversations through shared learning and experimentation.

² For the purpose of this publication, China has been excluded from the report. For more information regarding China, please contact us through the website listed above for further insights.

We enclose the terms 'intermediaries' and 're-granters' in quotes because these concepts come charged with power dynamics.

In Asia, the terms are relatively new, and regranting is emerging quietly and discreetly due to security reasons, especially in countries with restrictive regulatory environments; in other words, the terms come with political implications.

In Latin America, many are willing to adopt the terms, but the critique is that they reduce

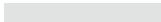
Southern organisations to in-betweens, putting in the shade their agency to add value. They are not merely grant administrators, but propose new perspectives on problems, strategies, processes, innovate, and shape agendas.

Please note that in all sections hereafter we refer to intermediaries as organisations or potential partners for the reasons outlined above.

1



DEMONSTRATIVE
CASES:
A PRELIMINARY
PATHFINDER
FOR INSPIRATION



A major output of this study was to demonstrate the viability and availability of potential partners in the Global South and identify some exemplary cases. These cases are used to demonstrate that there are a range of partner and intermediary organisations that show varying levels of nine qualities necessary to shift power in the philanthropic system.

We took a systems view on how these actors will change the relational space in the field given the nature of their leadership, teams, governance structures, relationship with philanthropy, government, etc. Finally, we also leveraged our varied experience of working with donors, partners and with implementing organisations as well as listening to cross references we found in interviews with key leaders in both regions, literature review and information gathered at the Learning Series.

These cases are for illustrative purposes only to demonstrate that citizen-centric organisations and networks exist with ambition for broader role or impact. However, this list is non-exhaustive³, and is indicative only given the initial scope of the study. Any further exploration by any funder will require further conversations with organisations and further assessments.

In both regions, the cases consist of organisations who contribute to the philanthropy ecosystem beyond the fiscal role of intermediaries. The cases are presented in groups that refer to different dimensions addressed and valued in this study.

³ Several organisations identified as of interest for this study have not responded to our contact, so we have not included them in this first edition of the report.

1.1

ASIA

GROUP 1

Asia Demonstrative Cases

A list of innovative organisations that have evolved over time, and are playing diverse roles in uplifting community voice and action in the philanthropy ecosystem. These could be knowledge partners who demonstrate expertise in ways of working together or a network bringing together environmental defenders or grassroots and community organisations that are important in shifting power in the system to citizen sector and community organisations.

Please note some organisations are fully functioning as intermediary partners, whilst others have the ambition and aspiration to do so alone or in partnership with other actors with the support of funding partners⁴.

- 1 **[AMAN \(Aliansi Masyarakat Adat Nusantara\)/ Nusantara Fund](#)**
An independent civil society organisation whose members are from the Indigenous Peoples communities of the Indonesian archipelago. It came into being in the 1980s, based on an awareness about the negative impact that the current course of development in Indonesia has on various groups of society, especially the Indigenous Peoples.
- 2 **[The Asian-Pacific Research and Resource Centre for Women \(ARROW\)](#)**
ARROW is a regional non-profit women and young people's organization established in 1993 in Malaysia. ARROW strives to enable women, non-binary people and young people to be equal citizens in all aspects of their lives by ensuring their sexual and reproductive health and rights are achieved. They work closely with many national partners in countries, regional and global networks around the world, and are able to reach stakeholders in 120 countries.
- 3 **[Atma Connect](#)**
Atma (meaning "soul") Connect believes in the power of "people helping people" – and in using tech for good. They create platforms and engagement strategies to connect people so they can document their impact, share

⁴ Sorted always in alphabetical order.

solutions, and improve their communities. Atma's theory of change is that people who live in low-income communities are resourceful and ingenious, and connecting them with one another, making visible their impact, and connecting them to financial and technical resources will multiply their strengths. Their mobile app for neighbors helping neighbors, AtmaGo, has reached over 14 Million people to date in Indonesia, the USA, and Ukraine.

4 [Blue Ventures Community Fund](#)

Working to protect ocean life, sea and fisher communities in a network of close to 50 organisations in the global south. They work at the intersection of conservation, climate change and gender equality by empowering local and national partners.

5 [Forever Sabah](#)

A web of relations and a living organism seeking to re-weave Sabah's vision for the future. The work centres communities, organisations, and movements as they navigate complex realities to shape meaningful realities of place, history and communities. The organisation facilitates over 50 communities and has expressed interest in integrating the Nusantara region more meaningfully.

6 [Goonj](#)

Bringing equity, sustenance and dignity into rural communities using under-utilised material as a tool for their own development needs. The work intersects widely with climate, gender, sanitation, water, health, education, disaster relief, rehabilitation and much more. The idea is now getting established in countries like Malaysia and the USA, with ambitions for Global replication of the idea and ideology. The idea is much beyond and ahead of traditional thought processes on circularity and Dignity. Goonj puts power back in the communities to build their own solutions, with the ability to be the first responder ahead of any large INGO in India.

7 [Keystone Foundation](#)

They work on biodiversity conservation, community well-being, livelihoods, climate change and people and nature collectives. They focus on the Nilgiris biosphere with partners around India. They are also an active part of international networks around indigenous people, conservation and fair trade.

8 [Kurawal Foundation](#)

An organisation focused on preserving civil society space in Indonesia as the bedrock to solving all issues including climate change. The team is largely focused on supporting independent media and actors that will continue to protect and advocate for civic space. Yayasan Kurawal has ambitions to

expand to South East Asia with more bilateral engagement from Indonesia to neighbouring ASEAN countries.

9 [National Campaign on Dalit Human Rights \(NCDHR\)](#)

NCDHR is a collaboration of Dalit Human Rights Activists, Organisations and Academicians to end caste-based discrimination. It works in 15 states all over India and works to spread awareness about Dalit issues and rights. They work on Economic Justice, Disaster Risk Reduction and Climate Resilience, Gender Justice.

10 [National Foundation for India](#)

They make grants and raise funds in their mission to promote social justice. Strengthening civil society on governance and inclusion; shaping philanthropy; social justice, climate action, women's empowerment, independent journalism, gender rights, peace, health and nutrition; 300 CSOs, 1.2 million people; Enabling capacities, Promoting Leadership, Mobilising resources, Providing a platform for dialogue.

11 [Numun Fund](#)

The first dedicated funding for feminist technology in, and for the Larger World, aka the Global South. Their aim is to seed and sustain feminist technology infrastructure for movement organising, and they understand digital technologies to be an important part of movement infrastructure. They demonstrate all the key parameters in distributed decision-making, participatory grantmaking and much more.

12 [Professional Assistance for Development Action \(PRADAN\)](#)

They work to enable the most marginalised people, especially rural women, to earn a decent living and take charge of their own lives. Focus on 6 SDGs including Gender equality, Climate change and Poverty, justice. etc. working with 2 million households, in 6 states of India.

13 [Samdhana Institute](#)

Member of Alianza Socioambiental Fondo del Sur, Samdhana Institute is 20 years old. They fund very local grassroots organisations and environmental defenders. In 2021, they made the most grants to organisations/ movements in Indonesia and the Philippines. About half their funding goes to IPLCs. They specifically fund next generation leadership development.

14 [Tara Climate Foundation](#)

Tara Climate Foundation is a regionally based philanthropic foundation with a vision of a just and thriving society in Asia powered by renewable energy.

15 [Yayasan Pekka](#)

Focuses on developing the identity and status of women as the head of the household. They are focused on supporting women leadership, capacity building, economic empowerment etc. They do regranting of grants within indonesia. They have small Pekka chapters in Malaysia and a few other places.

GROUP 2

Asia Demonstrative Cases

Group 2 is the larger universe of exemplary intermediary/partner actors and funds who are more widely known in the field, and some are increasingly adopting innovative approaches. These organisations engaged with us directly, referred to by other community centric actors or widely known to the field and to Oak Foundation as a grantee or partner.

1 [Ananta Fund \(Ford Foundation Indonesia\)](#)

Ananta Fund was formed by the KEHATI Foundation with support from The Ford Foundation to support the sustainability of civil society organisations' work in Indonesia. This endowment fund will be a sustainable source of funds to ensure long term financial resources that can be used for institutional capacity building. Thus, organisations can become stronger, empowered and play an active role in social development.

2 [Asia Community Foundation](#)

Launched in September 2023, Asia Community Foundation is Singapore's first Asia-focused, independent community foundation, focused on promoting more informed, purposeful and collaborative giving by bringing donors and social impact partners together to catalyse funding for greater impact in the region.

3 [Co-Impact Fund](#)

They are a global organization focused on building just and equitable systems bringing together philanthropists, foundations, and private sector partners from around the world to pool funding that supports efforts to drive systems change in the sectors of health, education and economic opportunity, in Africa, Asia, and Latin America. Together with locally-rooted programme partners and advisors, they form a global collaborative that advances inclusive systems change, gender equality, and women's leadership through grant making and influencing philanthropy.

4 [Coastal 500](#)

Launched by non-profit Rare, and led by Rocky Sanchez Tirona, Coastal 500 is a global network of mayors and local leaders who have come together to protect the world's coastlines. Its 164 members represent eight developing countries and 1.6 million people living near coastlines across the tropics, including some of the communities most at risk from climate change worldwide.

5 [Dasra \(Rebuild India Fund/ ClimateRise\)](#)

Dasra drives collaborative action to accelerate social change. Over the last 25 years, it has cemented its identity as a leading nonprofit systems orchestrator working with diverse stakeholders across the social impact ecosystem. Dasra aims to work towards a transformed India, where a billion thrive with dignity and equity. It has launched the Rebuild India Fund, which invests in proximate leaders while co-creating grant-making methods, promoting participative governance, and reporting on impact with non-profit partners. The ClimateRISE Alliance is a collaborative platform anchored by Dasra, that aims to build knowledge, consensus, and common outcomes with more than 50 civil society organizations working at the intersections of climate action and resilience for the most vulnerable communities.

6 [Edelgive \(and Friends of American Friends of Edelgive\)](#)

Is a known fiscal sponsor in India. The organisation has a deep-rooted focus on social inequalities and building the capacities of credible grassroots organizations that work towards that goal.

7 [Fortify Rights \(The Fort is a potential intermediary - a newly incubated organisation\)](#)

A team of human rights defenders supporting communities, and movements for change through research evidence and communication (via story-telling).

8 [FRIDA Young Feminist Fund](#)

Provides young feminist organisers with the resources they need to amplify their voices and bring attention to the social justice issues they care about. They enable the support, flexibility, and networks to sustain young feminist visions.

9 [Give2Asia](#)

Give2Asia, in the formation of Myriad, which includes King Baudouin Foundation, is the largest global fiscal sponsor which is actively working to unlock capital in Asia. The Disaster link network created by Give2Asia is the first exciting prototype to enable network development with community based organisations.

10 [Global GreenGrants Fund](#)

Since 1993, Global GreenGrants Fund has been one of the leading organisations in the world supporting grassroots led efforts to protect the planet and the rights of people. Together with their diverse community of people on the frontlines and their supporters, they have impacted the lives of millions of people.

11 [FORUM-ASIA](#)

The Asian Forum for Human Rights and Development is a network of 85 member organisations across 23 countries, mainly in Asia. The organisation is focused on strengthening movements for human rights and sustainable development through research, advocacy, capacity development and solidarity actions in Asia and beyond.

12 [India Climate Collaborative](#)

A first of its kind collaborative working to accelerate climate action in India by building the ecosystem, unlocking philanthropic capital flows, surfacing critical climate priorities, and building connective infrastructure — all through collective action.

13 [Rohini Nilekani Philanthropies \(RNP\)](#)

Over the last 5 years, the Philanthropy has stretched beyond education and water, supporting areas such as access to justice, gender equity, active citizenship, climate & environment, and mental health. Rohini Nilekani and her team support work that enables a strong “samaaj” (society), and their approach seeks to re-examine the power dynamics that exist through the lens of trust, learning & curiosity. RNP is a founding member of The India Climate Collaborative, a first-of-its-kind collaborative operating at the intersection of climate and philanthropy in India. In 2024, the Philanthropy co-founded the Centre for Exponential Change along with Skoll, Beja Instituto and New Profit.

14 [Shakti Sustainable Energy Foundation](#)

Shakti combines philanthropy, policy research and analysis, and stakeholder dialogue and engagement to address climate change issues. It focuses on clean energy solutions for the power, industry, and transport sectors, while also exploring clean air solutions and focussing on the climate resilience imperative. Shakti delivers strategic inputs for clean energy and climate related philanthropic investments in India through cross-disciplinary efforts and developing powerful communications strategies to build support for climate change solutions.

15 **[Urgent Action Fund for Feminist Activism](#)**

Provides fast, flexible support to women, trans and non-binary activists who face direct threats to their safety and wellbeing, so that they can respond to unexpected risks and opportunities, protect and care for themselves and one another, and nurture and sustain thriving frontline feminist movements for a just and equitable world.

16 **[Women Win](#)**

They believe in a future where every girl and woman exercise their rights. Women Win supports a global network of organisations through three main initiatives focused on girls' rights through sport, women's economic resilience and democratisation of philanthropy.

GROUP 3

Other relevant initiatives in Asia

Initiatives that are not regranters by the book, and/ or did not engage with us directly, but emerged in this study as potentially effective spaces to develop long-term agendas; reach out to grassroots organisations from places legitimised by regional leaders and referents; offer financial and consultancy services that improve access to and sustainability of resources at the local level.

1 **[BRAC India / South Asia](#)** is an international development organisation founded in Bangladesh in 1972 that partners with over 100 million people living with inequality and poverty to create opportunities to realise human potential. BRAC is developing a presence in India, Singapore and a few other places and can play a role in this ecosystem.

2 **[Canopy Planet](#)** protects the world's forests, species, and climate by working hand in hand with companies from around the globe to transform unsustainable supply chains, catalyse innovative Next Generation Solutions, help advance frontline community rights, and conserve vital forest ecosystems all over the world.

- 3 [Clean Air Asia](#) is a Network based organisation driving solutions to the huge health and climate impact of air pollution through programmes and partnerships that build awareness, energise communities and advocates, and work with policy-makers to deliver action. An interesting network centric in Philippines with members from China, India, Nepal, Indonesia, Vietnam with ADB and business representation on the board.
- 4 [Development Alternatives](#), one of the pioneering organisations to look at financial capital and mobilisation as an alternative in the sector. Given the increasing focus of business in Asia, they could be a knowledge and thought-partner particularly in the consideration of interventions that are intersectional in nature.
- 5 [Global Alliance for Incinerator Alternatives Philippines GAIAs'](#) network is built on the deeply-rooted community knowledge of the members and the local expertise of regional communities. GAIAs' mission is to catalyse a global shift towards environmental justice by strengthening grassroots social movements that advance solutions to waste and pollution. They envision a just, zero waste world built on respect for ecological limits and community rights, where people are free from the burden of toxic pollution, and resources are sustainably conserved, not burned or dumped. GAIA operates globally in a network across Europe, Philippines, China and USA.
- 6 [Hutan, Alam, dan Lingkungan Aceh \(HAKA\)](#) is strengthening the protection, conservation and restoration of the Leuser ecosystem, nature and biodiversity ecosystem. They are strengthening synergies with stakeholders such as independent journalists, grassroot communities and acting as a catalyst to advocate for policies at the district, provincial and national level.
- 7 [Yayasan Kehati](#) which is the Indonesian Biodiversity Foundation (KEHATI) since 12 January 1994 was intended to collect and manage resources which were then distributed in the form of grants, facilitation, consultation and various other facilities to support various biodiversity conservation programs in Indonesia and their use in a fair and sustainable manner. KEHATI acts as a catalyst for finding innovative ways to conserve, manage and utilise Indonesia's biodiversity in a sustainable way. Kehati is the anchoring partner in Ford Foundations' ANANTA Fund to build NGO resilience in Indonesia.

- 8 **RECOFTC** is an international nonprofit organisation working towards a future where resilient communities with respected rights thrive in forest landscapes that they manage sustainably and equitably. They operate in the Asia-Pacific region, with country offices in Cambodia, Indonesia, Lao PDR, Myanmar, Nepal, Thailand and Vietnam.
- 9 **Thousand Currents** has been working to resource frontline communities organised as grassroots groups and social movements in Africa, Asia and the Pacific, and Latin America and the Caribbean through direct grantmaking, and by organising, educating and influencing other funders to move money to grassroots and movements formations.

1.2 LATIN AMERICA AND CARIBBEAN

GROUP 1

Latin America Demonstrative Cases

These organisations are illustrated here due to their proximity to community and grassroots organisations coupled with their decision-making processes (including meaningful participation). In addition, many are already doing regranteeing or aspiring to more of this work themselves or in a network.

The list presents some initiatives to consider exploring new and mature models of key actors to be in touch to address systemically the philanthropy ecosystem challenges in the region.

- 1 **Acento, Acción Local**
A Mexican fund created to empower groups, organisations and networks that work at the local level, with the aim of strengthening civic action that promotes human rights and social justice in Mexico.

- 2 [Alianza Socioambiental de Fondos del Sur \(Socio-Environmental Alliance Funds of the South\)](#)**
A recent regional network regranting national funds on socio-environmental justice that promotes philanthropy in support of initiatives by community based organisations in the Global South.
- 3 [Asociación Interamericana de Defensa del Ambiente \(AIDA\)](#)**
Uses the law and science to protect the environment and communities suffering from environmental harm, primarily in Latin America.
- 4 [Civic House](#)**
A collective of initiatives and innovative civic organisations promoting knowledge in action, aiming at financial sustainability of all their initiatives and they project, measure and evaluate their impact to transform.
- 5 [Climate Action Network \(CAN\) LATAM/ CARIBE](#)**
Network of 50+ organisations from all over Latin America and the Caribbean that work in the field of climate change.
- 6 [Environmental Law Alliance Worldwide \(ELAW\)](#)**
Provides legal, scientific, and organisational expertise to build the capacity of public interest lawyers and their organisations. They have established a global community of advocates in more than 80 countries offering assistance and inspiration
- 7 [FRIDA - Caribbean](#)**
Provides young feminist organisers with the resources they need to amplify their voices and bring attention to the social justice issues they care about. They enable the support, flexibility and networks to sustain young feminist visions.
- 8 [Fondo Centroamericano de Mujeres \(FCAM\)](#)**
They support the agendas of the women's and feminist movements in Central America, and the organisations that make them up, with emphasis on those led by young women, trans and non-binary people, Afro-descendants and migrants, sex workers, domestic workers and workers in the export factories, as well as people with disabilities, people living with HIV, lesbians and bisexuals, peasants, indigenous people and feminists.

- 9 [Fondo de Acción Solidaria \(FASOL\)](#)**
A regranting fund that supports, accompanies and strengthens grassroots groups, communities and collectives that work for socio-environmental justice with a gender and intersection perspective in Mexico. Along with CASA Fund, they are the founders of the Alianza Socioambiental Fondos del Sur network.
- 10 [Fondo de Acción Urgente \(FAU\)](#)**
A regional feminist fund for Latin America and the Spanish-speaking Caribbean, which contributes to the sustainability and strengthening of activists and their movements, with agile and rapid support in situations of risk and opportunity.
- 11 [Fondo Mexicano para la Conservación de la Naturaleza \(FMCN\)](#)**
One of the most mature national regranting fund that allocates financial resources for nature conservation, connecting the various actors that have a role to play in protecting Mexico's vast biodiversity. They have developed subnational regranting funds and are part of the regional RedLAC network.
- 12 [Fondo Semillas](#)**
A very mature feminist regranting fund in México, with participatory selection practices and wide mapping and outreach to grassroots organisations and collectives. It believes in the transformative power of organised girls, young people, women, trans and intersex people.
- 13 [Fundo Socioambiental Casa](#)**
The Socio-Environmental House Fund is an organisation that seeks to promote environmental conservation and sustainability, democracy, respect for socio-environmental rights and social justice, through financial support and the strengthening/ development of the capacities of society's initiatives. Along with CASA Fund, they are the founders of the Alianza Socioambiental Fondos del Sur network.
- 14 [Fundación Futuro Latinoamericano](#)**
Non-profit organisation created in 1993 after the historic Earth Summit, FFLA promotes a culture of collaborative multi-stakeholder, multi-sector and multi-level dialogue.
- 15 [Global Greengrants Latam and Caribbean](#)**
Global Greengrants is a regranting fund to smaller and diverse grassroots organisations that help activists take on the world's most pressing environmental and social justice challenges.

- 16 [Hispanics in Philanthropy \(HIP\)](#)**
HIP is a latino organisation based in the USA and México, channelling funds to Latin America. They have developed a broad transnational network with the goal of strengthening and influencing globally, and channelling philanthropic resources to the Latino community to build a better world.
- 17 [Mesoamerican Reef Fund \(MAR\) Fund](#)**
MAR Fund is a private regranting fund working towards promoting financing and regional alliances for the conservation, restoration and sustainable use of the mesoamerican reef.
- 18 [Red Argentina para la Cooperación Internacional \(RACI\)](#)**
RACI is a Network integrated by Argentine civil society organisations that works to strengthen and promote coordinated actions in the sector, with the goal of contributing, jointly, to social transformation in the whole region.
- 19 [Red de Fondos Ambientales de Latinoamérica y el Caribe \(REDLAC\)](#)**
Community of environmental funds that strengthens the capacity of its members for conservation and sustainable development in Latin America.
- 20 [Rede Comuá](#)**
Rede Comuá is a space that brings together thematic, community funds, community foundations and grantmakers to support civil society organisations that work in the fields of socio-environmental justice, rights human and community development
- 21 [Washington Office for Latin America \(WOLA\)](#)**
Leading research and advocacy organisation that promotes human rights in the Americas. Their vision is to achieve a continent in which public policies protect human rights and recognize human dignity, and where justice prevails over violence. They are in the process of creating a regional observatory on Democracy in Latin America and its defence.
- 22 [Women's Equality Center \(WEC\)](#)**
The Women's Equality Center focuses on reproductive freedom and provides critical communications and campaign strategy support to other organisations.

GROUP 2

Latin America Demonstrative Cases

Initiatives that are not regranters by the book, and/ or did not engage with us directly, but appear as effective spaces to develop long term agendas; reach out to grassroots organisations from places legitimised by regional leaders and referents; offer financial and consultancy services that improve access to and sustainability of resources at the local level.

- 1 **[Articulación Regional Feminista Alliance of Latin American](#)**
Feminist institutions created as a working partnership between organisations that promote and defend human rights and gender justice in the region.
- 2 **[Fundación Comunitaria Puerto Rico](#)**
FCPR develops the capacities of communities in Puerto Rico to achieve their social and economic transformation, while we stimulate philanthropic investment and maximise the impact and performance of each contribution.
- 3 **[Grupo de Mujeres del Convenio sobre la Diversidad Biológica \(CDB\) – International Union for Conservation of Nature \(IUCN\) \(UICN\)](#)**
A network established to advocate for a right to a healthy environment for all and the need to take into account the roles and contributions of women and girls to achieve transformative change. This requires addressing gender equity and needs to embrace the holistic solutions and the recognition of women’s human rights to achieve it. Their work involves building synergies around the work of the Convention on Biological Diversity (CBD), the United Nations Convention to Combat Desertification (UNCCD) and other international arenas to provide direction for more coherent and inclusive processes while ensuring their proper implementation.
- 4 **[Innpactia](#)**
A transactional platform that connects high-impact projects with funds and training in an agile and efficient way.
- 5 **[INSAPROMA – República Dominicana](#)**
The Institute of Lawyers for the Protection of the Environment is a non-profit institution who act in defence and protection of the Environment and Natural Resources of the Dominican Republic and Hispanic Caribbean.

6 [Jamaica Environment Trust – JET](#)

JET mission is to protect Jamaica's natural resources using education, advocacy and the law to influence individual and organisational behaviour and public policy and practice.

7 [SITAWI Finance for Good](#)

Sitawi is a social organisation active in the development of innovative financial solutions for positive socio-environmental impact.

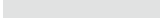
8 [SVX Mexico and Colombia](#)

Cultivate investments with social and environmental impact, specialising in climate finance, gender equality and regenerative economy. Their mission is for capital to serve life, not to govern it.

2



DEVELOPING
THE NINE
QUALITIES
FRAMEWORK
AND PILOTING A
SELF-ASSESSMENT
TOOL



In the Global North, standards and legislation have developed over the decades about what is a foundation and a grantmaker, as well as concepts such as fundraising, asset-holding and downspend foundations. A good number of institutions, consultancies and collaboratives have risen for their conceptualisation, statistics, directories and databases, research, development and coordination, even transparency and watchdog initiatives. This has given way to certain models of “effectiveness”, “systems change”, “collective impact”, etc.

However, in the Global South these models are difficult to adapt and use as standards. Information on financial and human resources, grants, grantees, and case studies is not only scarce, but the different and numerous countries, their different cultures, historic backgrounds and legal and fiscal frameworks make it impossible to analyse in the same and standardised ways. Furthermore, the shrinking civic space in many countries goes against global and trusted registration, with publicly full and honest information.

This does not mean that the philanthropy ecosystem does not exist or is not rich in traditions and institutions, as Part 2 of this Report has highlighted. The Oak Foundation’s commission asked to map and select demonstrative cases of potential partners. In order to do so, we had to develop a common lens to see in both Asia and Latin America and the Caribbean regions, and take into account the lack of information, the cultural and institutional differences, as well as the emergence and early development stages at which many of these organisations are.

This challenge brought us to identifying **Nine Qualities** to guide us towards community centric intermediaries that could have a role to play in new philanthropic dynamics in the Global South. To map the ecosystem and learn about the capacities of different organisations, networks, or coalitions, we designed and conceptualised these qualities, explained in detail here⁵.

⁵ We also used three other references of intermediaries in the Global North, cited in Part 2 of this Report. They came from studies carried out by William and Flora Hewlett Foundation, Candid and Ariadne and Change Elemental. See Appendix 3 for Bibliography.

Quality Areas	The kinds of characteristics we look for
<p>1 Geographic Relevance and Scope</p>	<p>Board members, grantees, and operations are mainly located in a country/ies of the Global South and have Global South work experience (for Board members and staff). They can work and shape issues across the region/ subregion/ global scale and have a regional/ subregional vision.</p>
<p>2 Regranting Identity</p>	<p>Regranting identity, legitimacy, processes, and experience in grantmaking and accountability. Attention to equity, justice and shifting power. If a coalition or network works with a good backbone organisation able to redistribute the grant and be accountable. Capacity and intent/ willingness to regrant in countries other than where it is located (within or outside its main region). Familiarity with culturally responsive and participatory grantmaking. Understand pain points and bottlenecks in grantmaking, especially for grassroots organisations.</p>
<p>3 Implementing strategy</p>	<p>Ability/ interest to respond and implement agendas, projects, and regranting according to the donors' (or group of donors/ partners) co-created strategy. Demonstrating leadership by adding downstream and upstream value through bridging ideas and co-created strategies. Openness to address other issues despite having their focus areas. Understand legal, fiscal, and contextual constraints for working with or regranting grassroots organisations.</p>
<p>4 Impact</p>	<p>Deep expertise/ knowledge and existing portfolios in priority themes (gender, climate, food and energy systems, human rights). Proven ability and experience to work across themes with intersectionalities, cross-over work, and systemic analysis through their activities, regranting, networks, coalitions, and partnerships. Staff and board members with diverse expertise.</p> <p>Clear vision/ strategy for scaling up, out, deep, affecting meaningful change with others.</p>

Quality Areas	The kinds of characteristics we look for
<p>5 Grassroots outreach, relationships, role (relational space)</p>	<p>Ability to engage diverse actors (including individuals, networks, and movements) in the relevant ecosystem and have significant outreach to Global South-led and community-based organisations. Proven ability to foster community, facilitate connections, cultivate trust and enhance collective learning (field builder).</p> <p>Good understanding of their constituency or ecosystem, including at the grassroots and proven ability to reach them. Sensitive to the power dynamics in the funding ecosystem in the Global South between granter/ grantee. Experience with convening and different modalities of collaboration beyond sub-granting.</p>
<p>6 Advocacy and Influence</p>	<p>Good understanding of civic space, political context, civil society regulation and emerging trends and risks. Strong collaborative advocacy/ campaigning capability to collectively influence policy and public narratives. Ability to engage others in collective learning and knowledge building.</p>
<p>7 Leadership for systems change and complexity</p>	<p>Established culture and practices for systemic ways of working, engaging with complexity and shifting power within and beyond their organisation: analyse, convene diverse actors, facilitate vision setting and agreements, follow-up and accountability.</p> <p>Clarity of long-term vision around systems change and systems-level solutions, including investing in local ecosystems and cultivating the field.</p>
<p>8 Governance, decision-making and accountability</p>	<p>Governance and decision-making structures and processes that demonstrate authentic adherence to human rights, DEI and strong accountability to civil society voice and grassroots-led organisations, especially in the Global South.</p> <p>This includes mechanisms for civil society participation in decision-making.</p>
<p>9 Organisational capabilities</p>	<p>Strong financial management, knowledge building, learning processes, operational infrastructure, values, organisational culture, and talent (including accessing talent beyond their employees). Willingness and capacity to support organisational strengthening of partners and implement innovative funding models.</p>

These **Nine Qualities were our common Framework** to identify and map the organisations in the Asia and Latin America regions. We aimed to understand to what extent the different “intermediaries” we were identifying added value as capacity enhancers, field builders, connectors, conveners, coalition builders, technical experts, financial supporters, and campaigners. Furthermore, as there is no global and common information and database of them⁶ and a due diligence process was beyond scope, we decided that the simplest way to understand if and how these qualities were expressed in different organisations was to ask them directly. This gave birth to the design and piloting of a self-assessment tool.

This self-assessment tool is a complementary approach to traditional due diligence. It enables funders to gain insights into the work and ways of working of potential partners, while simultaneously allowing these partners to engage in a process of self-reflection, transcending the compliance and check-lists approach that is common in due diligence. The Nine Qualities were central to the design of the self-assessment questionnaires and informed the Learning Series.

The self-assessment tool consists of 45 questions where we inquire about **1)** general information (size, themes, geographic scope, budgets, etc.) and **2)** the extent to which the Nine Qualities and their characteristics are present in the organisation. A group of 15 organisations in Latin America and the Caribbean and 14 in Asia engaged in the self-assessment process, allowing us to pilot the tool.

For each quality, we assessed several characteristics that speak to a community centric approach. For example, when we assessed the quality of **geographic relevance** and scope, we did so through a set of specific characteristics: e.g.. *“Affiliation of board/Senior leadership,” “Affiliation of teams” and ‘Spheres of Influence”*:

⁶ [NGOSource](#) is not a publicly open database to consult. It only has limited financial and legal incorporation information.

Quality being assessed (Quality 1 out of 9)	Geographic relevance and scope
Specific characteristics	<ul style="list-style-type: none"> • Community-centricity in board composition titled “Affiliation of board/senior leadership” • Community-centricity of implementing teams titled “Affiliation of team” • “Spheres of influence” of the organisation (local/global)

Thereafter, we created a **spectrum of four possible answers** which reflected different ways of manifesting these characteristics and asked participants to select the answer that *best reflected* their own realities. The following table is a sample of the self-assessment grid for Quality 1. The complete self-assessment grid can be found in Appendix 2.

2 QUALITIES ASSESSMENT GRID

QUALITY 1

Geographic Relevance and Scope

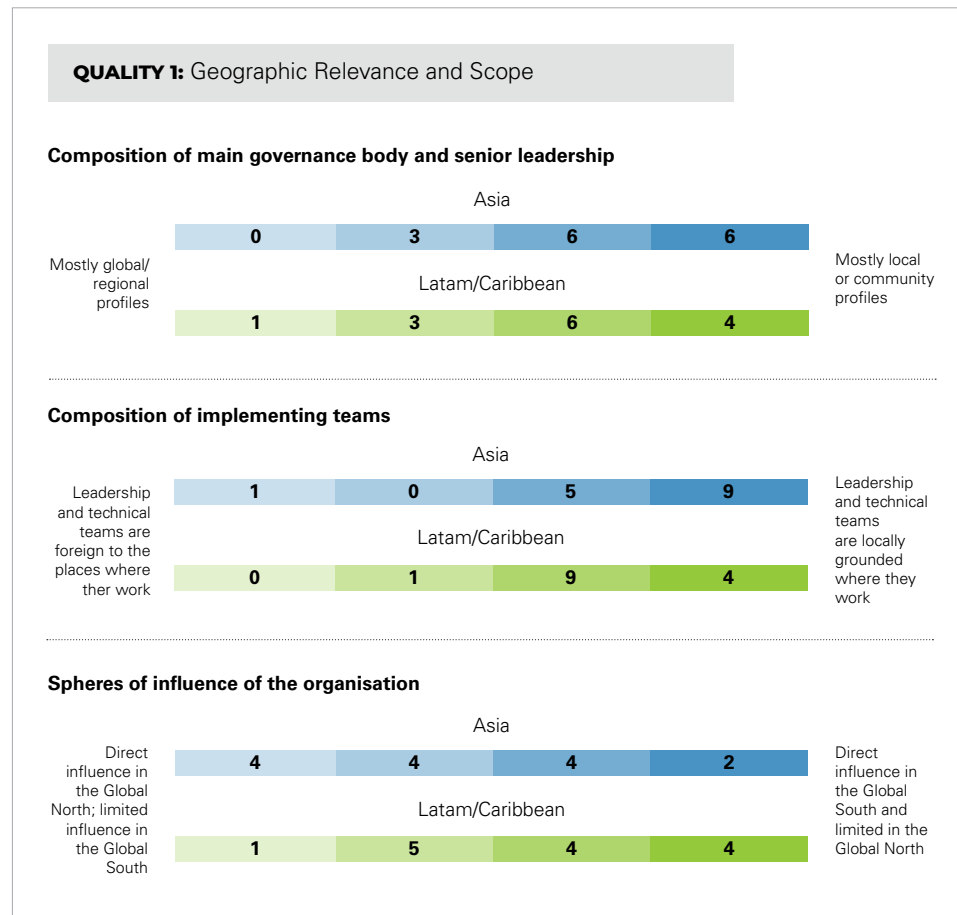
1. Affiliation of board/senior leadership

Mostly global/ regional profiles	Comprised mostly by individuals whose recent experience relates to global/regional organisations or groups	Comprised mostly by individuals whose recent experience relates to global/regional organisations or groups, with some members having more national or local expertise	Comprised mostly by individuals whose experience relates to global/regional organisations or groups, with some members with a more global/regional expertise	Comprised mostly by individuals whose experience relates to community or grassroots led organisations or groups, with some members with national/regional or global expertise	Mostly local or community profiles
-------------------------------------	--	---	--	---	---------------------------------------

2. Affiliation of team

Leadership and technical teams are foreign to the places where they work	Most of our leadership and technical team are foreign to the places where they work	Most of our leadership team are foreign to the places where they work whilst most of our technical teams have strong local connections	There is a balanced mixture of foreign and locally based team, both in leadership and technical positions	Most of our leadership and technical teams are local to the places where they work	Leadership and technical teams are locally grounded where they work
--	---	--	---	--	---

From the answers we could get a sense and reflect on the ways in which these qualities are expressed in practice. We see for example, in the Assessment of Quality 1 in the Asian organisations that there is a strong inclination towards boards with local and community profiles.



Besides analysing aggregated data for this report, we provided each participating organisation with a personalised benchmark report comparing their responses to others in their region (without name disclosures). This gave visibility to areas where they have strong community-centric practices and also areas where they have opportunities to strengthen their practices and ways of working.

Participants in the self-assessment process gave spontaneous feedback about the value they found in the process of applying the proposed tool. Some highlighted team learning within their organisations as they reflected to respond. Others valued the space to contrast their capabilities with those of other potential partners:

“We are very grateful that you have shared this valuable information with us, which will undoubtedly allow us to see more clearly the points we should pay attention to in our work. At least that is how I am interpreting this information. Keep in touch!”

Artemisa Castro Félix, FASOL.
Fondo Acción Solidaria

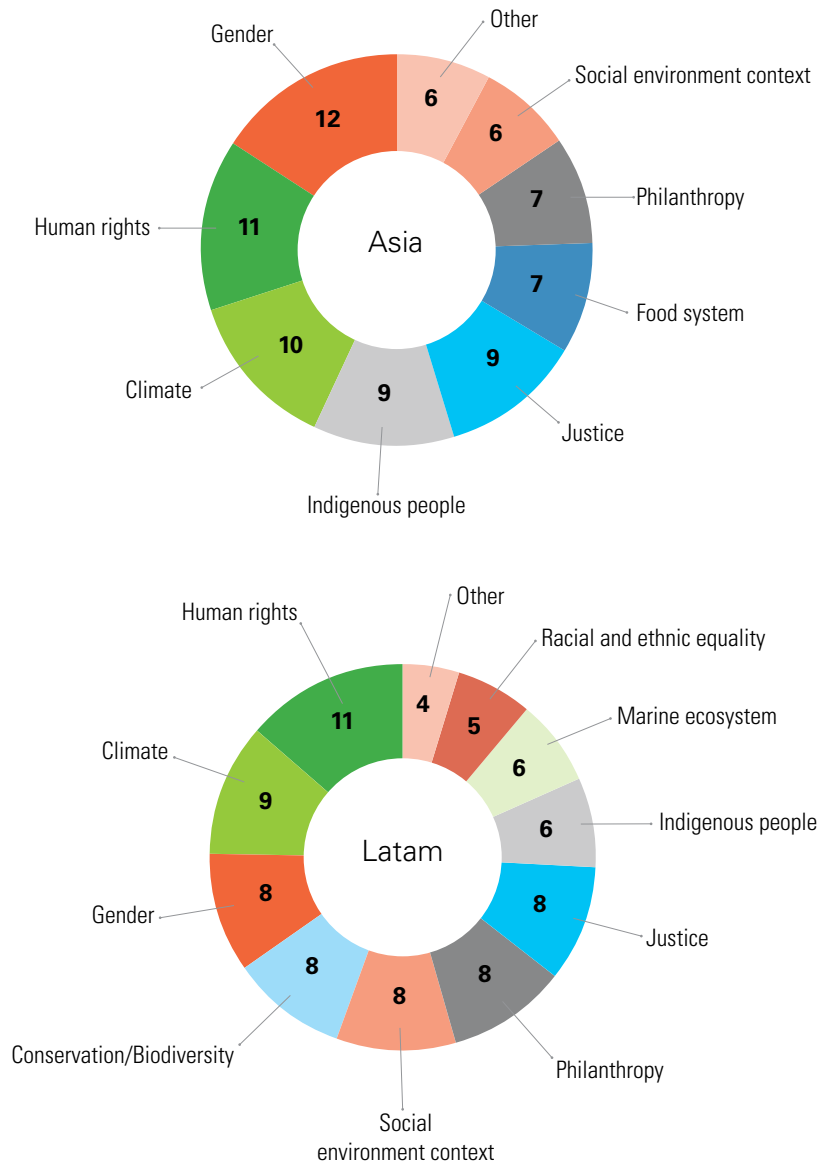
“Thank you very much for sharing these findings and the possibility of looking at ourselves in perspective alongside other colleague organisations. As with any space for reflection and self-assessment, it gave us the opportunity to discover some capabilities that we have in which we are strong and we did not have such a notion. It is surely a tool that will be a great starting point for future conversations.”

Mario Rosset, Civic House

2.1 INSIGHTS FROM THE SELF-ASSESSMENTS

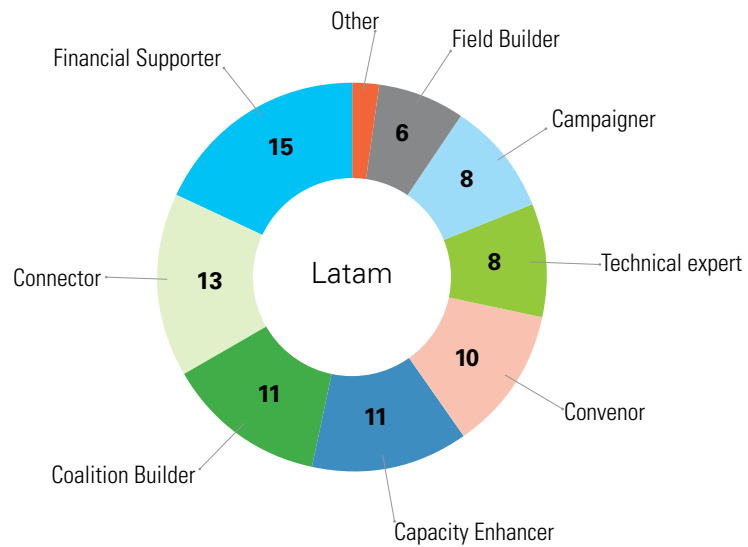
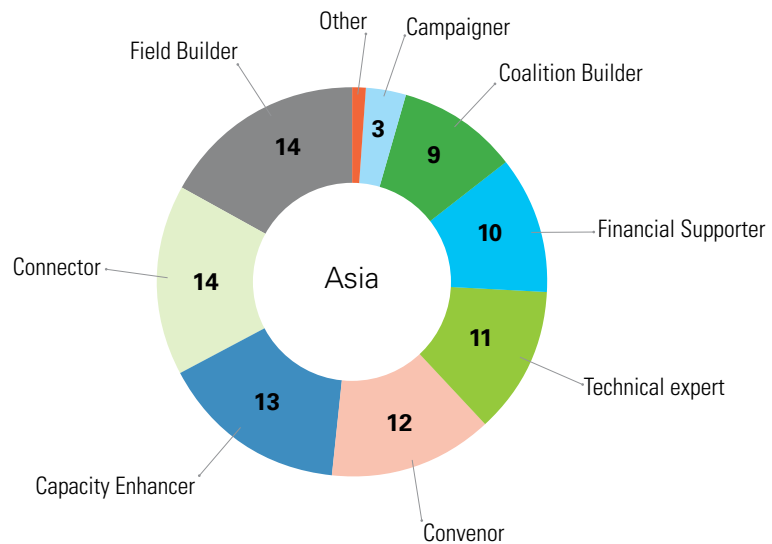
Organisational characteristics

The landscape of work themes



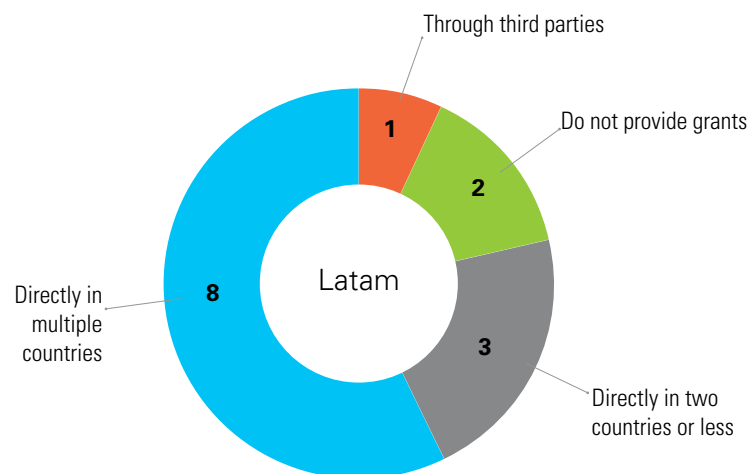
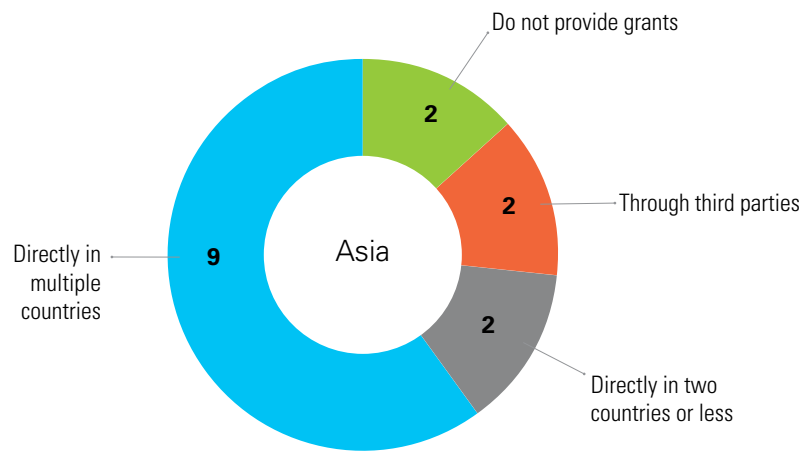
Organisations in both regions are either working across themes or are aware of the intersection of their work across different themes. Gender, human rights and climate are the main topics, but closely followed by answers such as philanthropy, justice, racial and ethnic equality and marine ecosystems are important topics. In Asia, there is a slightly stronger concentration of themes. When we contrasted the answers to the information disclosed in web pages, we could see that in both regions the intersectionality is not always clearly communicated.

The roles they fulfil in serving grassroots-led groups and organisations



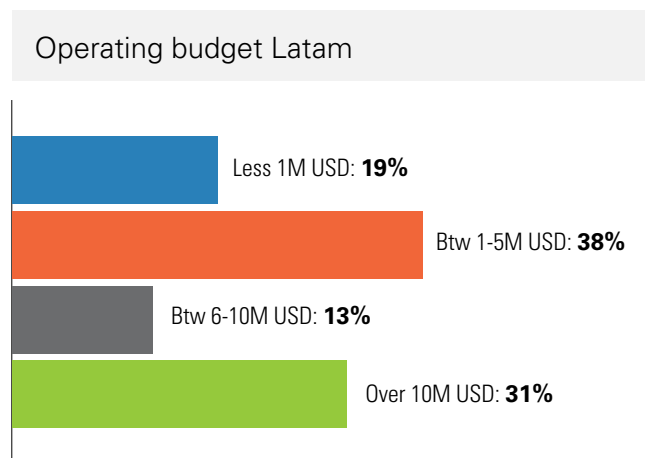
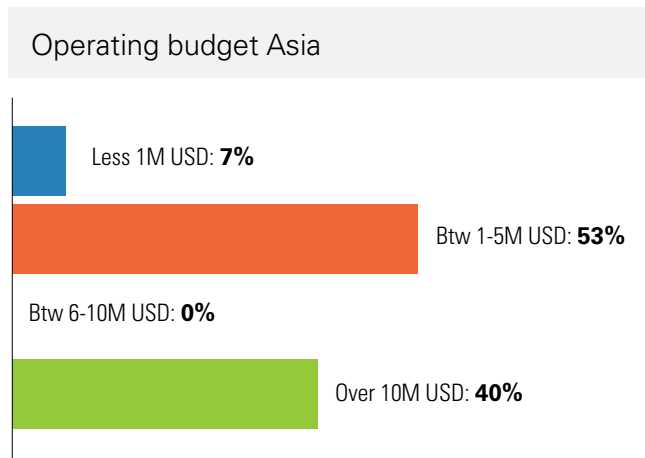
It is evident that organisations play multiple roles beyond funding. This could explain, to some extent, the feelings of invisibilisation that comes with being labelled as “intermediaries”. While in Asia, the field-builder role stands out, other roles such as connectors, capacity enhancer and convenor are also important. In Latin America, financial support is a key role, but connector, coalition builder and capacity enhancer are crucial roles they see themselves performing.

Experience and fiscal and legal capacities for grantmaking



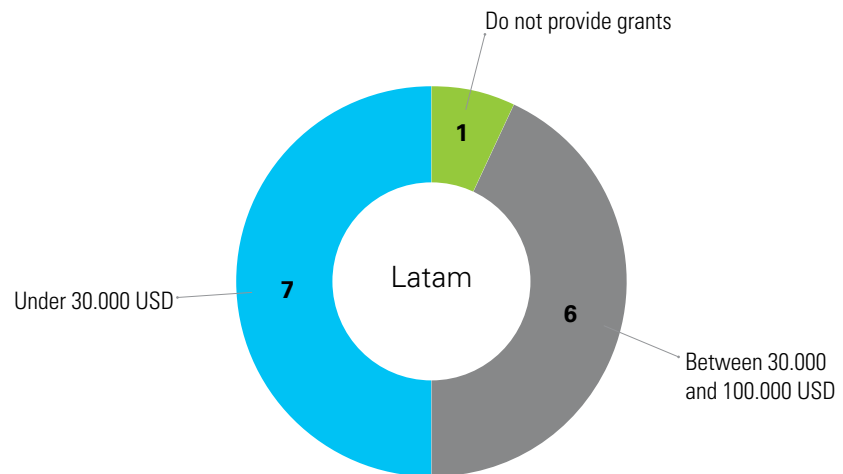
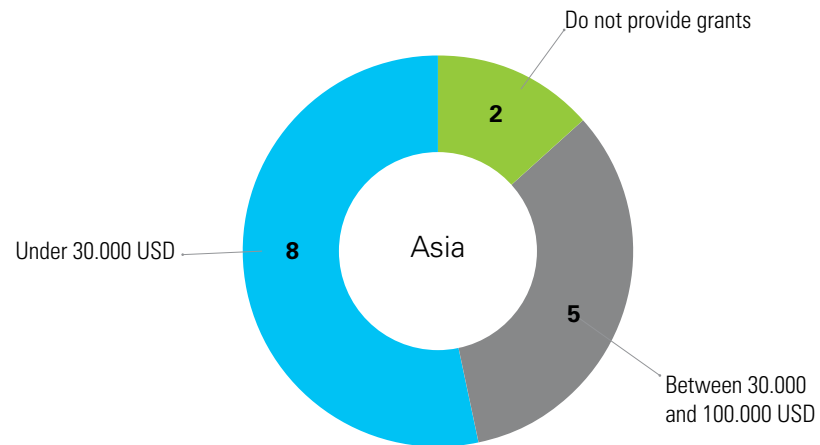
For 79% of participants grantmaking is either core to their mission, or they have been doing it for some time now and are actively expanding their capacities. More than half of these organisations have experience and fiscal and legal capacities to do it in multiple countries. This is not always communicated, for the reasons already explained above.

Operating budgets



There is an interesting potential for organisational growth in both regions, with a large number of them operating with budgets between 1-5M USD and with teams of 50 people or less.

Average size of grant deployment



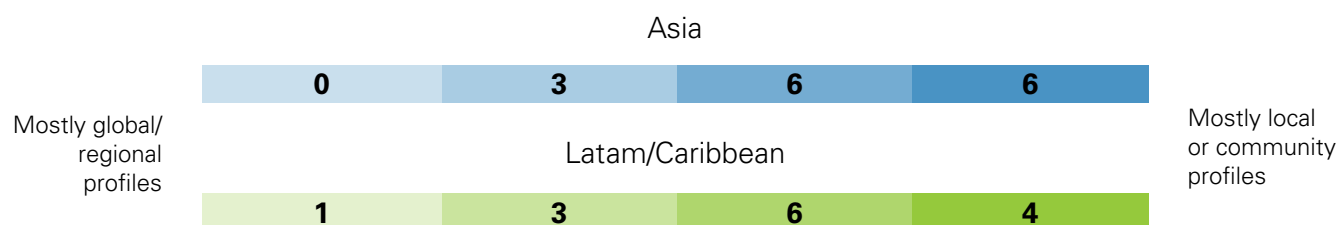
While there is a strong focus in the deployment of small grants (under 30,000 USD) participant also report experience in larger grants, up to 100,000 USD. This ability to deploy smaller grants is key in engaging local actors but there is also an opportunity to upscale the size of grants if the funds and infrastructure of these “intermediaries” is further developed.

EXPRESSION OF QUALITIES

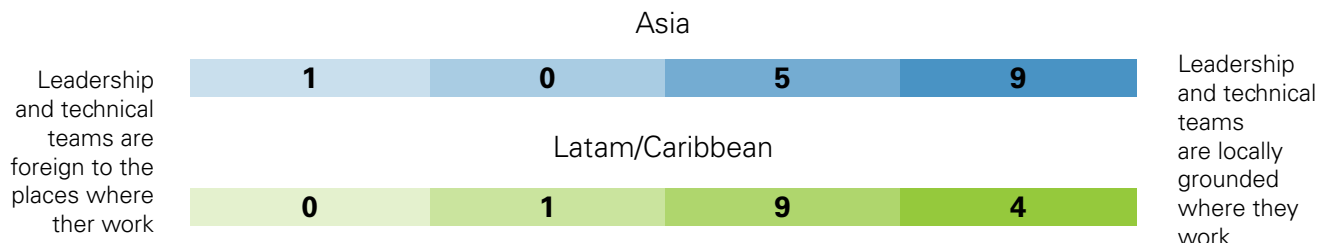
- NOTES:** 1) Please refer to the Qualities Assessment Grid in Appendix 2 to interpret the following graphs.
 2) The numbers in the graphs reflect the number of organisations in each region.

QUALITY 1: Geographic Relevance and Scope

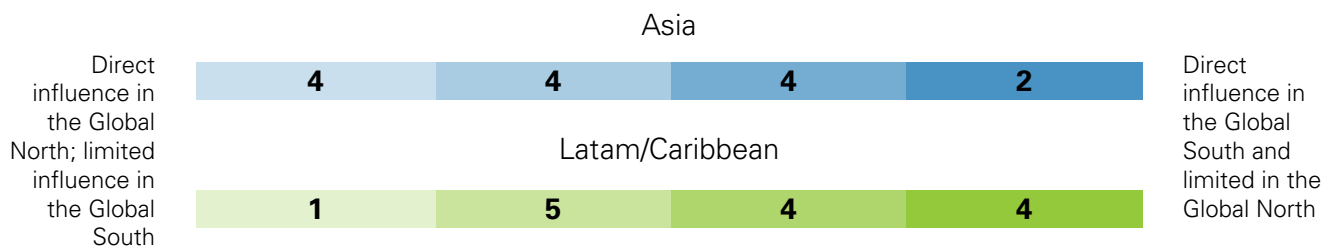
Composition of main governance body and senior leadership



Composition of implementing teams



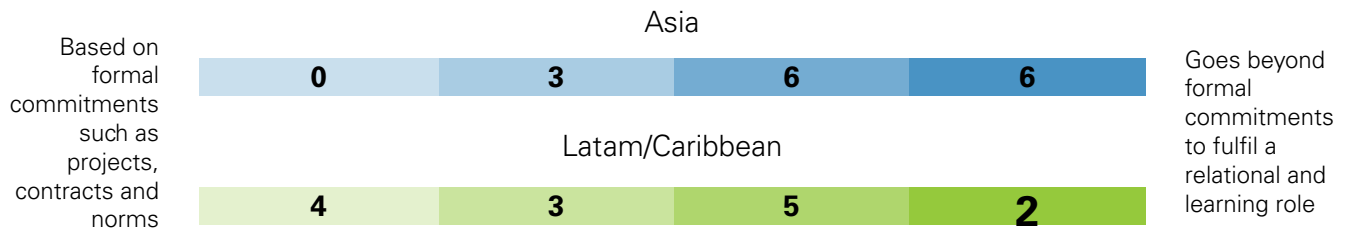
Spheres of influence of the organisation



Both regions have balanced mixed teams of global and locally grounded teams, senior leadership and spheres of influence, as most of their funds come from international grants. As explained above, this is one of the complexities they have to manage.

QUALITY 2: Regranting Identity

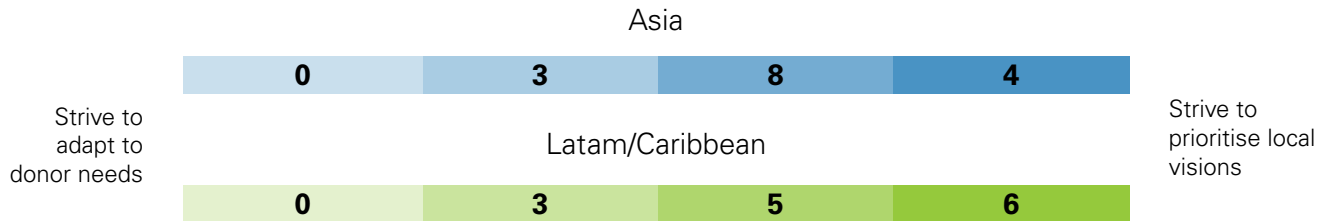
Accountability and transparency practices



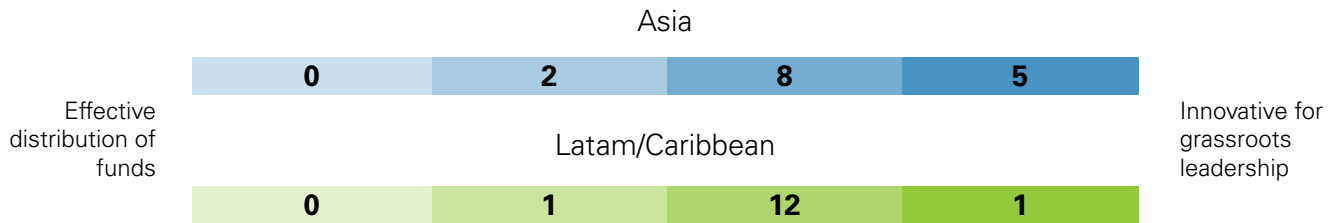
The Latin American organisations have more formal commitments and processes in place, while most of the organisations go beyond formal commitments, as we saw that they are connectors, conveners and especially capacity enhancers.

QUALITY 3: Implementing strategies

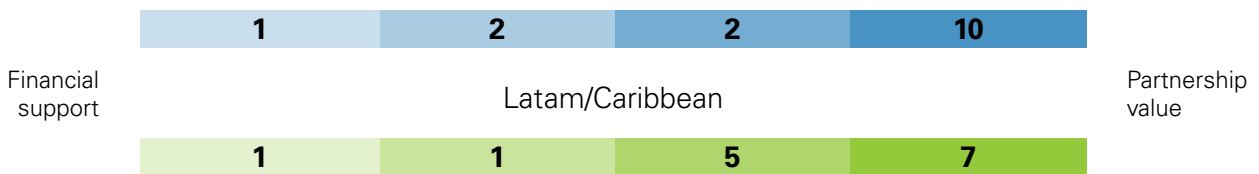
Approach to balancing donor priorities and local needs



The value that we bring or could bring to donor is



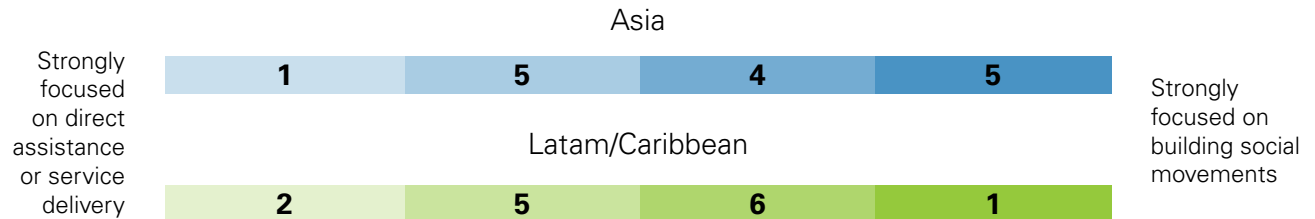
The value we bring to local organisations is



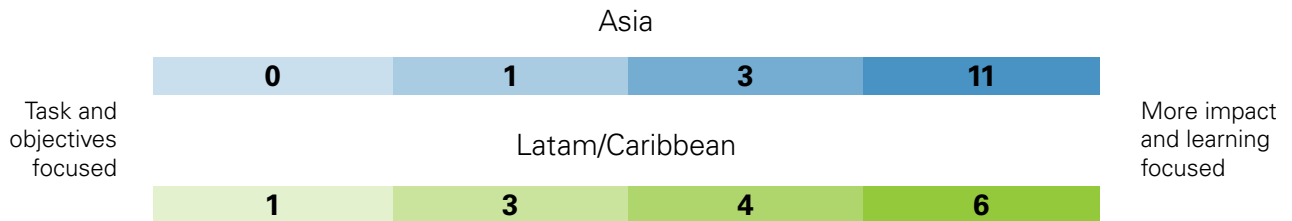
Although difficult to balance the local vision vs. the donor needs, the organisations respond more to the local priorities and innovation at the grassroots leadership, with a definite emphasis on the partnership value vs. the financial one. We believe this is one of the characteristics that defines their community-centric nature.

QUALITY 4: Impact

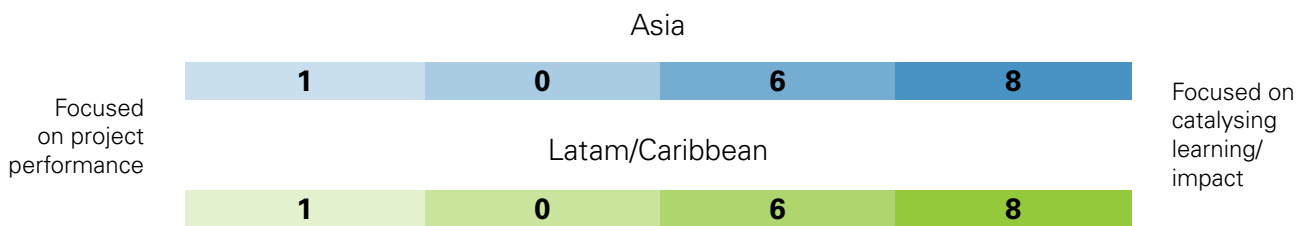
Main strategy to create impact



Relationship to local partners and grants



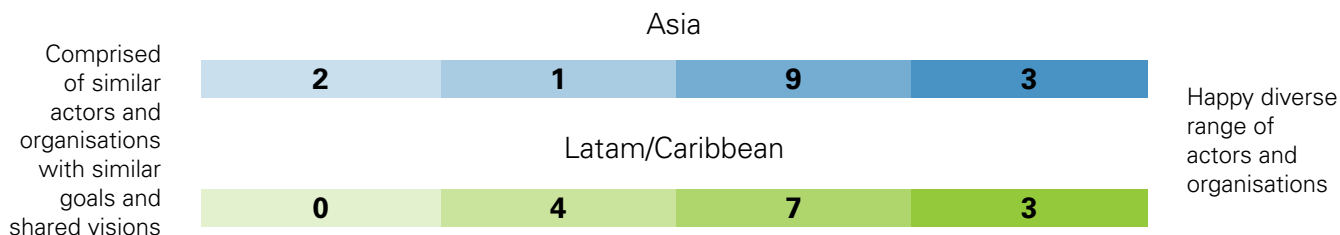
Approach to monitoring, evaluation and learning



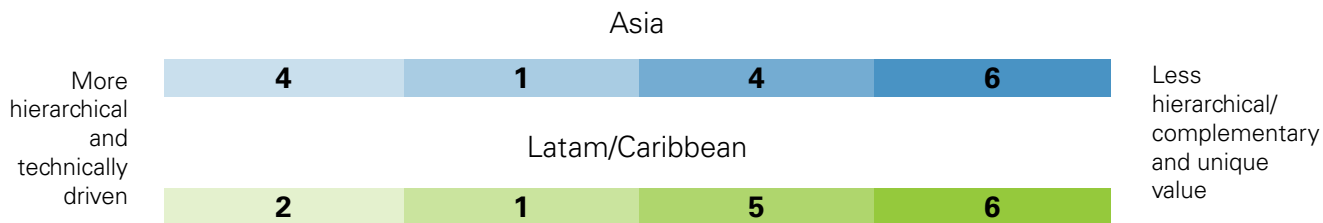
The impact that these institutions want to contribute is very much around movement-building, catalytic and learning approaches, rather than the delivery of services, the tasks and projects' performance. The added value and the diverse roles they play in addition to the financial support, aligns very much around this vision of their impact.

QUALITY 5: Grassroots outreach and relational space

Nature of organisational relationships



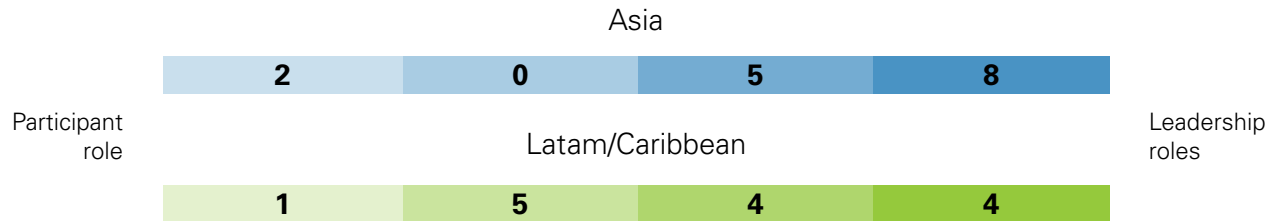
Dynamics of work with grassroots organisations and actors



The space of the majority is towards the diverse actors and their complex relationships, especially around inequalities; from the grassroots outreach, to the philanthropic and decision-making actors. Their role as coalition-builders, conveners and technical experts can explain these different relations that they have to cultivate.

QUALITY 6: Advocacy and influence

Involvement in advocacy platforms



There is an important distinction in the role that Latin American and Asian organisations are playing in advocacy groups of their fiscal and legal frameworks, where the first are mostly participants rather than leaders. This might be explained by a stronger role around financial support rather than advocacy. Meanwhile in Asia these organisations are playing a leadership role in their contexts, as they are probably best positioned to understand their implications.

QUALITY 7: Leadership

This quality was assessed through multiple selection questions where participants prioritised the top THREE leadership attributes in their organisations from a list:

Participants reported that their most prominent leadership traits are:

	Asia	Latam/Caribbean
1	Resilience and adaptability	Empathy and collaboration values
2	Systemic and strategic thinking	Systemic and strategic thinking
3	Innovation and creativity	Resilience and adaptability
4	Empathy and collaboration values	Ethics in resource management

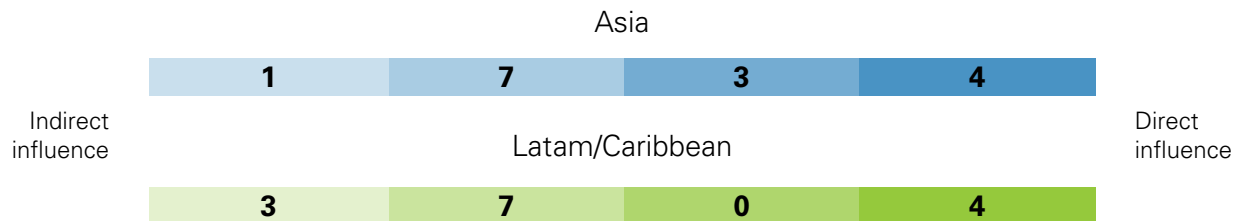
Participants reported that their most widely used strategies to promote grassroots leadership are:

	Asia	Latam/Caribbean
1	Ownership and sustainability	Access to networks and collaboration
2	Access to networks and collaboration	Ownership and sustainability
3	Addressing gender norms	Shared decision making
4	Shared decision making	Addressing gender norms

The similarities across regions speak to leadership styles that are relational, flexible and agile in their capacities to shift and adapt.

QUALITY 8: Governance

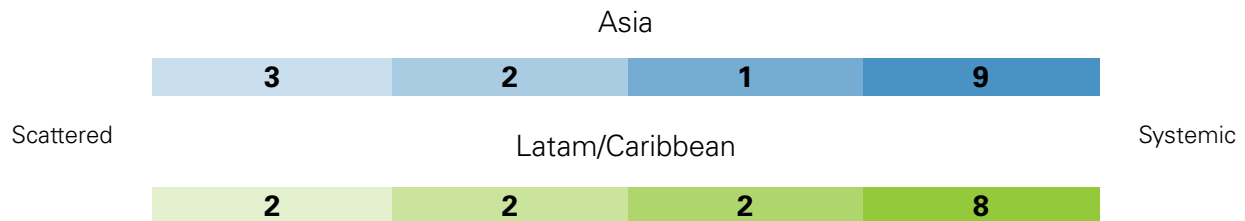
Stakeholder participation in main governance body



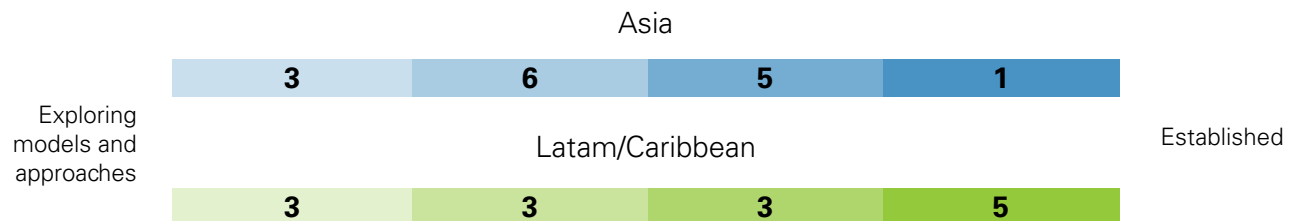
The participation of direct stakeholders in their main governance body might be one of the many indicators of their community-centric nature, but there is a contrast between regions and probably among the organisations themselves. While the Asia potential partners somehow have a stronger presence, there are in both regions organisations where their participation is more through indirect influence.

QUALITY 9: Organisational capabilities

Knowledge management capacities



Granting operational infrastructure



The knowledge management of these organisations is strongly systemic, with knowledge capture and storage embedded in their workflow, which might be a direct influence of their international grants management capacity. In their processes some of them, especially in Asia, are still exploring models and approaches, which given their recent emergence is very natural and healthy.

While the self-assessment tool needs to be further developed, refined and tested, we believe it has the potential to complement due diligence in ways that better supports ways of working and relating that are emerging in the philanthropic space. On one hand, as previously mentioned, it provides for the potential partner to self-reflect and gain vision along with its team members. On the other hand, it might help as **a first baseline to periodically map the evolution and build constructive benchmarks among these emergent actors**, while they explore, find ways and compare trends in the philanthropic space.

CONCLUSIONS

This last Part 4 of the report to Understanding the Regranting Ecosystem in the Global South: Environment, Gender, Social Justice & Human Rights closes with a mapping of different lists of more than 60 organisations in both Asia, Latin America and the Caribbean. These different lists show a good diversity and at the same time a strong philanthropic ecosystem emerging in the Global South. Developing a Nine Qualities Framework helped us to have a common lens to analyse and select these potential partners in different regions, and also to download these qualities in a questionnaire, grid and self-assessment answered by 29 organisations, a little less than half of our full mapped group.

The results of this Pilot Self-Assessment, along with the Voices of the Learning Series and of the more than 90 informants and contributors to this Report, demonstrate different promising trends in a crucial moment of global shift in philanthropy. Greater research and discussion is needed to improve the listening spaces, conversations and will to change.

Moving Forward

We hope to hold more Learning Series, ideally in-person, where further trust-building, exchange and learning can happen; refine the Self-Assessment tool and periodically apply it and share the results with Regranting Ecosystems in the Global South; researching and documenting further the different archetypes and cases that are emerging as “classic regranters”, “articulating networks and funds”, “movement support and cultivators”, “the crossborder bridge”, among some; discussing and finding new names and language that reflect the different identities, roles, nature and capacities that Global South “intermediary” organisations are playing.

We hope of moving forward by disseminating and provoking conversations with new narratives on how to take action together.

We hope to activate the implementation of the short and long-term recommendations (See Part 1 of Report).

We dream of building bridges to connect and cultivate relationships and networks in regional hubs and nodes.

We dream of building whole ecosystem resilience to serve an urgent and pressing need in philanthropy and the civic space which is needed in times of accelerated change and poly-crisis.

Ultimately **we dream of uplifting all voices** that see the light in humanity, where people as part of the solution by deeply listening, convening and nurturing a new way of leading that bridges and provides systemic leadership. This brings us back to our cultural wisdom and traditions in the global majority to reverse the many systemic inequalities, injustices and degradations.



APPENDIXES

TABLE OF CONTENTS

APPENDIXES



1. List of contributors.....	48
2. Qualities assessment Grid.....	55
3. Bibliography.....	63

1 LIST OF CONTRIBUTORS*

Contributors in Asia

No.	Name	Organisation name	Country
1	Rukka Sombollingi	Aliansi Masyarakat Adat Nusantara (AMAN) / Nusantara Fund	Indonesia
2	Abbie Jung-Harada	Asia Community Foundation (ACF)	
3	Mary Aileen D. Bacalso	Asian Forum for Human Rights and Development (Forum Asia)	
4	Meena Palaniappan	Atma Connect	Indonesia/Costa Rica/US
5	Indah Rufiati	Frontline Community Fund	Indonesia/ Philippines/ Global South
6	Ingrid Srinath	Co-Impact Board Director, Former CSIP Ashoka University	India
7	Ami Misra	Dasra	India
8	Hasmida Karim	FAMM Indonesia	Indonesia
9	Farah Sofa	Ford Foundation	Indonesia
10	Cynthia Ong	Forever Sabah	
11	Vanessa Chong	Fortify Rights & The Fort	Thailand/Myanmar/ Malaysia/Nepal
12	John Emmanuel Abella	Asian Forum for Human Rights and Development (Forum Asia)	Thailand/Asia

* Sorted always in alphabetical order.

No.	Name	Organisation name	Country
13	Meera	Asian Forum for Human Rights and Development (Forum Asia)	Asia
14	Monika Niroula	FRIDA Young Feminist Fund	Nepal
15	Paige Andrews	FRIDA Young Feminist Fund	Global South
16	Paige Andrews	FRIDA Young Feminist Fund	Trinidad & Tobago
17	Eva Rehse	Global Greengrants Fund	
18	Anshu Gupta	Goonj	India/Malaysia
19	Liby Johnson	Gram Vikas	India
20	Pratim Roy	Keystone Foundation	India
21	Darmawan Tribowo	Kurawal Foundation	Indonesia
22	Maggie Anderson	Manan Trust	Hong Kong/Thailand/ Myanmar/ Indonesia/India
23	Yla Paras	Manila Observatory	Philippines
24	Beena Pallical	National Campaign on Dalit Human Rights (NCDHR)	India
25	Biraj Patnaik	National Foundation of India (NFI)	India
26	Juno K Varghese	National Campaign on Dalit Human Rights (NCDHR)	India
27	Jac sm Kee	Numun Fund	Global majority
28	Dina Lumantobing	Pemampu Consortium	Indonesia

No.	Name	Organisation name	Country
29	Narendranath Damodaran	Professional Assistance for Development Action (PRADAN)	India
30	Gautam John	Rohini Nilekani Philanthropies	India
31	Joan Jamisolamin	Samdhana Institute	Philippines/Rest of Asia
32	Tony La Vina	Samdhana Institute	Philippines for Asia
33	Sivananthi Thanenthiran	The Asian-Pacific Research and Research Centre for Women (ARROW)	Malaysia
34	David Ganz	The Centre for People and Forests (RECOFTC)	Thailand/Asia Pacific
35	Praveen Khangta	The Convergence Foundation	India
36	Ajeng Sharfina	Translator	
37	Yanqiu Hou	Venture Avenue	China
38	Gloria Rosales Pena	Women Win	Global Majority
39	Maria Bobrieth	Women Win	Global South
40	Fitira Villa Sahar	Yayasan PEKKA	Indonesia
41	Nani Zulminarni	Yayasan PEKKA / Ashoka SEA	Indonesia/ South East Asia
42	Rom Romlawati	Yayasan PEKKA	Indonesia

Contributors in Latin America and the Caribbean

No.	Name	Organisation name	Country
1	Christian Aurora Mendoza Galán	Acento, Acción Local	Mexico
2	Sylvia Aguilera García	Acento, Acción Local	Mexico
3	Diana Lilia Trevilla Espinal	Acento, Acción Local	Mexico
4	Anayantzin Robles Mendez y Hernandez	AIDA, Asociación Interamericana de Defensa del Ambiente	Mexico
5	Emilia Carrara	AIDA, Asociación Interamericana de Defensa del Ambiente	Mexico
6	Valentina Raad	AIDA, Asociación Interamericana de Defensa del Ambiente	Honduras
7	Juliana Tinoco	Alianza Socioambiental Fondos del Sur, Brazil	Brazil
8	Jean-Baptiste Boudot	CAN Latinoamérica, Nicaragua	Nicaragua
9	Leidy Jhoanna CifuentesGómez	CAN Latinoamérica/ClimaLab	Colombia
10	Mario Rosset	Civic House	Argentina
11	Daniela Duque	Civic House	Argentina
12	Natalia Gherardi	ELA - Equipo Latinoamericano de Justicia y Género/Articulación Regional Feminista	Argentina
13	Alejandra Serrano Pavón	Environmental Law Alliance Worldwide (ELAW)	Mexico

No.	Name	Organisation name	Country
14	Carmen Genis	Fondo Acción Solidaria A.C.	Mexico
15	Artemisa Castro Felix	Fondo Acción Solidaria, AC	Mexico
16	Claudia Samcam	Fondo Centroamericano de Mujeres	Bolivia
17	Jorge Soltero Romero	Fondo Defensores	Mexico
18	Renée González Montagut	Fondo Mexicano para la Conservación de la Naturaleza	Mexico
19	Brenda Neira	Fondo Semillas	Mexico
20	Gabriela Toledo	Fondo Semillas	Mexico
21	Oswaldo Lapuente	Ford Foundation, México & Centroamérica	Guatemala
22	Paige Andrew	FRIDA, Trinidad & Tobago	Trinidad & Tobago
23	Pia Marchegiani	Fundación Ambiente y Recursos Naturales (FARN Argentina)	Argentina
24	Pablo Lloret	Fundación Futuro Latinoamericano	Ecuador
25	Catalina Cock Duque	Fundación Mi Sangre	Colombia
26	Maria Amalia Souza	Fundo Socioambiental Casa	Brazil
27	Laura Garcia-Courdurier	Global Greengrants	Mexico / US
28	Javier García Moritán	Grupo de Fundaciones y Empresas	Argentina
29	Gracia Goya	Hispanics for Philanthropy (HIP)	Mexico
30	Euren Cuevas Medina	Instituto de Abogados para la Protección del Medio Ambiente - INSAPROMA (Hispanic Caribbean)	Dominican Republic

No.	Name	Organisation name	Country
31	Teresa Corção	Instituto Maniva	Brazil
32	Nayara Cortes Rocha	International for the Right to Food and Nutrition (FÍAN)	Brazil
33	Ana Di Pangraccio	IUCN Councillors elected Meso-South America/ FARN	Argentina
34	Ana Beatriz Rivas Chacón	MAR Fund - Mesoamerican Reef Fund	Honduras
35	Judith Morales	MAR Fund - Mesoamerican Reef Fund	Honduras
36	María José González	MAR Fund - Mesoamerican Reef Fund	Honduras
37	Jorge Villarreal Padilla	Iniciativa Climática de México	Mexico
38	Eglé Flores	The David and Lucile Packard Foundation	Chile/Mexico
39	Guillermo Correa	RACI Argentina / RACI Canada	Argentina
40	Antonella Erben	RACI Argentina / RACI Canada	Argentina
41	Juliana Catania	RACI Argentina / RACI Canada	Argentina
42	Graciela Hopstein	Rede Comuá, Brazil	Brazil
43	Yasmin Morais	Rede Comuá, Brazil	Brazil
44	Jonathas Azevedo	Rede Comuá, Brazil	Brazil
45	Deborah Sanchez	Rights and Resources Foundation	Honduras
46	Leonardo Letelier	Sitawi Finanças do Bem	Brazil
47	Laura Ortiz Montemayor	SVX Mexico & Colombia	Mexico

No.	Name	Organisation name	Country
48	Danielle Andrada	The Escazú Agreement - Elected Representative of the Public for the Regional Agreement on Access to Information, Public Participation and Access to Justice in Environmental Matters	Jamaica
49	Carole Excell	The Escazú Agreement - Implementation and Compliance Committee, Caribbean specialist	Jamaica / US
50	Andrés Napoli	The Escazú Agreement - Vice President Implementation and Compliance Committee/FARN	Argentina
51	Carolina Jimenez	Washington Office for Latin America (WOLA)	Venezuela / México / US
52	Maria Eugenia Paez	WINGS - Regional Coordinator, LAC	Colombia / US
53	Catalina Calderon	Women's Equality Center	Colombia/ US

2 QUALITIES ASSESSMENT GRID

QUALITY 1

Geographic Relevance and Scope

1. Affiliation of board/senior leadership

<p>Mostly global/ regional profiles</p>	<p>Comprised mostly by individuals whose recent experience relates to global/regional organisations or groups</p>	<p>Comprised mostly by individuals whose recent experience relates to global/regional organisations or groups, with some members having more national or local expertise</p>	<p>Comprised mostly by individuals whose experience relates to global/regional organisations or groups, with some members with a more global/regional expertise</p>	<p>Comprised mostly by individuals whose experience relates to community or grassroots led organisations or groups, with some members with national/regional or global expertise</p>	<p>Mostly local or community profiles</p>
---	---	--	---	--	---

2. Affiliation of team

<p>Leadership and technical teams are foreign to the places where they work</p>	<p>Most of our leadership and technical team are foreign to the places where they work</p>	<p>Most of our leadership team are foreign to the places where they work whilst most of our technical teams have strong local connections</p>	<p>There is a balanced mixture of foreign and locally based team, both in leadership and technical positions</p>	<p>Most of our leadership and technical teams are local to the places where they work</p>	<p>Leadership and technical teams are locally grounded where they work</p>
---	--	---	--	---	--

 **3. Spheres of influence**

<p>Direct influence in the global north; limited influence in the global south</p>	<p>We influence global agendas directly, both in the global north and in the global south</p>	<p>We influence agendas in the global north and through partners in the global south</p>	<p>We influence issues where we work and use this knowledge to influence global agendas through our partners</p>	<p>We influence issues where we work and also directly influence global agendas through networks and advocacy roles</p>	<p>Direct influence in the global south and limited in the global north</p>
--	---	--	--	---	---

Quality 2
Regranting Identity

 **4. Transparency, accountability**

<p>Without experience but interested in developing this capacity in the future</p>	<p>Our legal, projects and grants reporting are our most frequently used accountability mechanisms.</p>	<p>Besides legal and grant reporting, we share additional voluntary information through impact and other reports.</p>	<p>Our accountability is dynamic and we actively seek input and feedback from stakeholders through sharing data, outcomes, impact assessments and convening stakeholders.</p>	<p>Our accountability includes and exceeds the frontiers of our own work and includes accountability on co-creation and collaborations in the field.</p>	<p>Broad experience and well established capacity</p>
--	---	---	---	--	---

Quality 3

Implementing strategies

5. Response to donor agendas

Strive to adapt to donor needs	We easily adhere to our donor priorities and requirements and tend to have good flexibility to adapt.	While we strive to adapt to donor priorities and needs, we also provide them insights on local needs and expectations.	We proactively engage local stakeholders in project design and implementation to bridge donor priorities with local expectations.	We shape donor agendas through advocating for local insights, needs and solutions, helping them design and prioritize agendas.	Strive to prioritise local visions

6. Donor value

Effective distribution of funds	An effective distribution of funds through sound grant management and compliance.	Besides effective distribution of funds, we provide capacity building and technical assistance.	Besides effective distribution of funds and capacity building, we facilitate collaboration and knowledge sharing.	We provide unique value to donors through systems innovation, cutting-edge approaches, tools and technologies that allow for grassroots leadership	Strive to prioritise local visions

7. Grantee value

Financial support	Financial support for existing programs and projects.	Besides financial support, provide capacity building and technical assistance for growth and development.	Besides financial support and capacity building, we provide strategic connections to key actors and resources.	Besides financial support, capacity building and connections we bring partnership value through joint design, mentorship, networking and advocacy support.	Partnership value

Quality 4

Impact

8. Type of impact

Strongly focused on direct assistance or service delivery	We contribute mostly by providing direct assistance through service delivery.	We contribute mostly by influencing structural aspects in resources, policy and relationships.	We contribute mostly through social innovation and creating new narratives.	We contribute mostly through building new movements that operate from new mental models.	Strongly focused on building social movements

9. Relationship with grantees

Task and objectives focused	Task oriented, with clearly defined objectives, roles and mechanisms.	Goal oriented, with a shared willingness to collaborate and build capacity	Collaboration oriented, with willingness to engage in joint planning, decision making and problem solving.	Impact oriented, with a shared long term vision of social change that leverages strengths and fosters innovation and learning.	Task and objectives focused

10. Monitoring, evaluation and learning

Focused on project performance	We periodically collect data of outputs and outcomes of projects and use it mainly for accountability purposes.	We collect and analyze data regularly in order to improve programs through feedback loops and data-informed decisions.	We collect and analyze data regularly to track progress towards broader impact oriented goals, using it to adjust strategies for greater effectiveness.	We use data as a catalyzer for change and ongoing learning: data-driven innovation, root cause analysis, strategic decision-making, shaping collaborations and partnerships, etc.	Focused on catalysing learning/impact

Quality 5

Grassroots outreach and relational space

11. Relational ecosystem

Comprised of similar actors and organisations with similar goals and shared visions	Comprised mostly by organisations and actors with whom we share similar goals, objectives and initiatives.	Compromised by a wide range of actors and organisations that have an interest in the same field of work.	Strongly leveraged on alliances, networks and coalitions were a range of actors and organisations collaborating around shared visions.	Comprised by a highly diverse range of actors and organisations, including unconventional or antagonic actors in our field of work.	Highly diverse range of actors and organisations
---	--	--	--	---	--

12. Grassroot outreach

More hierarchical and technically driven	We have explicit knowledge, skills and capabilities that we transfer through a collaborative process with communities and grassroots.	We focus on allowing and prioritising for learning exchanges in order to get new perspectives through fellowships, internships and other cross-learning opportunities.	We proactively invite and ensure communities and grassroots participate and give voice in our process, including decision making.	We cede space entirely to grassroot organisations as experts in the field, and we act as a peer that provides complementary/ unique value.	Less hierarchical / complementary and unique value
--	---	--	---	--	--

Quality 7

Leadership styles

This quality was assessed through multiple selection questions where participants prioritised the top THREE leadership attributes in their organisations from the following list:

Leadership traits

- | | |
|--|--|
| <ul style="list-style-type: none"> • Systemic and strategic mindset • Resilience and adaptability • Innovation and creativity • Empathy and collaborative values • Ethical leadership • Personal development and continuous learning | <ul style="list-style-type: none"> • Communication skills and effective narratives • Research based and data-driven mindset • Efficiency and accuracy • Diversity and inclusion • Other |
|--|--|

Strategies to promote grassroots leadership

- | | |
|--|--|
| <ul style="list-style-type: none"> • Addressing gender norms • Changes in cultural and social practices • Ownership and sustainability • Access to networks and collaborations • Economic inclusion and resource mobilisation | <ul style="list-style-type: none"> • Co-creation capabilities • Changes in legal and policy frameworks • Recognition and celebration • Shared decision making • Other |
|--|--|

Quality 8

Governance

15. Local stakeholder involvement in decision making

Indirect influence	Our main stakeholders influence decision making at technical level, through project/program design and implementation.	Our main governance body is comprised by individuals who have a broader-stand of the needs and expectations of our key stakeholder groups.	Our main stakeholders influence decision making through participating in advisory and/or consulting spaces to our main governance body	Our main governance body formally includes representatives or perspectives of key stakeholder groups for shared decision-making.	Less hierarchical / complementary and unique value
--------------------	--	--	--	--	--

Quality 9

Organisational capabilities

16. Knowledge/asset management

Scattered	We capture knowledge mostly through report writing and storage is scattered. We share knowledge mostly through conversations and meetings.	We have defined policies and processes to capture and store knowledge in a designated repository. We share knowledge mostly through internal workshops and task groups.	Knowledge capture and storage is a systematic practice for us. We use tools such as interviews, action research, and deep listening to generate insights that are shared internally and externally.	Knowledge capture and storage is embedded in our workflow. Knowledge sharing through co-creation and collaborative networks is a strategic tool to achieve our goals.	Systemic
-----------	--	---	---	---	----------

17. Operational infrastructure

Exploring models and approaches	We have recognized the potential of granting or regranting as a tool to achieve our mission and have begun to explore models and approaches.	We have a clear granting or regranting strategy and policies outlining decision-making processes and have fiscal/legal mechanisms in place.	Besides a strategic framework, we have dedicated teams with experience in granting and regranting; grant management systems in place and capabilities to support grantee development.	Established granting infrastructure and collaborate with other philanthropic intermediaries to share knowledge and best practice.	Established
---------------------------------	--	---	---	---	-------------

3 BIBLIOGRAPHY

Aninat, Magdalena, Vallespin, Rocío & Villar, Rodrigo (2022). *Rules and Incentives: Mapping the Legal Framework for Non-profit Organisations and Philanthropy in Latin America and the Caribbean*. Wings. <https://search.issuelab.org/resources/40112/40112.pdf>

Arranz, Martha, Beer, Tanya, Mehers, Gillian Martin, Pretari, Alexia & Davies, Sarah. (June 2023). *Evaluation of the Shifting Systems Initiative*. Rockefeller Philanthropy Advisors and Shifting Systems Initiative.

Bamdad, Natalie, Lin, Alison and Perry, Elissa Sloan. Prepared for the Robert Wood Johnson Foundation. (March 2020). *Resourcing Networks for Equitable Systems Change: Perspectives from Funders, Intermediaries, Individuals and Organisations*. www.ChangeElemental.org

Berger, G., Aninat, M., Matute, J., Suárez, M. C., Ronderos, M. A., Olvera Ortega, M., Campos, E. J, Bird, M., León, V. M. y Villar, R. (2019). *Hacia el fortalecimiento de la filantropía institucional en América Latina*. Fondo Editorial Universidad del Rosario. <http://hdl.handle.net/11354/2493>

Berger, René, Bermúdez, Diana, Carrillo Collard, Patricia & Tapia, Mónica (2009). *Community Foundations in México: A comprehensive profile*. Commissioned by Mott, Ford and Inter-American Foundations and the Global Fund for Community Foundations. <https://alternativasycapacidades.org/publicaciones/fundaciones-comunitarias-en-mexico/>

Bisiaux, Raphaëlle, Dwyer-Voss, Ron, Bangser, Maggie, Morales, Susana, Boateng, Anthony & Poli, Florian. (March 2022). *Final Report - BUILD Developmental Evaluation*. NIRAS Sweden AB. <https://www.fordfoundation.org/wp-content/uploads/2022/05/build-evaluation-final-report-1.pdf>

The Impact Due Diligence Guide - Practical guidance for investors seeking to systematically assess investments' anticipated impact. Pacific Community Ventures.(2019). https://www.pacificcommunityventures.org/wp-content/uploads/sites/6/FINAL_PCV_ImpactDueDiligenceGuide_web.pdf

The Bridgespan Group: *Philanthropic Collaborations Database* Consulted on-line between August and December 2023: <https://www.bridgespan.org/insights/philanthropic-collaborations-database>

Caribbean Climate Justice and Resilience Agenda 2023-2030. CANARI and Caribbean Climate Justice Alliance. (2023). <https://canari.org/wp-content/uploads/2023/11/Caribbean-Climate-Justice-and-Resilience-Agenda-10.2023.pdf>

Carrillo Collard, Patricia & Tapia, Mónica (2010). *11 Pasos para profesionalizar al donante. Manual para inversión de recursos con mayor impacto social*. Alternativas y Capacidades <https://alternativasycapacidades.org/publicaciones/11-pasos-para-profesionalizar-al-donante/>

Carrillo Collard, Patricia, Vargas Arias, Socorro Mayec, Tapia, Mónica & Layton Michael D. (2007). *Study of Corporate Philanthropy in México*. Alternativas y Capacidades. <https://alternativasycapacidades.org/publicaciones/diagnostico-filantropia-corporativa/>

Cavanagh, Agustina; Correa, Guillermo.; Lomé, Mariana. & March, Carlos. (2013). *La calidad del vínculo donantes-donatarios en la Argentina: de la simple interacción a la alianza estratégica*. VIII Conferencia Regional de ISTR para América Latina y el Caribe, julio 2013, Buenos Aires, Argentina.

Change Elemental (2020). *Centering Equity in Intermediary Relationships, An opportunity for funders*. https://changeelemental.org/wp-content/uploads/2020/08/Centering_Equity_Intermediary_report_WEB.pdf

Cordero Velazquez, Tatiana & Enríquez, Mónica (2020). *8 recommendations for donors on care, protection and movement sustainability in times of COVID and Beyond*. https://fondoaccionurgente.org.co/site/assets/files/6594/8_recommendations_for_donors_ing.pdf

Council of Foundations. *Foundation Basics* <https://cof.org/content/foundation-basics>

Equality Fund and the Astraea Lesbian Foundation for Justice. (2022). *A Feasibility Study for a Caribbean Fund for Women's and LGBTQI+ Rights*. <https://equalityfund.ca/wp-content/uploads/2022/09/WVL-Feasibility-Study-2022-Digital-1.pdf>

Fraser, Tatiana. (2023). *The Systems Sanctuary*. Ashoka Canada. The Art of Scaling Deep.

Frumkin, Peter (2006). *Strategic Giving. The Art and Science of Philanthropy*. The University of Chicago Press.

Heinz Greijn (facilitator), Gervin Chanase, Alan Fowler, Moses Isooba, Siri Lijfering, Rasha Sansur, Charles Kojo VanDyck, Gerrit de Vries (2022) *Shift the Power*. Partos Innovation Hub.

<https://www.partos.nl/wp-content/uploads/2022/01/Partos-Dreampaper-Shift-the-Pow-er-v5.pdf>

Henderson-Frakes, Jennifer. (2020). *Strengthening the US Conservation Field: A Study of Intermediary Approaches in the William and Flora Hewlett Foundation's Western Conservation Grantmaking Strategy*. https://hewlett.org/wp-content/uploads/2021/02/Final_External_Hewlett-Reganters-Study_revised_formatted_12.20.20.pdf

Hopstein, Graciela & Ribeiro, Mônica (2023) *Transforming philanthropy. Mapping of independent grantmaking organisations for civil society in the areas of socio-environmental justice and community development in Brazil*. Rede Comuá. <https://redecomua.org.br/wp-content/uploads/2023/09/Sumario-executivo-PT.pdf>

Funding for real change. (December 20th, 2023). Practices to Fund Real Change <https://www.fundingforrealchange.com/practices-to-fund-real-change>

Hudson, Olivier & Muthiani, Mwikali (2023). *Understanding the Pathology of Large INGOs*. https://www.millennialhr.com/files/ugd/896bfe_6e5691981bb94b969077dbf091540d70.pdf?index=true

Ipp, Lior. (12 July 2023). *The Change that Systems Change needs*. Stanford Social Innovation Review; https://ssir.org/articles/entry/small_organizations_the_change_that_systems_change_needs

Johnson, Paula D. & Letts, Christine (2011). *De la prosperidad al propósito. Perspectivas sobre la filantropía y la inversión social entre las personas de alto nivel patrimonial en América Latina*. UBS. https://cpl.hks.harvard.edu/files/cpl/files/spanish_copy.pdf

Jones, Ben. (27 September 2021). *Strengthening the Philanthropic Supply Chain*. Stanford Social Innovation Review; https://ssir.org/articles/entry/strengthening_the_philanthropic_supply_chain#

Jong, Hans Nicholas. (23 May 2023). *Indonesian project shows how climate funding can and should go directly to IPLCs*. <https://news.mongabay.com/2023/05/indonesian-project-shows-how-climate-funding-can-and-should-go-directly-to-iplcs/>

Kabeer, Naila (1994). *Reversed Realities: Gender Hierarchies in Development Thought*. Brooklyn: Verso.

Kreuzer, Annabell, Mengede, Katharina, Oppermann, Alexandra, & Regh, Mariella (2018). *Guide for Mapping the Entrepreneurial Ecosystem: Observe – Analyse – Visualise*. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH <https://www.giz.de/de/downloads/giz2018-en-guide-mapping-entrepreneurial-ecosystem.pdf>

Knight, Barry (2018). *What makes a strong ecosystem of support to Philanthropy?* WINGS <https://www.alliancemagazine.org/wp-content/uploads/2018/04/What-makes-a-strong-ecosystem-of-support-to-philanthropy.pdf>

Lever, Esther, Miller, Kellea & Staszewska, Kasia (2020). *Moving more Money to the Drivers of Change: How Bilateral and Multilateral Funders can Resource Feminist Movements*. AWID and Mama Cash with support from the Count me in! Consortium. <https://www.awid.org/news-and-analysis/new-report-moving-more-money-drivers-change-how-funders-can-resource-feminist>

Lewis, David (2007). *The Management of Non-Governmental Development Organizations*. Routledge. <https://www.routledge.com/The-Management-of-Non-Governmental-Development-Organizations-An-Introduction/Lewis/p/book/9780203002162>

Lomé, Mariana & Indij, Damián. (2013). *"Necesidades de Fortalecimiento Institucional y Habilidades de Gestión Requeridas en las Organizaciones Sociales Ambientales"*. Informe. Colección de documentos del Centro de Innovación Social CIS-15. Universidad de San Andrés, Buenos Aires. https://home.udesa.edu.ar/CIS/Informe_Necesidades_de_Fortalecimiento_Institucional.pdf

Morena, Edouard, Arroyo, Sofia, Rehman, Asad and Krause, Dunja. (2022). *Beyond 2% from Climate philanthropy to climate justice Philanthropy*. EDGE Funders Alliance (Engaged donors for global equity) and UN Research Institute for Social Development (UNRISD) <https://www.edgefunders.org/beyond-2-climate-philanthropy-climate-justice-philanthropy/>

Naimark-Rouse, Benjamin (2022). *Dollars and Dissent. Donor Support for Grassroots Organizing and Nonviolent Movements*. International Centre on Non-violent conflict. <https://www.nonviolent-conflict.org/wp-content/uploads/2022/09/Dollars-And-DissentI-CNC-Special-Report.pdf>

O'Flynn, Peter, Higdon, Grace Lyn, Besamusca, Daan and Shetty, Anuradha. (June 2019). *Deepening Impact through a Participatory Due Diligence Process*. Economic Participation Brief, Institute of Development Studies, U.K. <https://www.ids.ac.uk/publications/deepening-impact-through-a-participatory-due-diligence-process/>

Pasupathy, Anderson, Frischen, Matielo (2021). Emerging Insights Report (Chapter 2: 8 needs of social impact organisations in the south). Ashoka Report. <https://www.ashoka.org/en-id/files/ashoka-technology-humanityreportfinalpdf>

Rovere, M. & Tamargo, M. C (2005). *Redes y coaliciones o cómo ampliar el espacio de lo posible*. Universidad de San Andrés. <https://www.ms.gba.gov.ar/sitios/saludmental/files/2020/11/M%C3%B3dulo-4-ROVE RE.pdf>

Sanborn, Cynthia & Portocarrero, Felipe (2005). *Philanthropy and Social Change in Latin America*. The David Rockefeller Center Series on Latin American Studies, Harvard University.

Shah, Seema (May 25th, 2022). *Centering equity and Justice in Climate Philanthropy* <https://learningforfunders.candid.org/content/guides/centering-equity-and-justice-in-climate-philanthropy/>

Due Diligence Questionnaire, Ver 1.2 (September 2018). Institutional Limited Partners Association https://ilpa.org/due-diligence-questionnaire_archive/

Setterber, Fred & Wilbur, Colburn (1999). *The Complete Guide to Grantmaking Basics. A Field Guide for Funders*. Council of Foundations.

Spires, Prof. Anthony J. & Wu, Prof. Fengshi (2012). *An Evaluation of Global Greengrants Fund's Small Grants in China, 1998-2012*. The Centre for Civil Society Studies Hong Kong Institute of Asia-Pacific Studies The Chinese University of Hong Kong

Tapia, Mónica (2010). "Organizaciones de la Sociedad Civil y Políticas Públicas" en José Luis Méndez (coord): Volumen sobre Políticas Públicas de Colección Los Grandes Problemas de México, El Colegio de México. <https://libros.colmex.mx/wp-content/plugins/documentos/descargas/XIII.pdf>

Thomas, Rachel & Miller, Kellea (2023). *The Trust Gap. Troubling Lack of Direct, Flexible Funding for Human Rights in the Global South and East*. Human Rights Funders Network. <https://www.hrfn.org/wp-content/uploads/2023/10/Trust-Gap-Report-HRFN.pdf>

Thompson, Andres & Roitstein, Florencia (2022). *Construyendo el cambio de la filantropía y la justicia de género en América Latina y el Caribe*. Ellas. <http://www.lasociedadcivil.org/wp-content/uploads/2022/09/Informe-regional-Filantro-p%C3%ADa-y-g%C3%A9nero-ELLAS.pdf>

Towards an Environmental Democracy with a Gender Perspective. FARN. (2022). <https://farn.org.ar/wp-content/uploads/2022/10/Towards-an-Environmental-Democracy-with-a-Gender-Perspective.docx.pdf>

Tran, Ly & Thai, Gian. (2022). *Unlocking cross-border philanthropy in Asia*. Give2Asia. <https://give2asia.org/wp-content/uploads/2022/06/Cross-Border-Philanthropy-Report2022-06-08.pdf>

Tribowo, Darmawan. (2023). *Private funders report on civil society in Indonesia*.