

## NEW STRATEGIES FOR PHILANTHROPY

August 18<sup>th</sup> 2020**1. Context**

[Latimpacto](#) and [Dalberg](#) organized this webinar in order to share how three leading Latin American foundations were adjusting their strategies in response to COVID-19. José Francisco Aguirre from [Fundación Santo Domingo](#), Nalleli García from [Metlife Foundation](#), and Denis Mizne from the [Lemann Foundation](#) joined Carolina Suárez from Latimpacto on a Q&A discussion. Additionally, Fabiola Salman from Dalberg shared the results of a survey detailing how the pandemic has affected foundations in the region.

**2. Why is this webinar relevant?**

It provides insights as to how foundations are adapting to the “new normal” and preparing their organizations for the longer term.

**3. Key Insights**

[Fabiola Salman, Dalberg](#)

- Covid-19 has pushed organizations to adjust their roles and strategies as it has impacted them in terms of resources, priorities and operations.
- On average, foundations are spending 20% of their annual budget to Covid-19 related causes, particularly on health and economic recovery.
- In terms of strategic opportunities available to foundations, Dalberg proposes:
  - Support local causes
  - Assume a greater role in areas once limited to governments
  - Act systemically and focus on addressing inequalities
  - Consider addressing other areas / issues not being tackled currently

[Carolina Suárez, Latimpacto](#)

- Latimpacto aims to mobilize capital (human, intellectual and financial) directed at scaling social and environmental solutions in Latin America by fostering greater collaboration and co-investment along the entire continuum of capital (from philanthropic grants to impact investment).
- It also promotes the practice of venture philanthropy as a way to support social purpose organizations and optimize resources and impact. This practice includes non-financial support, tailored finance and impact management.
- In response to the pandemic, Latimpacto is contributing to the [COVID Alliance for Social Entrepreneurs](#), a collaboration of more than 50 global organizations to support social entrepreneurs in pooling knowledge, experience and responses to alleviate suffering and advance new models of change for a more inclusive, equitable and sustainable world. Additionally, it has organized several online events in order to showcase best practices of how social investors are supporting entrepreneurs and are adopting their strategies.

[Nalleli García, Metlife Foundation](#)

- Metlife Foundation works to promote finance literacy but as a consequence of the pandemic decided to support health workers by providing them with protective equipment and also contributing more than USD 2 million in equipment to public hospitals. Additionally, it has provided donations to food banks.

## KEY TAKEAWAYS

- Metlife also worked with the Mexican Association of Insurance Companies to provide collective health insurance for doctors.
- Nalleli stressed the importance of collaborating and supporting social purpose organizations that have potential to scale impact.

### José Francisco Aguirre, Fundación Santo Domingo

- Fundación Santo Domingo is a 60 year old family foundation. Prior to Covid-19, the foundation had been working to have a more systemic approach to solving social issues, and has strengthened its governance. This helped the foundation to be better prepared for the crisis.
- The foundation focused its response to the pandemic in three stages: 1) humanitarian assistance, 2) economic recovery and 3) and a “new normal”.
- The foundation also coordinated the response from the family businesses. This allowed the foundation to leverage additional resources, a total of USD 26 million, and to optimize its efforts. This new arrangement will continue to be used as a model for the future.
- The Santo Domingo Foundation also worked in partnership with a leading private hospital, Fundación Santa Fé de Bogotá, in order to help strengthen the health ecosystem of Colombia through prevention campaigns, and distribution of protective equipment and testing kits.
- It is also participating in a private initiative that is creating a USD 50 million fund for buying vaccines.
- The foundation is also focusing on other issues that gain less attention but that are being amplified by the pandemic such as sexual and reproductive health, mental health, and domestic violence.
- Regarding changes to the organization, the foundation has accelerated its digital transformation and is using APPs to gather real time data that once was collected by field workers. It has also managed to be more efficient by duplicating its activities with the same amount of staff members, and has decided to double its efforts on health issues.
- José Francisco also stressed out the importance of ensuring civil society organizations were staffed with highly skilled individuals that are able to ensure the continuity of organizations through a crisis.

### Denis Mizne, Lemann Foundation

- The Lemann Foundation was created 18 years ago in order to reduce the inequality of Brazil by improving the public education system. It does this by working with the public sector to improve the quality of education and by supporting agents of change.
- As a response to the pandemic, the foundation worked with the private and public sectors, and civil society to ensure children were able to access education virtually.
- The coalition developed TV educational programs, sponsored internet access via mobiles for families with limited resources, and developed and distributed educational programs that allow teachers to teach online. This strategy has allowed 86% of publicly enrolled students to continue receiving their education.
- Denis also mentioned how it was also important to address psychological barriers from professors that tend to avoid technology.
- Although the organization has always worked in education, it decided to pilot a vaccine trial program in collaboration with Oxford University. This trial involves 3,000 volunteers from Sao Paulo and Rio de Janeiro. The foundation wanted to demonstrate that Brazil has the know how to test and produce vaccines in order to attract other vaccine manufacturers to the country. After just 44 days since the initial conversation with Oxford, the vaccines were being tested in Brazil.
- Also, the foundation in partnership with Ambev SA, Itaú Unibanco, the Votorantim Institute and the Behring Family Foundation, will fund the construction of an USD 18 million factory to produce the COVID-19 vaccine being developed by Oxford University. This factory will be donated to Brazil's

## KEY TAKEAWAYS



premier biomedical research and development lab, the Oswaldo Cruz Foundation. It is expected this factory will produce 30 million doses of the vaccine per month at the beginning of 2021.

- Denis concluded by highlighting the importance of being able to respond and adjust quickly. In this sense, the foundation funded organizations that were developing educational content but needed support in order to finalize it.