



Defining Strategies and Roles

**From Program Priorities and Operations in
Foundation Building Sourcebook: A
practitioners guide based upon experience
from Africa, Asia, and Latin America**
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Section 1 Defining Strategies and Roles

This section examines how three foundations selected strategies and roles to exercise leadership in overcoming challenges to development in their societies. It explores the complimentary nature of these strategies.

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What Critical Choices Need to be Made in Selecting Strategies and Roles?

Once a foundation has defined its mission, vision and broad program priorities it chooses a set of strategies to achieve its desired impact. The review of foundation experience reveals a rich array of strategies that have been developed to achieve that objective. The granting or loaning of resources to enable other civil society organizations to respond to challenges and opportunities is a primary strategy employed by those foundations selected for examination in this section. However, these foundations also adopt other complementary strategies in order to achieve their objectives. These strategies involve the foundation in playing roles other than that of grantmaker.

All foundations face critical choices about the strategies they will use and, by extension, the roles they will play within their own societies. Here are some examples:

- Do existing civil society organizations—community-based organizations (CBOs) and non-governmental organizations (NGOs) have the capacity to implement programs? If not, what strategies could the foundation adopt in order to increase the effectiveness of those organizations? (e.g. through support for coordination mechanisms, better sharing of information or new programs)
- Does the foundation need to play a role in creating new organizations to address specific needs?
- What role should the foundation play in leveraging additional resources to solve current problems in society, and/or prevent future problems?
- Could the foundation take the lead in convening relevant actors to design solutions to specific needs?

- Could the foundation build partnerships between different sectors to implement effective programs that address specific needs?
- Does the foundation want to play a role in making the public sector more effective? If so how can this best be accomplished?

How Are These Choices Made?

The range of possible strategies and roles available to a foundation will be influenced by the needs and opportunities identified, the state of the nonprofit sector and the broader political, social and economic context.

Usually the choice of strategies and roles will be made over time as a result of an ongoing process of broad consultation involving the Board, staff and potential partners.

To illustrate how choices of strategies and roles are made we refer to the experience of three foundations. They are drawn from countries with varying social, political and economic contexts that influence the choices made—for example, different levels of development of civil society. The experiences indicate that in countries such as Mozambique and Ecuador, where few foundations exist, the demands on those foundations to play diverse roles in response to many needs are likely to be great. In situations where support mechanisms for civil society organizations are weak, the foundation is likely also to play a leading role in strengthening the capacity of the sector as a whole. The cases show that in that context both Mozambique’s Foundation for Community Development (FDC) and the Esquel Ecuador Foundation (FEE) have responded by developing a range of strategies to address unmet needs in their societies and multiple roles in implementing those strategies.

In contrast, the foundation sector in the Philippines is large and diverse, reflecting the state of broader civil society. This has meant that foundations such as the Foundation for a Sustainable Society, Inc. (FSSI) have been able to focus their missions more narrowly than their counterparts in Ecuador and Mozambique. They still face many choices regarding the strategies to be adopted to achieve their mission and objectives.

What Types of Strategies Do Foundations Select?

The three foundations, FEE, FDC and FSSI, have adopted a number of strategies in common in furthering their respective missions. Providing financial resources (through grants and other mechanisms) to nonprofit organizations, individuals and community-based organizations to enable them to carry out specific projects is one strategy they share. Other roles one or more of them play involve exercising leadership by:

- Convening civil society and other sectors to design solutions for specific social and economic problems
- Forming inter-sector partnerships to implement action programs or influence government policy

- Promoting individual and corporate philanthropy
- Developing the capacity of organizations seeking to increase economic self-reliance at the community level.

FEE provides an example of how a foundation can play a leadership role at the national level using a variety of mutually reinforcing strategies and roles. For example, it has a goal to support public dialogue on economic and social development issues with a view to building a consensus on what needs to be done. One strategy to achieve this is to convene a Citizen's Forum that brings together civil society leaders with representatives of government and the private sector to discuss policy needs and options. A proposal to create an Anti-Corruption Commission comprising representatives of all sectors of society emerged from this group and was acted upon by the government. Esquel provides the leadership and all the administrative services for the Forum, commissioning research, disseminating the decisions and recommendations of the group to relevant parties and following up on recommendations.

Another goal of the Esquel Foundation is to develop youth leaders capable of influencing national policy. Towards this goal, Esquel convened Youth Fora throughout the country to discuss the needs of youth. This series concluded with a national meeting at which the participants presented recommendations on youth-related policies to presidential candidates. These discussions also helped Esquel identify issues to be addressed in its grantmaking programs. This has resulted in the award of grants to organizations working with young community development volunteers, the creation of a program of credit, technical assistance and venture capital for young entrepreneurs and a focus on the development of income generation programs for youth in the poorest regions of Southern Ecuador. As a complementary strategy, the Foundation also created an internal Youth Advisory Committee to advise its Board.

Summary Points

Foundations can take advantage of their independence to adopt creative and innovative strategies to achieve their goals. One challenge is to ensure the strategies are mutually reinforcing. Below are some of the main strategic options discussed in the chapter.

Foundations seeking to make a difference in their own societies have developed a range of strategies for strengthening civil society and creating vibrant local economies. These strategies include the provision of grants, loans, equity investment and loan guarantees to community-based organizations, NGOs, individuals and research institutions. The challenge is to ensure that in addition to solving specific problems the grants generate new solutions that have the potential for broader impact. In the Philippines case, the selected strategy has been to provide loans and loan guarantees to innovative community-based enterprises that can serve as models for widespread replication. In the case of FEE, the grants to community-level organizations are provided as co-financing and the foundation builds a network amongst “partners” to facilitate learning from experience.

A focus on capacity building can be an important complement to grant support to CBOs and NGOs. All the cases we examine pursue the strategy of providing training, technical assistance and information to NGOs and other civil society organizations as a way of enhancing their role. FDC took the initiative of convening indigenous NGOs on a regional and national level and providing assistance in the creation of a National NGO Forum to promote the interests of the sector. FSSI directly provides business support services to its partner community enterprises or puts them in touch with sources of information and advice.

The convening of civil society organizations with other sectors can be a useful strategy for introducing changes in public policy. As independent actors, foundations can often play an important leadership role in convening civil society organizations to discuss and propose solutions to major issues facing the society. The FDC has brought together nonprofit organizations with representatives of business, government and academia to propose new policy initiatives on a range of issues facing Mozambique in the post-war reconstruction period. These include the role of NGOs and policies towards girl’s education. In Ecuador, the FEE took the risk of convening different sectors to explore ways of combating corruption in public life.

Foundations can play an important role in encouraging the growth of local philanthropy. Foundations are able to use creative approaches to mobilizing more philanthropic resources from individuals and corporations in their own societies for social and economic development programs. This involves support for research and dissemination on philanthropic practices and the provision of technical support to the staff and Boards of corporate foundations wishing to increase the effectiveness of their programs.

Example 1

Strengthening Civil Society

Foundation for Community Development (Mozambique)

In examining the emerging strategies and roles of the Foundation for Community Development (FDC) it is important to bear in mind that it was one of the first indigenous nonprofit organizations and the first foundation to be created in Mozambique at a time when the country was moving towards a peace agreement ending over a decade of civil war. As a result the foundation, launched in May 1994, faced enormous needs and demands and a difficult challenge in deciding on its program emphases (and, by extension, what not to emphasize) and strategies for implementing these programs. The following are the major strategies the foundation chose to adopt in order to achieve its goals:

Carlos Fumo, the Executive Director of FDC described the overarching role FDC attempts to play:

FDC is a bridge between resources and the poor. Not only financial resources, but resources in terms of power, intellectual and technical resources. We use key terms like ‘facilitators of the development process’ to describe what we do. We are promoters of local philanthropy—networkers—and we play a convening role in bringing together different sectors of society. But above all, an important role of the FDC is to build synergies that start from the community level up to the district level, the national level and the international level. The need is to bring all these levels together to think together, plan together and create synergies.

Our comparative advantages in playing these roles are several. Having our own resources is very important. We are a civil society organization that generates resources. This puts us in a position to play roles that organizations that do not generate resources cannot play. Another important advantage is that we are a national, Mozambican organization. The knowledge we have of Mozambique facilitates our involvement and helps us to revise our roles depending on the historical context.¹

Leadership at the Policy Level

From its inception, FDC has adopted a leadership role in advocating policies to create a better environment for civic action in Mozambique.

In the words of a founder of FDC, Graça Machel, who serves as President and Chair of the Board:

We can bring the elements of society together. We can mobilize a cause, which is to create the space to debate and help shape national policies.²

FDC catalyzes policy dialogue by convening the nonprofit, government, business and academic sectors to discuss new policy initiatives and specific action on major issues facing Mozambique in the post-war reconstruction period. Topics have included the role of NGOs and options for stimulating income generation at the community level.

FDC has also convened international, regional and national conferences on such diverse issues as:

- Anti-personnel land mines
- Economic investment in Mozambique
- Civil Society in southern Africa and the role of new philanthropic institutions
- Protection of children of war (involving over 30 NGOs)
- Democracy and Investment (involving business people in southern Africa, the US and Mozambique)
- Systems, institutions and credit for the poor (in collaboration with the Dutch NGO HIVOS)
- Role of NGOs in the Implementation of the National Program of Natural Resources Management (in collaboration with the Ministry of Environment)
- Grantmaking foundations and organizations in southern Africa (in collaboration with the Kagiso Trust of South Africa and Synergos)
- Girls' education in Mozambique (in collaboration with the Ministry of Education)

Leadership in the Development of Local Philanthropy

FDC has also played a role in encouraging increased philanthropic giving at the individual and corporate levels both nationally and regionally. Graça Machel is a leading thinker and actor in the field of philanthropy, not only in Mozambique, but also in other countries in southern Africa, and is a frequent speaker on the subject at national and regional conferences. Below is a description she gave of FDC as a promoter of local philanthropy taken from a 1998 Board presentation.

FDC itself represents one example of the emerging national philanthropy working in institutional models which never before existed in Mozambique. In this regard, FDC mobilized resources from intellectuals, CBOs [community-based organizations], enterprises within Mozambique... such as Manica Freights Service, Companhia De Cervejas De Moçambique and also foreign companies such as Coca-Cola.... With those funds FDC supported the construction of schools under girls education program[s] in Morrumbala, Pemba Metuge, Maputo, Gondola, Nampula City and Lalaua.

Strengthening Mozambican Civil Society Organizations

FDC has as one of its major objectives the building of a strong, independent civil society sector throughout the country. To achieve this it works on different and complementary levels. First, it played a leading role in promoting national discussion on ways of shaping a legal and fiscal environment that would encourage the growth of the nonprofit sector. Starting in 1990, when the foundation was still in its planning stages, the founders worked with government officials to propose legislation that would facilitate and encourage the creation of foundations and other nonprofit organizations. This legislation was adopted. For example, private companies are permitted to donate up to 5% of their previous year's profits to social and economic development programs free of tax. The close links of Graça Machel, Chair of the Board, and other Board Members to the government facilitated this process.

Since that first endeavor, the foundation has continued to use its contacts to convene civil society organizations and advocate for their collective interests. In 1996, FDC supported eleven roundtable meetings throughout the country that brought together local civil society organizations to explore how to create better collaboration among them and the possibility of establishing representative bodies. At a FDC-sponsored meeting in November 1997, Mozambican NGOs, subsequently decided to create local level NGO fora and a National NGO Forum. The coordinator of this process is currently housed at the FDC office and receives the support of the Foundation.

FDC has emphasized building international contacts with NGOs in the region and globally as a way of building its capacity, increasing its impact and bringing additional technical and financial resources to Mozambique. FDC is a member of both MWENGO (Mweleko wa NGO—NGO Reflection and Action) and the Southern Africa Grantmakers Association. The CEO of FDC is also a member of a steering committee created to strengthen grantmaking foundations in Southern Africa. FDC partners with Synergos in the US and, through Synergos, has established links with foundations in Latin America.

FDC has helped international development programs establish operations in Mozambique. For example it supported the Forum of African Women Educationalists to open a Mozambique office. FDC also served as the home to the International Group on Landmines. In this capacity it helped encourage the government of Mozambique to sign an international convention banning the use of landmines and to convince other Southern African governments to follow suit.

FDC's efforts to raise the voice of civil society on the social and political agenda in Mozambique have been substantial. It promoted the formulation of the Tax Incentive Law encouraging private corporations to sponsor philanthropic initiatives. FDC also took on the challenge of advocating for the cancellation of the country's debt. FDC modestly co-financed and participated in working groups focusing on the Land Law Campaign and the promotion of a microcredit network.

Another way in which FDC has supported and continues to support the nonprofit sector is by organizing capacity-building workshops for NGO staff at the regional and national levels. FDC co-financed training of members of specific NGOs such as the Association of Young Farmers and the Association of Physically Disabled Soldiers. They have also sponsored training in accounting, project design and management skills for national NGOs based in three provinces, Maputo, Manica and Zambezia. In addition, FDC has facilitated 'experience exchanges' within the Mozambican NGO sector, as well as between it and those in other countries. In May 1996, FDC hosted a conference of grantmaking foundations from Southern Africa to promote the exchange of learning on resource mobilization, institutional development and program development. FDC also organized with Synergos a visit by a group of local NGOs to Brazil. This provided leaders of Mozambican organizations working on women and children's issues with an opportunity for peer learning and exchange.

Co-Financer of Community Development Projects

A third major role played by FDC is to provide direct support for community-initiated development activities through grants to community organizations or local NGOs. FDC calls this process “co-financing” because it involves not only giving resources to communities but assisting them and others to place a specific value on the community’s resources and assets as a significant contribution toward the success of their initiatives.

As a co-financer for the social and economic development efforts of communities, FDC offers or plans to offer the following financial services:

- Grants to communities and NGOs to fund community initiatives
- Credit for micro-enterprise development
- Community revolving loan funds placed in the hands of communities to support projects they deem priorit.³

In conclusion, FDC perceives grantmaking as only one component, though a critical one, of its efforts to build a strong and active network of local NGOs and other civil society organizations in Mozambique.

Example 2

Empowering Individuals and Institutions to Overcome Poverty
Esquel Ecuador Foundation

The Esquel Ecuador Foundation (FEE) was established a decade ago in a country with relatively few foundations. It has thought carefully about how best it can achieve its major objective— supporting the efforts of civil society to confront poverty by empowering individuals and institutions. It has considered how to develop new strategies for overcoming poverty by looking at the underlying causes. In addition, in considering strategic options, it has examined what other organizations (both governmental and private) do in order to determine where the gaps are and where the Foundation can provide added value.

Like FDC, it has chosen to take on a leadership role by convening civil society organizations concerned with influencing national development policy. It also sees itself as playing a critical catalytic role together with these organizations to propound wider adoption of effective approaches to building community assets. This complements its role as grantmaker supporting micro-projects at the grassroots level.

In addition, it has chosen to take a risk in developing new approaches to the provision of venture capital and credit to community enterprises, also as a complement to its grantmaking program (this will be examined in Section 7). Finally, it has taken on the task of coordinating research on local philanthropic practices with a view to increasing the flow of resources into the nonprofit sector (see Section 8). These roles taken together position the foundation as a catalyst for change and a force to strengthen the nonprofit sector.

Esquel speaks in terms of five major roles to achieve its mission, described in its 1997 Annual Report as follows [condensed]:

Networker

Esquel works with local organizations that execute the development projects we support. Esquel works with a network of partners—individuals and institutions—a strategy which takes advantage of local capacity, empowers the individual members, leverages resources and creates synergy. Esquel works in partnership with more than one hundred nonprofits and grassroots organizations around the country.

Co-Financer

...Esquel [co-finances] community development projects through grants, loans, investment capital and revolving funds. Normally Esquel finances about half of the total project cost. The other half is the ... community's contribution[including] labor, land, machinery, physical infrastructure, and other types of contributions.

Capacity Builder

Esquel works to build the local capacity of community-based and non-governmental organizations so they can continue their development efforts in an efficient and sustainable manner. Since operational and administrative skills are often weak, Esquel offers training and continually supervises the projects to guarantee their efficiency, sustainability, and a high level of ethics and transparency in the reporting of funds. We believe that these participatory and training mechanisms help these organizations obtain the skills they need for a more secure future...By helping these organizations to improve their management skills, Esquel strengthens civil society as it contributes to the success of the specific projects in which it is involved.

Supporter of Dialogue in Search of Consensus

Esquel believes that continuous public debate and the search for consensus in Ecuador about development issues needs to increase for there to be lasting social and economic change. Our program, The Citizen's Forum, is an opportunity for citizens, who never before have come together to discuss their opinions, to meet and discover that their points of view were not as different as they thought. This convening power allows us to introduce new topics, which previously had limited dissemination, such as gender issues and the environment. For the study and debate of youth issues, we created the Youth Forum, which has contributed to the development of a new type of leader and to the greater awareness of youth issues.

Promoter of Social Responsibility

Since its creation, Esquel has dedicated a significant part of its efforts to increasing the participation of citizens, individuals, organizations and businesses in development efforts. Esquel believes that citizens and businesses have a social responsibility to contribute to the solution of problems that affect the general population. We are constantly working to increase people's participation in the improvement of their neighborhoods, schools and cities.⁴

Esquel has refined and further developed these strategies over time but basically they are the same ones the founding group identified. At that time, they responded to a clear need for leadership in civil society that no one individual, organization or group was providing. The foundation remains comfortable with these roles and priorities. In later chapters we will explore some of these strategies in greater depth.

Example 3

Searching For New Approaches To Sustainable Economic Development

Foundation for a Sustainable Society Inc. (The Philippines)

Consultation in Defining Roles and Strategies

The Foundation for a Sustainable Society, Inc. (FSSI) is a foundation with an endowment arising from a debt-swap between the Philippine and Swiss governments. Its mission, roles and strategies grew out of a two-year planning process (1993 to 1995) led by major Philippine NGO Networks with existing local foundations playing a major part. During these discussions, founders drew on the experience of other foundations including the Foundation for the Philippine Environment, another endowed foundation created with the strong participation of the NGO sector. They also reviewed existing programs focusing on economic empowerment of the poor. As a result of this consultative process, and taking into consideration the intentions of the Philippine and Swiss governments and the NGO community, FSSI drafted this mission:

To serve as a resource institution for the economic empowerment of organized marginal rural and urban communities in the Philippines.⁵

A major difference between the Philippines and the previous two cases (Mozambique and Ecuador) is that the Philippines had a more developed foundation sector. It has over one hundred grantmaking foundations, most of them focusing on issues of poverty.⁶ With many other organizations already actively engaged in channeling resources to civil society organizations, it was particularly important to identify a clear niche that was not already being filled.

An active set of thirteen NGO networks existed under the coordinating umbrella of an organization called the Caucus of Development NGO Networks (CODE-NGO). Representatives of these networks led the consultations that determined FSSI's mission and objectives and some became members of its Board. It is not surprising, therefore, that FSSI has a narrower objective and more limited roles. It does not play a major convening role (except around strategies for economic empowerment), nor does it play a leadership role in broad areas such as building the NGO sector or promoting philanthropy, as these are roles of other organizations.

Out of the lengthy consultation process came the identification of a number of strategies to be implemented to further its mission. The following three strategic thrusts have been adopted [emphasis added]:

- **Develop models and “winners”** that maximize impact across ecosystems through different economic activities
- **Build partnerships with key players** who can supplement, complement, or better implement the Foundation's services

- **Innovate with new instruments and institutions** that can respond to the changing needs of beneficiaries⁷

In implementing these strategies, the Foundation has taken on the following roles as [emphasis added]

- An active **seeker** and **advocate** of business opportunities that have strategic value in bringing about economic empowerment
- A **source of financial assistance** (loans, guarantees, equity investments and grants) and **business support services** (market assessment, planning financial management etc.), whenever possible **in collaboration** with other resource institutions
- A **catalyst** in bringing together the resources of Philippine development institutions, both government and private sector, towards the establishment of an institutional funding mechanism that invests in sustainable production enterprises
- A **contributor** in the implementation of the Philippine government's antipoverty programs
- An **initiator** and **maintainer** of a participatory planning process⁸

As an illustration of how roles can relate to broad strategic thrusts, what follows are more specifically defined strategies that FSSI adopted in pursuit of its mission.

1. The central strategy for the Foundation's action in pursuing its mission is the identification of innovative economic empowerment projects with the potential for replication. The Foundation then provides the essential financial and technical resources to support the development and evaluation of those projects. This proactive role involves support in identifying markets and building business capacity, designing a participatory planning process and evaluating business performance.
2. A second strategy is to build bridges to additional sources of technical and financial support in order to permit replicability and increase impact on the national level. This strategy requires skills in advocacy.
3. A third strategy is to work with partners in both the government and non-governmental sectors to create innovative mechanisms of support for the small and medium sized business sector. In implementing this strategy, the Foundation has to be catalytic and build collaboration with other institutions.⁹

The Foundation has required the following skills on its staff and board:

- Skills in all stages of enterprise development
- Individuals with contacts to sources of finance and technical expertise in the government and business sectors, nationally and internationally
- Individuals who can build bridges to other institutions in order to increase program impact

Build Partnerships with Key Players

Looking at some of the cases in which FSSI has sought to build partnership (its second strategy) also offers insight into how it works to develop winning models and innovative instruments (its first and third strategies). FSSI aims to leverage new sources of finance and technical support to promote the replication of projects it supports. Towards this end, FSSI often looks for private sector partners that are prepared to share expertise and finance.

For example, FSSI established a successful joint venture with a private company, Junboken Enterprises Inc., to provide technology, marketing and financing to small coconut enterprises producing anti-erosion systems and natural growing media. This initiative has the potential to positively impact the lives of the 25% of the Philippine population who derive their income from the coconut industry. In order to benefit another 25% of the population that is dependent on the country's dwindling marine resources, FSSI has also established links with private companies at the forefront in developing new products and markets for the seaweed industry.

Experience in developing new partnerships with banks and financial institutions has, on the other hand, produced mixed results. In one successful initiative, FSSI developed a program whereby it made special deposits in selected rural banks and cooperatives to encourage them to lend to small enterprises. FSSI and each recipient institution entered into a written agreement stating the criteria for selecting loan recipients. The program resulted in increased availability of funds to small-scale borrowers using the capacity of existing institutions and placing little additional administrative burden on FSSI.

A second initiative aimed at banks and financial institutions proved unsuccessful. FSSI attempted to create a new Guarantee Facility for Small Enterprises administered by the Banker's Association of the Philippines and the Credit Guarantee Corporation. Because the two administering organizations knew FSSI was guaranteeing the loans they tended to be less cautious than they should have been. The result was that FSSI had to cancel the debts of a number of failed enterprises. The two banking institutions ended up being the main beneficiaries of the arrangement. As a result of the experience, which was made worse by the fact that it coincided with a national financial crisis, FSSI terminated the agreement with the two organizations. In the future, FSSI plans to reduce its risks by directly guaranteeing loans to a few carefully selected enterprises, with assured markets for their products and the potential for replication.

In other cases, the Foundation established partnerships with other nonprofit organizations to increase the reach and impact of its work. For example, an agreement was reached with the Foundation for the Philippine Environment to establish a co-financing arrangement for sustainable agriculture projects in areas with threatened ecosystems. This is an arrangement that takes advantage of the different expertise and areas of operation of the two foundations.

In other cases, rather than create a partnership, FSSI played a bridging role—linking nonprofit organizations to information and advice on technology and markets or other sources of funding—often providing personal contacts to facilitate the process. An example of the bridging role is where FSSI staff link specific enterprises to individuals on the staff of private corporations who agree to provide free advice on such issues as marketing strategies. In some instances, FSSI will arrange meetings between groups of partners and corporate leaders. This bridging function can be as or more important than the provision of funding.

Another example of FSSI's bridging function was when FSSI hosted a visit from the incoming government's Anti-Poverty Commission in 1998 to introduce the work of FSSI partners. Out of this exchange came new potential opportunities for

government funding and co-financing. FSSI's experience in supporting small and medium enterprise development through a combination of grants, loans and technical assistance as a way of empowering the marginalized sector of the Philippine population will be discussed further in chapter 3.7.

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¹ Conversation with Carlos Fumo. Maputo, December 1998.

² Micou, Ann McKinstry. *Listening to the Stakeholders. The Impact of U.S. Foundation Funding in Southern Africa*. New York: Institute for International Education, 1997.

³ FDC. Draft Community Development Financing Agenda (Internal document).

⁴ Esquel Ecuador Foundation. Annual Report 1997.

⁵ Foundation for a Sustainable Society, Inc. 1997 Annual Report.

⁶ A recent Synergos Institute study by Alan Alegre profiled 35 of these foundations (termed “civil society resource organizations” in the study).

⁷ FSSI. Strategic framework. Internal document, 1996.

⁸ *Building the Foundations of a Sustainable Society—The Philippine Experience At Creative Debt Relief*. Caucus of Development NGO Networks, 1996.

⁹ *Ibid.*