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LATIN TRADE

MULTILATINAS

The companies that perform best are innovative, efficient and aggressive buyers.

Fernando Henrique Cardoso



José Antonio Meade Kuribreña



LEADERSHIP

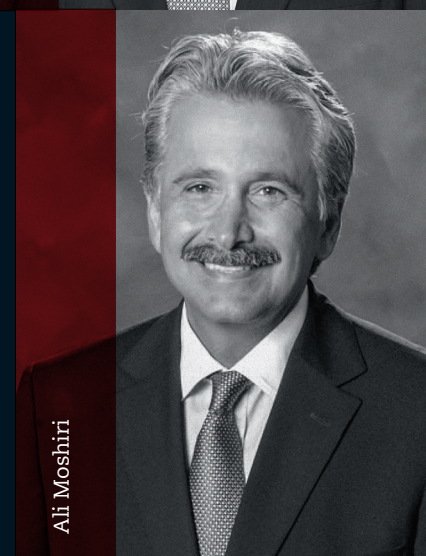


How eight of the most prominent people in the continent lead their companies, and their countries.

Francisco Garza Eglhoff



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Eduardo Padrón



The City of Medellín



Patricia Villela Marino



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 Lourdes Casanova, John Price, Kat Rosqueta,
 Jorge Becerra, Fabiola de la Portilla

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COPY EDITING: Lucy Conger (English), Éliida Bustos,
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FOR ADVERTISING/SPONSORSHIP OPPORTUNITIES:
 avalderrama@latintrade.com

LATINTRADE.COM SENIOR MARKETING ASSOCIATE
 Rosemary Begg

LATIN BUSINESS TRAVELER EDITOR
 Rochelle Broder-Singer

TRANSLATION
 Aimara Farhat

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High Impact Philanthropy:

MAKING A DIFFERENCE IN LATIN AMERICA



* By Kat Rosqueta

Philanthropic funders think carefully about how much money to give to organizations and projects that strive to tackle challenging problems of development and inequality. One of the tricks of the trade is to get the amount right, giving enough money at the right time to support efforts to combat poverty, improve health and education and help build resilient communities. Funding of non-governmental organizations (NGOs) must be calibrated to fit the needs of the project and the ability of the NGO to administer funds and deliver services. The art of philanthropy also requires selecting those projects where a donation can produce the most favorable results for people in need and their communities. The team of researchers at the Center for High Impact Philanthropy at the University of Pennsylvania studies

the social impact of projects in order to help funders worldwide produce more good through their giving. Our research has identified programs in Latin America that successfully achieve social impact. We offer tips for funders by citing examples of programs that have been shown to pave promising pathways to progress in Latin America.

1) **Support evidence-based programs.** Research shows that “graduation model” programs, which help ultra-poor women gradually increase their income and assets can successfully move families out of extreme poverty. One such program, Chemen Lavi Miyo, of Fonkoze in Haiti, provides women with assets—materials for constructing a 96- sq feet home with a sturdy roof and latrine and a water filter and offers support for each woman to launch two income-producing activities of her choice, including

raising various types of livestock or selling merchandise. During the past decade, the program has served more than 3,600 ultra-poor women, and 97 percent of them have successfully “graduated” out of extreme poverty.

Research also shows that community-based delivery of health care and prevention is an effective way to improve health of the most vulnerable members of underserved communities, such as women and children. Organizations like Curamericas in Guatemala and Hospital Albert Schweitzer and Partners in Health in Haiti rely on community health workers to provide health education, immunizations, maternity care, and other services. This community-centered approach leads to improved health outcomes, including drops in maternal and child mortality and lower rates of infectious disease.

2) Partner to expand impact. Donors who want to go beyond writing a check can consider engaging with nonprofits in other ways. For example, in 2006, the Ford Foundation partnered with the Consultative Group to Assist the Poor (CGAP), local NGOs, and research institutions to test the graduation model for providing a package of assistance to allow the extreme poor to improve their livelihoods and skills. The partnership supported pilot programs in eight countries around the world, including Haiti, Honduras, and Peru. This unique structure has produced results in a variety of settings and lessons for a wider application of the graduation approach.

Another form of partnership is to work alongside nonprofits toward a shared goal. In 2012, Root Capital, which invests in small and growing agricultural businesses in Latin America and Africa, discovered its financial systems were straining under rapid growth, making it more difficult to comply with lender requirements. When these limitations came to light, instead of withdrawing support, one of the organization’s biggest lenders, the Bill & Melinda Gates Foundation, decided to engage in a 15-month, hands-on effort to help Root

Capital improve its financial discipline. Though the effort was challenging for both parties, this strict oversight helped Root Capital improve its accountability to lenders and ultimately allowed it to reach more borrowers.

3) After disasters, support organizations with strong ties to local communities. In the wake of a destructive natural disaster, hard-hit communities need aid from both large international aid organizations and smaller local agencies with deep community knowledge and trust. Large organizations are able to mobilize quickly their international networks and resources. For example, after the devastating 2010 earthquake in Haiti, the international aid organization, Doctors Without Borders, built field hospitals to treat thousands of people critically injured, while Save the Children created safe play centers and helped develop the long-term plan for rebuilding schools.

While smaller local organizations are not dedicated exclusively to disaster relief, these groups often have pre-existing local ties that make their work especially effective after disasters. Local organizations also remain in affected communities long after the headlines fade to support long-term rebuilding efforts. For example, Hospital Albert Schweitzer staff worked alongside international volunteers to provide care for the unexpected massive demand for patient care, while Fonkoze helped the poorest of the poor support their families for the long term after the earthquake.

The Center for High Impact Philanthropy at the University of Pennsylvania provides public guidance, educational programs, and advice on the best strategies for achieving social impact. To learn more, visit www.impact.upenn.edu. Hands-on coaching is available from our expert team through upcoming sessions of our Funder Executive Education program. **LT**

* KAT ROSQUETA IS THE FOUNDING EXECUTIVE DIRECTOR OF THE CENTER FOR HIGH IMPACT PHILANTHROPY AT THE UNIVERSITY OF PENNSYLVANIA.