Executive Summary

BrazilFoundation
Evaluation
10 YEARS

External evaluation performed by
Caio Silveira & Ricardo Mello

Translation by: Miguel Santos-Neves

EXECUTIVE SUMMARY: BrazilFoundation 10 year evaluation.

Summary of the external evaluation conducted by Caio Silveira and Ricardo Mello.

Presentation

How has BrazilFoundation distinguished itself over its first 10 years? What have been some of its signal accomplishments, and what lessons can we extract from its trajectory over this time period? What was accomplished along the years? How did its work contribute to changes in the organizations, people and places that received its financial and technical support?

These were the questions that guided and oriented the process of evaluation conducted by Caio Silveira and Ricardo Mello. They used the following methodology: workshops, interviews, participation in events, the analysis of Foundation reports and documents, and the survey of materials and testimonies submitted by the organizations that received support.

The achievements of BrazilFoundation

1.1 Fundraising and social investment

We approach this 10 year overview of the fundraising and social investment activities, by compiling and consolidating the numbers in the financial statements in the Annual Reports and on the Foundation's website (www.brazilfoundation.org).
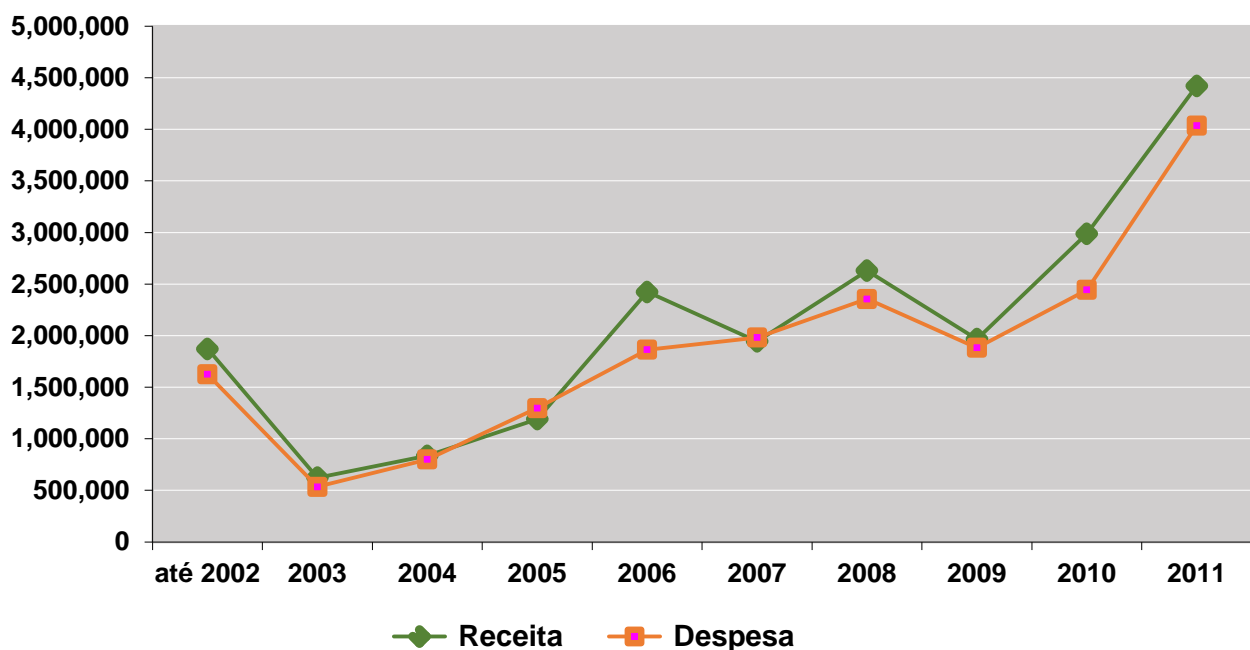
Table: Revenue and Expenses (2002-2011) - in US$

Year	Revenue (donations & partnerships)	Expenses		Total
		Support (maintenance, administration & fundraising)	Programmatic Services (technical & financial support)	
2002	1,872,623	34,192	1,591,844	1,626,036
2003	622,902	29,454	505,153	534,607
2004	836,255	64,891	735,943	800,834
2005	1,190,691	115,694	1,182,958	1,298,652
2006	2,424,199	173,311	1,691,576	1,864,887
2007	1,944,888	320,525	1,661,984	1,982,509
2008	2,630,686	258,400	2,098,168	2,356,568
2009	1,966,294	198,555	1,684,675	1,883,230
2010	3,464,118	249,819	2,194,359	2,444,178
2011	5,091,966	334,266	3,702,871	4,037,137

Total	22,044,622	1,779,107	14,925,383	18,828,638

The programmatic services column is a compilation of the amounts invested in social projects through grants, capacity building and technical support. The revenue numbers account for the donations made through the donor advised method, the funds raised through the annual gala in New York, and through the partnerships established over the 10 year period. A clearer image of the Foundation's growth can be found in Graph 1.
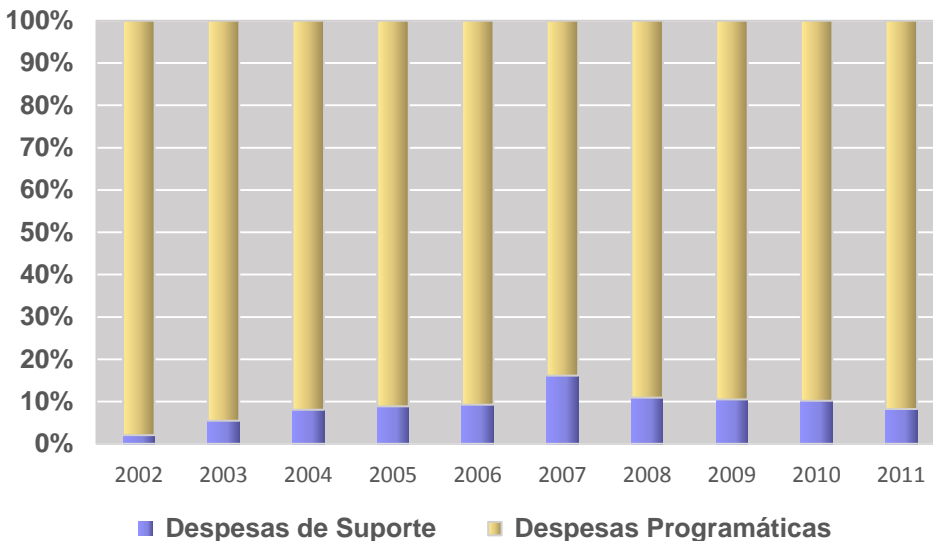
Graph 1: Revenue/Expenses Time–Series (2002-2011) - in US$

It is worth noting that this graph does not include revenue accumulated in 2010 and 2011 that was allocated to the Endowment, which was established in 2010 as an important source of savings that led to institutional stability for BrazilFoundation. The revenue for the Endowment amounts to US$ 475,956 in 2010 and US$ 670,618 in 2011 (which corresponds to the omission mentioned above). As can be seen, there is a near convergence between the amount raised

and the amount expended (noting that the "expenses" are in great measure the investments made in the social projects).

[Distribution between Programmatic Expenses (technical and financial support) and Support Expenses (maintenance, administration and fundraising)]

■ Despesas de Suporte   **■ Despesas Programáticas**

1.2. The Annual Project Selection (Programa de Seleção Anual de Projetos).

The annual project selection program is the principal method of social investment carried out by **Brazil**Foundation—it is understood by the Foundation as such, as one can glean from the publications issued by the organization. It is also its generative program, with offshoots that include other programs like Technical Support and the Project Bank.

The systematic components of the program essentially include: i.) the Selection Process, in all its stages; ii) the Capacity Building Workshop; iii) Monitoring and Evaluation. All of these ancillary components insure the best use of the iv) Financial Support awarded to each selected project.

Each year, **Brazil**Foundation issues a Call to Proposals for organizations that wish to implement social projects over one year. The proposals go through a selection process that include the following stages: review and classification, analysis of the proposals to select a pool of finalists,

site visits to the finalists, and the selection of the organizations that will receive financial and technical support to execute their projects (over 2011 and 2012, the momentary value corresponded to R$ 40,000/ US$ 20,000).

The proposals must be innovative and formulated to bring about social improvement, to support the community, and have the potential to influence public policies. The foundation visits around 50 finalist organizations annually before selecting its grantees. The visits, in addition to starting a dialogue with the organizations, provide information on the communities that will be impacted and the adequacy of the proposed local aspirations. Analysts are also able to evaluate the organization and its ability to carry forth the project.

Since 2006, BrazilFoundation has provided technical training to the organizations it supports through the use of workshops, where two managers from each organization participate. These workshops focus on the subjects of Management (strategic planning, financial management, resource mobilization and sustainability, cooperation and performance network) and Institutional Communication.

The projects are monitored and evaluated throughout the grant period, which lasts two years with the start of the selection process. Monitoring is designed to fit the needs of small and medium-based organizations, with increasing focus—within the trajectory of BrazilFoundation— in institutional development. This practice has been an interactive process of shared reflection throughout the course of the project, involving indicators, targets, processes and difficulties. Monitoring is carried out not only by regular reports, but through continuous technical assistance, predominantly administered from the Rio office, but which can include on-field visits.

Table: Annual Selection / Funded Projects and Leaders trained

Year	Supported Projects	Management Capacitating (workshops)
2002	4	-
2003	17	-
2004	25	-
2005	31	-
2006	33	47
2007	31	38
2008	22	46
2009	24	48
2010	21	46
2011	20	40
Total	228	265

Table: Projects Supported by Region 2002-2011 (annual Project Selection)

- Sudeste
- Nordeste
- SuL
- Norte
- Centro-Oeste

Sudeste 43%
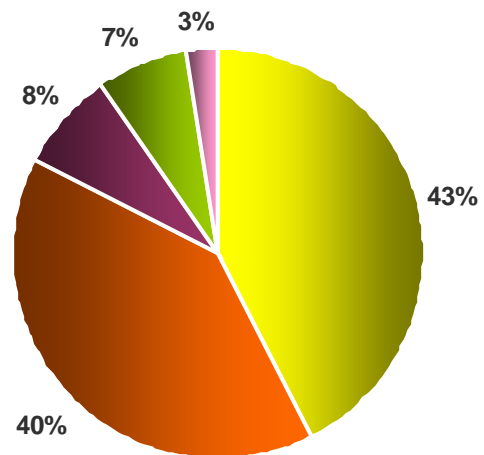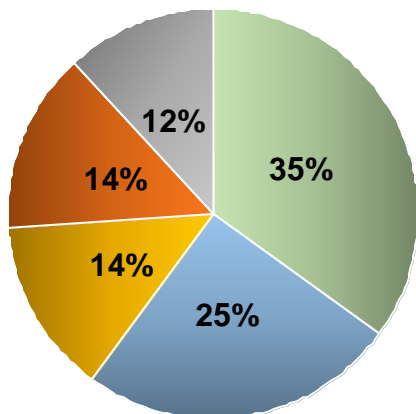Nordeste 40%
SuL 8%
Norte 7%
Centro-Oeste 3%

Table: Projects Supported by Subject Area 2002-2011 (Annual Project Selection)

Total: 228 Projects supported

- Cidadania 35%
- Educação 25%
- Cultura 14%
- Saúde 14%
- Direitos Humanos 12%

1.4. Project Bank and Donor Advised Program

Although there are two separate programs, we deem it appropriate to group the Project Bank and Donor Advised Program as the same item, which is in keeping with the procedure that BrazilFoundation has adopted, through the presentation of data and information about its performance.

The Donor Advised Program (Programa de Doação Recomendada), which has been in place since the beginning of BrazilFoundation, is a mechanism for directing resources, towards civil society entities chosen by donors themselves (individuals and companies in the United States and Brazil). The due diligence of BrazilFoundation involves contact with the organization, examining their documents, and—taken from the evaluation of a form produced by the entity, which describes how resources would be utilized—the determination of eligibility of the organization to receive the donation.
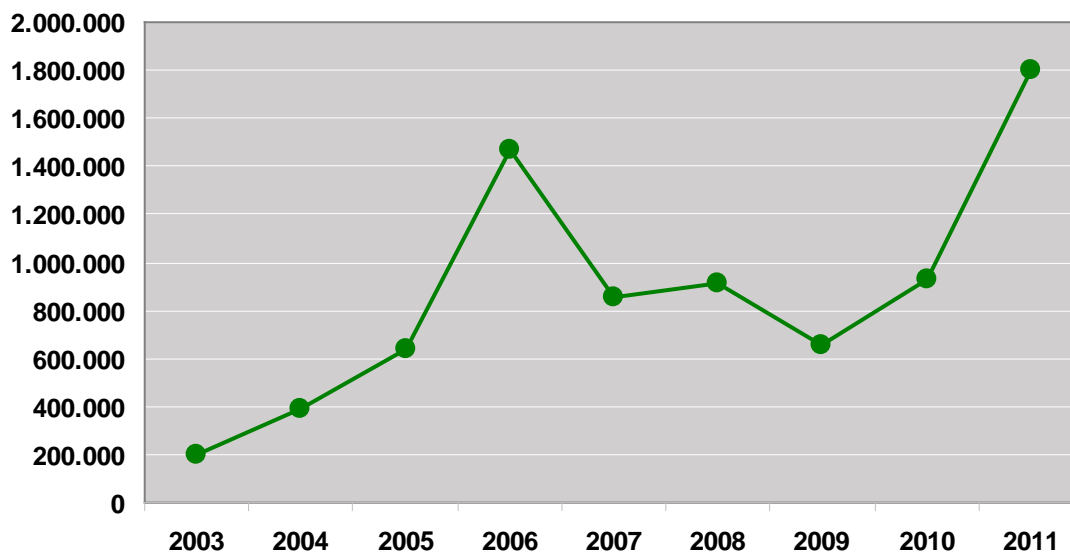
The Project Bank provides visibility to organizations indicated by BrazilFoundation, which have already received support through the Annual Program Project Selection. In other words: it is the actual foundation that recommends, based on an assessment of the organization's capacity, accomplishments and achievements. The Bank (using 2012 as a reference) includes information on the profile of each organization, its history, the effects of the support of BrazilFoundation, as well as the description of the partnerships and the main results obtained by the institutions and their projects.

The data reflecting the achievements of the Project Bank, up until 2011, are available together with the Donor Advised Program (Programa de Doação Recomendada)—and are presented in the table and graph below.

Table: Recommended Donation and Project Bank 2003-2011

Year	Recomended Donations and Donations indicated by the Project Bank	Amounts (in USD millions)
2003	19	0,20
2004	25	0,39
2005	44	0,64
2006	49	1,47
2007	36	0,85
2008	43	0,91
2009	29	0,66
2010	26	0,93
2011	30	1,78

Table: Path of Recommended Donations and Project Bank. 2003-2011 (in USD)

Although there have not been major changes in the quantity of projects, what draws attention is the large growth in the amount of donations in the last three years. Especially in 2011, when the amount invested through the Donor Advised and Project Bank programs grew 91% over the previous year.

The growth of the Recommended Donations (and donations given by the Project Bank) is a strong indicator of increased confidence in BrazilFoundation by people and businesses interested in supporting social organizations of their choice in Brazil. The findings suggest that the participation of the Project Bank in this universe has huge growth potential because of their level of achievement, which is still small after 10 years, holding small proportion of all donations.

The Direct Contribution of BrazilFoundation in grassroots organizations

How do organizations perceive and evaluate the direct contribution of support from BrazilFoundation?

From reading countless testimonies, and their cross-sectional analysis, we highlight here two main axes of the direct contribution of BrazilFoundation: (i) the belief in the viability of the projects and the potential for expansion of the organizations and (ii) the development of organizational capacity.

The development of the partnership between BrazilFoundation and the organizations supported

Here, the key question is: *What are the main benefits for organizations partnering with BrazilFoundation?*

From the analysis of the statements and experiences made by the organizations that received support, we include—according to relevance—two main areas of development that result from the partnership with BrazilFoundation: (i) one that corresponds to the tone of what is said by these organizations (visibility, recognition and development of new partnerships); (ii) and the

other (the reapplication of social technologies and influence on public policy) which, although it already manifests itself in different examples, mainly refers to the potential for irradiation and appropriation, which is essentially the potential for expansion of transformative impact—even in other territories and scales—present in the practices of the universe of organizations supported by BrazilFoundation.

Elements of Synthesis

3.1 Lessons Learned

Highlighted here are seven lessons learned from our analysis of the results achieved over 10 years

1. **The importance of the trust on local leadership**

The analysis of the trajectories and testimonials of organizations included in this review indicates that ideas and dynamic deployment are fundamentally endogenous, that is, they emanate from local agents and the vitality of the locality.

There is, therefore, an underlying belief in BrazilFoundation's support: the valorization of local assets, aspirations and creative solutions that can stem from any place. Here is the essence of local action: local actors perceive themselves as creators of their own projects of change, as agents of their own development. The development of the supported initiatives—their accomplishments and achievements—are indicative of the relevance of this investment.

2. **Training and ongoing monitoring: recognizing its crucial importance**

According to the several testimonials in the previous chapter, one can grasp the effectiveness of the capacity building offered by BrazilFoundation. The effectiveness of this program is patently apparent.

Project monitoring, which has been part of the Project Selection program since 2003, has also undergone significant changes. In particular, It became integrated with capacity building, as a part of the same methodology—it became part of the support system and relationships with the organizations. Monitoring is unique service, because it offers continued assistance for the organizations and open dialogue, helping the organizations overcome obstacles.

Throughout this process, BrazilFoundation enhanced and broadened its field of strategic support, providing experience to develop corporate partnerships under its *Technical Assistance Program* (the consolidation with HSBC Solidarity Institute), thereby strengthening initiatives of private social investment through the training of social managers.

3. Lessons from organizations and projects: invest in capabilities and networks

The *training component* that we discussed in the section above relates not only to the relationship between BrazilFoundation and the supported organizations, but also to the relationship between organizations and their direct public. This is not only verified by projects that are directly related to education, but it is also seen in diverse projects, involving all subject areas covered by the support of BrazilFoundation.

When we talk about capacity building — within the social groups involved with these organizations — we mean the improvement of self-esteem and leadership along with professional and entrepreneurial skills—in keeping with the profile of the public and the project. These aspects are found in several initiatives, which also include investment in social ventures and which vary according to the target public, understood here as community network.

4. The importance of the emphasis on small organizations, but also the rationale supporting more consolidated entities.

Opening doors for small (or very small) organizations that are generally unknown outside their immediate sphere of influence and still have not accessed other means of funding; this is certainly what happens in many of cases included in this document—whose testimonials

regarding visibility, recognition and new partnerships, leave no room for doubt: the efforts of BrazilFoundation have shown themselves to be more than justified.

Examples include House of the Women from the Northeast (Casa da Mulher do Nordeste), an organization with a long history and national recognition, which received support from BrazilFoundation in order to finance a network of women farmers in the region of Pajeú. As a result, it continues to expand its capacity, and received support from the foundation the following year. The CEPFS, which had already experienced a decade of success working in the semi-arid region of Paraiba, affirms that all of the awards received after 2006 (for the social technologies developed) came, directly or indirectly, from the support of BrazilFoundation. With support from BrazilFoundation, the Brazilian Citizen for Education, Culture, Technology and Environment Foundation (Fundação Brasil Cidadão para a Educação, Cultura, Tecnologia e Meio Ambiente) opened a new front for their actions in local development: a project that within seven years was recognized and awarded during the Rio +20 conference.

5. The challenge of combining the "logic of the projects" and "logic of continuity and expansion".

BrazilFoundation works with the difficulties present in combining both a logic of support on a "project by project" basis—in this case, small projects involving a delimited list of activities and goals for execution in a concentrated time period—and the concern with giving continuity to initiatives and organizations beyond the project cycle.

What are the ways in which BrazilFoundation has coped with such a challenge?

Firstly, in the criteria of analysis and selection, there has been a request for "a clear strategic continuity in the work being done."

Secondly, we found that that a relationship continues between an organization and the foundation after the end of the support period. This largely depends on the initiative taken by the organizations themselves, especially ones with greater potential and which may lead to funding down the road for other funding organizations.

Surely, part of the issue to be considered here has to do with the length of duration of a project (or more precisely, the duration of BrazilFoundation's support). This review does not consider all the elements to arrive at an adequate evaluation of the project length, since it did not intend to review the totality of the projects. BrazilFoundation itself can best answer this quesiton: does the duration of one year restrict the possibility of success in the initiatives? The recent launch of two-year grants (with a focus on specific topics) may not be the norm, but it indicates an awareness of the need to lengthen than grant cycle. However, there is an abundance of specific examples that show that one year of support was enough for projects to succeed. Many others, of course, were not so successful. There is another factor to consider: organizations have received support from other sources and BrazilFoundation itself has renewed support for many organizations. Evidence abounds of this occurrence, in many cases that standout positively in the organization's decade long history.

It is worth discussing the topic of renewal of support a little further. If it is true that selecting a project again (its nonconsecutive and uninterrupted renewal) should be avoided for pedagogical reasons, so that an organization can stand on its own, the renewal of support may be of importance—especially when referring to a new stage and a new action front connected, to some degree, with the project previously carried out by the same organization. This is not repetition of the initial support ("let's do more of the same things" or "let's try again"), but a renewed action to potentiate the effects alongside the public, communities and the organizations themselves—favoring their continued expansion. Previous experience shows that, in doing so, BrazilFoundation admittedly generated positive effects.

Continuing on this "challenging lesson," there is yet another angle that deserves attention: it is not difficult to observe that, in the course of working with the projects, something beyond the projects happens. "I expected to find support for a project but found more," said an administrator at the Brazilian Citizen Foundation (Fundação Brasil Cidadão). This may depend on a number of reasons , but is largely associated with the training and the type of monitoring conducted by BrazilFoundation, a generator of learning and institutional strengthening. This ranges from the simple ability to assemble projects and work plans, through the ability to permeate other

practices of the organizations to the ability to transform complex social realities (public, communities, territories) in which they are acting. This is also a way in which support can go beyond a simple "project logic."

6. Experimentation, innovation, fearlessness: the path is also constructed by daring.

As we have seen, BrazilFoundation has provided seed money in support of countless organizations. Many organizations were in an embryonic stage of formation (without "years of proven experience," unable to offer a "list of statements" of their skills). More than that, BrazilFoundation brought several pioneering projects to public attention, not only in their locality but even in regional and national terms.

Approaching the unknown and betting on unprecedented initiatives does not mean that groups or/and communities were seen as experimental laboratories. Much to the contrary: the feasibility and the effectiveness of the proposed action, in the generating of social improvements, are basic criteria during the project selection. The evaluation of the institution's ability to undertake the project and especially its relationship with the aspirations of the community or group directly benefited are always take into consideration—toward this end, the site visits play an important role in assessing this relationship between the organization and the community.

However, the improvement of the pioneering actions—the focus on innovation—came to generate more than the direct benefit to the public (which in itself would justify the projects). It provided other improvements, such as those listed in the previous chapter: visibility, new partnerships, as well as the streamlining of operational methods and their creative and innovative solutions.

What stands out here, in short, is BrazilFoundation's ability to nurture embryonic organizations with proper support and help them thrive and receive recognition.

We can state that this is a talent and a vocation of BrazilFoundation, and it has been unfolding during the course of its history. It has been happening in a procedural way—without a "big

strategic plan" behind it—in an intuitive manner, with the fearlessness that has guided the actions of the organization.

7.   What sets BrazilFoundation apart.

Firstly, the "pioneering character" of BrazilFoundation' s work. The projects and support do not occur in obvious and structured terrains. Talent is identified, opportunities to access financial and technical resources are created, and new areas of actions are open.

Secondly, the differential aspect is in the *very nature and content of the foundation's system of support*. None of the elements are taken in isolation, but in the combination of aspects and the type of approach that integrates them. BrazilFoundation is not just "a fund to support small projects." If it was this, it would not achieve the results identified thus far.

The training workshops, monitoring, site visits—a set of traits that are effective in their combination. All this work—the training and exchange of shared experience—is not just a plus, adding value to the financial support. Although both are to be understood as parts of the same system of support, the technical contribution matters as much (or more) than the funding.

Indeed, the financial resources allow organizations to purchase equipment, goods, and technical working hours for a certain period—all of which enable the project. And in many cases, the financial support is provided to realize a new kind of social action. But money does not transform into ideas, attitudes, social ties, self-esteem, and technical or entrepreneurial skills. Leadership does not turn into organizational and social development. BrazilFoundation reaches its greatest effectiveness with the combination of all these elements (the system of financial and technical support). And in this system, the approach and quality of technical input make all the difference.

A **third** differential deserves to be highlighted in the work of BrazilFoundation, as an element that shapes the approach of the technical contribution: the treatment of the technical support as a partnership--and this is perceived by the myriad organizations working with BF.

Few but well-targeted financial resources, along with an close relationship of high quality and commitment with the grantee: this is what allows BrazilFoundation, after all, to do more with less.

How does this translate to a "supporting-partnership"? What qualifies and distinguishes this "proximity" as a decisive difference?

When the project starts, BrazilFoundation tends to embark together. More important than being approved, the project is embraced—and this receptivity is expressed in the final selection visits, in workshops and training meetings, in the communication that takes place during the monitoring phase, the possible subsequent visits, in the channel that remains open after the project cycle—in short, in a whole way of relationships that will generate harmony and symmetry in the dialogue between BrazilFoundation and organizations supported by optimizing the chances of successful actions.

Brief Conclusions

"BrazilFoundation works"

This statement is true and not without reason.

It worked because the original idea became a reality: that of creating and strengthening an institution capable of making relevant social projects happen, which benefit vulnerable populations in Brazil, all by mobilizing resources in the United States through a donor community which is active and involved. That is, the connection between donor and grantee is established, and the resources reach their destination (social projects at the base of society, spread across all regions of Brazil) and this dynamic is reproduced with greater vitality. BF also broadened its geographical reach and resource mobilization capabilities.

This worked because this is the result of the projects as attested by the organizations that received support. That is, beyond the efficacy of activities undertaken by BrazilFoundation (as

shown by their numbers and their continuity), its performance was, in fact, effective. If someone asks what results to expect from the performance of BrazilFoundation, it is already possible to state that: (i) the projects supported have, in fact, promoted improvements and changes in social realities; (ii) the confirmation of supported organizations stating that BrazilFoundation did in fact enable innovative and pioneering actions; (iii) the supported organizations emphasize that the foundation has helped them to develop their own capabilities—and thus the quality of their work with groups and communities; (iv) the support of BF led to the visibility of grassroots organizations and their projects and to recognition and the opportunity to realize new partnerships; (v) there has been significant examples that BrazilFoundation—in its developments—has enabled the application of social technologies and influencing some public policies at different scales.

It worked because a **technical crew** was assembled that was committed and qualified, and possessed an uncommon experience. It was not a linear process, discontinuities and restructurings occurred, but the balance reached is highly positive: an integrated team that combines—in its composition—permanence and renewal, bringing an experience and dynamism that have marked the history of BrazilFoundation.

The experience of the team is "unusual" in many ways, shaped by the diversity of initiatives supported, by the expertise accumulated over the years, and by the connections established that involve so many places in Brazil, the Rio and the New York office, and the relationship with institutional partners and the community of donors.

It worked because BrazilFoundaiton showed **resilience**. That is, not only revealed the fundamental "stubbornness," but also the ability to adapt to adverse situations, continuous learning and persistence of purpose. BrazilFoundation exemplified, above all, the ability to overcome great obstacles at various times in its history. Financial obstacles, which were not few, but also technical and human—not to mention the cultural and operational challenges inherent in the modus operandi Rio-New York (whose evolutionary trajectory is known, especially in recent years).

It worked because it has fulfilled the mission it set out to accomplish: "to generate and invest resources in social projects of civil society organizations that promote development and transform the social realities of Brazil." Especially, from all we have evaluated the realization of the core of the mission is actually happening: to help promote development and transform social realities of Brazil.

"The sustainability of BrazilFoundation is a great challenge"

Certainly, sustainability is a challenge, but in the specific case of BrazilFoundation—considering its decade long existence—to what extent and degree is it a big challenge?

It is better to say beforehad what we understand by sustainability: an endogenous power with high connectivity. To ask "what is sustainability" is like asking "what is life." Any living being depends on a constant influx of energy and food. Life is not possible for a being that exists completely isolated from other lives and the world. This is the connectivity. Neither independence nor dependence: interdependence. Endogenous power is any organism and what emanates from him… well we know what it is!

Sustainability is also inseparable from resilience (an attribute that we refer to just above). One does not exist without the other, one needs the other.

Going back to our original question: how does this translate in the case of BrazilFoundation?

Our hypothesis, reinforced by everything we've seen throughout this document, is that the basis for sustainability has been created by BF.

We have already discussed resilience, a cornerstone of sustainability. The courage to deal with the pressure of adverse situations and the ability to overcome obstacles are not lacking in BrazilFoundation, it is visibly in his DNA.

A second and fundamental indicator of sustainability is that the results already generated (outputs and effects) are themselves producing new results. What this means is that the

activities of BF expand each year, as many projects and organizations maintain and expand the capabilities generated in groups and communities. These capabilities are not lost, but multiplied.

Third factor: the institutional knowledge of BrazilFoundation—gathering methodological practices, creativity and high learning capacity. This is, in fact, its core power: knowledge transformed into practice.

The fourth element: the foundation's credibility and recognition are growing. Here is a basis for the development of partnerships: a more intense connectivity in an organism-environment based on a more symbiotic relationship.

Last but definitely not least; the reason behind the existence of BrazilFoundation—of its mission and purpose—was not only the result of a decade of work. We are certain that there is a great demand for the work of BF and that it will persist for many years.

Yes, these are factors that are alive and active which allow us to reduce the size of the challenge of sustainability, at which point BrazilFoundation has arrived. But is there something more to be strengthened? In its organism and links with the environment?

The organism of BrazilFoundation is already in itself a complex system. A "network of organizations," composed by several dense knots (or nodes, if preferred), that involves dynamically the staff, offices, supported organizations, communities, donors and institutional partners. It also involves a vital ingredient: the knowledge generated continuously. And this is, in our eyes, where a huge wealth resides.

For several reasons, we conclude that the time has arrived for BrazilFoundation to realize, in a greater degree, its potential in knowledge management. Including both the knowledge that contributed to generate, as well as the knowledge that has already been internalized by its own practice.

In this direction, the BrazilFoundation 10 years project (Projeto BrazilFoundation 10 anos), was a remarkable step which mobilized organizations that previously received support and chose 20 organizations for evaluation. The purpose was to have the organizations select 34 initiatives

(including 14 to be highlighted) and focused on their Evaluation, Memory, and Systematization. These organizations then generated a new fruit: processes and products created by each organization, consultants and BrazilFoundation itself. In summary, the initiation of a productive dynamic with clear results of active appropriation (not only for each organization, but by all potential stakeholders in any industry or scale of operations), which in itself represents a new level of knowledge.

But the degree of visibility and sharing of the supported initiatives and, especially, of the produced innovations (such as social technologies) is still beyond the reach of what reality permits. Here are areas where the Foundation can work in a relevant manner: develop an agile method for research and dialogue among all the interested parties (potential partners—both public and private); and especially to become proactive in joint partnerships and fundraising (in also innovative ways) for organizations and their projects. This should be understood as a reference program, an element of sustainability initiatives and supported BrazilFoundation itself as a system and network. And finally, the Project Bank should be strengthened and become a reference point that fulfills its role as a program that supports partnering organizations, beyond the regular grant cycle.

In the case of the Project Bank, the conditions are in place to improve it and expand its content, such that it becomes proactive and even creative in the articulation of partnerships and the raising of funds for the partnering organizations and their projects. It should be understood as a reference-program, an element of the sustainability for the supported initiatives and for BrazilFoundation itself as a system and nexus.

All of this is also communication—in its various instruments, contexts and purposes. The advances in this field, by BrazilFoundation, are palpable between 2011 and 2012 (just watch its digital platform). But the opportunities for interactive communication—which today are wide reaching—certainly could be greatly improved, not solely because of the potential of its tools (without forgetting that the internet is not yet part of multiple social realities, although it is a way to get to them), but mainly because the social network (not to be confused with social media), already exists.

The social network already exists as "organisms" (mentioned above) that constitute the "BrazilFoundation system," with strong potential not only to intensify the density of connections and therefore their educational exchanges, but also to bring new partners and expand beyond its current epicenter.

How about what we call the *knowledge that BrazilFoundation has already internalized by its own practice?*

We refer here to the technical capabilities already developed by the institution itself: the experience with organizations, their methodology, their practices, their expertise, their creativity and their differential knowledge. Differential that had at its core the dynamics of the Annual Program Selection (Programa Anual de Seleção), with all its components combined, as the program matrix which led to the Project Bank and Technical Support.

All of this indicates growth. Both in infrastructure (starting with the foundation's own facilities) as well as for human capital, which necessarily involves training people, not just training for new facilitators but also other people who will contribute new skills in strategic areas such as information and communication systems. In short: to expand its operating conditions (physical and human) is at the top of the agenda of needs for BrazilFoundation.

Needless to say, the financial sustainability (the ability to keep the "organism in expansion") is an inseparable part of this process. We do not intend to come up with a plan to grow the necessary revenue. But we can clearly identify its base: the gap formed by the wealth of knowledge and skills that is fruit of BrazilFoundation's 10-year history. We can also identify the consolidation of new strategic partnerships with other institutions, especially under the Technical Assistance Program (Programa de Apoio Técnico), as part of this process of growth that stems from the relationship between organism and environment and that is essential for the sustainability of the foundation.

It will be essential that partnerships involving BrazilFoundation services do not operate as demands against their nature, their qualifications, and their fundamental purposes. It is and will always be crucial that there be harmony and affinity, because there will be no generation of

"sustainable" revenue unless BF does what it most knows how to do—offer this system of support and technical relationship that emanates from a strong history of connecting with grassroots organizations and communities. Whatever the paths and partnerships created, it is fundamental—for BrazilFoundation—not to compromise its sense of purpose or its mission, as we understand it here (to contribute to social change by strengthening the action of grassroots organizations).

In conclusion: BrazilFoundation still has a lot of space for growth and expansion. However, it is important that the organization does not lose track of what it is and how it works. The experiences and skills gained in 10 years of relationships with different organizations and third social realities are exactly what sets BrazilFoundation apart.