

# NORRAG



Network for international policies and  
cooperation in education and training

Réseau sur les politiques et la coopération  
internationales en éducation et en formation

## ***Hacking Education Policy: New Philanthropy and Policy Reform in Brazil***

An associate programme of



Marina Avelar, PhD

Research Associate - NORRAG

# Aims

New philanthropy and the “Giving Code” in Brazilian context

Understand how things are done in practice in the interplay between philanthropy and education

Mechanisms, institutions, practices

# FILANTROPIA NO BRASIL

Síntese do Relatório

Caroline Hartnell e Andrew Milner



Filantropia para Justiça Social e Paz

Em colaboração com *Alliance*, WINGS e Rede de Filantropia para a Justiça Social

# KEY FACTS ON BRAZILIAN SOCIAL INVESTMENT

GIFE CENSUS  
2016



- 9<sup>th</sup> biggest economy in the world
- 8<sup>th</sup> biggest number of billionaires
- 75<sup>th</sup> in World Giving Index 2017 (Charities Aid Foundation - CAF)
- Corporate philanthropy growing more than other parts of the sector
- Preferred term of “private social investment” than philanthropy

#### Inequality and human rights:

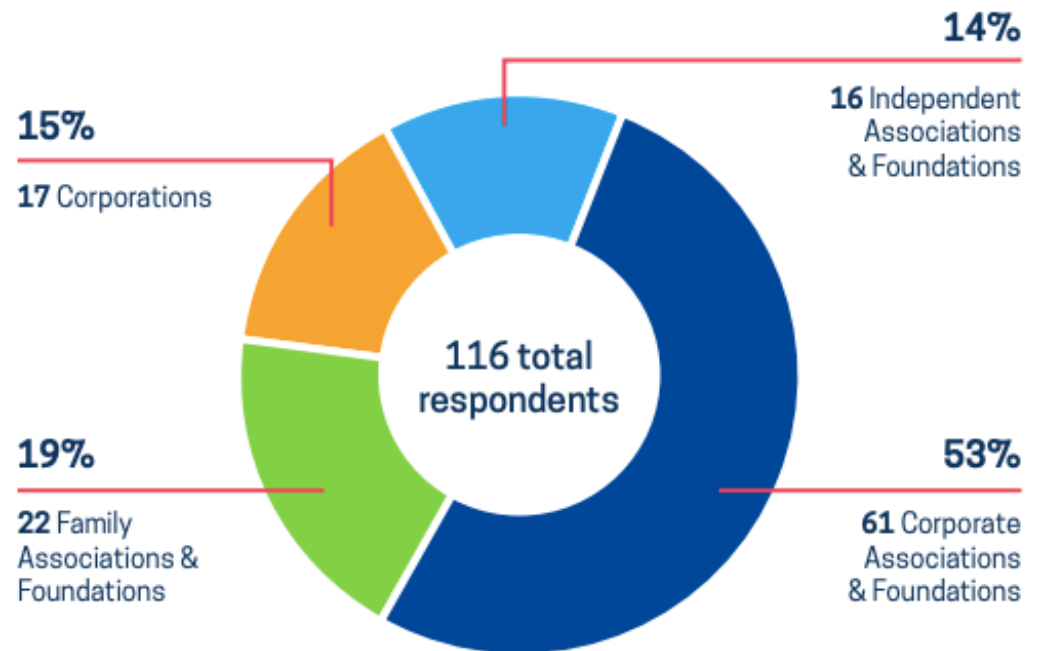
- Lack of funding for human rights causes and initiatives
- Global witness: 1<sup>st</sup> in murder of environmental activists



# New philanthropy in Brazil

Social investment of  
R\$ 3 billion in 2016  
(about US\$830 million)

## CORPORATE ASSOCIATIONS & FOUNDATIONS REPRESENTED MORE THAN HALF OF SURVEY RESPONDENTS



# Hands on approach

## ONLY 16% OF SURVEY RESPONDENTS PRIMARILY FUNCTION AS DONORS

Primarily fund other organizations and their programs<sup>9</sup>



Primarily run their own programs



Do both



Lack of trust in NGOs  
Wish to have direct control of resources  
Taxation issues  
Seen as a problem: weakens civil society

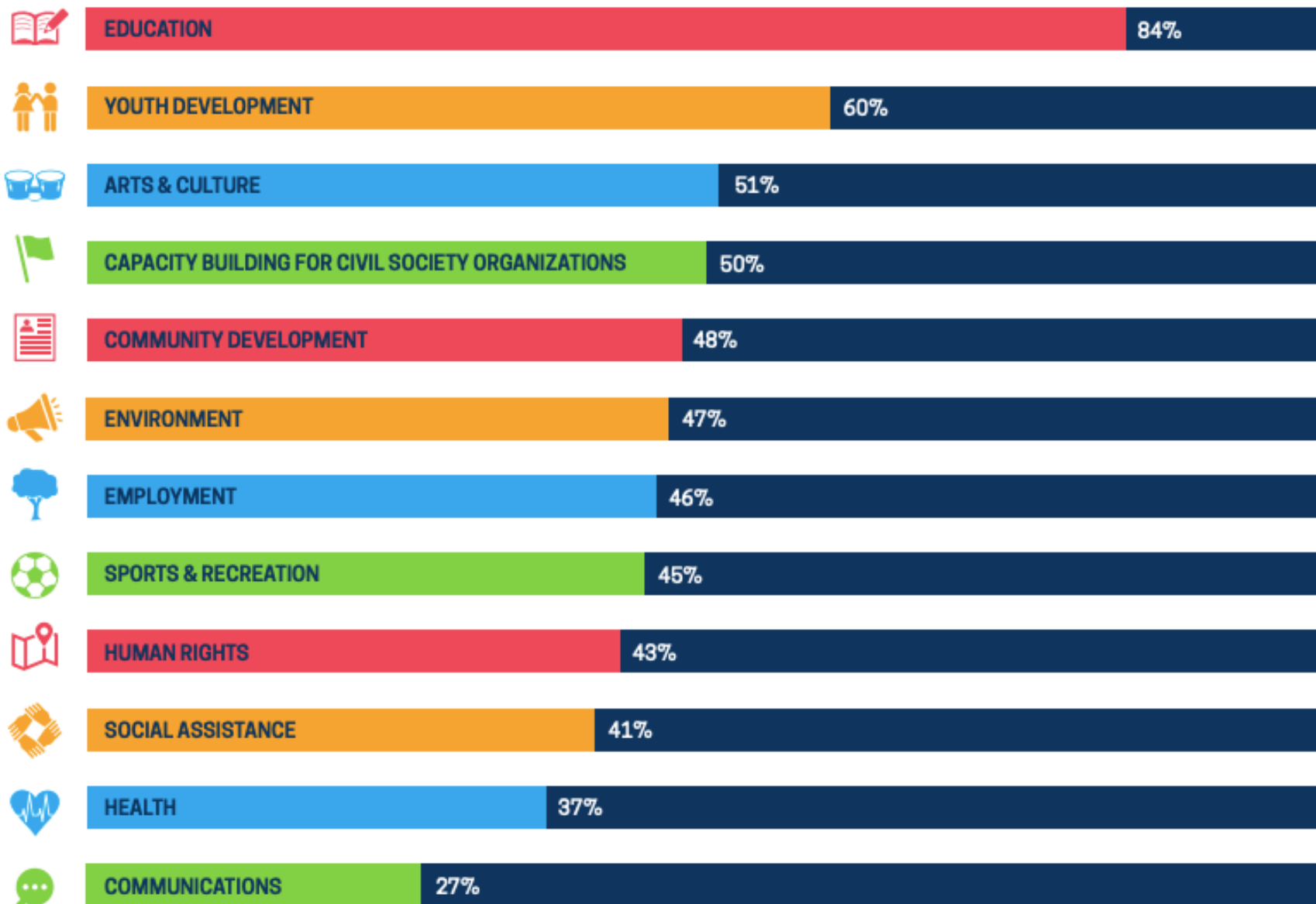
# A different context



**U.S. foundations awarded \$62.8 billion in grants in 2015. 92% of U.S. foundations are independent and family foundations; 3% are corporate foundations<sup>2</sup>.**

Different...  
...Size of philanthropic sector  
...Approach to “giving”  
...Institutional Nature

## EDUCATION WAS THE PRIMARY ISSUE AREA ADDRESSED BY GIFE SURVEY RESPONDENTS



BY COMPARISON,  
AMONG U.S. FOUNDATIONS...



**80%**  
Education



**65%**  
Social Assistance



**61%**  
Health



**51%**  
Arts & Culture





**TODOS PELA EDUCAÇÃO**



FUNDAÇÃO  
MARIA CECÍLIA  
SOUTO VIDIGAL

**Fundação  
Estudar**

**veter  
BRASIL**



instituto  
**península**

 **Instituto  
UNIBANCO**



**FUNDAÇÃO  
ROBERTO MARINHO**

*Telefônica* | **vivo**

**Fundação Telefônica**



**CENPEC**

centro estudos educação  
pesquisas cultura  
ação comunitária

FUNDAÇÃO  
**Lemann**



ITUTO |



**natura**  
bem estar bem

# Concentration of investment

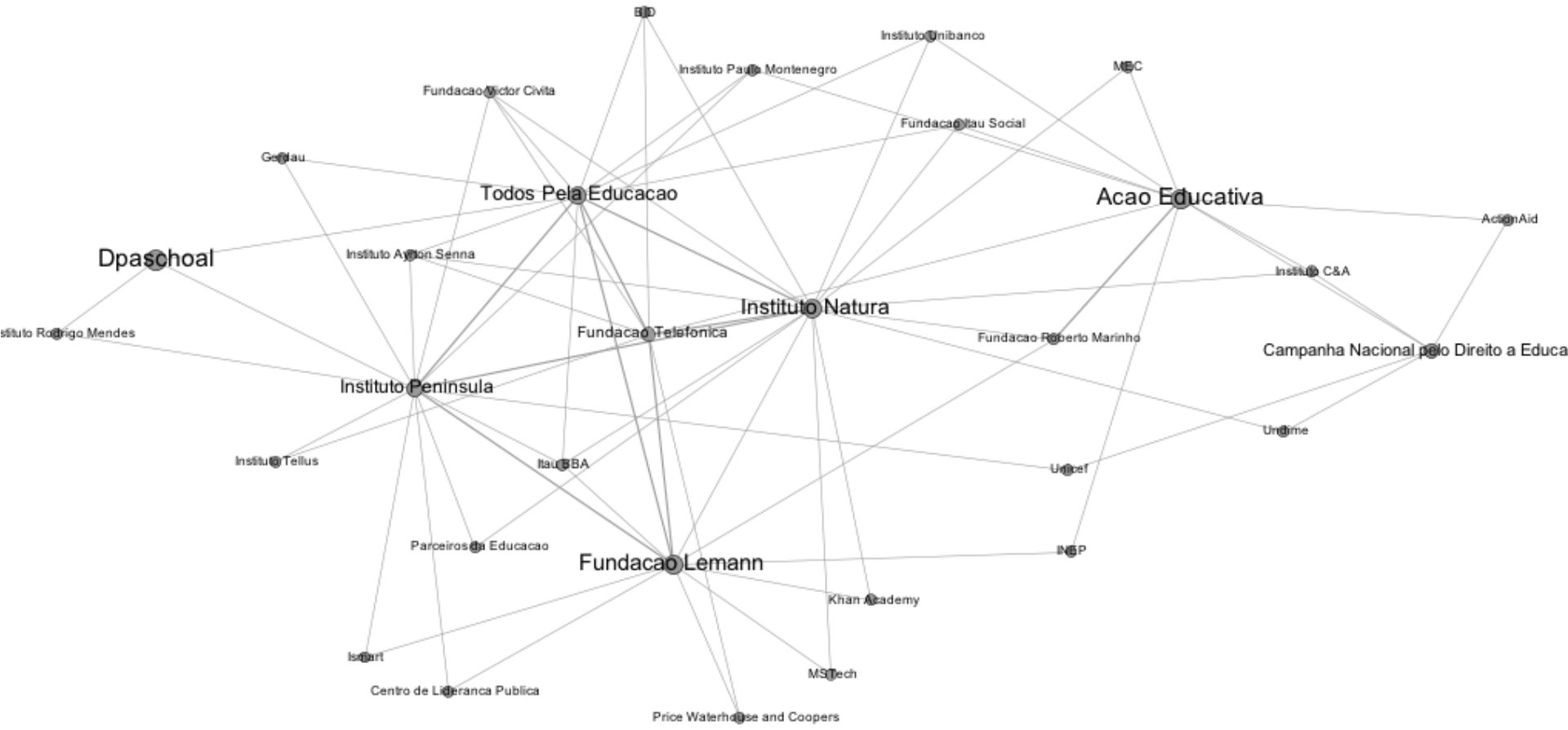
2014: R\$3 billion invested  
(US\$1.7 billion at the time)  
(GIFE + BISC surveys)

In spite of more than 25% of members having a budget greater than US\$8.5 million, the total investment is concentrated

The top 12%  
(13 investors with a budget larger than US\$20 million/year) accounted to  
About 2/3 of the total

The top investor, not disclosed, has invested more than R\$500 million  
About 1/6 of the total





# Relationship with policy

Only 14% declare to have  
no strategy concerning  
policy  
(Most are corporate  
institutes and foundations)

76% work with policy in  
some way to increase  
impact, scale and chances  
of success

41% work with knowledge  
production to influence  
policy

25% work with advocacy  
Within family organisations,  
it is 45%

Data from GIFE (Group of Institutes, Foundations and Enterprises)  
Survey 2016

# Giving Code

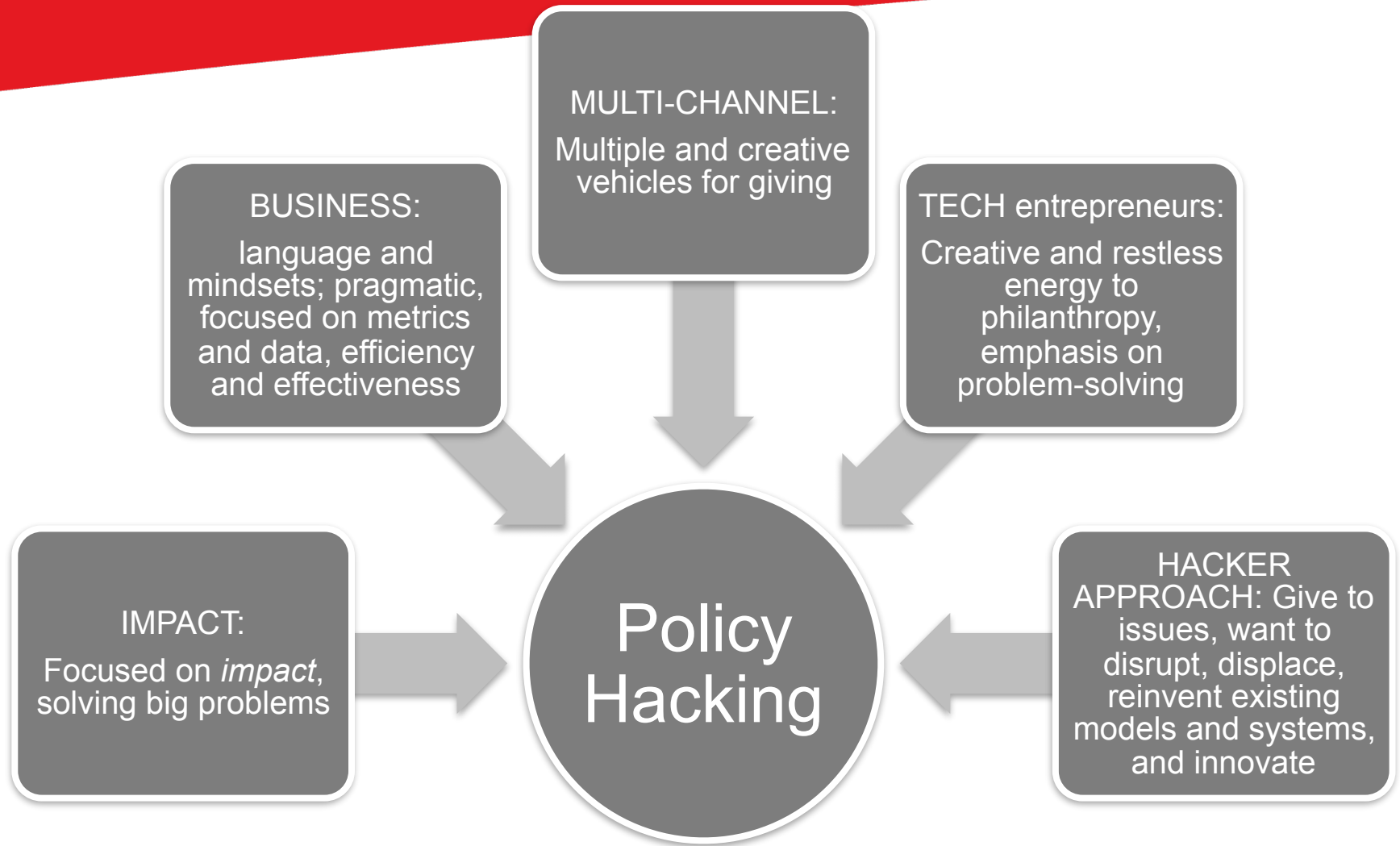
Focus on  
large-scale  
impact

Policy  
reform

Policy  
Hacking

“As a result, these donors are not afraid to challenge traditional ways of thinking, or even disrupt the establishment”

# Giving code



# Hacking by...



Bypassing  
the state



Disrupting  
the state



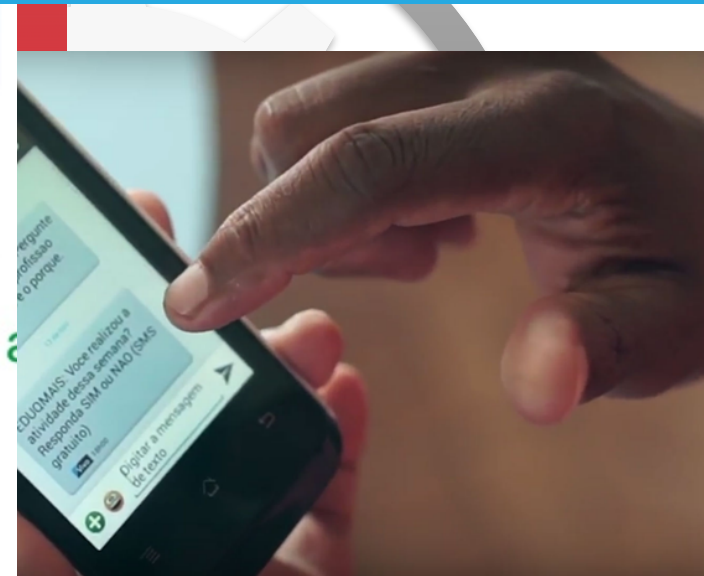
# Bypassing the state



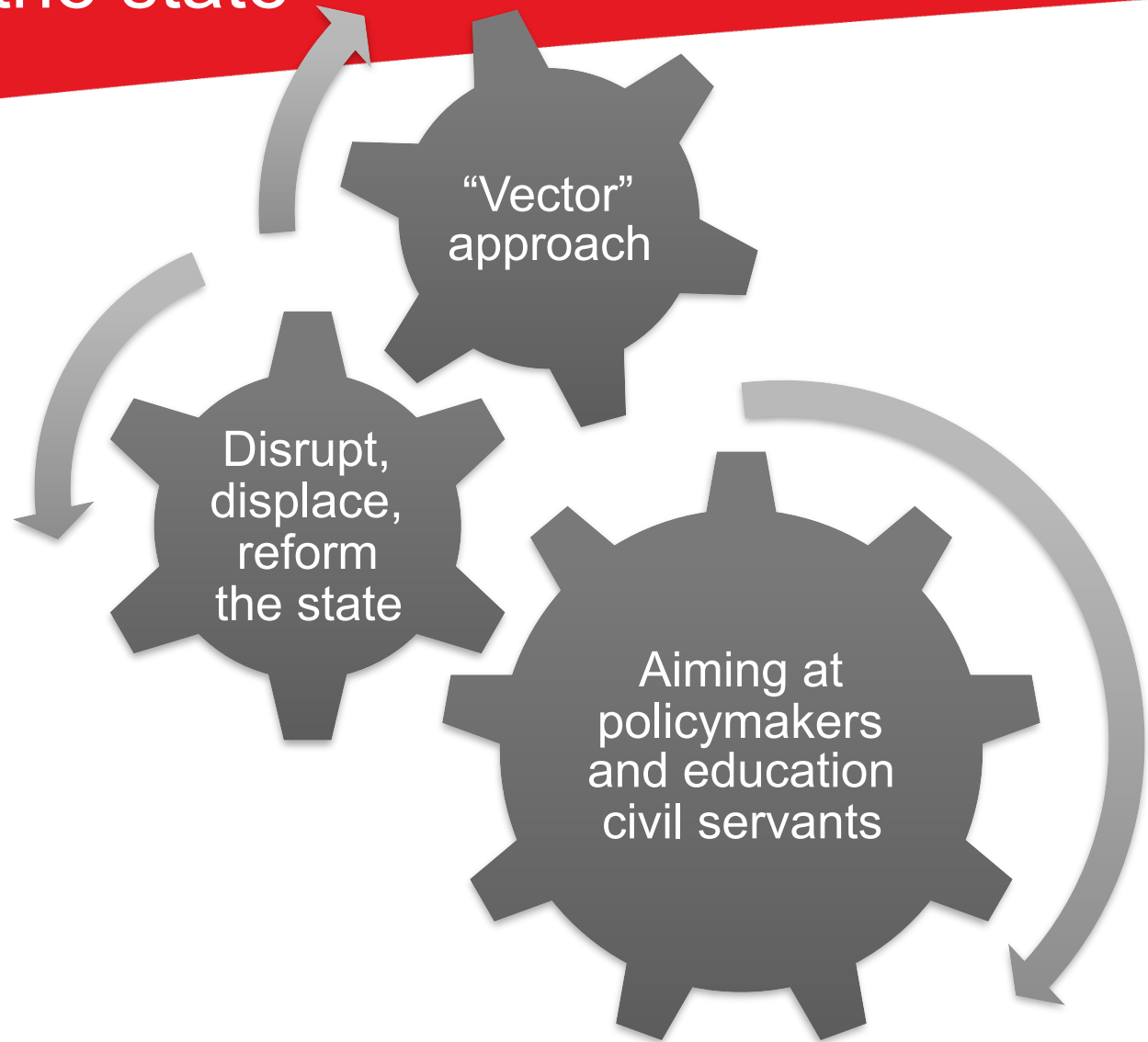
A revolução do aprendizado com a  
uma fórmula:

(matemática + tecnologia) x diversão

A Khan Academy é o maior site para aprender matemática do mundo. Criada em 2006 pelo



# Disrupting the state





## More than 500 leaders

**They receive support from  
the Lemann Foundation**

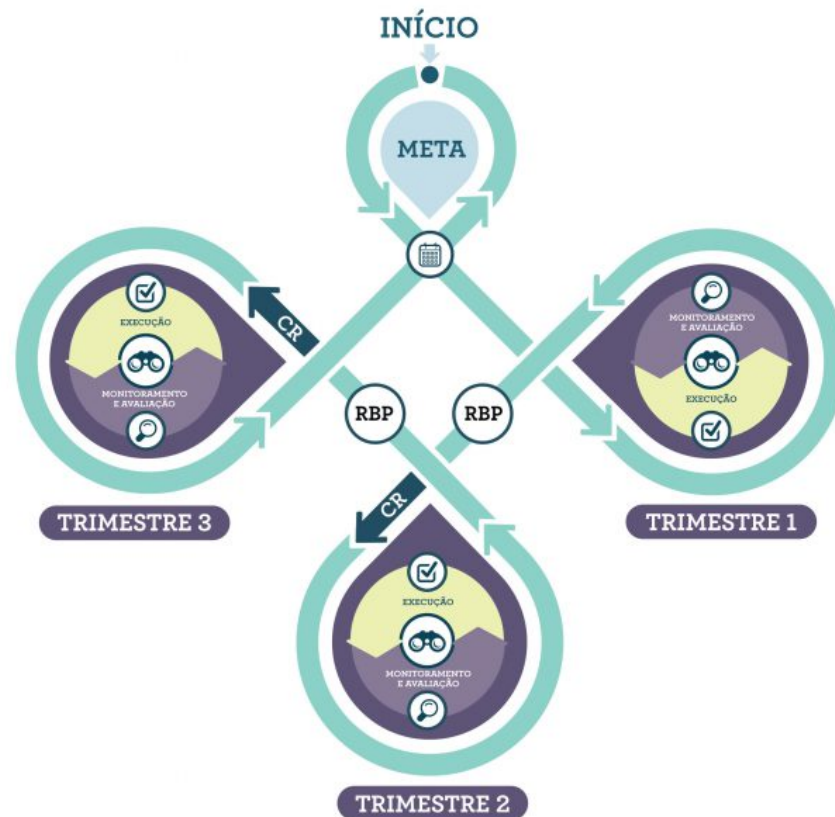
Lemann Fellows, Talents of  
Education and Health making  
the difference in the country.



## 45% of Lemann Fellows

They work in the public sector,  
third sector and international  
organizations highlighting in  
their areas.

# CIRCUITO DE GESTÃO



## PLANEJAMENTO

À luz do seu diagnóstico, a escola elabora seu Plano de Ação.

## EXECUÇÃO

Elaborado o Plano de Ação é hora de colocar em prática as ações planejadas, não perdendo de vista o monitoramento de rotina, as adequações e o registro.

## MONITORAMENTO E AVALIAÇÃO DE RESULTADOS

Hora de checar! Nessa etapa ocorrerá a Sistemática de Monitoramento e Avaliação de Resultados (SMAR) - reuniões trimestrais para verificar se a aprendizagem dos alunos está melhorando.

## CORREÇÃO DE ROTAS

Momento de avaliar a Execução e verificar os resultados que estão sendo alcançados, com a intenção de aprimorar o Planejamento.

## REUNIÃO DE BOAS PRÁTICAS

Hora de compartilhar! Serão realizadas reuniões trimestrais para a troca de práticas de gestão.

## ACOMPANHAMENTO

O acompanhamento é constante durante os processos trimestrais.

## SIGNIFICANT FIGURES

# 2017 Initiatives



**23 YEARS**  
worth of efforts



**+1.5 MILLION**  
children and youths  
benefited by  
**QUALITY PUBLIC  
EDUCATION**



**573**  
**MUNICIPALITIES**  
as partners



**NEARLY  
50,000**  
educators  
trained

# Final Considerations

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Space for innovation

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Opacity of public-private relationships

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Uneven policy arena – risk of excluding other social actors

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Exclusion of unpopular or unmeasurable causes and problems

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Need of stronger collaboration with other actors, specially civil society

# NORRAG



# Thank you

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An associate programme of



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