



CHARLES STEWART  
MOTT FOUNDATION

**CEFIS**

CENTRO DE FILANTROPÍA  
E INVERSIONES SOCIALES  
UNIVERSIDAD ADOLFO IBÁÑEZ

ESCUELA DE  
GOBIERNO



Latin American Report  
on Philanthropy and  
Sustainable Communities:  
**Localizing the SDGs**



[cefis.uai.cl](http://cefis.uai.cl)

# Latin American Report on Philanthropy and Sustainable Communities: **Localizing the SDGs**



cefis.uai.cl

Publication from the *Centro de Filantropía e Inversiones Sociales* (Philanthropy and Social Investment Center) of the *School of Governance of Universidad Adolfo Ibáñez* (CEFIS UAI – for its acronym in Spanish), with support from the Charles Stewart Mott Foundation. All rights reserved. Partial reproduction is allowed citing the source.

Available in digital format at:  
<https://cefis.uai.cl/ods/#publicaciones>

## RESEARCH TEAM

### Authors:

*Rodrigo Villar, Senior Researcher CEFIS UAI.*

*Alondra Arellano, Research Coordinator CEFIS UAI.*

*María Pamela Cruz Martínez, Special Projects Coordinator, Comunalía.*

### Edition:

*Emilia González, Director CEFIS UAI.*

### Design and Layout:

*Soledad Sánchez.*

October 2023



CHARLES STEWART  
MOTT FOUNDATION

**CEFIS**

CENTRO DE FILANTROPÍA  
E INVERSIONES SOCIALES  
UNIVERSIDAD ADOLFO IBÁÑEZ

ESCUELA DE  
GOBIERNO



**UAI**  
UNIVERSIDAD ADOLFO IBÁÑEZ





# INDEX



- **PRESENTATION** ..... 5
- **ADVISORY COMMITTEE PROLOGUE** ..... 6
- **PREFACE** ..... 9
- **I. THE CURRENT SCENARIO AND PHILANTHROPY** ..... 10
  - 1.1 The 2030 Agenda and its Commitment with Sustainable Development ..... 13
  - 1.2. The Potential of the 2030 Agenda for the Transformation of Philanthropy ..... 17
  - 1.3. Localizing the SDGs: Territorial Approach and Sustainable Communities ..... 19
  - 1.4. Roles Philanthropy can Fulfil in Localizing the SDGs ..... 22
  - 1.5. State of the SDGs Halfway through the 2030 Agenda Deadline ..... 30
- **II. METHODOLOGY** ..... 42
  - 2.1. Research Design ..... 43
  - 2.2. Analysis Unit ..... 43
  - 2.3. Data Collection ..... 44
  - 2.4. Survey ..... 44
  - 2.5. Interviews ..... 46
  - 2.6. Note on the Scope and Generalization of Results ..... 47
- **III. RESULTS ANALYSIS** ..... 48
  - 3.1. Sample Description ..... 49
  - 3.2. Knowledge and integration of SDGs ..... 58
  - 3.3. Duties Foundations Perform with the Integration of SDGs ..... 68
  - 3.4. Reasons or Factors to Integrate or Not-Integrate SDGs ..... 72
- **IV. FINDINGS** ..... 80
- **V. RECOMMENDATIONS** ..... 86
- **ACKNOWLEDGEMENTS** ..... 88





## PRESENTATION

On August 2, 2023, planet Earth reached the point of overcapacity, which meant that the resources that could be generated for the year had been depleted, and from that day forward we have been consuming past the planet's point of sustainability. Three months before, we came halfway in the road of the 2030 Agenda, and we are closer to the deadline to achieve the Sustainable Development Goals than on the date we agreed to them, in September 2015.

Disappointingly, not only are we not even close to fulfilling them, but we have even fallen back in some of them, partly due to the Covid19 pandemic, which unveiled the precarious development balance of many countries, especially in Latin America. While some governments in the region renovate their commitments to the 2030 Agenda, in other countries short-term political and economic tensions make it harder to reinforce efforts to achieve these goals.

Within this context, the role of philanthropy as a convener actor, with capacity for innovation and multisectoral work, becomes enormously relevant. In this report, we seek to identify the manners in which Latin American philanthropic organizations relate to SDGs, whether from the viewpoint of contributors to the goals, third-party enablers, or catalysts for SDGs key work.

On a case-specific level, we have observed, especially in Mexico, Colombia, and parts of Chile, how philanthropic organizations have led participative processes to prioritize topics and adapt the 2030 Agenda to the local needs. Upon making the Agenda become relevant at a local level, there is the possibility to improve the connection to the real and more pressing issues of a territory and

to trace a roadmap towards their solution, in which the contributions of different sectors of society converge. These cases inspired us to conduct an exploratory study to understand the conditions which enable a foundation to integrate a framework such as SDGs in its endeavors, the barriers they face to associate to a global initiative such as the 2030 Agenda and the reasons why they could choose not to do it. This report is the result of such an exploration. We believe that, upon looking at the manner in which philanthropy in Latin America has addressed the challenges of the SDGs we have the possibility to correct failures, reinforce successes, and, above all, prepare ourselves to better face the pending challenges and the new 2030 priorities.

Latin America offers great opportunities for learning among peers, for cooperation, and for the development of coordinated responses to common issues, but we need to adequate our approaches to each country. In that same spirit, this study would not have been possible without the support and guidance of the Advisory Committee which accompanied us during its development, and which will share its appreciations in the following pages.

- **EMILIA GONZÁLEZ CARMONA**

DIRECTOR OF THE PHILANTHROPY AND SOCIAL INVESTMENT CENTER, CEFIS  
SCHOOL OF GOVERNANCE  
UNIVERSIDAD ADOLFO IBÁÑEZ

## ADVISORY COMMITTEE PROLOGUE



### AFE Colombia

The study highlights the importance of philanthropy in the achievement of the 2030 Agenda and poses challenges and opportunities. We received the results with the commitment to analyze them and develop an action plan for family- and corporate-foundations associated to AFE Colombia, so that they can strengthen their capabilities and the role they must play to advance in this challenge of humanity. This report invites us to look forward, acknowledging that time is getting increasingly shorter, and the challenges are still immense. It urges us to adopt a broader, collaborative perspective, taking advantage of and building the capabilities of foundations to innovate, work with flexible deadlines, and connect several actors. It highlights the importance of multi-actor collaborative work and the leadership potential of the philanthropic sector in this aspect upon showing the correlation between appropriation of SDGs and the alliances, it also highlights the need for a long-term approach in place of specific results.

On the other hand, the report also highlights that the consequences of climate change in our hemisphere are immense and actions are very scarce. We must generate greater knowledge, more tools, and more programs to increase the commitment of the philanthropic sector with this challenge.

We must join the efforts that others lead on this issue, understanding its complexity and contributing with solutions stemming from our capabilities.

Finally, we invite everyone to band together against the challenges proposed by this report, emphasizing that collaborative efforts are essential so that the philanthropic sector becomes an important actor in the world agenda (AFE Colombia, 2023).



### Red de Ciudades Cómo Vamos (Network of Cities How Are We Doing)

The multisectoral approach of the SDGs proposes for institutional philanthropy, according to achieved results, a great opportunity to further territorial development in a decisive manner with local actors as the center in the collaborative construction through agreed processes which become comprehensive short-, mid-, and long-term path proposals which consider solutions tempered to their economic, social, political, cultural, and environmental dynamics.

The Territory shows the path. The challenge is in the capacity of philanthropy to undertake a proactive agencement of development in order to promote and articulate intersectoral collaborative work which breaks silos and achieves the synergies required by the completeness and integration proposed by the SDGs (Red de Ciudades Cómo Vamos, 2023).





## **CEMEFI**

We find ourselves at a critical point in the path towards compliance with the Sustainable Development Goals (SDGs) of the 2030 Agenda: time has passed, but advances in matter of achievements in implementation is not clear. In this sense, it becomes important to reflect on the progress, the challenges, and the setbacks that we face in our effort to move forward in the compliances with the agreed upon goals.

The study presented here is a valuable contribution to reflect precisely on how the philanthropic sector of Latin America is integrating SDGs in their endeavors. The study supports topics covered by a great importance to mobilize and accelerate the philanthropic action in favor of sustainability such as: collaboration, promotion of multisectoralism, and the adoption of a territorial approach which facilitates the generation of traceable and measurable indicators.

In sum, this study constitutes an illustrative diagnosis of the knowledge and integration of the 2030 Agenda in the philanthropic sector, and a clear calling to action which invites to a closer collaboration, and to the active commitment to construct fairer, more solidary, and more sustainable realities (Cemefi, 2023).



## **RedEAmérica**

The Sustainable Development Goals - SDGs are ambitious, because they are a common purpose which scope is social, economic, and environmental sustainability, making people and the planet the center of all efforts, all of which implies a collaborative work among the different sectors to join efforts, and, specially, results.

This evaluation allows us to observe the levels of appropriation and contribution of the private sector, but particularly, it is an invitation to connect knowledge to achieve a better experience of practical solutions towards that common purpose. The ambition of the SDGs must act as a motivational catalyst for collaborative work, innovation, and the encounter of multiple actors towards a common proposal.

RedEAmérica will be there to be a connector and an inspirational and practical enabler in this planetary tasks (RedEAmérica, 2023).



## COMUNALIA

Halfway to the deadline to achieve the 2030 Agenda and the Sustainable Development Goals (SDGs) we find ourselves at a turning point in which it becomes necessary to reactivate transformative actions that accelerate the pace towards compliance with the global aspirations on economic, social, and environmental matters in the face of 2030. Both, the message of the United Nations General Assembly in September 2023, as well as the findings of this report tell us that time is running out, however, there is hope not to leave behind the promise of a sustainable and resilient future.

Before the challenges we face a humanity, philanthropy has a great challenge ahead as well as an opportunity to take a catalyst role in the implementation, measurement, and advances on the SDGs at a territorial, national, and international level. Thus far, the 2030 Agenda and the SDGs follow a general pattern to guide the definition of priorities in line with the contexts of each country and community. Institutional philanthropy and support organizations in Latin America are in the best position to articulate efforts towards the construction of strategies and collective agendas. It is a good time to continue strengthening and opening channels to make it possible along with our allies in the region (Comunalia, 2023).

## Johnson Center for Philanthropy

I consider that the three essential and interconnected challenges in the field of communitarian philanthropy are as follows: in the first place, communication, which refers to our capacity to explain to the community our actions and how they can affect them in a positive manner.

In second place, collaboration, which implies the manner in which we jointly work with our partners and allies. And lastly, the measurement of impact, centered in our capacity to effectively evaluate the scope of our labor and determine if we are generating a significant change. In my opinion, the Sustainable Development Goals (SDGs) represent an extremely valuable tool to comprehensively address these three challenges upon connecting our initiatives with the local community and the global context in a coherent and effective manner (Johnson Center for Philanthropy, 2023).



## PREFACE

The 2030 Agenda is in the second half of its term to achieve the compliance of the Sustainable Development Goals. The governments of Latin America have been periodically elaborating their National Voluntary Reports. Likewise, companies, through the Global Plan have elaborated reports on their contributions to the development of the Agenda. We also know the state of the SDGs in the region through the reports elaborated by ECLAC. However, in spite of their important contributions, we know little about the contributions of Latin American institutional philanthropy to the SDGs. This report has the purpose to partially contribute to fill that void. This document is part of the project “Localizing the SDGs to Promote Sustainable Communities”, developed by the *Centro de Filantropía e Inversiones Sociales* (Philanthropy and Social Investment Center, CEFIS – for its acronym in Spanish) of *Universidad Adolfo Ibáñez* (UAI - for its acronym in Spanish) from Chile, with the support of the Charles Stewart Mott Foundation.

This project has documented cases of foundations of the region which have had an important role in the incorporation of SDGs, organized podcasts to listen to the voices of foundation leaders who have been promoting the 2030 Agenda and facilitating learning spaces to collaboratively reflect about the value of the agenda and the strategies of foundations to promote it.

The documented cases and the insights of the interviewed leaders are illustrative of the potential that foundations have when working with SDGs but are not a reflection of what happens with philanthropy in the region. To have an estimate on the state of affairs of philanthropy in regards to the 2030 Agenda, it was necessary to conduct a survey with a wide sampling which considered the diversity of manners in which philanthropic organizations relate with SDGs. This report presents the analysis of a survey we conducted with the participation of 130 foundations from 11 countries of the region. The report is divided into 5 sections. The first section analyzes the opportunities that the 2030 Agenda opens for philanthropic organizations to have a

greater impact on social, economic, and environmental transformation in the region. The second section present the progress state of SDGs in Latin America. The third section describes the methodology used in the study. The fourth section present the results and analysis of the survey. And the last section is dedicated to the lessons learned and recommendations which stem from the study. This publication would not have been possible without the generous support of the Charles Stewart Mott Foundation and without the contributions in the design and implementation stage of representatives of the organizations which support philanthropy in the region: the *Asociación de Fundaciones Familiares y Empresariales* (Association of Family and Corporate Foundations, AFE – for its acronym in Spanish) of Colombia, the *Centro Mexicano de Filantropía* (Mexican Center for Philanthropy, Cemefi – for its acronym in Spanish), the *Alianza de Fundaciones Comunitarias of Mexico* (Alliance of Community Foundations of Mexico, Comunalía), the *Comunidad de Organizaciones Solidarias* (Community of Solidarity Organizations, COS – for its acronym in Spanish) of Chile, the *Asociación de Empresas Familiares* (Association of Family Enterprises, AEF – for its acronym in Spanish) of Chile, the *Red Interamericana de Fundaciones y Acciones Empresariales para el Desarrollo de Base* (Inter-American Network of Corporate Foundations and Actions) RedEAmérica, the *Worldwide Initiatives for Grantmaker Support* or WINGS, the *Grupo de Institutos, Fundaciones y Empresas* (Group of Institutes, Foundations and Enterprises) – GIFE (for its acronym in Spanish) of Brazil, the *Universidad del Pacífico* of Peru, and the *Centro de Innovación Social* (Center for Social Innovation) of the *Universidad de San Andrés* of Argentina.

**To all of them, a very special thank you**

### LINKS

#### CASES



#### PODCASTS



#### PUBLICATIONS



# I. The Current Scenario AND PHILANTHROPY





A new concept has recently entered the global conversation. We refer to the “poly-crisis” or set of crises coinciding in time, which interaction generates a global threat that goes beyond the addition of each one of the crises. This encompasses failures in the mitigation of climate change, loss of biodiversity, natural disasters, extreme climate events, growing inequity between countries and among citizens of a given country, erosion of social cohesion, deterioration of health systems, increase of polarization, large-scale involuntary migration, among others. These multiple challenges, which occur simultaneously, require coordinated responses which consider the complexity and interaction of the issues, as well as a strategic vision which achieves a greater balance between the management of current crises and the anticipation of the long-term consequences of our actions (World Economic Forum, 2023).

The poly-crisis has led to a great paradox, pinpointed in a recent report from the United Nations Development Programme (UNDP), dedicated to the topic of human safety: although people in average live a healthier lifestyle, in better conditions and longer, the feeling of insecurity is increasing. Most people currently feel uncertain about the present and future. Only one in every seven people feels safe or relatively safe, in spite of the improvements in several target indicators of human development. And even though it is true that the percentage of people who feel safe is a little greater in countries with better human development indices, the perception of insecurity dominates on all levels of the human development index (UNDP, 2022).

Whilst this paradox was exacerbated due to the Covid19 pandemic, it is a tendency which has been incubating for years. The feeling of insecurity and fear for the future grows due to the combination of several interconnected phenomena. Among such phenomena, the growing conscience of the environmental crisis and the ever closer and visible presence of climatic phenomena, such as extreme temperature, fires, droughts, and storms, with all their consequences over daily life. Food insecurity is

growing worldwide and very connected to environmental issues. Over 2.4 trillion people suffer the results of such insecurity on a daily basis. The people displaced for climate reasons, violent conflicts, and political prosecution have doubled in the last decade. The perception of insecurity also grows due to all the forms of violence against women and sexual diversities and due to the limitations of a large number of citizens to have access to quality health and education services and to systems of social security that warrants a dignified old age (UNDP, 2022).

As humanity we are creating an increasingly uncertain world and destroying our own home. According to Global Footprint Network (GFN), in 2023, August 2 was the Earth’s Day of Overcapacity, date on which the demand of humanity over resources and ecological services surpassed the regeneration capacity of ecosystems. The speed with which humans consume natural resources has exponentially grown in the last decades. The first Earth’s Day of Overcapacity was on 1970, on December 29.

In little over five decades, the date has anticipated closer to the middle of the year<sup>1</sup>. The current issues are now more than ever connected and require global, interconnected, systemic responses which place dignity, security, and agency of the people in the center, recognizing the limits of the planet, and incorporating the future of new generations.

Before the poly-crisis and the uncertain future of humanity, philanthropy faces a great challenge. As is clearly stated in a report of the global network of organizations in support of philanthropy, WINGS, if it wants to be a part of the solution, philanthropy needs to challenge itself and adopt broader, transversal, and intersectoral glasses (WINGS, 2023).

Considering the interconnection between the issues, solutions need to be more connected between them and mobilize diverse sectors. In its initiative to transform philanthropy, WINGS proposes an essential change for philanthropic organizations, to shift from working on silos to working with others (communi-

1. Las fechas de inicio del sobreconsumo globales y por países se encuentran en <https://www.overshootday.org/>





ties, social movements, companies, and governments), on shared goals so that together we can achieve large-scale changes (WINGS, 2023).

It is important to understand that the transforming power of philanthropy does not come from the number of financial resources. Those will always be minor regarding those necessary to conduct large-scale transformations. The essential of philanthropic resources is their capacity to be contributed with no need for a financial return (WINGS, 2023).

This provides philanthropy with a unique advantage to provide patient and risk capital to support new ideas, develop innovations, bring new topics into public conversation, support systemic and long-term changes, and convene and facilitate multi-actor work processes, with the high uncertainty levels characteristic of those processes. The timely and generous transfer of learnings from successes and failures achieved in these innovation processes with philanthropic resources are increasingly important to catalyze changes, insofar as the urgency grows.

Taking the role of facilitator to work with others and exploit to the fullest the comparative advantage of the philanthropic resources does not necessarily mean changing the thematic focus of organizations, but it does require changes in the manner of approaching the issues. On one side, it is important to adopt a systemic focus which allows understanding the causes of the problems and their interactions with other issues, thus avoiding working in silos and identifying collaboration opportunities with other actors. This approach facilitates simultaneously addressing multiple angles of the poly-crisis and provides better chances of permanence for the changes installed.

All of the above also requires using the best information available to understand the issues, design or adapt proven solutions; or to support innovative and long-term initiatives with the patient capital of philanthropy.

As Benjamin Bellego, executive director of WINGS says, *“given the scale, complexity and urgency of the global situation, incremental change is no longer an option. Remaining too narrowly focused on our historical roles will not allow us to see how we can make the necessary existential difference in today’s world. When the house is on fire, we need all hands-on deck; we cannot simply continue doing what is comfortable and easy”* (WINGS, 2023).

The 2030 Agenda, as we will see below, is a good framework to work with the scale, complexity, and urgency proposed by WINGS.



## 1.1. THE 2030 AGENDA AND ITS COMMITMENT WITH SUSTAINABLE DEVELOPMENT



*Peace need not be impracticable, and war need not be inevitable. By defining our goal more clearly, by making it seem more manageable and less remote, we can help all peoples to see it, to draw hope from it, and to move irresistibly toward it*

• **JOHN F. KENNEDY, 1959**

The 2030 Agenda is an ambitious global agreement with ample acknowledgement and legitimacy which has the purpose of changing the paradigm regarding development to make it sustainable in its economic, social, and environmental dimensions. The 2030 Agenda had ample citizen participation for its discussion and design from experts of very diverse fields and government representatives. The final agreement was signed on 2015, by 193 countries member of the United Nations, and all of them, with the exception of five (Haiti, Myanmar, South Sudan, Yemen, and the United States) have presented voluntary national reports accounting for the advancements on the goals and indicators and the manner to achieve them. Most countries have created an institutional architecture with ample participation of diverse sectors to promote the agenda, define priorities, establish monitoring mechanisms, and elaborate the national reports on SDGs.

This agenda, with its 17 Sustainable Development Goals (SDGs), 169 targets, and 231 indicators proposes a horizon to promote sustainable development in a collaborative manner between governments, enterprises, and civil society, and thus opens a great opportunity for philanthropy to transform itself and contribute with others on the global challenges. Before its current

challenges, the 2030 Agenda offers a path for philanthropy to be more systemic, collaborative, and evidence oriented.

Additionally, it seeks to face different interconnected crises and represents the rallying of several international processes to harmonize social, economic, and environmental ambitions. This agenda is complemented by other multilateral commitments such as the Paris Agreement on Climate Change, the Addis Ababa Action Agreement on Financing for Development, the Agenda for Humanity of the World Humanitarian Summit, as well as the Sendai Framework for Disaster Risk Reduction. It seeks for actors which perform in different fields (politics, development, humanitarian, security), to be able to work together with a common agenda (United Nations Sustainable Development Group, 2019).

By placing sustainable development in the center, the 2030 Agenda represents a paradigm shift concerning the manner in which to understand development. It seeks to work on the complex interactions between the social, environmental, and economic dimensions of development and makes a calling to promote, in a balanced and strategic manner, economic prosperity, social inclusion, and environmental sustainability, and to do it sus-



tainably over time and through generations. As clearly stated by the Brundtland Commission<sup>2</sup>, the agenda proposes a path to move forward that “meets the needs of the present without

compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987).

## The Sustainable Development Goals are the following:

- |  |   |  |
|--|---|--|
| <b>1</b>  <i>No Poverty</i>                   | <b>7</b>  <i>Affordable and Clean Energy</i>               | <b>13</b>  <i>Climate Action</i>                          |
| <b>2</b>  <i>Zero Hunger</i>                  | <b>8</b>  <i>Decent Work and Economic Growth</i>           | <b>14</b>  <i>Life Below Water</i>                        |
| <b>3</b>  <i>Good Health and Well-Being</i>   | <b>9</b>  <i>Industry, Innovation, and Infrastructure</i>  | <b>15</b>  <i>Life on Land</i>                            |
| <b>4</b>  <i>Quality Education</i>           | <b>10</b>  <i>Reduced Inequalities</i>                    | <b>16</b>  <i>Peace, Justice and Strong Institutions</i> |
| <b>5</b>  <i>Gender Equality</i>            | <b>11</b>  <i>Sustainable Cities and Communities</i>     | <b>17</b>  <i>Partnership for the Goals</i>             |
| <b>6</b>  <i>Clean Water and Sanitation</i> | <b>12</b>  <i>Responsible Consumption and Production</i> |  |

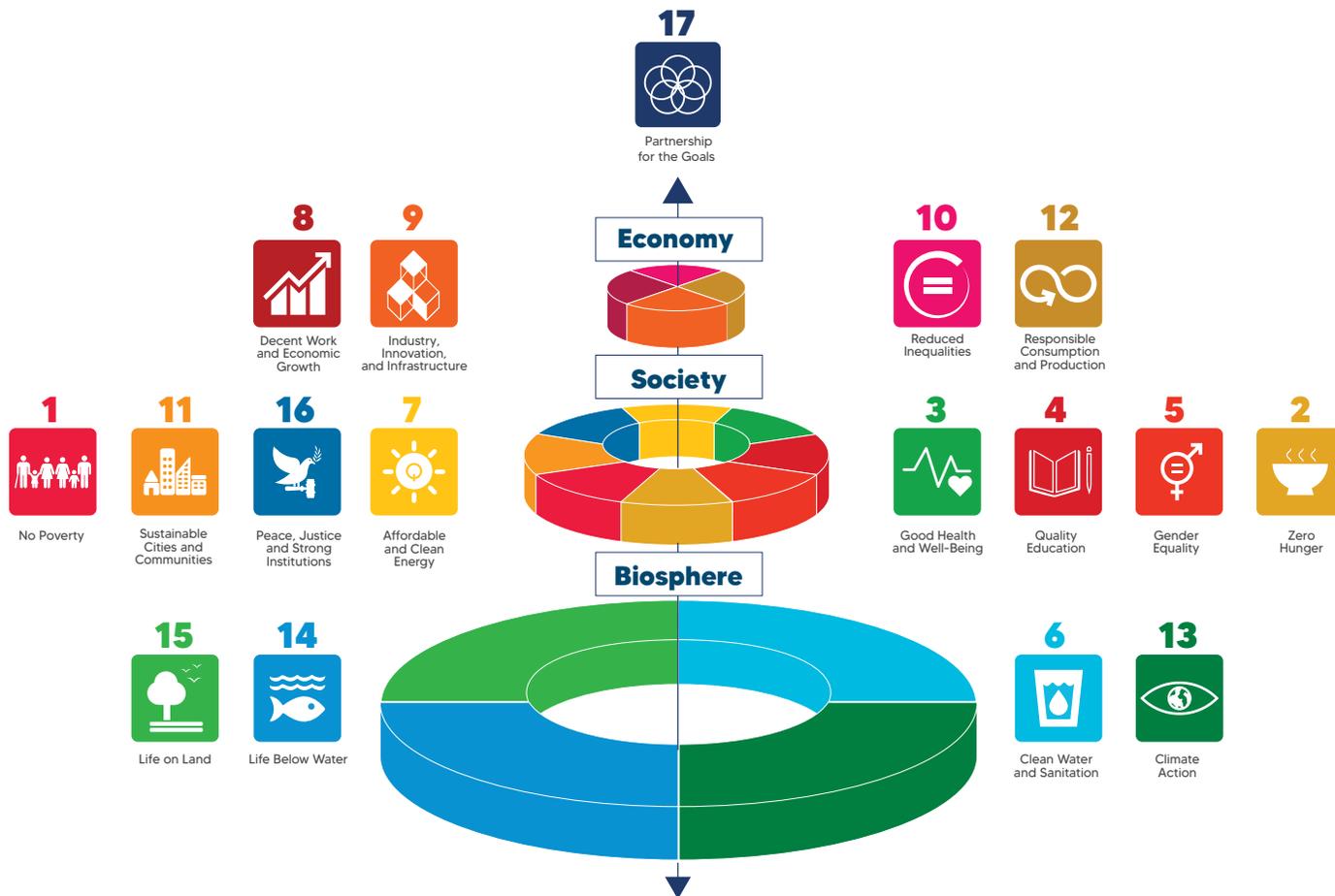
Figure 1 shows how these 17 goals interact with a focus on sustainability in the 2030 Agenda. It can be seen how the biosphere sustains all other dimensions of sustainable development; therefore, this must respect the limits of the planet (Ferreto, Matthews, & Pete, 2022). It also shows how people or society are the center of sustainable development, and it must be inclusive, without “leaving anyone behind”.

The economy, located at the top of the chart, is an important motor for wellbeing, but it is the means to achieve it, not an end on its own. On a cross cutting basis, we have SDG 17, “Partnerships for the Goals”, evidencing the importance of alliances and cooperation to achieve the other SDGs and promote a sustainable development on a local, national, and global level.

2. The Brundtland Commission was called by the United Nations and published in 1987 the report Our Common Future, which addresses the current economic development up to date with environmental sustainability, giving official use to the concept of sustainable development



FIGURE 1:  
The biosphere as foundational basis of global sustainability



Source: “The Biosphere as Foundational Basis of Global Sustainability”. Rockström and Sukhdev (2016) & Azote Images for Stockholm Resilience Centre.

The framework of the SDGs is an important advancement in regards with the previous Millennium Development Goals (MDGs), established by the UN for the 2000-2015 term. This improvement is particularly visualized on the elements of universality, paradigm shift, inclusion, and multisectoriality which we detail below.

The MDGs had the purpose to advance on key topics for development, but unlike SDGs, which are a framework for global action, the MDGs were an agenda limited to the poorer nation or nations in crisis.



The universality of the 2030 Agenda means it applies for all countries and people of the planet (United Nations Sustainable Development Group, 2019).

On the other hand, the number of goals and topics present on the MDGs were lesser and less integrated than in the SDGs. The emphasis in MDGs were social problems (poverty, hunger, education, and health), and although they proposed a goal connected to the environment, the weight of this dimension was fairly small in relation to the one the 2030 Agenda has.<sup>3</sup> By placing the focus on sustainable development from the interrelation of the economic, social, and environmental dimensions, SDGs promote a more holistic and comprehensive understanding, and profound changes in the models of production and consumption. As all paradigm shift, the 2030 Agenda proposes leaving behind the economic growth model which postpones or marginally assumes environmental considerations (United Nations Sustainable Development Group, 2019). The change does not only apply to what we understand for development, but also to the manner in which we achieve it. The interconnection and indivisibility of the 2030 Agenda means that, to move forward and promote SDGs, requires to understand how they intertwine and positively or negatively affect one another (Mzyk-Callias, Grady, & Grosheva, 2017).

One of the ruling principles of the 2030 Agenda is the motto “**leave no one behind**”. It is a calling to promote inclusive development which involves and promotes participation of vulnerable, marginalized communities, and all those who do not usually participate in public discussion, participating in the definition of their own destiny. Addressing social, economic, and gender inequality has a greater depth in SDGs than in previous efforts. The SDGs represent a deep commitment with human rights, social and environmental justice, and inclusion. Strengthening the capacities and agency of groups traditionally marginalized from the public deliberative sphere is another condition for the development and fulfilment of the 2030 Agenda (United Nations Sustainable Development Group, 2019).

Another important difference is that MDGs had a “state-centered” focus in which responsibility for its implementation lied with the governments. The SDGs include non-state actors (civil society, enterprises, academia, mass media, and citizens) and promote public-private collaboration and alliances as a central strategy for the achievement of the agenda (Griggs, et al, 2023). Collaborative work between state and non-state actors and co-funding from governments, cooperation agencies, international banking, enterprises, and donating foundations is essential to advance in the sustainable development proposed by the 2030 Agenda. Pooling together funds, talents, knowledge, and technology from the private and public sector, and mobilizing citizens and their organizations around shared goals is a must for the fulfilment of SDGs (United Nations Sustainable Development Group, 2019).

Additional to the advancement in the face of MDGs, SDGs also present a new set of challenges. The 2030 Agenda is a framework which articulates the goals for sustainable development with the corresponding goals and indicators but does not define the path or means to achieve the goals. Establishing baselines, priorities, work focus, and advance mechanisms is a task for all countries at a national or subnational level. This framework of goals, targets, and indicators represents a great challenge for national statistic offices because they need to collect, generate, and disseminate key information on SDGs to trigger, monitor, and report the national and subnational processes for planning and designing policies and programs, budgeting, monitoring, and production of progress reports. This challenge has generated collaborative processes between different national, regional, and global information production centers to gradually close the existing gaps between the available information and the information necessary to address and report advances in the different dimensions of the 2030 Agenda. This is an especially acute topic in environmental dimensions, for which countries had little information. The gradual closure of these gaps has, in itself, been an achievement of the agenda, because currently we have better information to analyze, design solutions, and monitor complex and multidimensional issues (United Nations Sus-

3. Los ocho ODM eran: 1. Erradicación de la pobreza extrema y el hambre, 2. Acceso universal a la educación primaria, 3. Promover la igualdad de géneros, 4. Reducción de la mortalidad infantil, 5. Mejorar la salud materna, 6. Combatir el VIH/SIDA y otras enfermedades, 7. Asegurar la sostenibilidad medioambiental y 8. Fomentar una alianza mundial para el desarrollo.



tainable Development Group, 2019). With the elements developed thus far, the SDGs reflect the complex reality of the interconnected dimensions of development. From a more in-depth look, the integration of SDGs does not only consider the multiple ways in which the goals positively and negatively impact each other, but also the need to apply a systemic approach to development, in the long-term and adapted to specific contexts. This proposal can guide investment and action decisions of phi-

lanthropic organizations and thus achieve more profound and large-scale impacts with their interventions (United Nations Sustainable Development Group, 2019). In the following section, we will address the intersections between the 2030 Agenda and the current challenges of philanthropy.

## 1.2. THE POTENTIAL OF THE 2030 AGENDA FOR THE TRANSFORMATION OF PHILANTHROPY

The 2030 Agenda is not only a paradigm shift around the manner in which we understand development but is also a change on how to operate to achieve the desired transformation. It intends, with guiding goals and principles, to affect the manner in which the ecosystem of actors prioritizes, organizes, proposes, and articulates to advance in sustainable development. Of the central principles and guidelines for the implementation of SDGs, we highlight four that significantly influence the setting in which philanthropic organizations operate and can contribute to its transformation: multisectoral approach, thematic integration, use of information to measure their progress, and localization of the agenda.

### ● Multisectoral Approach

---

The 2030 Agenda poses a calling to all actors to be part of the solution. It is not an agenda centered on governmental responsibility, but which requires the active participation of civil society, the private sector, academia, and other relevant actors for its fulfilment. In this regard, it presents an opportunity to work together towards a sustainable and common future in search of a lasting impact (Stibbe, Prescott, TPI, & UNDESA, 2020).

Participation on the 2030 Agenda offers philanthropic organizations an opportunity to surpass working in silos and act in a collaborative manner, integrating their actions with governments, enterprises, and social organizations to be able to benefit the population in greater scale and more comprehensively. The combination of the strengths of innova-

tion of philanthropy and the private sector with the scale of government programs can lead to effective programs with great impact. The foundations, with their risk capital and the possibility for long-term thinking are in an ideal position to facilitate iterative and adaptative planning methods with multiple actors involved providing an important emphasis on learning and experimentation of the most effective solutions on a given territory. On the other hand, collaborative design and management between multiple interested parties has the potential to generate innovative responses for complex problems by integrating different perspectives and angles of the issue (Mzyk-Callias, Grady, & Grosheva, 2017), (United Nations Sustainable Development Group, 2019).



## ● Thematic Integration

---

The 2030 Agenda proposes that sustainable development involves working the interactions between the goals and targets and that these cannot be addressed in an isolated manner. We even talk about the comprehensiveness and indivisibility of the SDGs, and specially the interrelation of the 5ps in which SDGs are usually classified (planet, people, prosperity, peace, and partnerships). This comprehensiveness is an acknowledgment of the synergies between them and a central assumption for working with the agenda and the focus of sustainable development (Stockholm Environment Institute, 2019).

The undertaking of a systemic perspective may help foundations to think in the multicausality and interconnection be-

tween the topics they work with and the design of more comprehensive interventions which allow the role of each of the parties to contribute to more holistic solutions, leveraging efforts on the actions of other interveners of the ecosystem, even in fields which do not directly intercept with their daily work. The existing interrelation between the SDGs implies that prioritization exercises for interventions need to find the type of actions which can leverage more profound and large-scale changes. And in this regard, adopting the agenda may contribute to a transformation of philanthropy which bolsters its contributions to sustainable development (Mzyk-Callias, Grady, & Grosheva, 2017)

## ● The Importance of Information

---

The Agenda establishes 231 indicators to promote decision making, targets prioritization, establishment of actions and monitoring based on information, and also to facilitate learning about the evaluation of programs and actions oriented to shared outcomes (UNSTATS, 2017). These indicators are then grouped in targets and, finally, in goals. The countries and subnational systems have worked on establishing information baselines, identifying data gaps and advancing on its settlement.

Philanthropic organizations usually lack this information at a territorial level to decide on their plans and to evaluate if their activities move the needle of the territories in which they work.

Considering as a precondition that the data exists and is publicly reported, the SDGs offer philanthropic organizations

an integrated framework with a map of indicators to diagnose, measure, evaluate, and render accounts. By incorporating the measurement system of SDGs in their own planning, result measuring, and report metrics, philanthropic organizations will have a valid and legitimate map of indicators to be informed and report on their contributions to broader goals in the local, subnational, national, and global order (Mzyk-Callias, Grady, & Grosheva, 2017). In case there is no public data, the SDGs offer a guideline on which philanthropy can contribute through the development of measurement systems aligned to the SDGs.



## ● Localization

---

The 2030 Agenda is a framework to address global challenges, but its implementation requires the establishment of national and subnational relevance, prioritizing targets and selecting the relevant indicators with the participation of local actors. According to the United Nations Development Programme (UNDP), 65% of the targets of the SDGs depend on the subnational level (UNDP, n.d.).

The localization process implies acknowledging the role of local actors to establish their own challenges and strengthen, when necessary, their capabilities to identify effective solutions, to work in a collaborative manner, and monitor the advances and challenges of territorial development.

In the localization process, as we will see in the section below, philanthropic organizations can have a very important role due to their knowledge of local reality, their capacity to mobilize and articulate actors, and their ample experience with participative approaches which include several voices and perspectives of interested parties to warrant the inclusion and pertinence of the development agendas at a local level.

### 1.3. LOCALIZING THE SDGS: TERRITORIAL APPROACH AND SUSTAINABLE COMMUNITIES

The 2030 Agenda has as one of the central hypothesis for its development that each country and each territory within the countries must identify their own path for sustainable development considering the context and specific characteristics of the territory. The SDGs are a set of goals, targets, and indicators but it is not a path for sustainable development.

It proposes a horizon and principles to achieve its goals (multisectoriality, thematic integration, inclusion), but they do not trace a path nor the steps to follow. The path and the priorities are defined by the countries and the different subnational levels in the localization process of the SDGs. In this regard, the localization of the SDGs corresponds to the essential process of adapting the global agenda to specific local realities to make it relevant and pertinent for each of the territories.

Governments and non-government actors participate in this process at a subnational level which adapts SDGs to their context and needs (Cruz Martínez, 2022). This implies placing local actors in the center (local governments, enterprises, social organizations) so that in a collective manner they establish the path of their own development and identify the most pertinent, effective, and sustainable solutions to carry it out. Here, knowledge and local capabilities, as well as the availability of information about the territories are essential.

Having localized and disaggregated indicators by revenues, gender, age, and race is essential so that the local deliberation processes about priorities and programs among the interested parties has the adequate and relevant information, shared among all parties involved and thus “not leaving anyone behind”.



To advance on the localization processes it is important to pick up the accumulated literature and experience in the promotion of sustainable communities (RedEAmérica<sup>4</sup> Institute for Sustainable Communities<sup>5</sup>) and similar initiatives like those of sustainable development with a territorial focus (GIZ, 2021), territorial focus of the SDGs (OECD, 2020), and socially responsible territories (Castillo, 2007), (Loteró, 2019).

Another especially relevant aspect is to review the experience from community or territorial foundations, as they are also known, because their peculiarity within the philanthropic world brings them organically closer to the principles of the 2030 Agenda. They are foundations which have a territory as their action focus, they support several causes in this space, and, in general, seek to connect these causes among them and to several sectors to work in a coordinated manner, they support local organizations with financial and non-financial resources and promote their articulation, they have a long-term vision and promote inclusion (CEFIS, 2021).

The territory on these approaches is understood as the geographical space to design, implement, and adapt local interventions. This usually is sufficiently broad to allow multisectoral coordination and establish participative governance mechanisms, but sufficiently narrow to allow effective communication processes between the different actors (GIZ, 2021).

This intermediate scale usually refers to the municipality, associations of municipalities, or small regions with some level of cultural, ecological, or historical identity (RedEAmérica, 2015), (CEFIS, 2021).

The territorial approaches also share the idea that sustainable communities are the result of participative processes of the various local actors to diagnose, build collective and strategic visions for territorial development, identify priorities, propose development agendas and plans, budget, implement programs and projects, establish common indicators to monitor, and social learning mecha-

nisms to continuously reorient plans and programs (GIZ, 2021) (RedEAmérica, 2015) (Castillo, 2007). But, while they emphasize the importance of participative processes, they acknowledge the power asymmetries which exist in the territory between the different actors and the need to develop strategies to face them, especially to promote and facilitate the participation of base organizations in the territory which usually represent the most marginalized voices in public debate and in the decision-making process about the future of the territory (RedEAmérica, 2015).

Along with facilitating the participation of base organizations, the promotion of sustainable communities requires the establishment of continual strengthening processes of the capabilities of territorial actors, and especially of the collective action and information use capabilities to diagnose, prioritize, plan, and monitor the territorial development process (GIZ, 2021) (RedEAmérica, 2015).

Sustainable communities need good knowledge management processes about the territory and the capabilities to manage environmental, social, economic, and institutional information to guide the dialogue and allow the establishment of shared targets and indicators to monitor the agreed upon targets to advance on territorial development (RedEAmérica, 2016) (Loteró, 2019) (GIZ, 2021).

4. <https://redeamerica.org/Conocimiento-Colaborativo/Publicaciones/PID/7314/ev/1/CategoryID/31/CategoryName/Comunidades-Sostenibles#gsc.tab=0>  
5. <https://sustain.org/about/what-is-a-sustainable-community>



redeamerica.org

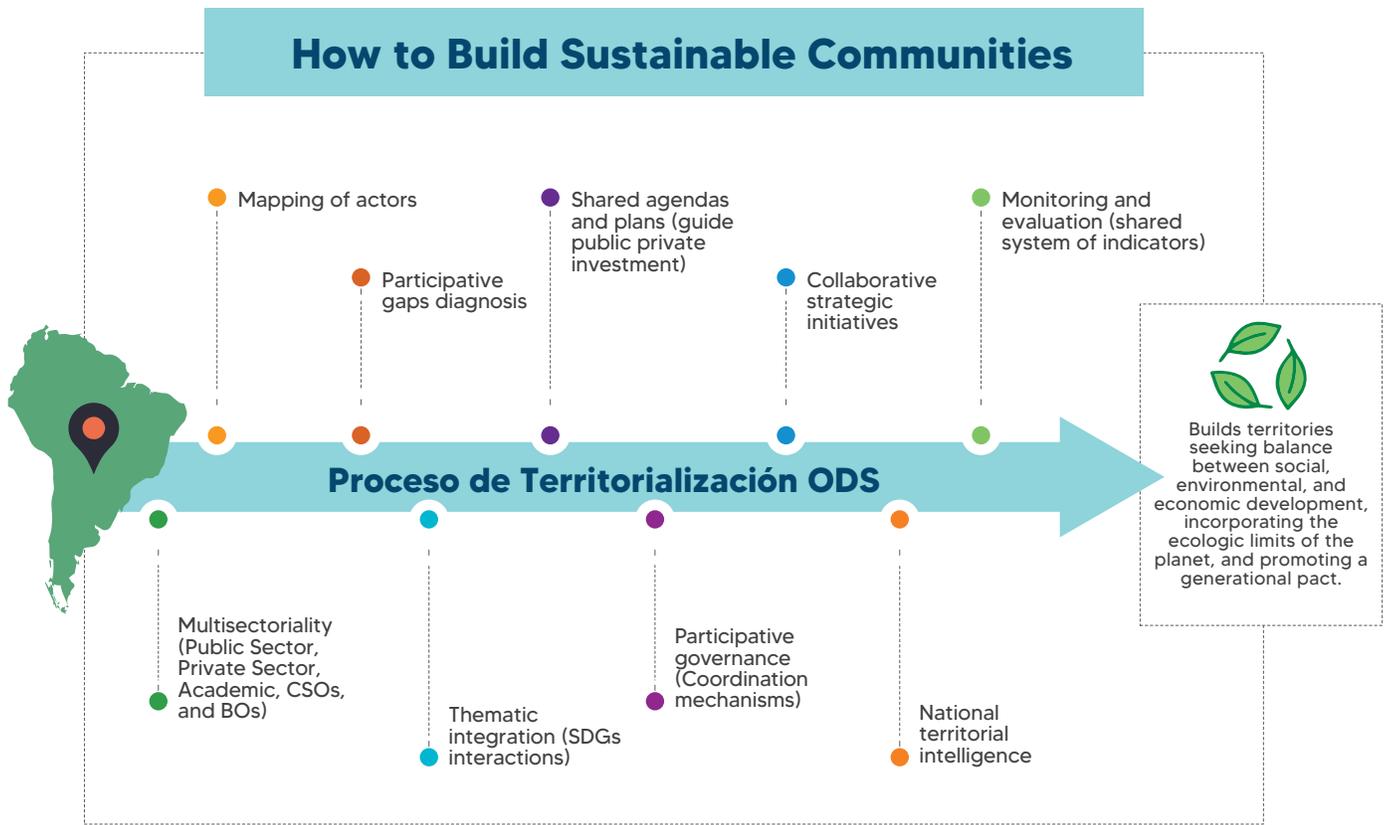
sustain.org



Figure 2 represents the existing connection between localization of SDGs and the construction process of sustainable communities. During these participative processes work is multisectoral, identifying all actors which compose the territory, guidelines are promoted through participative diagnosis, priorities are identified considering the integrated framework of SDGs, agendas are proposed, and development plans shared, strengthening processes of

territorial intelligence are integrated, and shared indicators are established to monitor and evaluate progress. All these must be conducted around the sustainable development axis, understood as economic, social, and environmental development.

FIGURE 2:  
How to build sustainable communities



Source: Authors' elaboration.



The foundations with a territorial approach and, within them, the community foundations, have important strengths to promote sustainable communities. They are organizations with knowledge on the actors and issues of the territories in which they work. They have the capacity to convene, establish bridges and articulate local actors around shared agendas. They can play an important role in identifying collective interest issues and promoting solutions to face them, as well as in the mobilization processes of local resources (Këruti, 2020), (Villar, 2015), (Villar, 2016).

On the other hand, the SDGs are an important framework for foundations with a territorial approach and community foundations to use for local diagnoses, mapping of actors, development of strategies, attracting new donors, aligning organizations they work with, promote alliances, and connect their local endeavors with the global endeavor (European Community Foundation Initiative, 2023), (Cruz Martínez, 2022), (European Community Foundation Initiative, 2021), (Community Foundations of Canada, 2020), (European Community Foundation Initiative, 2019).

For each of the localization processes of the SDGs and promotion of sustainable communities, it is possible to find good practices

within institutional philanthropy in Latin America. In the CEFIS project “Localizing the SDGs to Promote Sustainable Communities”, we have documented several cases in which institutional philanthropy has played an important role to make the localization of the 2030 Agenda possible.

Their participation has contributed to mobilize resources, develop capabilities, convene and sensitize actors, report and measure advancements, and promote collaboration among different actors, thus strengthening the efforts to achieve a sustainable development at a local level.

Below we will see some examples of the type of foundations which have created philanthropic organizations in the region for these localization processes.

## 1.4. ROLES PHILANTHROPY CAN FULFIL IN LOCALIZING THE SDGS

Philanthropic organizations can perform several functions or roles for their territorial work, incorporating SDGs and for each of them we have found significant cases in Latin America. Below we present a brief summary of examples of diverse roles developed by foundations of the region, following the framework of the SDGs.<sup>6</sup>

### GUIDE AND CASES

GUIDE



SEE ALL THE CASES



6.To go deeper into the diverse roles of the foundations see (CEFIS, 2023) and to go deeper into each of the cases see: [Objetivos de Desarrollo Sostenible - Escuela de Gobierno \(uai.cl\)](#)





## ● Convene Actors of the Territory to Jointly Work in the Framework of the 2030 Agenda

The significant social capital and legitimacy before the different enterprise, social, and government actors that philanthropic foundations usually have makes it easier for them to convene using the SDGs as a framework to promote collaborative work. A good example of such labor is the one conducted by *Proantioquia*, a Colombian foundation created in 1975 by a group of businessmen of the Department of Antioquia with the purpose of promoting and leading strategic initiatives to achieve sustainable development with equity. One of their initiatives, *Antioquia Sostenible* (Sustainable Antioquia), sought to align actors from the public, social, and business sector of the territory to localize the Sustainable Development Goals (SDGs) at a regional and subregional level, and to establish collective development paths with the key actors to achieve the sustainability of the territories.

The first exercise conducted by *Proantioquia* was the conformation of a learning community with the participation of 400 people who represented 100 entities of the region from enterprises, civil society organizations, academia, and the government. For a year they conducted presentations and workshops to establish commitments, prioritize SDGs, and identify paths to promote the 2030 Agenda in Antioquia. The learning community managed to place the SDGs and the need for intersectoral work on the agenda of the different participating organizations and established a shared vision to facilitate collective action.

### PROANTIOQUIA CASE

CASE



PODCAST



This task to convene was also conducted in Mexico by the Fundación Merced Querétaro (Merced Queretaro Foundation, FMQ - for its acronym in Spanish), a community foundation that works in the states of Queretaro, Guanajuato, San Luis Potosi, and Michoacan.

To disseminate the 2030 Agenda, in 2022 FMQ convened local actors from various sectors (enterprises, government, civil society) to a regional event called “*Construyendo un futuro sostenible*” (“Building a Sustainable Future”), which goal was “*to share different perspectives, challenges, and learnings to know where we stand as a region regarding the agenda*” (Fundación Merced Querétaro, 2022).

The event was attended by over 80 representatives of the different sectors. It was organized so that each one presented their advances and challenges in regards with the 2030 Agenda.

These sessions were complemented with practical workshops on topics such as the construction of indicators for the monitoring of the agenda and panels to reflect on potential alliances for the compliance with the goals by 2030.

### MERCED QUERÉTARO CASE





## ● **Diagnose and Plan to Prioritize Challenges and Develop Common Agendas and Solutions**

Several regional foundations have used the SDGs to conduct their diagnoses, mapping of actors, and analysis of opportunities which contribute to the design of territorial plans. With their multidimensional structure, a sequential disaggregation of goals, targets, and indicators; and an accessible language, the framework of the SDGs offers an overview to understand the needs and priorities of a territory. A very good example of this labor is the one conducted by the previously mentioned *Proantioquia*. The 125 municipalities of the Department of Antioquia are grouped into nine subregions, *Proantioquia* has supported the development of Subregional Paths. To do this, using the SDGs, they developed situational frameworks, analyzed the ecosystem of actors, and identified strategic projects and potential alliances between social organizations, enterprises, and local governments (Antioquia Sostenible, 2020).

Another organization which has used SDGs for several types of diagnoses is the Fundación del *Empresariado Yucateco* AC (Foundation of Yucatecan Entrepreneurship, FEYAC - for its acronym in Spanish), a community foundation created in 2009 by entrepreneurs of the State of Yucatan, Mexico. An important aspect in the incorporation of the SDGs in Yucatan was the prioritization, following a methodology to de-

termine which SDGs were the “accelerators” of sustainable development that were identified following three processes. The first, the application of a “*structural analysis to know which SDGs have a greater impact and positive correlations in the presence of the others*”. The second, was the conduction of consultation tables within the context of the development of the PED Plan 2018-2024 with the participation of 123,000 people to prioritize the SDGs. And the third, “*the application of the Public Policy inference model (IPP – for its acronym in Spanish)*” to identify the “*indicators which may accelerate the development of Yucatan and allocate the budget in such a manner which efficiently responds to the priorities of the state*” (Government of the State of Yucatan, 2020).

### **FEYAC CASE**

CASE



PODCAST



## ● **Articulate and Connect Actors to Implement Collective Actions Around Sustainable Development**

The labor of establishing bridges, connecting different types of actors, and promoting collaborative work is a very prominent characteristic in the Latin American world of foundations.

The *Fundación Corona* (Corona Foundation), from Colombia, illustrates this function of articulating actors very well in its

work with the *Red de Ciudades Cómo Vamos* (RCCV – for its acronym in Spanish).

The RCCV was created in 1998 and currently groups 41 municipalities of Colombia. It has incorporated the territorialization of the Sustainable Development Goals (SDGs) to promote sustainable cities since 2016.



According to María Fernanda Cortés, technical coordinator of RCCV, “*what SDGs do is to align everyone in terms of a common agenda, and strategically for Cómo Vamos and particularly for the Network that is very important because it allows us to talk with a common language and it facilitates the action or the proximity with local governments*”<sup>7</sup>

### CASO CORONA

CASO



PODCAST



## ● Strengthen the Capabilities to Work with the SDGs

An ample group of philanthropic organizations in the region combines financial support to the SDGs with non-financial support. The latter is oriented to the development of the capabilities of donees and, in the case of the work with a territorial approach, the development of the capabilities of different territorial actors, to make collaborative work possible. In recent years, they have developed training and support programs to facilitate the undertaking of the 2030 Agenda and develop the capabilities to work with the SDGs. An interesting case of this type of program is the one of *Alianza de fundaciones comunitarias de México* (Alliance of Community Foundations), Comunalía, created in 2011 and currently composed by 17 community foundations with presence in 16 states of the country.

Since 2021, Comunalía has promoted two complementary initiatives connected to the SDGs, “*Signos Vitales*” (Vital Signs) and “*Construyendo un Futuro Sostenible*” (Building a Sustainable Future) with community foundations in Mexico. “*Signos Vitales*” is centered on providing community foundations with tools so that, using the framework of the SDGs and territorial information, they promote essential conversations in the community and improve the decision-making process on priority topics for territorial development (Comunalía, 2022). “*Construyendo un Futuro Sostenible*” is aimed at

“*providing the necessary tools so that member community foundations and their strategic allies strengthen their knowledge and capabilities to contribute on the implementation, monitoring, follow-up, and socialization of the 2030 Agenda and the Sustainable Development Goals in their communities*”. The initiative considers education and support activities, financial support for projects which connect the SDGs to the strategies of the foundations, and the strengthening of the alliances that are relevant for the process.

These two Comunalía initiatives are a good example of the role that an association of foundations can play to facilitate and accelerate the adoption of the SDGs among its members.

### COMUNALIA CASE

CASO



PODCAST



7. Interview with María Fernanda Cortés, technical coordinator of the Red de Ciudades Cómo Vamos. September 14, 2022.



The design and dissemination of tools for the localization of the SDGs is another important activity for the strengthening processes. A good example of this type of work is “[Uso y aplicación de los objetivos de desarrollo sostenible. Guía práctica para las fundaciones](#)” (Use and Application of the Sustainable Development Goals. Practical Guide for Foundations), designed by the Asociación de Fundaciones Familiares y Empresariales (Association of Family- and Corporate-Foundations) of Colombia (AFE – for its acronym in Spanish). This guide has the purpose of facilitating the adoption of the SDGs in the purpose, strategic goals, and lines of action of the foundations. For this purpose, it provides a conceptual framework about the sustainable development and a set of practical exercises so that the SDGs can be incorporated into the administration of the foundations. With the guide as a tool, AFE has conducted several workshops in Colombia to strengthen the capabilities to adopt the 2030 Agenda at the level of the foundations and their allies in the territories.

### **AFE COLOMBIA GUIDE**



Meanwhile, the Fundación Corona (Corona Foundation) and the Red de Ciudades Cómo Vamos (Network of Cities How Are We Doing) designed a toolkit focused on the targets of the SDG 11 (Sustainable Cities and Communities), but with a comprehensive view of the 2030 Agenda to facilitate the establishment of paths of action for each one of the territories for the set of local actors. The [toolkit](#) is publicly accessible through the Internet and it contains tools for different stages of the territorialization process. Along with the tools, the kit contains a set of international good practices for each of the indicators of the SDG 11.

### **RED DE CIUDADES CÓMO VAMOS TOOLKIT**



## ● **Measure and Generate Information on the Advances of the Indicators and Targets of the SDGs**

The information system in terms of the SDGs is essential so that the territories have the basic analysis elements about the situation and the gaps in regard to sustainable development, and later to monitor the advancements and setbacks in regard to the prioritized targets. Having updated information at a territorial level is a complex task that usually requires entities with a high technical capacity and resources, therefore the foundations with national reach or associations of foundations can have an active role in this task. Such is the case of the Fundación Corona (Corona Foundation) in Colombia and its support to the RCCV for the creation of an information system in terms of the SDGs for the main cities

in the country. In the words of the coordinator of the *Red de Ciudades Cómo Vamos* (Network of Cities How Are We Doing): “*Our tool is not restricted to proposing territorialized targets for 2030, but it also proposes paths from 2015 to 2030. It tells the municipality which is the indicator it should aim at year per year to achieve said target. And along with those paths, it proposes traffic lights which show the municipality its behavior towards the proposed target. The paths we propose do not go towards a single target, but to three targets: the initial target, as the most ambitious target, then a target a little less ambitious but more realistic, and then a non-optimal target. Against these targets is that the paths are disig-*



ned which tell the municipality how they are moving through these targets. That movement is what gets reflected on the traffic light. The visualizer of the tool can be seen in green if the city did very well; in yellow, if the city is within an acceptable performance, and if their performance is desirable but not optimal, it is red” (Cortés, 2023).

*Proantioquia* is another example of a foundation which supported the creation of an information system. Unlike the national information system promoted by RCCV, *Proantioquia*'s was at a department level.

Another measurement initiative is the one lead by FEYAC for the states of Yucatan, Quintana Roo, and Campeche, through which the 81 business and civil society members of the *Alianza Peninsular 2030* (2030 Peninsular Alliance) can generate common indicators of their varied initiatives and thus annually provide and aggregated report of their contributions to the SDGs (FEYAC, 2022a).

## ● Develop Reports on the Contributions and Advancements of the SDGs

Preparing reports with the framework of the SDGs has been an essential practice that several foundations of the region have recently adopted. Some elaborate reports about their own contributions to the SDGs, others elaborate collective reports such as FEYAC.

Other examples are the reports that the *Antioquia Sostenible* initiative made about the enterprises and about the social organizations. The latter analyzed the contributions of the organizations to the SDGs, using the different variables, among them: lines of work and population served, territories in which they operate, investment levels, related actions, and focus of intervention per each SDGs.

The report about enterprises analyzed their contributions to the SDGs using the SDGs Compass tool to connect the indicators of the **Global Reporting Initiative (GRI)** with the SDGs.

Another interesting example is the Local Voluntary Report done by the *Fundación Comunitaria de Puerto Rico* (Community Foundation of Puerto Rico, FCPR – for its acronym in Spanish). Its purpose was to understand the situation of the SDGs in Puerto Rico in such a manner that actors have the necessary information to mobilize and coordinate around sustainable development.

In the report they place great emphasis on the role of community organizations in the implementation of the 2030 Agenda. For its elaboration, they recovered information from different sources, applying surveys, and conducting multisectoral meetings to identify priority areas for future work. Likewise, a knowledge exchange strategy was designed to know the good practices around the SDGs, and an education and dissemination strategy about the 2030 Agenda.<sup>8</sup>

8. See <https://fcpr.org/puerto-rico-acoge-el-dialogo-sobre-los-objetivos-de-desarrollo-sostenible/> and <https://www.youtube.com/watch?v=x4E5N9L-tQo>



fcpr.org youtube.com



To support the elaboration of reports at a subnational level, the Fundación Corona (Corona Foundation) along with the RCCV, the National Planning Department and the UNDP developed a guide for the elaboration of Voluntary Local Reports (RLV – for its acronym in Spanish).

This guide presents a methodological path to elaborate a report in a territory, explaining the meaning of territorial localization of the SDGs, the challenges this localization implies, as well as the capabilities and the type of governance required.

Likewise, it has the steps and a detailed description about who may present the RLV, to whom it is presented, when

and how often, which are the contents and the stages for its elaboration. For each of the stages, international cases are presented which illustrate good practices and it contains a final section with additional resources and tools to facilitate the localization process of the SDGs.

### **LOCAL VOLUNTARY REPORT**



## ● **Advocacy on Public Policies to Promote the SDGs**

There are interesting cases of advocacy in different thematic fields in the region. This role is also being exercised by some foundations around the SDGs, seeking that decision makers incorporate the SDGs in public policies and thus facilitate the task for local actors.

*Proantioquia* advanced on the development of an information system in terms of the SDGs, the *Sistema de Información Antioquia Sostenible* (Sustainable Antioquia Information System, SIAS – for its acronym in Spanish) but it considered necessary to promote the design of a departmental information system for the subregions, managed by the governorship of Antioquia. After a few years of collaborative work, the governorship of Antioquia designed its own method to monitor the SDGs: “The progress Board of the SDGs in Antioquia”. Here we can find information for a broad group of indicators of the SDGs with their yearly behavior since 2016, and, in many cases, disaggregated by subregions.

The *Red de Ciudades Cómo Vamos* has also been a key actor for the incorporation of the SDGs in development plans, designing strategies to involve local actors in the 2030 Agenda and in progress monitoring. Manizales is an interesting

example, because the director of the *Programa Manizales Cómo Vamos* (Manizales How are We Doing Program) later went on to lead the secretariat of planning of the city, position from which she led the design of the territorialization strategy “Manizales in terms of SDGs”.

This contains a proposal to establish a prospective vision of the city within the framework of the 2030 Agenda, follow-up mechanisms for the advances on the targets of the agenda, actions to accelerate the implementation of the SDGs in collaboration with the private sector and civil society organizations, creation of a scholarship fund to encourage master’s students to develop projects to advance with the SDGs, and, lastly, promotes the advertisement dialogue opportunities which lead to the creation of a multisectoral governance oriented to the management of the agenda.

Pereira is another example of a city which has developed a Local Voluntary Report. This was done in 2022 by the city hall of Pereira with the support of the Stockholm Environment Institute and the participation of the *Pereira Cómo Vamos* (Pereira How are We Doing) program, among other institutions. This report accounts for the incorporation process of



the SDGs in development plans which began with the 2020-2023 Plan and is currently being widened with an analysis exercise of the contribution to the SDGs of each of the strategic lines and programs of the city which led to a prioritization of SDGs.

Another manner in which foundations have advocated in public policies is through their participation on the governance strategies created to promote and follow-up on SDGs at a subnational level. This type of instances have been developed in several countries of the region with the participation of representative actors of different sectors to promote the SDGs in the territory, coordinate actions, conduct follow-up, and, in many occasions, also lead the development of the Voluntary Local Report.

Participation is an important role for the philanthropic actors due to the potential they have to disseminate the SDGs, promote collaborative initiatives around the 2030 Agenda, and follow-up on the advancements of the agenda in the territories in which they are present.

The participation of FEYAC in this type of entities, known in Mexico as the *Órganos de Seguimiento e Instrumentación* (Monitoring and Implementation Bodies, OSI – for its acronym in Spanish) of the 2030 Agenda is a good example of this role of advocacy.

As can be seen in the examples given in this section, the potential of institutional philanthropy to promote the 2030 Agenda is very broad. An important number of foundations in Latin America are playing several kinds of roles to incorporate the SDGs in their organizations and disseminate them in the territories in which they work.

These roles and others which can be conducted by the foundations in the region will be key to accelerate the development of the 2030 Agenda in the second stage of its implementation. In the following section, we will review the current state of the SDGs in the region.

## GUIDE





## 1.5. STATE OF THE SDGS HALFWAY THROUGH THE 2030 AGENDA

Halfway through the established deadline, at the current pace and trajectory, countries will not be reaching the SDGs by 2030. Despite the fact that between 2015 and 2019 some advances were made in the SDGs, today the challenges are maintained or have grown in such a manner that progress has been stalled at a global level due to the multiple overlapping crises since 2020 (Sachs et al., 2023), (UN, 2023).

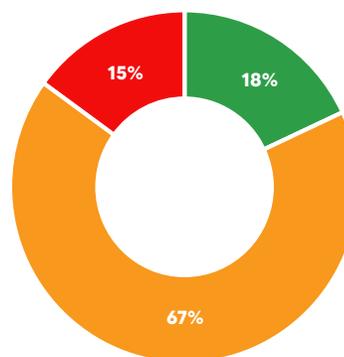
To move forward with the proposed objectives, it is necessary to observe the results that we have achieved halfway through and evaluate the pending challenges to accelerate the pace and move in the correct direction (ECLAC, 2023, p.81).

Recently, the **Sustainable Development Solutions Network** (SDSN) offered an update on the state of the SDGs, highlighting the increasing dangers brought by the social, economic, and environmental turning points in a poly-crisis setting.

The SDSN works under the sponsorship of the United Nations Secretariat since 2012, mobilizing global scientific and technological knowledge to promote practical solutions for sustainable development, including the application of the SDGs and the Paris Agreement on Climate Change<sup>9</sup>

According to their Report on the Sustainable Development 2023, it is estimated that only 18% of the targets of the SDGs are about to be reached globally. They are related to basic health and access to basic infrastructure and services as the neonatal mortality rates and children under the age of 5, as well as the use of Internet. Meanwhile, 15% of the targets of the SDGs have had setbacks in their progress and 67% have had a limited progress or are stalled, as shown on Figure 3 (Sachs et al., 2023).

FIGURE 3:  
**State of individual targets of the SDGs halfway through the 2030 Agenda**



- Achieved or on its way to be achieved
- Limited or no progress
- Tendency to reversion

Source: Analysis by the authors (Sachs et al., 2023)

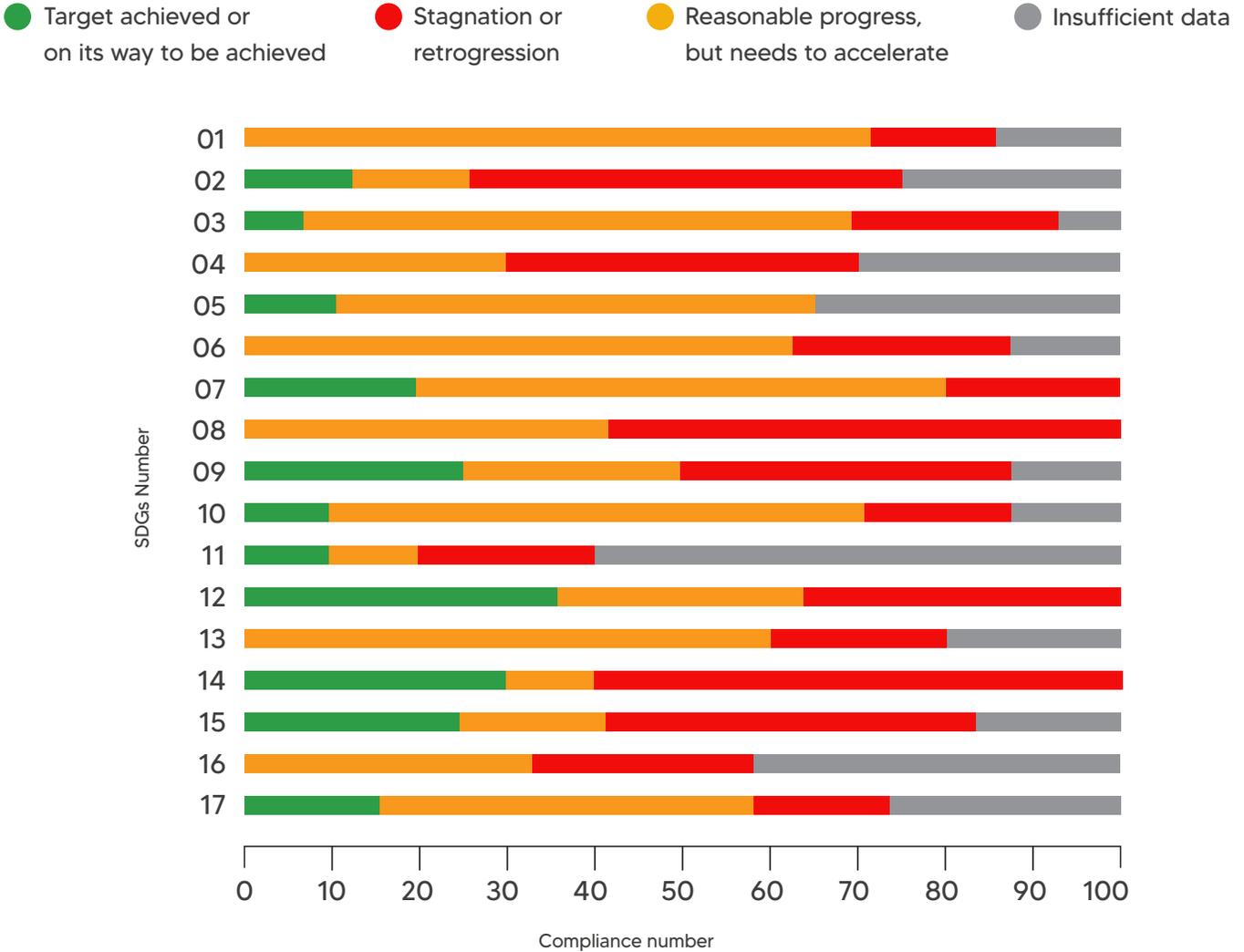
The overview towards 2030 is concerning. Making a balance of the progress of the SDGs (Figure 4), 50% of the approximate 140 targets that can be evaluated present moderate to severe deviations from the desired trajectory (UN, 2023). According to the 2023 Report on the Sustainable Development Goals of the United Nations, *“over 30% of these targets did not experience any advancement or, even worse, they receded below the 2015 baseline”* (UN, 2023, p.8)

9. For more information about the Sustainable Development Solutions Network, see here: <https://www.unsdsn.org/about-us>





**FIGURE 4:**  
**Progress evaluation of the 17 SDGs based on targets evaluated on 2023 or more recent data (percentages)**



Source: (UN, 2023). 2023 Report on the Sustainable Development Goals: Special edition (p. 8).

Even though in average the world has made some progress in strengthening the access to key infrastructure, covered by SDG 6 (water and sanitation), 7 (affordable and clean energy), and 9 (industry, innovation, and infrastructure), this amply varies between countries and the global average continues to be too slow to achieve them at a global level by 2030 (Sachs et al., 2023). It is estimated that global average performance of the

goals related to hunger, sustainable diets, and the results on health matters are particularly behind as well as those related to marine and terrestrial biodiversity, urban pollution, housing, solid institutions, and peaceful societies (Sachs et al., 2023).



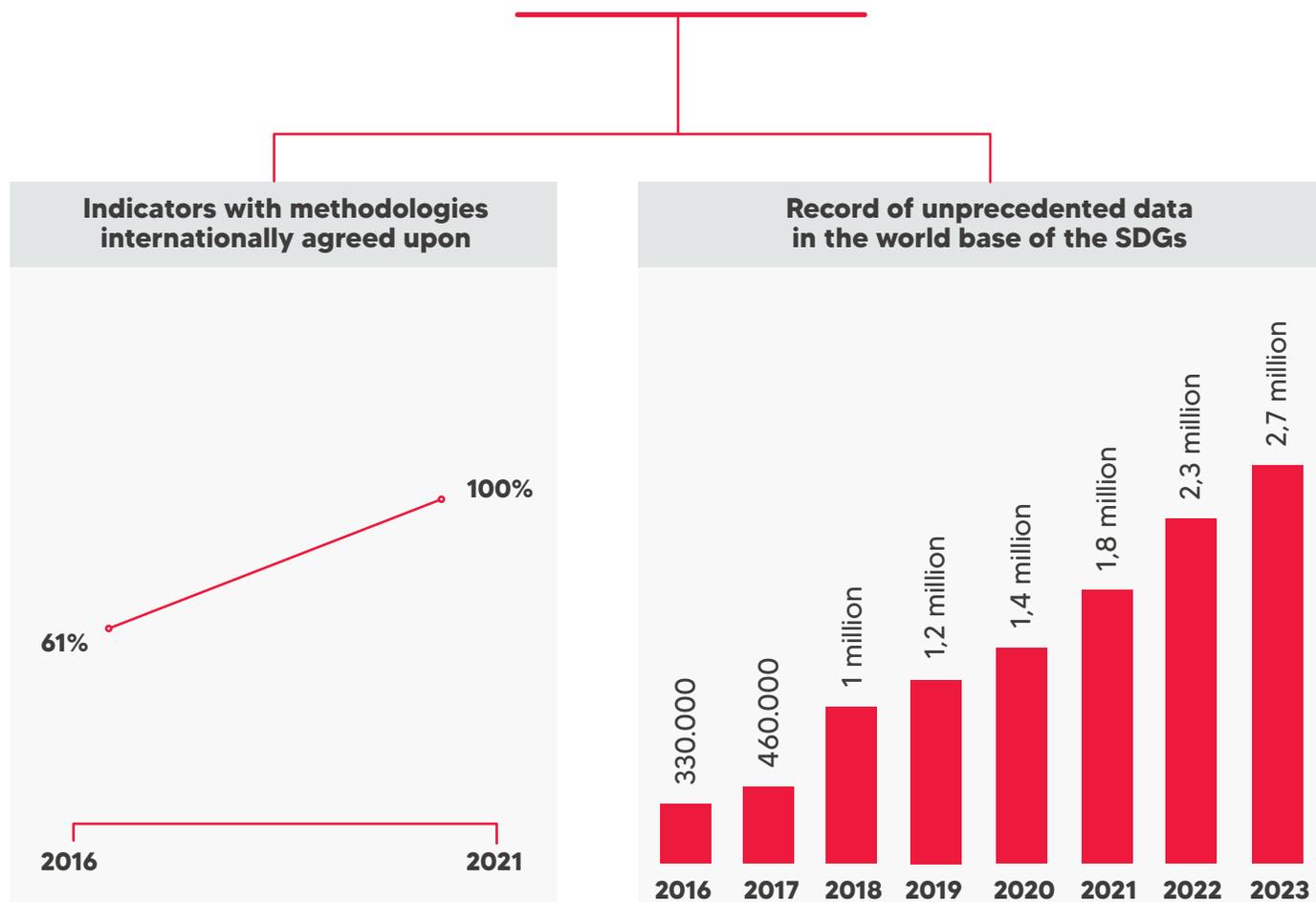
## Latin America and the world advancements and challenges in regard to the 2030 Agenda

It is apparent that the lack of progress to achieve the SDGs is worldwide. However, an important advancement has been the availability of comparable data to measure the compliance of targets and indicators. Thanks to the efforts of the statistical community at an international, regional, and national level it has been possible to have richer and better-quality information to

consolidate the supervision of the performance of the SDGs in a more reliable manner, increasing the indicators with methodologies internationally agreed upon of 61% in 2016 and 100% in 2021, as shown in Figure 5 (UN, 2023).

FIGURE 5:  
Advancements in data and supervision of the SDGs at a global level

### Extraordinary Advancement in Data and Supervision



Source: (UN, 2023). 2023 Report on the Sustainable Development Goals: Special edition (p. 11).



In the Latin American and Caribbean region efforts have increased to develop the national statistical capabilities. Not only to consolidate traditional official data collection mechanisms, but they have also incorporated paths destined to retrieve information from diverse data sources, such as social media, geospatial data, and satellite images (ECLAC, 2023, p. 82).

All the same, important challenges persist for the development of a control board with complete and strong information which allows taking adequate measures that promote the necessary changes to achieve the SDGs, such as gaps in geographical coverage, disaggregation, and timeliness of the data (Ibid.).

At a global level, for example, in terms of timeliness, “less than 30% of the latest available data correspond to 2022 and 2023, while half the data correspond to 2020 and 2021” (UN, 2023, p. 9).

Another obstacle is the obsolete statistical legislation. In regard to the Caribbean, the Economic Commission for Latin America and the Caribbean (ECLAC), has indicated that the data regarding the SDGs indicators is scarce in this region, particularly on the environmental dimension (ECLAC, 2023).

To counteract these gaps, it is important to invest in better data to warrant an effective supervision of the advancements in the achievement of the SDGs. In the face of the funding deficit for the data, the Hangzhou Declaration<sup>10</sup> about the need to accelerate the advancements on the implementation of the Cape Town Global Action Plan for Sustainable Development Data, in point 17 states that we require “*an urgent and sustained increase in the level and scope of the investments in data and statistics on the part of the national and international organizations, of the public, private, and philanthropic sectors to reinforce the statistical capabilities of low income countries and fragile states to fill*

*the data gaps for the vulnerable groups and increase the resilience of the countries in the current context of the economic crisis, conflicts, climate change, and the increase of food insecurity*” (UN, 2023, p. 11).

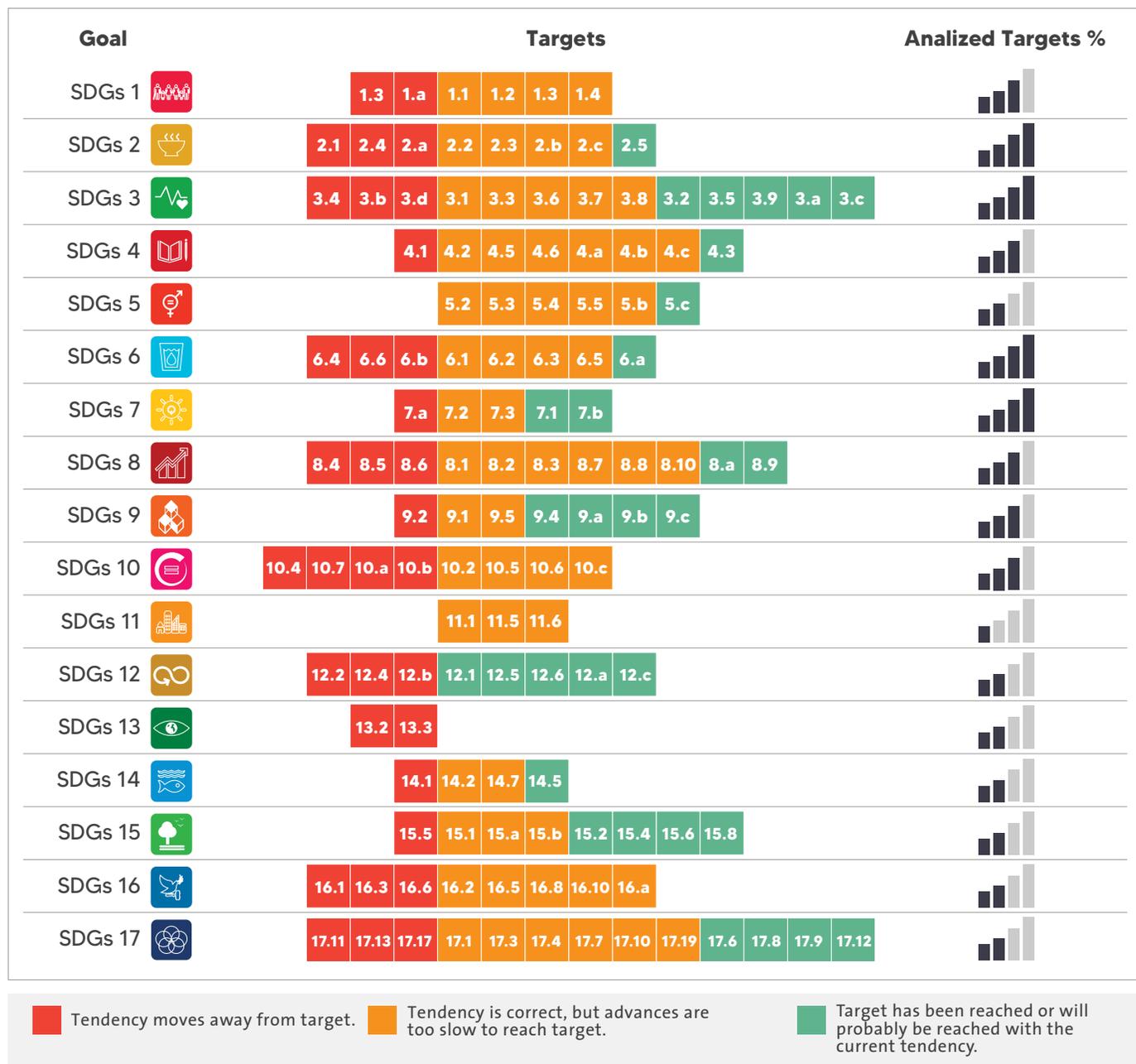
The Latin America and the Caribbean region present, compared to the global overview, a mixed horizon. It is positive inasmuch as 25% of the targets have a chance of being reached or even have already been reached, against an 18% at a global level, but nearing the intermediate level it worsens: 48% is going in the right direction, but the advancement is still slow, which at a global level applies to a 67% and the other 27% exhibits a tendency to regression, when at a global level it is a 15% (ECLAC, 2023). To see the detail target per target, Figure 6 show us the advancement of the SDGs by the year 2023 or its most recent date.

10. Hangzhou Declaration (April 2023) [https://unstats.un.org/unsd/undataforum/docs/Hangzhou-declaration-2023.pdf?\\_gl=1\\*ze3q9k\\*ga\\*MTA0NDI0NTQ2OS4xNjU3NzYyOTY4\\*\\_ga\\_TK9BQL5X7Z\\*MTY5MzIzNDYyNy41LjAuMTY5MzIzNDYyNy4wLjAuMA](https://unstats.un.org/unsd/undataforum/docs/Hangzhou-declaration-2023.pdf?_gl=1*ze3q9k*ga*MTA0NDI0NTQ2OS4xNjU3NzYyOTY4*_ga_TK9BQL5X7Z*MTY5MzIzNDYyNy41LjAuMTY5MzIzNDYyNy4wLjAuMA).





**FIGURE 6:**  
**Latin America and the Caribbean: Targets of the SDGs according to possibility of reaching the threshold defined by 2030**



Source: Economic Commission for Latin America and the Caribbean (ECLAC, 2023; p. 89)



It is relevant to highlight that regarding the compliance level of the SDGs (Figure 6), Latin America and the Caribbean not only present a vast heterogeneity in the territories that it comprises, but also regarding the statistical information available for its follow-up. According to the information available, the region has achieved significant advances in 40% or more of the indicators of the SDG 3 (health and well-being), 7 (affordable and clean energy), 9 (industry, innovation, and infrastructure), 12 (responsible consumption and production), 14 (life below water), 15 (life on land), and 17 (partnership for the goals). However, challenges persist for several goals, such as SDG 1 (no poverty), 2 (zero hunger), 11 (sustainable cities and communities), 13 (climate action), and 16 (peace, justice, and strong institutions) in which projections based on available data suggest that the desired threshold will not be reached in 2030 (ECLAC, 2023; p. 85).

Within the progress analysis conducted by ECLAC (2023), a favorable progress is described in policies regarding gender equality, water and sanitation, universal access to energy services, investment on energy infrastructure, sustainable tourism, trade support, clean and sustainable industries, resilient infrastructure, development of information and communication technologies (TIC). Likewise, good results are predicted in targets related to sustainable promotion and production, waste reduction, sustainable corporate practices, aid on R+D for the sustainable development of developing countries, subsidies to fossil fuels, preservation of costal and marine areas, preservation of mountain ecosystems, use of energy resources, prevention of invasive alien species, international cooperation on science and technology, among others (ECLAC, 2023).

Regarding the institutional advances for the implementation and follow-up of the 2030 Agenda, the Latin American and Caribbean region has not only achieved the creation of agencies, both national and subnational, but also public, private, and civil society entities have incorporated elements of the 2030 Agenda to their daily work (ECLAC, 2023; UN, 2023). According to ECLAC

(2023), 14 countries have established said mechanisms that provide follow-up to the implementation of the agenda, while the other 19 countries nominated an already existing public entity to perform said task.

Within these mechanisms, the Voluntary National Reports have been developed, which have promoted multi-actor dialogue and interinstitutional coordination to identify specific challenges and innovative solutions for the follow-up and implementation of the 2030 Agenda. In Latin America and the Caribbean, at least 31 of the 33 countries of the region have presented their Voluntary National Reports before the High-Level Political Forum of the United Nations in the city of New York. From those countries, 16 have presented a report more than once (ECLAC, 2023).

However, provincial, metropolitan, and municipal governments usually are in the front line in the achievement of the SDGs (Sachs et al., 2023). Therefore, new implementation and follow-up modalities of the 2030 Agenda place each day more emphasis on the subnational and local levels. In that respect, the territorialization of the SDGs implies an additional challenge. As a countermeasure, the connection, dissemination, and dialogue with several interested parties and the population as a whole can contribute to the generation of data at a local level, providing a more complete picture of the implementation of the SDGs and their challenges in the territories (ECLAC, 2023).

## Persistent challenges and fair transition to advance on the SDGs

Among the main challenges, we have the persisting economic and social inequality. Despite the efforts, Latin America still is one of the most unequal regions in the planet in terms of income distribution, access to basic services, and opportunities. In line with the above, the crisis of the Covid19 pandemic has increasingly exacerbated the challenges around the inequality for the region and it has reminded us that *“humanity had never reached such a high level of interconnexión and interdependence”* (ECLAC, 2023, p. 75).

On the other hand, the pandemic accelerated the digitalization, however, it also brought to light and deepen the gaps and vulnerabilities of this process between countries and within them, which prevents taking advantage of the potential of data use and technical development (ECLAC, 2023; UN, 2023). In this regard, *“the lack of progress means that inequalities will continue to deepen and increase the risk of a fragmented world”* (UN, 2023, p. 2). Digital transformation poses social inclusion challenges that warrant connectivity and digital alphabetization of all people, and which at the same time does not increase the existing gaps (ECLAC, 2023; UN, 2023).

This process also requires an investment in digital risk and danger management and attending the silent crisis in education, which came as a result of the interruption in the educational trajectories of children and teenagers, above all in low- and mid-income countries, during the pandemic (ECLAC, 2023; UN, 2023).

The health emergency has had serious social and economic repercussion, especially affecting the most vulnerable groups. The economic contraction, the increase of poverty and unemployment, the disruption of health and education systems have endangered the achieved advancements and have generated gaps and challenges for their achievement. Regarding the labor markets, the region shows high levels of informality which were greatly affected in 2020 during the health crisis (ECLAC, 2023).

According to the Report on Sustainable Development Goals of the United Nations, *“there are also solid arguments in favor of investing to expand social protection and employment creation:*

*investing on care economy, for example, could generate 280 million employment positions worldwide, while investing on green and circular economy could create 100 million employment positions, in both cases by 2030”* (UN, 2023, p. 51).

The current geopolitical tensions are hindering the achievement of the SDGs and deviating financial and human resources from sustainable development (Sachs et al., 2023). The lack of transparency and accountability in governments may hinder the efforts to achieve the SDGs and corruption also negatively impacts public confidence on institutions, undermining the effective implementation of policies and programs destined to promote sustainable development. Economic volatility, the changes in prices of basic goods, migration, and political tensions can negatively impact the efforts to achieve a sustainable and equitable development in the region.

About the environment, the world is also seriously far from achieving the climatic goals of the Paris Agreement and the SDG 13. Global warming in 2022 stood at 1.2 °C and warming continues above 0.3 °C per decade (Sachs et al., 2023). It is unequivocal that human influence has heated the atmosphere, the ocean, and the earth (IPCC, 2023). According to ECLAC, *“additional to the direct causes of loss and degradation of the biodiversity, there are indirect causes such as overpopulation, unsustainable patterns of consumption and production, cultural values, market failures, and the weakness of international, national, and local governance”* (ECLAC, 2023, p.26).

The environmental fragility and vulnerability also represent a significant challenge for humanity as a whole. For example, *“the increase on meteorological and climatic phenomena have placed millions of people on severe food insecurity, it is estimated that 1 in 3 people in the world face severe to moderate food insecurity, and reduced water security in several regions and communities of Africa, Asia, and Latin America”* (IPCC, 2023, p. 5; UN, 2023). Climatic change worsens inequalities between countries and within them. In the case of Latin America and the Caribbean, despite that the region *“only generates 10% of world GHG emis-*



*sions, it is much more vulnerable to their effects than other countries and regions which generate more pollution. The Caribbean is particularly vulnerable in environmental terms” (ECLAC, 2023, p. 39).*

Without urgent, efficient, and equitable measures, the consequences of inaction in the face of this crisis are important and far-reaching, and equally impact ecosystems and biodiversity, as well as the livelihood, health, and well-being of current and future human societies (IPCC, 2023; Sachs et al., 2023). Finally,

these environmental challenges have a direct impact in the capacity of the region to achieve the SDGs related to environmental protection and sustainable development.

## The Call to Action from the United Nations

---

The message of the United Nations to the global community is clear: at the halfway point of the 2030 Agenda, all countries are at a critical time to galvanize collective efforts and renew the commitment with the SDGs (UN, 2023). In response to the challenging reality we face as humanity, the United Nations Secretary-General, António Guterres, makes an urgent calling to the world leaders to implement a “Rescue plan for people and the planet” within the framework of SDGs Summit in September 2023 and the Summit for the Future of 2024, in hopes of establishing more ambitious goals, not only for 2030 but also for 2050. This plan is centered on three big steps: 1) to prepare the governance and equip the institutions for a sustainable and inclusive transformation; 2) to prioritize policies and investments that have a multiplying effect on all the SDGs; and 3) to warrant the increase of financing for the SDGs and to promote a favorable setting for developing countries (Sachs et al., 2023; UN, 2023).

However, even though the Secretary-General’s calling is to the world leaders, and even though the main responsibility lies with the governments, these cannot on their own solve the challenges posed by sustainable development (ECLAC, 2023). That is to say, governmental actions at a subnational, national, and international level, along with the civil society, academia, and the private sector play an important role to enable and accelerate the changes on the development paths towards sustainability and climate-resilient development (IPCC, 2023, p.24).

Regarding the enabling setting to achieve and adequate implementation of the 2030 Agenda, it requires citizens, civil society, philanthropic entities, the private sector, and other interested parties not only to advocate for the urgency, ambition, and action for the fulfilment of the SDGs but also to participate in the design, decision-making, implementation, monitoring, evaluation, transparency, and accountability on the initiation of programs and policies regarding the SDGs (ECLAC, 2023; UN, 2023). On the other hand, the conditions which allow individual and collective actions towards the climate-resilient development must comprise not only integration between sectors, inclusive governance, synergies, financing and innovation, but also include cultural values, and indigenous, local, and scientific knowledge. These latter are essential to solve the lack of information and improve decision-making with ample perspectives, which are also complementary to the availability of traditional statistical series of data collection. Therefore, an enabling setting is a latent opportunity to alter the trajectory which has taken us to a slow, unequal development with the possibility of turning us away from the SDGs (ECLAC, 2023; IPCC, 2023).



*In the context of dwindling window of opportunities and high probability of falling on negative trajectories, philanthropy has an urgent calling to join the collective actions to stop planetary and social deterioration.*

## **Elements that Facilitate** the Connection of Philanthropy with the SDGs

---

The cases documented within the framework of the project “Localizing the SDGs to Promote Sustainable Communities” developed by CEFIS between 2022 and 2023 show different paths and roles with which a group of foundations and support organization of Latin America are significantly contributing to the advancement of the 2030 Agenda. But the cases gathered there are not necessarily a reflection of what is happening with philanthropy in the region, nor are they a sample of how philanthropic organizations have (or not) incorporated the SDGs to their operation. To have an idea of the current state of philanthropy in regard with the 2030 Agenda it was necessary to move from analyzing the selected cases for their prominent and illustrative role of incorporating the SDGs to conduct a survey with a sample which considered the diversity of manners in which philanthropic organizations relate with the 2030 Agenda.

To design the survey, we considered a set of questions that we built during the literature review, the case documentation, and the learning communities we conducted during the course of the CEFIS project. These questions relate to four factors connected to the incorporation of the SDGs on the part of the philanthropic organization: the setting conditions, the institutional strategic definitions, the use of territorial information, and the diverse paths in the incorporation of the SDGs.

### ● **Setting**

---

The conditions of the setting in which philanthropic organizations operate may facilitate or limit the incorporation of the SDGs. We hypothesize that in the setting in which actors know and have integrated the SDGs or promote their incorporation there is a greater possibility of connecting to the 2030 Agenda in comparison to settings in which the SDGs are not known, are poorly known, or have not been incorporated. Likewise, when any actor has the capacity to advocate over the philanthropic organizations to work with the 2030 Agenda, the possibility for it to incorporate the SDGs grows.

Such is the case of the organizations which receive resources from other foundations, or public entities with the conditions to present their project or their results report, showing

with which SDGs they work with or impact. Considering these conditions, we propose the following study hypothesis:

- **In settings** where state and non-state actors work within the framework of the 2030 Agenda, there is a greater probability that philanthropic organizations incorporate the SDGs.
- **There is also** greater probability to work with the 2030 Agenda SDGs when the philanthropic organizations relate with public or private institutions which condition or suggest the incorporation of SDGs.



## ● Institutional Strategic Definitions

Along with the setting, we add strategic definitions which the organizations themselves have made previously or during the incorporation processes of the SDGs, which can facilitate the connection with the 2030 Agenda. *“The SDGs are not produced in vacuum, they require fertile ground to take root and emerge, and time to evolve”*, as clearly indicated by Marta Rey-García and Rosane Del Magro in their analysis of the incorporation of the SDGs on the part of the community foundations of Canada (Rey-García & Del Magro, 2021).

This fertile ground relates to the setting conditions as well as to the institutional strategies adopted by the philanthropic organizations.

In their explanation about the reasons for the early adoption of the SDGs on the part of the Canadian community foundations, the authors emphasize the role played by the association of community foundations of Canada (Community Foundations of Canada - CFC), to facilitate the learning and adoption of institutional practices that fertilized the ground for the later adoption of the SDGs.

Thanks to the role of the CFC, they concluded that, *“when the agenda was approved, the community foundations were better positioned to adopt the SDGs than other type of Canadian philanthropic actors due to their double commitment track record with the gathering of data, the measurement and the report to fuel the transformation of the community and the participation in intra- and intersectoral alliances at a local, provincial, and national level”* (Rey-García & Del Magro, 2021).

Following this line of thought, we consider that the incorporation of the SDGs is facilitated when the foundations have advanced on the principles of the agenda analyzed on section 1.2. (multisectoral approach, thematic integration, use of information, and capability for localization), and in the

guidelines to promote sustainable communities, analyzed on section 1.3. (sustainable development approach, multi-sectoral participative processes, construction of long-term visions and agendas, development of capabilities for collective action and to face power asymmetries, and establishment of common targets and indicators)

This led us to other hypotheses for the study related to the institutional strategic definitions.

The incorporation of the SDGs is facilitated when the philanthropic organizations

- **Have adopted** or are in the process of adopting a sustainable development approach.
- **Have a territorial approach** to diagnose, design and plan action programs.
- **Work** in a collaborative manner with several actors.
- **Adopt a systemic vision** to connect several topics in the design of the interventions.

## ● The Use of Territorial Information

Another key aspect to work with the framework of the 2030 Agenda is the use of territorial information, that is to say information regarding variables which are relevant for each territory, related to the SDGs to make decisions around the prioritization of problems and the connection of actors for shared initiatives.

This is an aspect partly connected with strategic definitions of the organization (for example, with the decision of making decisions based in data and evidence) and partly with external conditions which facilitate or hinder this decision (for example, with the existence and access of disaggregated data for the local level connected to the targets and indicators of the 2030 Agenda).

Another study about the incorporation of the SDGs on the part of the community foundations of Canada emphasizes on these topics. It elaborates on the manner in which the Vital Signs program of the CFC used by over 65 community foundations from Canada and other community foundations in another ten countries has connected the community indicators of the foundations with those of the 2030 Agenda and in alliance with the International Institute for Sustainable Development created the “Tracking-Progress” platform to offer community foundations data of the territorial level in terms of SDGs.

With this platform the community foundations can simply access data which would be too complex to obtain on their own (Timmers & Sidney, 2021).

The main analysis about the incorporation of the SDGs was conducted by the authors about three Canadian community foundations with ample experience in the use of knowledge about their territories to make informed decision about their programs.

This experience that existed before the start of the 2030 Agenda, added to the platform of the Vital Signs program to promote the data in terms of SDGs generated the adequate conditions for the incorporation of the SDGs and facilitated the alignment process between the foundations and the 2030 Agenda (Timmers & Sidney, 2021).

According to the study, the main changes derived from working on processes with a greater alignment between the SDGs were the following: greater conscience and compromise from the community about the importance of the 2030 Agenda and of the need to work jointly to reach the goals, easiness to have a common language to identify collaborative work opportunities, better understanding of the systemic barriers to face the challenges and to incorporate key groups in a perspective of “leave no one behind”, deepening of the sense and implications of the term “sustainability” to work on it on a more holistic manner and not limit it to financial sustainability of the organizations, change to more strategic and long-term perspectives on the interventions, identification of priorities and gaps on the part of ample groups of actors of the territory, establishment of common goals on the territories and collective action processes to achieve them (Timmers & Sidney, 2021).

In this sense, as the article rightly concludes, *“the 2030 Agenda offers a significant framework so that diverse communities can address broad and complex challenges, as sustainable development, poverty reduction, and racial justice, but requires traceable indicators to prove progress and accountability ... the measurement and monitoring of the progress is a great challenge, especially for smaller communities, however, the local data can help stimulate action with global significance”* (Timmers & Sidney, 2021).



Considering the role of territorial information, we add another hypothesis to the study.

- **Philanthropic organizations** with experience and capacity to produce or use information to make decisions and communicate results based on information can easily incorporate the SDGs.
- **Access to territorial information** in terms of SDGs to diagnose, prioritize, establish common goals, and monitor the advancement of the 2030 Agenda in the territory facilitates collaboration and the systemic approach.

## ● **Trajectories and Degrees of Complexity in the Incorporation of the SDGs**

---

Understanding that the 2030 Agenda provides a horizon of goals and targets to advance in the sustainable development, but not a manner in which to achieve it implies that there can be different paths and complexity degrees in the incorporation strategies of the SDGs.

To continue the analysis of frameworks and tools to implement the SDGs conducted by Grainger-Brown and Malekpour, we can establish that some forms to incorporate the SDGs contribute to the transformation of philanthropy or are conducted by organizations which have already done the necessary transformations to incorporate them while others can tangentially connect to the SDGs without transforming their structure and operation.

Among these latter ones we find the foundations which relate to the SDGs after establishing their strategy and even after implementing their programs and use them to compare the activities they conduct and report them in terms of SDGs. A second group takes a step further and use the SDGs to map actors, support the problem definition, and set some goals with elements of sustainable development. A third group are those organizations that understand that aligning themselves with the SDGs is an opportunity to improve their

social and environmental performance, but which require to redefine their endeavor, establish new strategies, and articulate with others to collaboratively address the challenges in their territory (Grainger-Brown & Malekpour, 2019).

To understand this different paths and complexity degrees, in the survey we ask about the initial impulse to incorporate the SDGs, about the roles that philanthropic organizations currently use within the framework of the SDGs following the categories applied on section 1.4. and about the roles to which they would like to incorporate the SDGs approach in the future.

## II. Methodology





## 2.1. DESIGN OF THE STUDY

This report was built under an exploratory study approach which combined quantitative and qualitative techniques to achieve a comprehensive vision about the relationship between philanthropic foundations of Latin America with the Sustainable Development Goals (SDGs) and the factors which advocate for the incorporation of the 2030 Agenda in the philanthropic endeavor. The research included 11 countries in the region, including Chile, Mexico, Colombia, Brazil, Peru, Costa Rica, Argentina, Ecuador, Venezuela, Honduras, and Bolivia. The field work took place during a two-and-a-half-month period to maximize the scope of the survey and the participation of the respondents.

## 2.2. ANALYSIS UNIT

The analysis unit of this study corresponds to philanthropic foundations of Latin America and organization which support philanthropy. The philanthropic foundations are a broad subgroup of ample world of civil society organizations which characterizes itself for having one or more private and stable source of income (families, enterprises, individuals), oriented for public purposes, whether social, environmental, educational, or cultural. This subgroup is also known as institutional philanthropy. The support organizations are entities with programs that promote, support and research for institutional philanthropy. The world of institutional philanthropy is composed of::

### Family Foundations

Private entities established with funds coming from one family. Their members made or continue to make contributions to the patrimony and participate of the highest government organ of the organization.

### Corporate Foundations

They correspond to private entities that derive their funds from a company or business group. It is independent from the enterprise or enterprises but, in general, they have representatives in the government of the organization.

### Organizations that support philanthropy

Private entities which goal is to support other philanthropic institutions through representation, technical support, and research, among others.

### Independent Foundations

Private entities which have their own source of income that is not directly connected to a company or a family. In many cases, the foundation may have been formed by a family or a company, or even have an endowment granted by a family or a company, but its government organ is independent of the founding family or company and has diversified over time.

### Community Foundations

Private entities which have their own board of directors and that have the mission to work for the good of the citizens in a set geographical area. Their funds come from multiple donors, and they also offer philanthropic contributions to other non-profit organizations.

## 2.3. DATA GATHERING

The information from the philanthropic foundations was gathered through a survey and interviews which allowed us to gain a panoramic view of the relationship of the organizations with the SDGs and an in-depth vision about the reasons behind the integration or not integration of the SDGs in their strategies and actions.

The survey was sent through digital media to the databases of the *Centro de Filantropía e Inversiones Sociales* (Philanthropy and Social Investment Center, CEFIS – for its acronym in Spanish) and of a network of allied organizations: the *Asociación de Fundaciones Familiares y Empresariales* (Association of Family and Corporate Foundations of Colombia, AFE – for its acronym in Spanish) of Colombia, the *Centro Mexicano de Filantropía* (Mexican Center for Philanthropy, Cemefi – for its acronym in Spanish), the *Alianza de Fundaciones Comunitarias* (Alliance of Community Foundations of Mexico, Comunalía) of Mexico, the *Comunidad de Organizaciones Solidarias* (Community of Solidarity Organizations, COS – for its acronym in Spanish) of Chile, the *Asociación de Empresas Familiares* (Association of Family Enterprises, AEF – for its acronym in Spanish) of Chile, the *Red Latinoamericana de Fundaciones y Acciones Empresariales para el Desarrollo de Base* (Latin American Network of Corporate Foundations and Actions for Base Development) RedEAmérica, the Worldwide Initiatives for Grantmaker Support or WINGS, the *Grupo de Institutos, Fundaciones y Empresas* (Group of Institutes, Foundations and Enterprises) – GIFE (for its acronym in Spanish) Brazil, the *Universidad del Pacífico* of Peru, the *Centro de Innovación Social* (Center for Social Innovation) of the *Universidad de San Andrés* of Argentina, and the *Fundación Grupo México* (Mexico Group Foundation).

Of the total of contacted organizations, we received 130 complete answers which allowed a general overview about the adoption of the SDGs in the philanthropic strategies in Latin America. The survey addressed aspects regarding their general characteristics as foundations, their scope and actions, their philanthropic approach, activities conducted, perceptions on the SDGs, and actions conducted to integrate them to their programs and projects. The poll offered four paths to answer: Not knowing the SDGs, Know them and incorporate them, Know them and not incorporate them, and Know them and having Stopped integrating them. Within the philanthropic foundations that participated in the survey, there were answers on the first three paths but not on the last one. In second place, to complete and enrich the findings of the survey, 12 interviews were conducted to philanthropic organizations which presented different approaches in regard to their relationship with the SDGs. These allowed us to obtain more detailed data and delve into the reasons which motivate the incorporation of the SDGs in some foundations, as well as the possible barriers or challenges that others face to incorporate the SDGs in their philanthropic practices.

## 2.4. SURVEY

The preparation of the online survey was developed in a structured manner in three sections, taking into consideration the different hypotheses described on section 1.5. These questions relate to four factors, connected to the incorporation of the SDGs on the part of the philanthropic organizations: previous and setting conditions, institutional strategic definitions, use of territorial information, and different paths of incorporation of the SDGs.



## Section I Previous and Setting Conditions

### HYPOTHESIS

*The institutional characteristics and the environment in which the philanthropic organization are established influence on the level of incorporation of the SDGs in their endeavor. The variables or questions of this section contain, on one hand, demographic and structural aspects of the foundations, and on the other, those which relate to the type of work they develop. Collaboration with others, the scope of the foundation, and the work areas were polled in this section, along with social valuation elements of the SDGs. We propose two hypotheses. In the first place, that organizations which focus their endeavors on multiple topics or in a systemic and collaborative manner are more likely to incorporate the framework of the 2030 Agenda in their endeavor. In second place, that the settings in which there already are actors that know and have incorporated the SDGs or promote their adoption there is a greater possibility that new actors incorporate to the 2030 Agenda in regard to environments in which this does not happen. Thus, it was important to have questions about where and with what actors the foundations relate, of which type they are, and how they operate. In this manner, we seek to clear if the possibility of adoption of the SDGs grows or not when an external actor has the capability to advocate on a philanthropic organization.*

## Section II Incorporation Potential of the SDGs

### HYPOTHESIS

*The incorporation of the SDGs on the part of institutional philanthropy is a sequential process which faces multiple barriers. In this section we asked about the knowledge of the SDGs and, if they were known, about their incorporation. In the case of non incorporation, we asked about the challenges and barriers that organizations face to advance on the incorporation. We also asked about the knowledge of the entities about the value and potential of the SDGs for the work of foundations in the territories. Lastly, we included questions to understand how the SDGs adapt or not to the local context. With this we seek to envisage potential mechanisms to facilitate the incorporation of the 2030 Agenda.*

## Section III SDGs Integration Trajectories and Institutional Strategic Decisions

### HYPOTHESIS

*There are different enabling conditions and elements which drive philanthropic organizations to use the SDGs as a work system and, among those who adopt the SDGs, different incorporation trajectories. The aim of this section was to understand the enabling conditions of the foundations and the paths they followed to incorporate the SDGs in their action frameworks. For this purpose, we asked the foundations which did adopt the SDGs about the manner in which they use the 2030 Agenda, as well as about the incentives or inhibitors they have to deepen this incorporation. We asked about the initial impulse to incorporate the SDGs, about the roles they currently exercise integrating the framework of the SDGs, following the categories described on section 1.4., and about the intentions for further adoption in the future. With this set of questions, we seek to identify, first, the enabling conditions for incorporation; second, the paths or trajectories in the incorporation of the SDGs; and third, the gradualness in the adoption of the SDGs. The SDGs, as operational framework, require or promote foundations to adopt certain definitions under which the framework of the 2030 Agenda makes sense. This section sought to identify correlations between strategic definitions and integration within the SDGs framework and to clear a possible causal link in the adoption of the SDGs.*



## Preparation Process of the Survey

---

Before its implementation, the survey was subject to pilot testing with a group of collaborators from foundations' leadership teams chosen by the already mentioned support networks so as to validate its length and warrant the adequacy of the vocabulary used. The data collection period took place between the months of May and July 2023.

### 2.5. INTERVIEWS

Once the survey period closed, 12 foundations were chosen from those who had responded for a more in-depth interview. The selection method was based on our intentional sampling, seeking to maximize the diversity of perspectives in regard to the incorporation of the SDGs in philanthropy. Foundations were grouped into two main categories according to their answers in the initial survey:

- **Foundations that Did Not Incorporate**

From this group, we selected foundations which had not incorporated the SDGs in their philanthropic practices. The goal was to understand the reasons behind the non incorporation and the barriers these organizations face. Additionally, we sought to identify the needs and possible facilitators which could promote the adoption of the SDGs within this group.

- **Foundations that Incorporate the SDGs on Different Le-**

Within the group which did incorporate the SDGs, we considered two sub-categories: those foundations which adopted them broadly in all their roles and those which incorporated them in some activities with projects for future incorporation. This selection allowed us to investigate how the foundations who broadly embraced the SDGs achieved their incorporation, identifying incentives, motivations, and facilitators which could guide other organizations. Likewise, we investigated the actions which could be implemented by the foundations that had not yet incorporated the SDGs in all their roles to move towards a greater incorporation and we identified the difficulties and inhibitors that must be addressed to promote a greater adoption of the SDGs.

The semi-structured interviews took place virtually. The testimonies and comments obtained from this process enriched the final report with a range of perspectives and recommendations which contribute to strengthen the role of philanthropy in the advancement to a sustainable future in the region.



## 2.6. NOTE ON THE SCOPE AND GENERALIZATION OF RESULTS

It is important to highlight that this report is based on a voluntary survey, sent through networks and databases of philanthropic organizations without being universal. Even though efforts were made to promote the participation of different Latin American countries, we acknowledge that some regions may not be adequately represented in the sample. The survey received an emphatic answer from philanthropic organizations with presence in Mexico, Colombia, and Chile, and therefore they have greater representativity.

Additionally, it is possible that foundations which do not adopt the SDGs decided to self-exclude themselves of the sample, resulting in a greater response from organization who were more familiar with the SDGs. This will lead to an overrepresentation of the foundations that do implement the SDGs in their endeavor. Therefore, we cannot extrapolate the levels of knowledge and integration of SDGs in the operation achieved in this sample to the total of Latin American foundations, but it does make

it possible to understand the motivations, enablers, and inhibitors to the incorporation of those who responded, in sufficient volume so as to result in general conclusions which is consistent with the exploratory nature and goals of this study.

The analysis is centered on identifying tendencies, patterns, and perspectives which may provide relevant information for philanthropic organizations in their contribution to the development of sustainable communities using a global framework such as the SDGs. Despite the possible biases, the survey provides valuable information about the incorporation process of the Sustainable Development Goals in the philanthropic practices of the participating organizations.

# III. Results

## ANALYSIS





### 3.1. SAMPLE DESCRIPTION

The survey received 130 complete answers, of which 127 were valid, that is to say, were from philanthropic foundations or organizations that support philanthropy. This sample managed to incorporate a diverse set of entities which allowed the differentiated analysis by different types of variables.

The diversity of the sample relates to the countries of origin of the foundations, the type of philanthropic organizations, their size, creation year, methods of operation, scope of their programs, thematic fields in which they work. Below we detail those variables one by one.

#### About the demography of the foundations

---

##### Country of origin

The **127 foundations** which participated in the survey come from **11 countries**.

The most part are:

- CHILEAN (**35%**), then MEXICAN (**26%**) and COLOMBIAN (**16%**).

The other countries have a smaller representation in the sample:

- BRAZIL AND PERU EACH WITH **6%**,
- COSTA RICA, **4%**,
- ARGENTINA, **2%**,
- ECUADOR AND VENEZUELA **1.6%** each and finally
- BOLIVIA AND HONDURAS, **0.8%** each.

FIGURA 7:  
Ratio of responses per Latin American countries





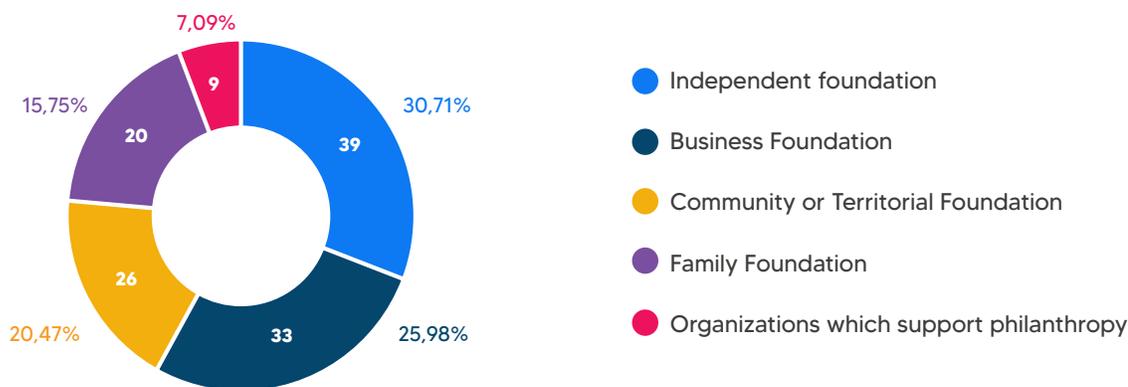
## Type of Foundation

The survey received responses from different types of foundations and each of the participants self-classified itself in one of the proposed categories: family, corporate, community, or independent foundation, or organization which supports philanthropy.<sup>11</sup>

As can be seen on Graphic 1, the largest percentage (30.7%) corresponds to independent foundations, followed by corporate (25.98%), community (20.74%), and family (15.75%) foundations, and in last place, organizations which support philanthropy. This distribution is very different to the one obtained in the study about Institutional Philanthropy in Latin America, which has a larger sample (366 foundations), although from a smaller number of countries (Argentina, Chile, Colombia, Mexico, and Peru). In said investigation, corporate foundations were 50% of the sample, followed by independent (29%) and family (20%) ones. Community foundations were dealt with separately in the study due to them being present in only one country (Mexico) and due to being the smallest group within the studied foundational universe (3%). (Villar, *Filantropía Institucional en América Latina ¡Así Vamos!* (Institutional Philanthropy in Latin America. So we go!) in Berger, et al., *Hacia el fortalecimiento de la filantropía* (Toward the Strengthening of Philanthropy), 2019).

The participation of more countries explains, partly, the difference in composition. The high weight of the community foundations is given by the existing connection with this type of organizations, given the knowledge we had of their work with a territorial approach and the advancement in the incorporation processes of the SDGs based on the first stage of the initiative supported by the C.S. Mott Foundation in which we identified successful cases of SDGs incorporation in the work with communities in Latin America. On the other hand, the role of Comunalia disseminating the survey among its members in Mexico and other community foundations of the region was an element that promoted the participation of this type of organizations. The implication of this process is that community foundations are over-represented in the sample. On the other hand, the high percentage of independent foundations is partly explained by the high weight of this type of entities in the responses in Chile.

GRAPHIC 1:  
Type of structure



11. See the definitions in Section II, Methodology



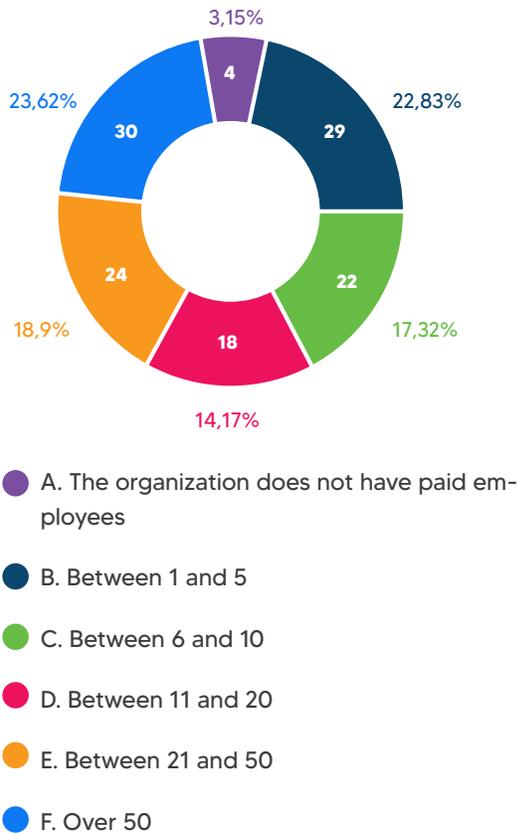
## Size of the Organizations

In regard to the size of the organizations, measured according to the number of people employed by the foundation, the distribution is relatively homogeneous between segments, with exception of those who do not have paid employees and work solely with volunteers which represent a minority group, according to Graphic 2. In comparison with the sample of the previously mentioned study on institutional philanthropy, it is quite similar with exception of the group of foundations with over 50 employees which is a little smaller than the previous sample (Villar, *Filantropía Institucional en America Latina ¡Así Vamos! (Institutional Philanthropy in Latin America. So we go!)* in Berger, et al., *Hacia el fortalecimiento de la filantropía (Toward the Strengthening of Philanthropy)*, 2019).

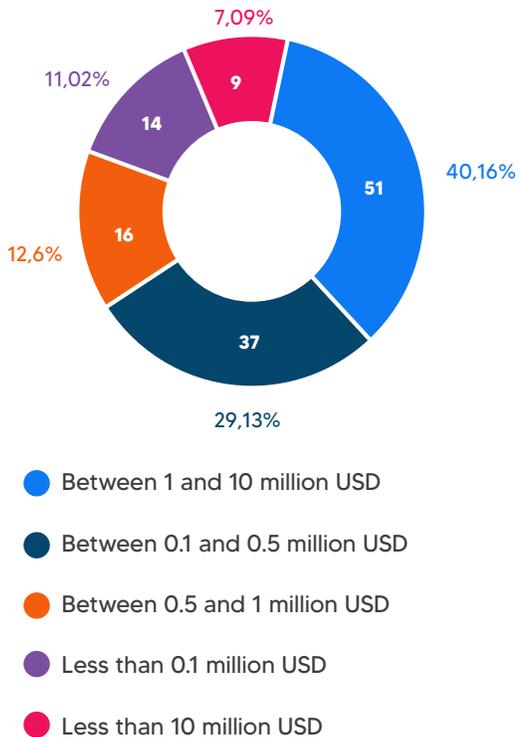
Regarding size, understood as the annual budget of the foundation, the sample shows a predominance of mid-sized foundations. Most (40.16%) have a budget between USD \$1 and 10 million, followed by those which handle one between USD \$100,001 - \$500,000 with 29.13%.

In comparison with the sample of the institutional philanthropy study, there are no large differences except at the limits in which the group with income below USD \$1 million is a little larger and the one with income over USD \$10 million is slightly lesser (Villar, 2019).

GRAPHIC 2:  
Size according to number of employees



GRAPHIC 3:  
Size according to annual budget

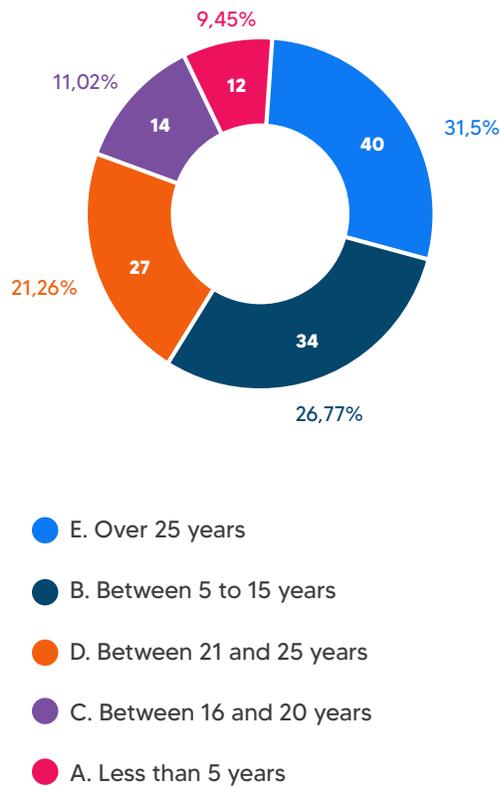




## Years of operation

In regard to the years of operation, we observe that most foundations of the sample have a long history (over 25 years), followed by those that have 5 to 10 years, as observed on Graphic 4. The smaller group (9%) is the one with less than 5 years of operation. In the institutional philanthropy sample, there are no notorious differences in distribution except for a slight tendency towards older organizations (Villar, *Filantropía Institucional en America Latina ¡Así Vamos!* (Institutional Philanthropy in Latin America. So we go!) in Berger, et al., *Hacia el fortalecimiento de la filantropía* (Toward the Strengthening of Philanthropy), 2019).

GRAPHIC 4:  
Years of operation

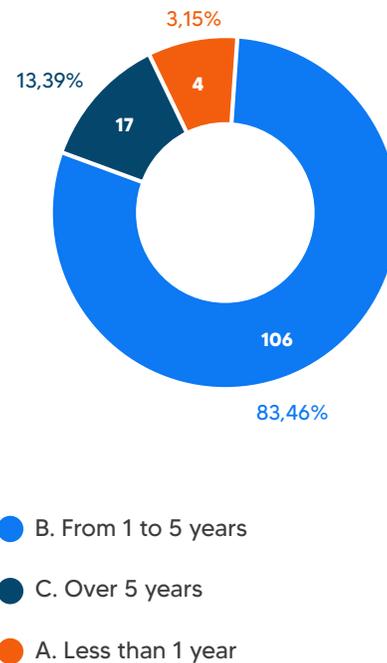


## Planning Horizon

We consider as a variable the planning time frame of the foundations as affinity proxy with the long-term overview implicit in the 2030 Agenda.

The sample shows ample predominance (83.46%) of foundations which have a planning horizon of one to 5 years, followed by those with over 5 years (13.39%) and, lastly, those that plan for a year or less (3.15%) as shown on Graphic 5.

GRAPHIC 5:  
Operation horizon



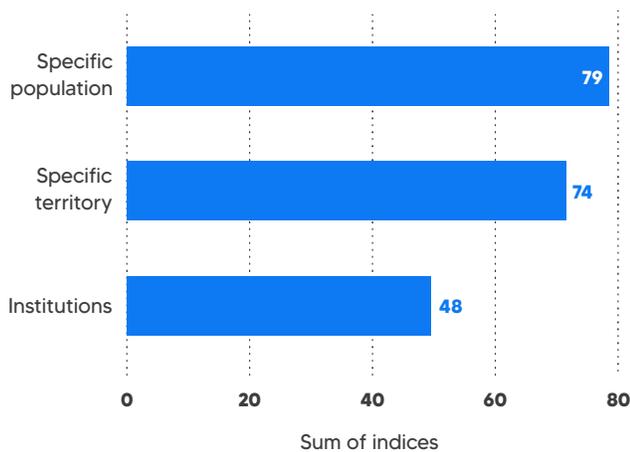


## About the operation and action of the foundations

### Unit of intervention

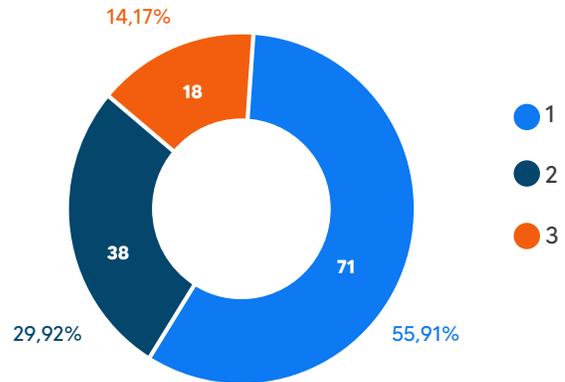
The level at which the foundations operate was considered, as a proxy to the incorporation they have regarding a territory. Each entity could choose more than one unit; therefore, the total is larger than the 127 responses. In Graphic 6 we see that most have as an intervention unit a specific population (children, older adults, entrepreneurs etc.). In second place, they define their area of intervention as a specific territory and then as a combination between population and territory, over the 3, and lastly, only over institutions and combinations with the two previous categories.

GRAPHIC 6:  
Intervention unit frequency



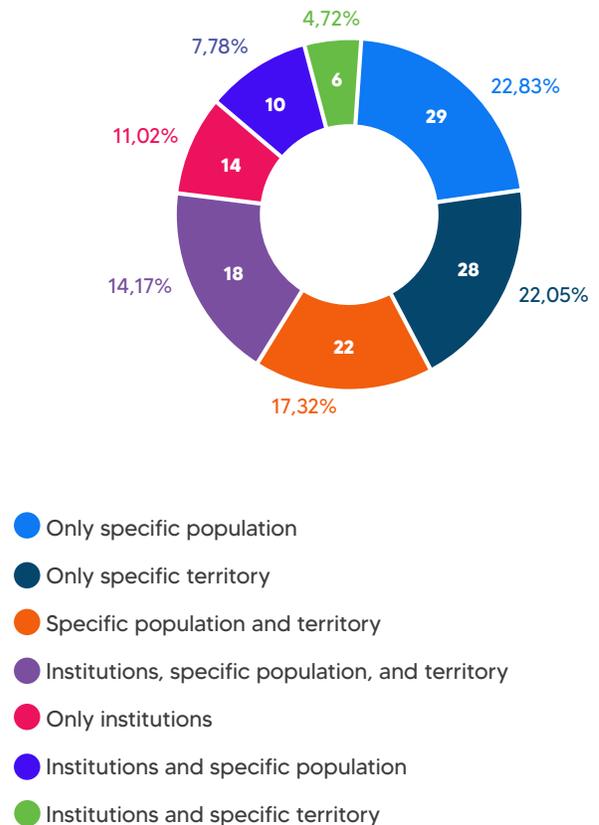
To measure the overlap level of these categories, in Graphic 7 we can see the number of intervention units reported per foundation from where we can say that 45% of the organizations conducts their actions towards more than one unit and the rest focuses only on one.

GRAPHIC 7:  
Number of intervention units



Below, in Graphic 8 we detail the combinations which the foundations reported as their work units.

GRAPHIC 8:  
Combination of intervention units

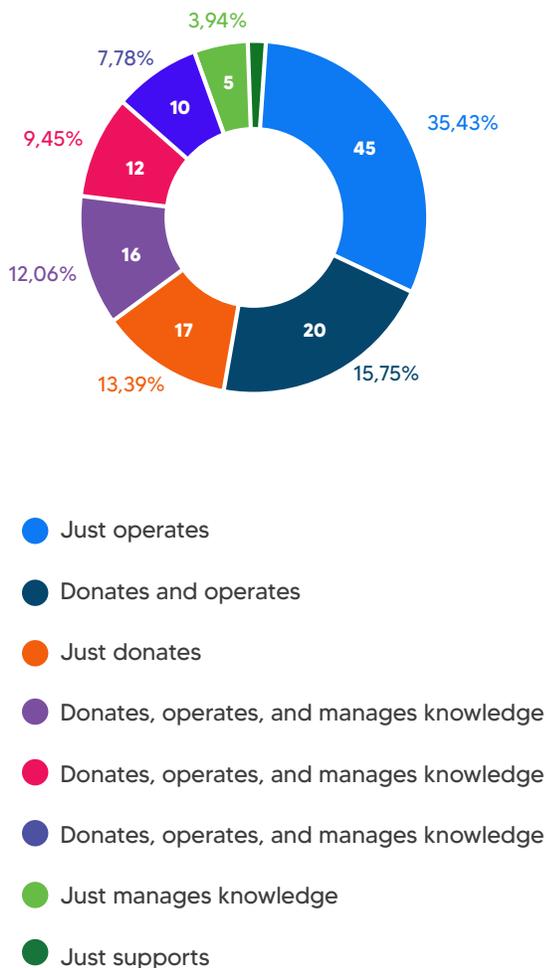




## Type of operation

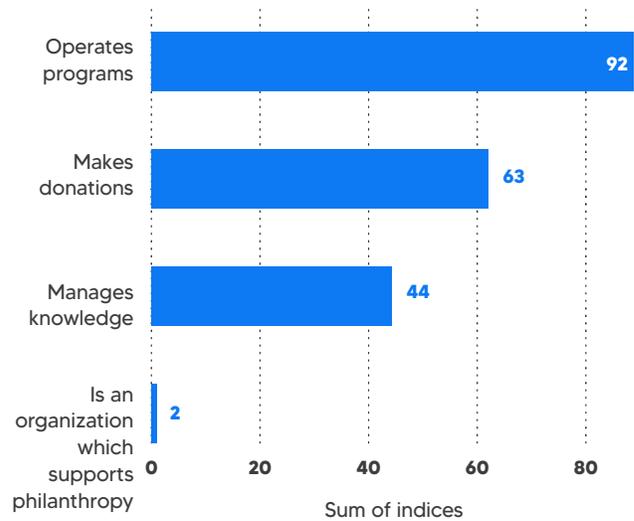
Unlike the sample of the study on institutional philanthropy in which mixed foundations, that is to say, that combine donation with operation, are the ample majority (76%) (Villar, *Filantropía Institucional en América Latina ¡Así Vamos!* (Institutional Philanthropy in Latin America. So we go!) in Berger, et al., *Hacia el fortalecimiento de la filantropía* (Toward the Strengthening of Philanthropy), 2019), for this investigation they are distributed in half, the mixed ones and those who only do one of those activities. Among these latter ones, the majority group corresponds to those which only operate programs (35%), followed by those which exclusively donate (13%), and by those which only manage knowledge (4%). By being a multiple-choice response, Graphic 9 shows all the combinations presented. In first place, we find the foundations which only operate programs, in second place those which donate and operate, in third place those which only donate, and in fourth place those who take the 3 roles: donate, operate, and manage knowledge. The groups with a lowest percentage are those which only manage knowledge, or which only provide support.

GRAPHIC 9:  
Combination per type of operation



Graphic 10, which aggregates the options allows us to show the dominance of the operation of program above the other ways of acting of the foundations.

GRAPHIC 10:  
Frequency per type of operation



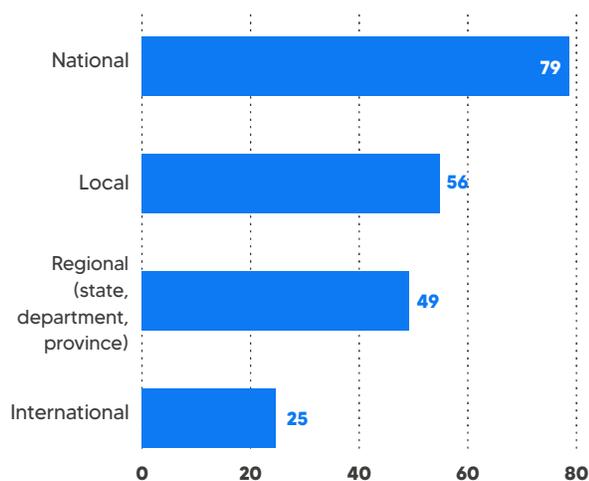


## Scope of the programs

The scope of the foundations was asked as proxy variable to the level of localization efforts the organization should do to give sense to the SDGs at the level it operates, understanding that the indicators and targets are posed in most countries at a national level.

The scope presented is varied: some may combine programs of national, regional, and local order, while others may only have a local or regional scope. Graphic 11 shows the weight which each of the level has within the foundations of the sample.

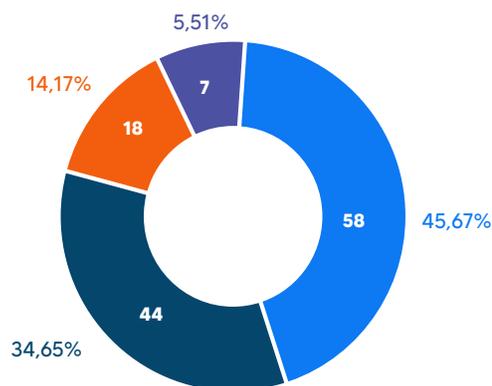
GRAPHIC 11:  
Scope Frequency of Programs or Operations



## Frequency of collaborative work

One principle of the 2030 Agenda is collaborative work with other organizations; therefore, it is considered a potential enabler of incorporation of the SDGs framework. Like in the sample of the institutional philanthropy study, this investigation emphasizes the importance of collaborative work between foundations. As can be seen on Graphic 12, a high percentage (45%) of foundations responded that they always work in collaboration with others, which added to those that collaborate most of the times (34%) shows us that in four out of five foundations, collaborative work predominates. Only 5% states only contributing a few times with other organizations.

GRAPHIC 12:  
Frequency of collaborative work



- Always works in collaboration with other actors
- Most of the times works in collaboration with other actors
- Half of the times works in collaboration with other actors
- Few times works in collaboration with other actors

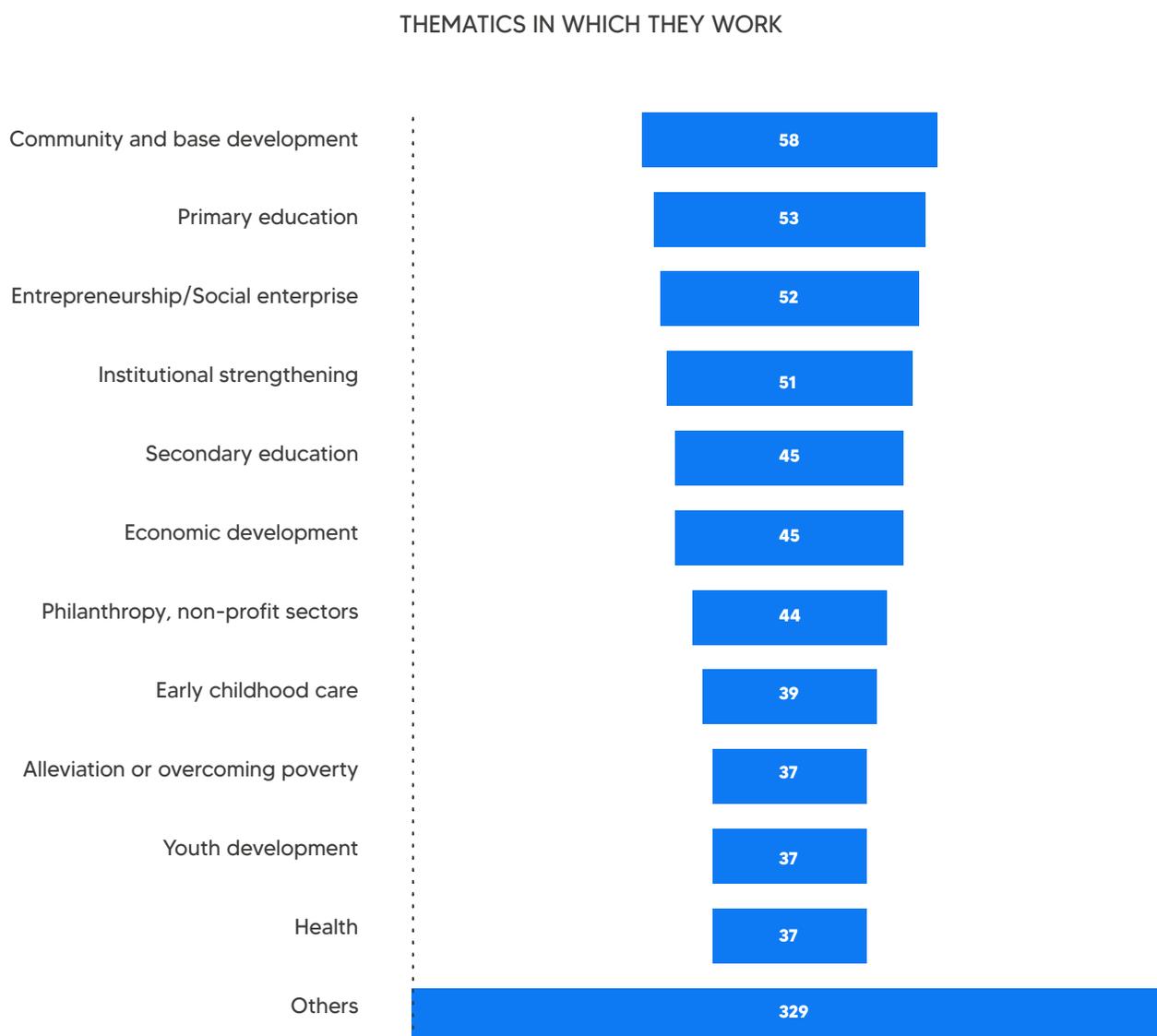


## Thematic work areas

To control by field of work of the foundations, we asked using the same categories of the institutional philanthropy study. The topic with the highest weight in the sample is the one regarding community and base development, followed by education, social enterprise, and institutional development, as can be seen on Graphic 13.

In the institutional philanthropy study, education is in the first place and social development, category which includes community development, in the second place. This difference can be attributed to the important weight of the community foundations, which are multipurpose and oriented to community and local development.

GRAPHIC 13:  
**Frequency of thematic areas**

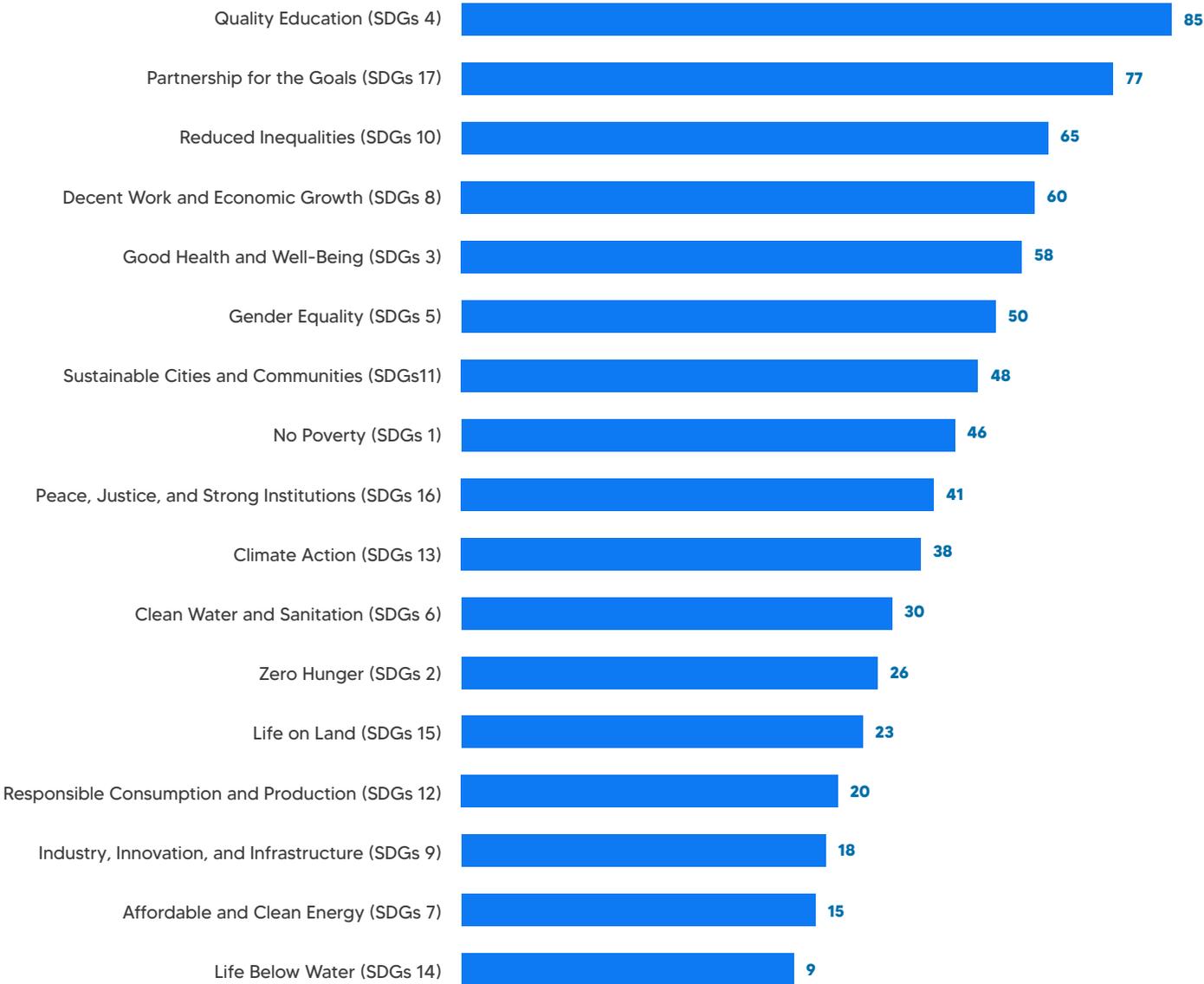




The category of “Others” groups post-secondary education, arts and culture, social well-being/human services, environment and animals, human and civil rights, public policies and matters, sports and recreation and free time use; agriculture, forestry and fishing, catastrophe prevention and response, habitat and housing, conflict resolution/peacemaking, science and technology, historical and patrimonial conservation, international relations and global affairs, information and communication, and public safety.

In terms of the SDGs, there is a predomination of those that work with SDG 4 (quality education), followed by SDG 17 (partnership for the goals), SDG 10 (reduced inequalities) and SDG 8 (decent work and economic growth), as seen in Graphic 14.

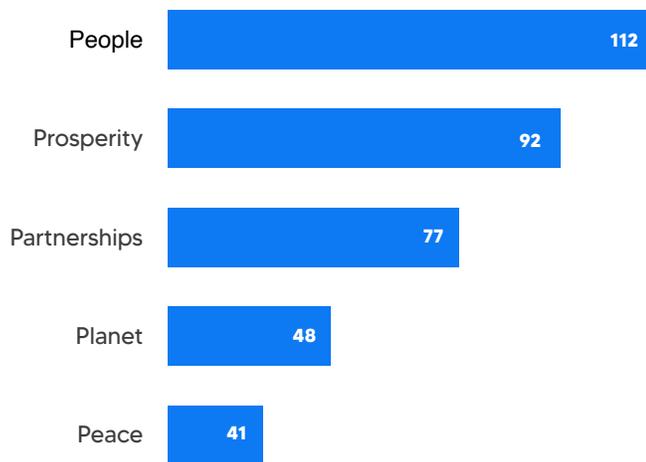
**GRAPHIC 14:**  
**Thematics organized according to Sustainable Development Goals (SDGs)**





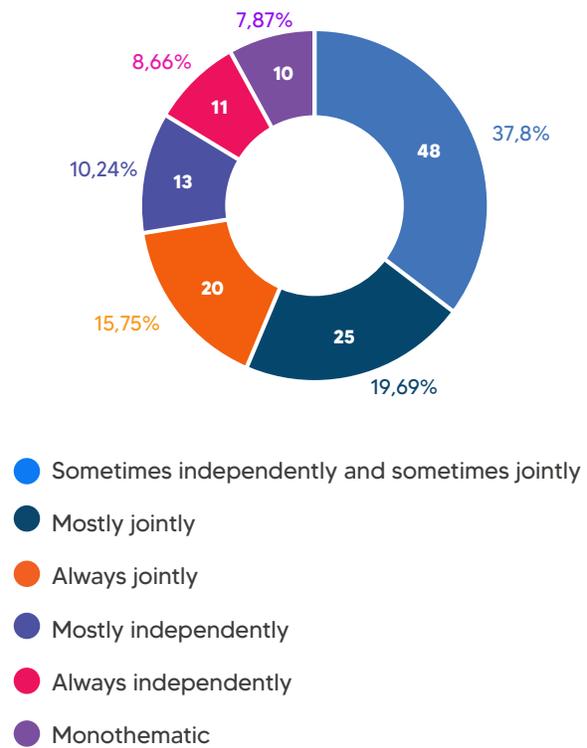
Organized in accordance with the 5 P categories, most of foundations work with the group of SDGs which include people, followed by prosperity, partnerships, planet, and peace, as seen on Graphic 15. It is interesting to see the low weight that environmental work still has among the foundations of the region, a topic which already stood out in the institutional philanthropy study (Villar, *Filantropía Institucional en América Latina ¡Así Vamos!* (Institutional Philanthropy in Latin America. So we go!) in Berger, et al., *Hacia el fortalecimiento de la filantropía* (Toward the Strengthening of Philanthropy), 2019).

**GRAPHIC 15:**  
**Thematics in which foundations work organized in accordance with the 5 “P”**



An interesting aspect regarding the handling of the issues is that most organizations work simultaneously addressing more than one issue in their programs, as can be seen on Graphic 16. The tendency to the systemic approach will gain relevance when observing the connection with a comprehensive approach, such as the SDGs.

**GRAPHIC 16:**  
**Type of approach on multiple topics**



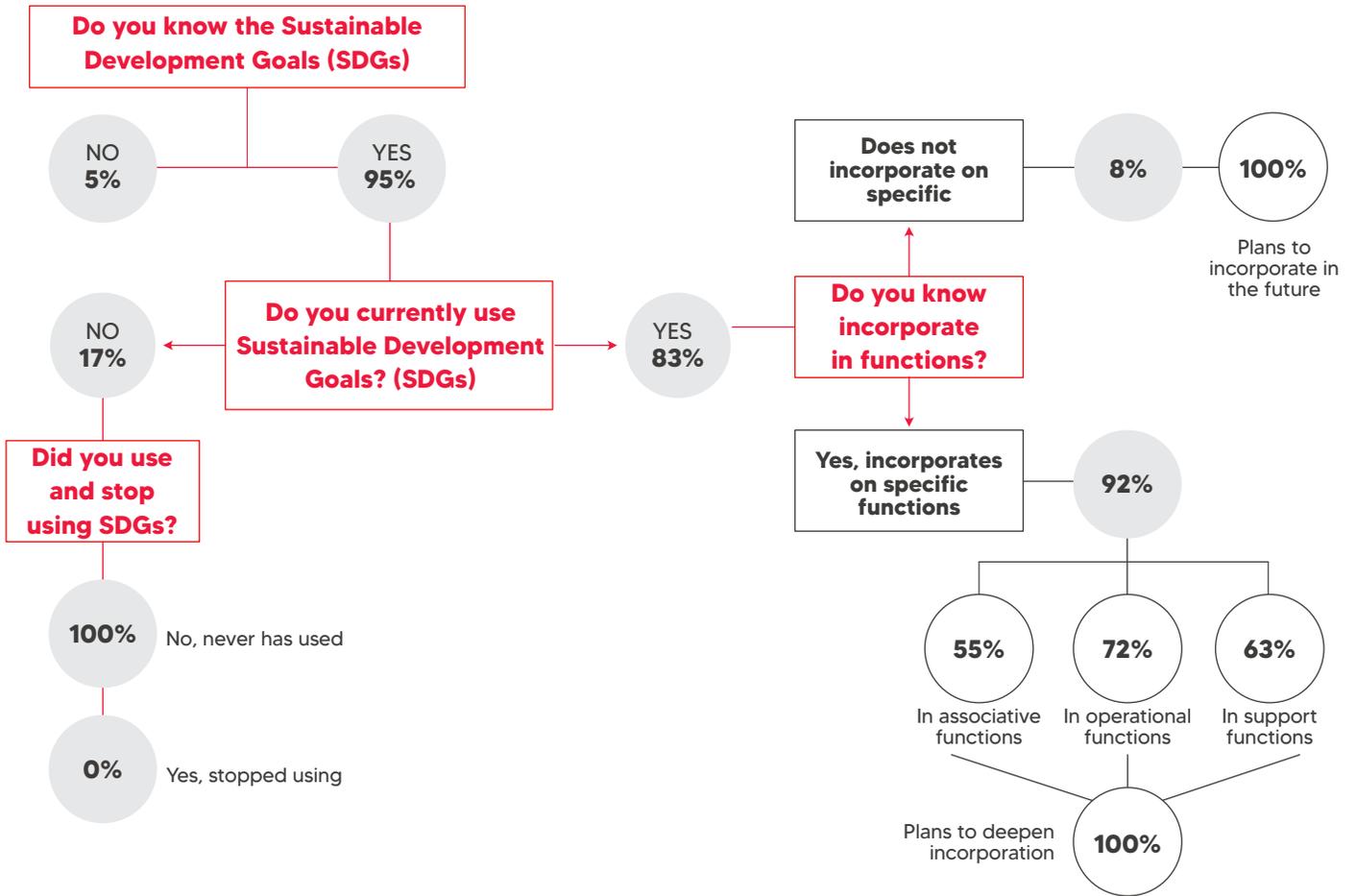
### 3.2. KNOWLEDGE AND INCORPORATION OF THE SDGS

In this section we will analyze the responses of the foundations regarding the knowledge and incorporation of the Sustainable Development Goals in their philanthropic endeavor. Figure 8 offers an overview of results obtained according to the different possible response branches available for participants.

This figure will also act as an index for the following sections. Each of the descriptive variables explained in the prior section was tested in regard to the observed level of incorporation of the SDGs, highlighting below the found correlation.



**FIGURE 8:**  
**Response trajectories foundations adopted in the sample**



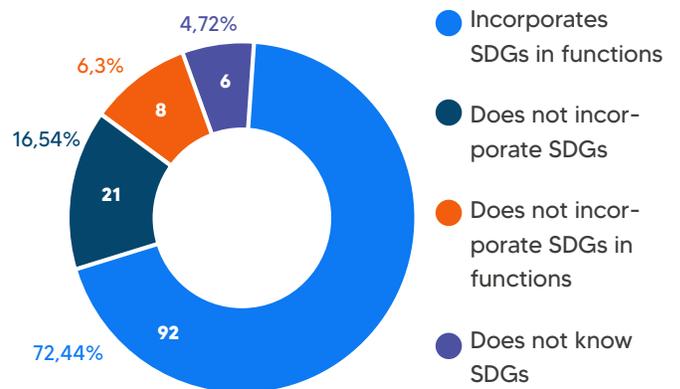
### 3.2.1. How many foundations know and incorporate the SDGs?

The first question to answer about the relationship of the foundations with the SDGs addressed the level of knowledge. We sought to know how many of those who know SDGs incorporate them to their operation.

The results of the survey allow us to say that the knowledge of SDGs on the part of philanthropic foundations is quite widespread. 95% of foundations know them and most of them incorporate them (79%).

In contrast, only 5% of the sample does not know the SDGs, and 17% does not incorporate them (see Graphic 17).

**GRAPHIC 17:**  
**Percentage of incorporation of the SDGs**





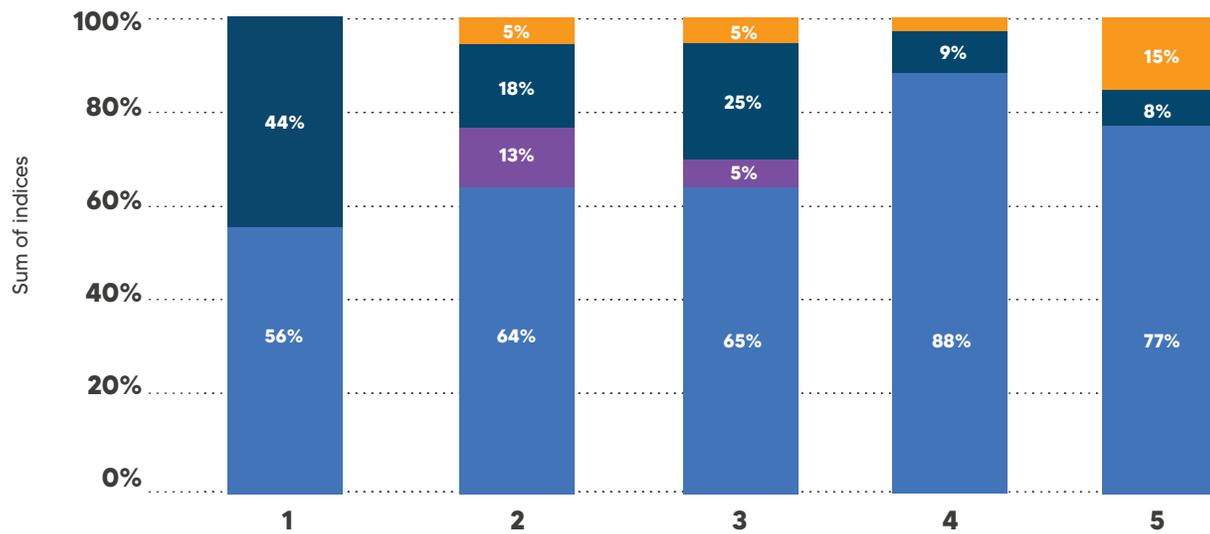
### 3.2.2. Factors related to SDGs adoption

Knowing the percentage of foundations that incorporate the SDGs, the following question was regarding the factors associated to their adoption. We found five main factors: the territorial approach, collaboration, thematic integration, multisectoriality, and planning horizon. **The territorial approach, dominant among community and corporate foundations.** An interesting finding of the study is that community and corporate foundations have a greater incorporation percentage than the other types of foundations. Of the first, 92% adopt SDGs and of the latter, 91% adopts SDGs versus 70% of the family foundations and 69% of independent foundations.

Additionally, among community and corporate foundations, all of them know the SDGs, while among the family foundations 5% does not know them and among independent one, 13% (Graphic 18).

GRAPHIC 18:  
**Cross between type of structure and incorporation percentage of the SDGs**

● Incorporates SDGs in functions   ● Does not know SDGs   ● Does not incorporate SDGs   ● Does not incorporate SDGs in functions



- 1 Organizations which support philanthropy
- 2 Independent foundations
- 3 Family foundations
- 4 Business foundations
- 5 Community (or territorial) foundations



The territorial approach offers an explanation for this difference. Comparing between types of foundations, we find that the community and corporate foundations work more at a regional and local level than at a national or international level, and, additionally, the predominant intervention unit for these types of foundations is the territory. These two variables (regional and local scope, and territorial intervention unit) are correlated with the incorporation of the SDGs.

In Graphic 19 we can see that the percentage of foundations which work at a local and regional level is greater between community and corporate foundations over the other types of foundations.

And in Graphic 20 we can see that while among the foundations which work at a regional level 95% incorporates the SDGs and among the ones that work at a local level 84% does, these percentages decrease between those that work at a national (75%) and international (74%) level.

**GRAPHIC 19:**  
**Cross between the type of structure and incorporation percentage of the SDGs**

**Foundation structure**



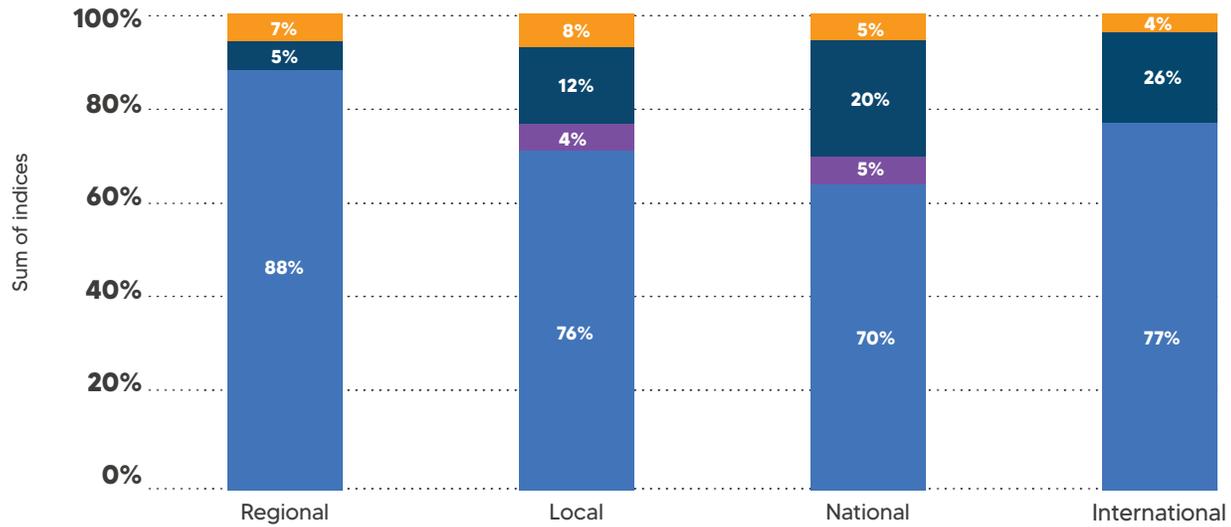
- Community (or territorial) foundation
- Business foundation
- Family foundation
- Independent foundation
- Organizations which support philanthropy



GRAPHIC 20:

**Cross between the intervention scope and the incorporation level of the SDGs**

● Incorporates SDGs in functions 
 ● Does not know SDGs 
 ● Does not incorporate SDGs 
 ● Does not incorporate SDGs in functions

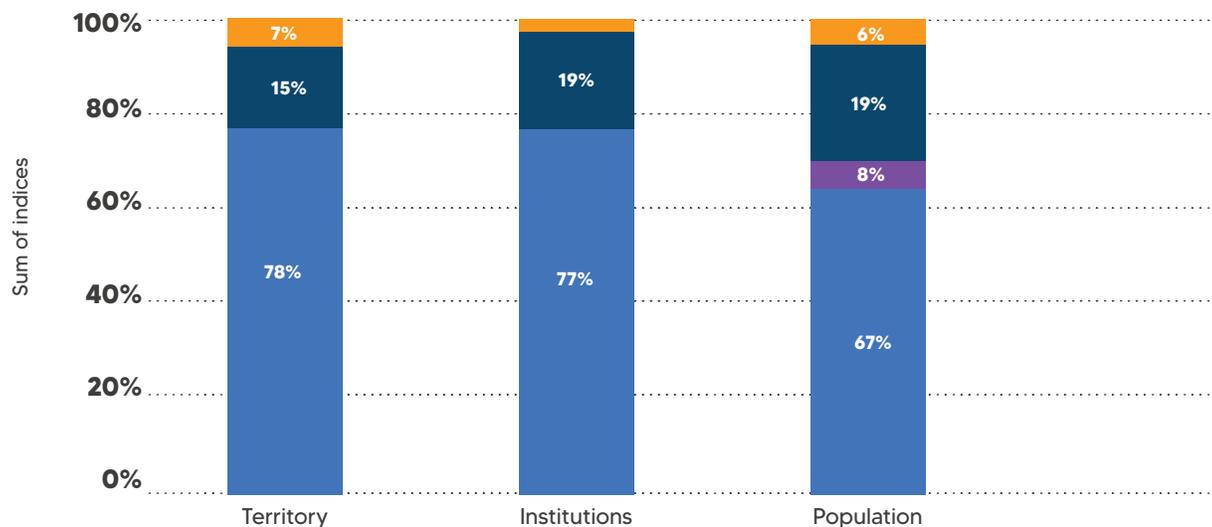


Elaborating on the importance of the territorial aspect on the interventions, we asked about the operation unit, with the choices being territory, institutions, or population. Many foundations combine these units but in the aggregate, we find that the entities which intervene in the territories are those with a greater incorporation percentage of the SDGs, followed by those which intervene in institutions and with specific populations, as can be seen on Graphic 21.

GRAPHIC 21:

**Cross between intervention unit and incorporation level of the SDGs**

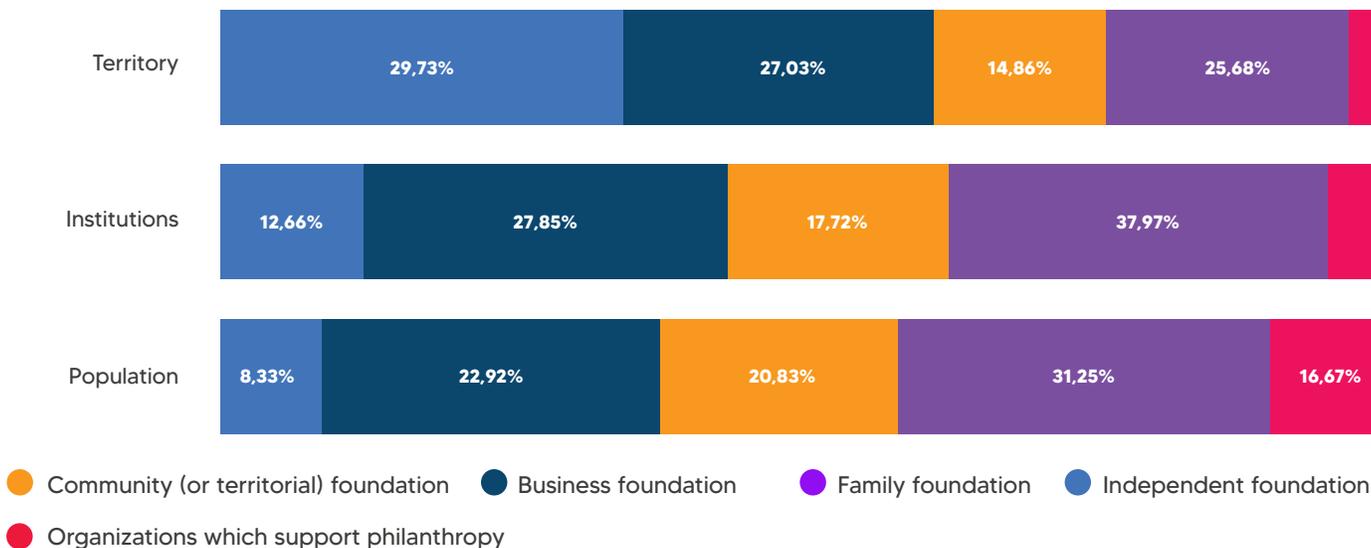
● Incorporates SDGs in functions 
 ● Does not know SDGs 
 ● Does not incorporate SDGs 
 ● Does not incorporate SDGs in functions





Within the foundations which have the territory as a unit, community and corporate foundations prevail. In Graphic 22 we can see the dominance of community and corporate foundations within those that have the territory as an intervention unit, while their work at the level of institutions and populations is less in comparison to the other types of foundations.

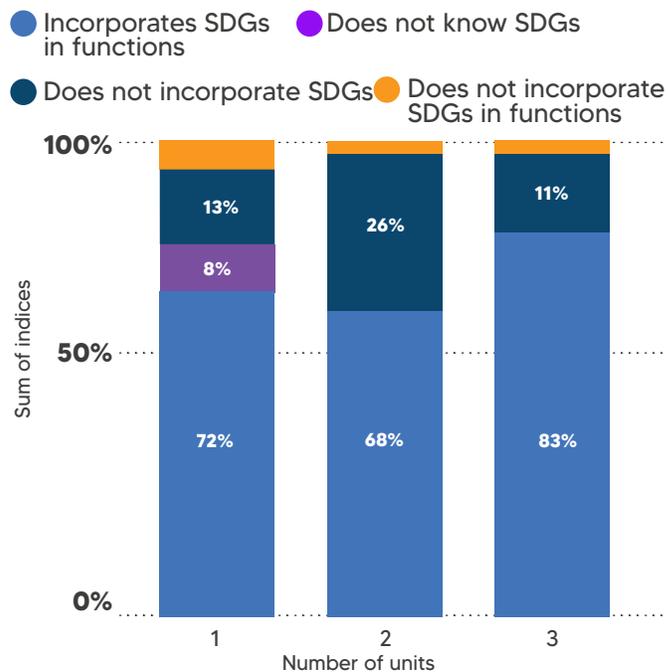
**GRAPHIC 22:**  
**Cross between type of structure and intervention unit**



As we have mentioned before, foundations combine their intervention units. To understand if there was any type which related to a better incorporation of the SDGs, we analyzed if there was a difference between those which only worked a single unit in comparison to those that work on two or more. What we found is that those that work in the three units incorporate a little better than those which work with two or one, as shown on Graphic 23. The explanation we offer is that the foundations that work with institutions which attend specific populations in a territory maximize interdependence which better predisposes them to use an integrator and multisectoral framework.

Alternatively, we see that it is more probable to work jointly with another organization that already uses SDGs, thus promoting the use of programs or projects that are worked collaboratively, as seen in the following section.

**GRAPHIC 23:**  
**Cross between the number of intervention units and incorporation level of the SDGs**





## Collaborative Work

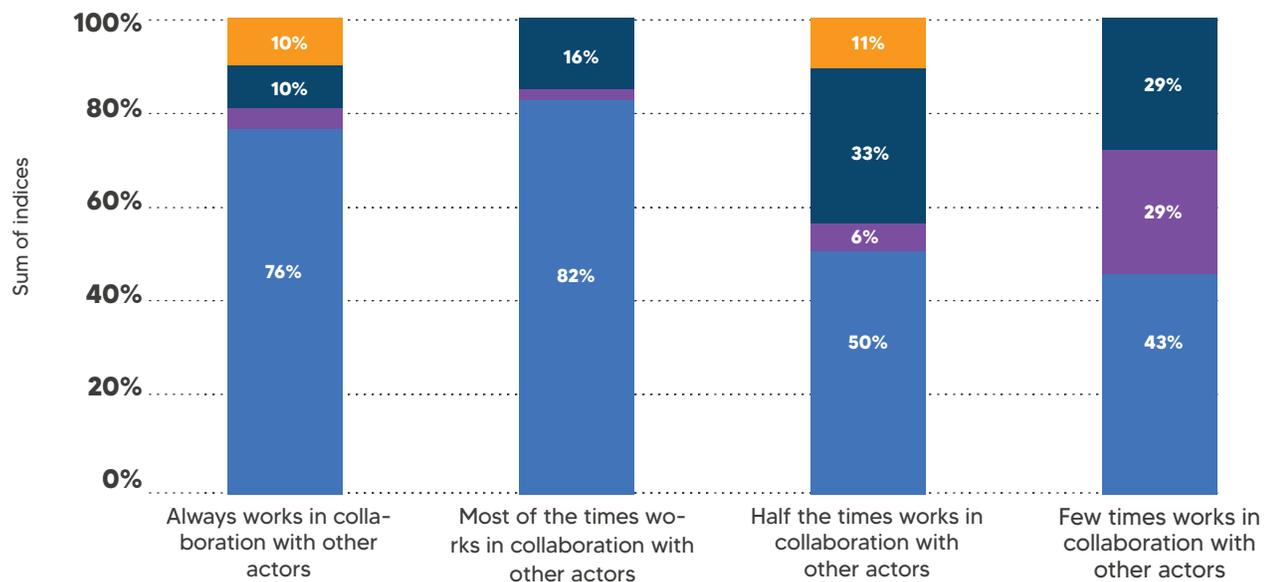
Collaboration and intersectoriality is a central principle of the 2030 Agenda. An important finding of this study was to discover a clear correlation between collaboration as a practice and the incorporation of the SDGs in the foundations.

As can be seen on Graphic 24, the more collaboration with other actors, the greater the probabilities of incorporation. The highest percentage lies within the foundations which always collaborate with others and decreases as the cooperation diminishes (most of the times, half the times, a few times). This was one of our initial hypotheses and the data corroborate it.

It is then clear that collaborative work and the incorporation of SDGs are interrelated, but it is not so clear if those who work on a collaborative manner incorporate the SDGs in their operation more easily or if the SDGs incorporation process contributed to transform the intervention strategy making it more collaborative.

GRAPHIC 24:  
**Cross between collaboration and level of incorporation of the SDGs**

● Incorporates SDGs in functions   ● Does not know SDGs   ● Does not incorporate SDGs   ● Does not incorporate SDGs in functions



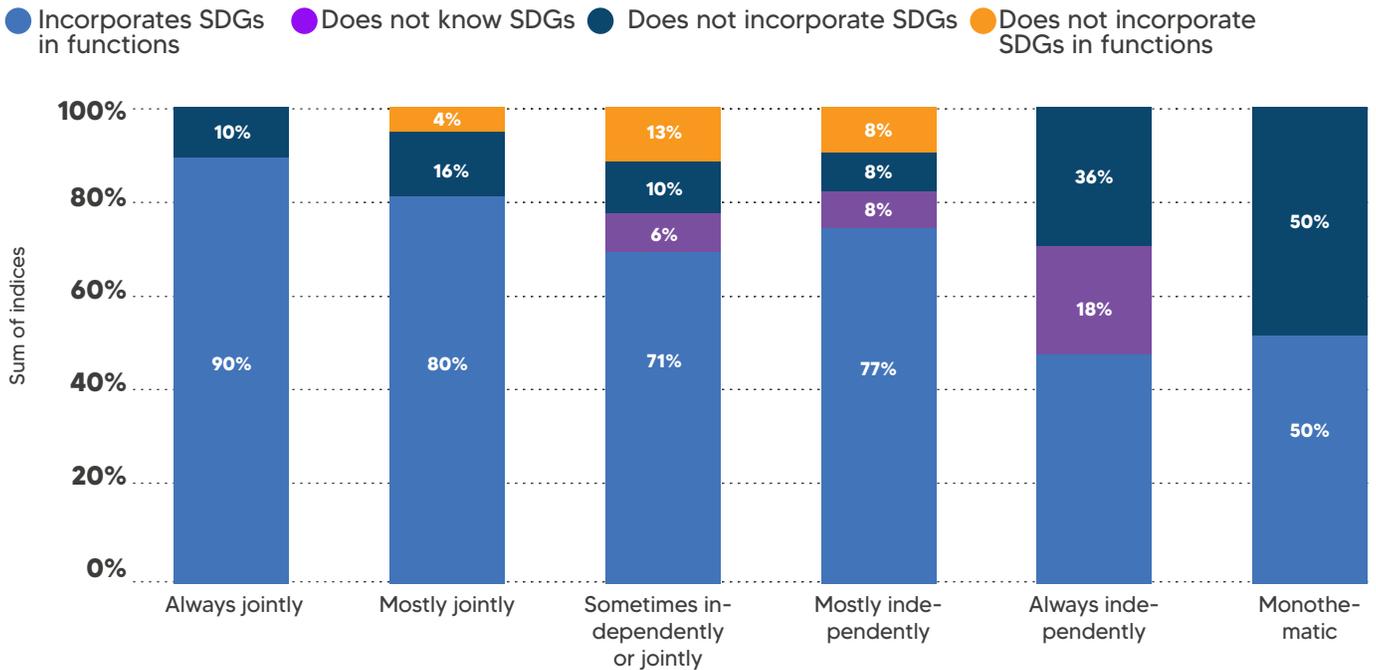


## Integrated Approach Between the Topics Worked

As in the case of collaboration, we find an important correlation between the foundations which incorporate different topics with the incorporation of the SDGs in their operations. This is connected with another general principle of the 2030 Agenda, the one about the interactions between the SDGs and the need for integrated work between the different dimensions of development.

Graphic 25 shows us that, within the group that always integrates the topics we find the greatest percentage of foundations that adopt the SDGs, and that this percentage diminishes as the integration of topics diminishes (mostly jointly, sometimes jointly, mostly independent, always independent, and monothematic). As in the case of collaboration, the correlation is clear, but the direction of causality is not: it remains to identify if integration preceded and facilitated the incorporation of the SDGs or if the adoption of the SDGs contributed to a transformation in the manner of approaching the topics in their interventions.

GRAPHIC 25:  
Cross between thematic approach and integration level of the SDGs





## Influence Over Other Actors

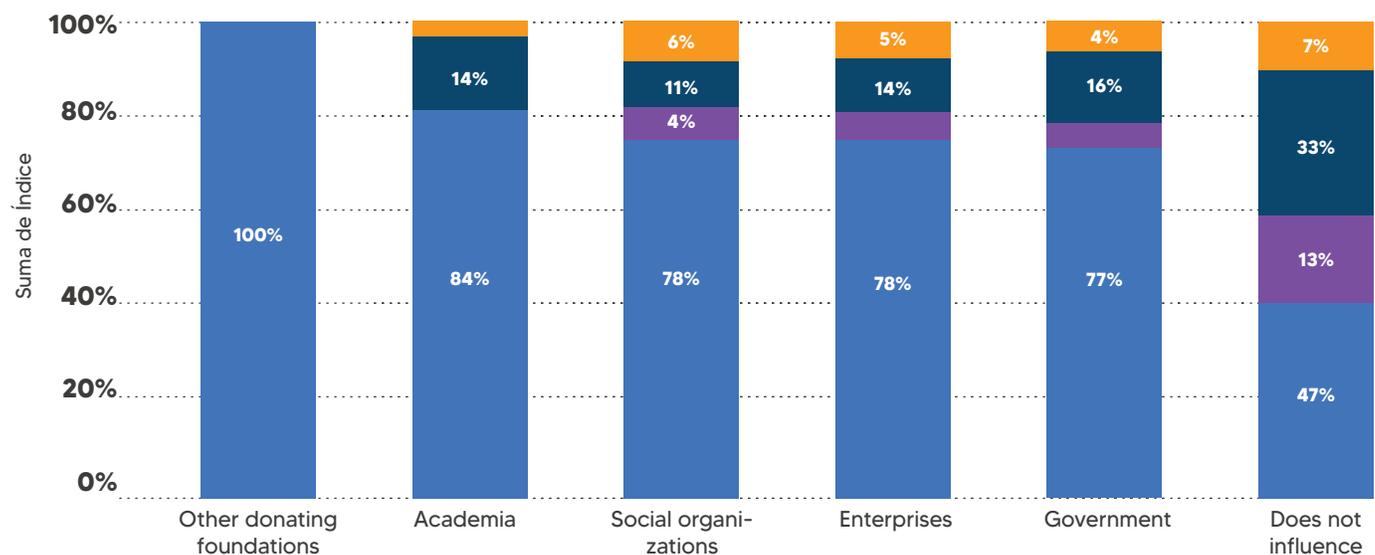
Another aspect we wanted to understand in the study was the relationship between the advocacy strategies of the foundations over different actors of society (other foundations, academia, social organizations, enterprises, and government) and the incorporation of the SDGs, as shown on Graphic 26.

What we found significant was that those foundations which do not seek to influence over other actors, are the ones that have a lesser percentage of SDGs incorporation, possibly because in their actions it is not necessary to seek a common language or mode of operation which is easily understandable by others or which requires external validation.

On the other hand, all foundations which seek to influence in their peers incorporate the SDGs, possibly because interaction among peers is usually oriented to action on a common topic, and the SDGs, with their measurement system, offer a neutral ground on which to build a joint project. By adopting the framework of the 2030 Agenda, none of the intervening peers can be perceived as imposing their own framework to the others.

GRAPHIC 26:  
**Cross between thematic approach and incorporation levels of the SDGs**

● Incorporates SDGs in functions ● Does not know SDGs ● Does not incorporate SDGs ● Does not incorporate SDGs in functions



When delving into the topic of advocacy, analyzing the number of actors over which influence wants to be exercised, the results shed more interesting lights because the more actors incorporated in the advocacy strategy of a given foundation, greater the percentage of organizations which incorporates the SDGs in their operation. This result is interpreted as a proxy for multisectoral work and its relationship with the SDGs.

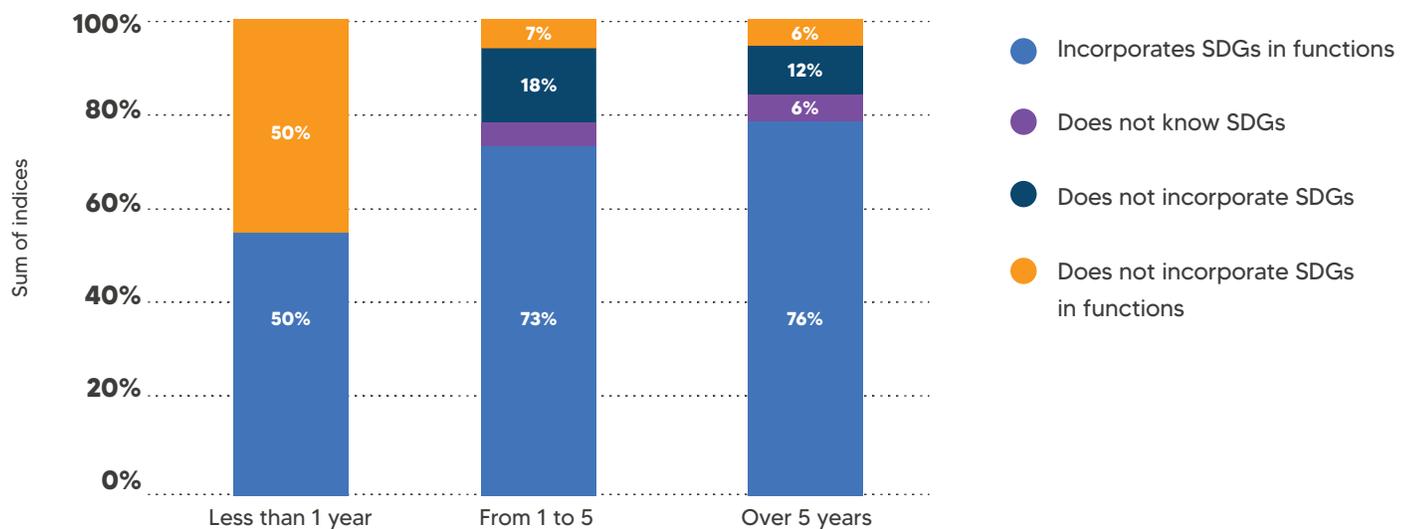


## Planning Horizon

When analyzing the time horizon with which the foundations plan, we did not find greater differences between those that plan from one year to five years, or to over five years, but we did find a significant difference between those that plan for less than a year because in this group, half of the foundations do not know the SDGs according to Graphic 27. Even though this group represents the minority of the surveyed foundations, it is reasonable to think that an agenda for over 15 years has little attractive for organizations which, due to capabilities or for flexibility strategy, do not plan their operation in period of over 12 months.

GRAPHIC 27:

### Cross between temporary work horizon and incorporation level of the SDGs



Additionally to the crosses mentioned in this section, we did others in which we did not find correlations with the incorporation of the SDGs, for example the size of the organization, measured by number of collaborators and budget. This result is striking given that an intuitive assumption would be that, given the complexity of the 2030 Agenda, only the organizations with the greatest financial and/or human resources would have the capacity to incorporate it to their operation. However, the results from the sample participating in this study do not support that hypothesis. It is also not telling in terms of incorporation the type of operation of an organization. Between the options of donating resources, operate programs, manage knowledge, and all the combinations among them, none showed a greater chance of incorporating the SDGs. This result reinforces the hypothesis that the 2030 Agenda is sufficiently broad to make sense to different types of organizations, adapting it to the functions that each one develops.

*In sum, we can say that there are multiple factors of the foundations associated with the incorporation of the SDGs which act as favorable preconditions or as immediate effects of it. These are the territorial work approach, the importance they give to the collaboration with other actors, the integration among several topics, the connection and advocacy with actors of different sectors, and a mid- to long-term planning horizon. In the following section, which analyzes the roles of the foundations in which the SDGs are incorporated and how they are used, we observe elements which allow us to see certain incorporation trajectories and advance towards understanding the motivations and limitations of the adoption of the 2030 Agenda between the surveyed organizations.*

### 3.3. ROLES PLAYED BY THE FOUNDATIONS WITH THE INCORPORATION OF THE SDGS

The purpose of this section is to analyze different roles which philanthropic foundations play and which incorporate the SDGs. In the survey we asked if the organization plays the role, and if they do, if they use the SDGs for that particular role. To answer the question, the foundations received the definitions of each of the roles (raise awareness, convene, diagnose, plan, implement, articulate, finance, develop, advocate, measure, report, communicate).<sup>12</sup>

#### 3.3.1. The Roles with Greater and Lesser Incorporation

There are three roles which are more performed by foundations and, at the same time, which more incorporate the SDGs: diagnose, plan, and implement. As can be seen in Table 1, the use percentage of these roles with SDGs is high: implement (77%), plan (73%), diagnose (65%).

It is also possible to observe that they are the most used by the foundations, independently if they use or not the SDGs. The one that has the lowest use percentage is diagnose (89%) and all others are used by over 90% of the organizations of the sample. These roles express and initial step towards connection with the 2030 Agenda: its adoption. The SDGs are used by the organization to map topics and actors, to incorporate guidelines in the strategic plan and in the programs.

TABLE 1:  
Roles and SDGs incorporation

Role	Perform the role	Incorporate SDGs in role
Plan (or design)	94%	77%
Implement	94%	73%
Diagnose	89%	65%
Finance	74%	65%
Raise awareness	85%	65%
Summon	77%	64%
Articulate	82%	63%
Influence	68%	62%
Organizational strengthening	80%	61%
Communicate	92%	48%
Measure and report	80%	25%

12. **Raise awareness:** refers to the campaigns, forums or seminars conducted by the Philanthropic Organizations (PO) to spread, publicize the SDGs, and motivate different actors (Civil Society Organization (CSO), enterprises, academia, or governments) to work in the framework of the 2030 Agenda. **Convene:** refers to the invitations of the PO to other actors (CSO, enterprises, academia, or governments) to jointly discuss and ponder about possible actions and projects around the 2030 Agenda. **Diagnose:** refers to the activities conducted by the PO to analyze or diagnose their own programs or to map the state of the territories regarding problems, programs, or actors, having the SDGs as a framework. **Plan (or design):** refers to the incorporation of the SDGs on the part of the PO in the design of their strategy, plans and programs, or to the facilitation the PO do to design the territorial plans which incorporate the targets and indicators of the SDGs. **Implement:** refers to the execution of own projects or programs of the PO or to the participation of collaborative programs oriented to advance in one or more SDGs in their territory. **Articulate:** refers to the coordination on the part of the PO of initiatives, programs, projects, or activities oriented to advance in one or more target of the SDGs, conducted by multiple actors, whether of one sector (CSO) or diverse sectors (CSO, enterprises, governments). **Finance:** refers to the processes of formal calling or direct delivery of donations, or other forms of resources transference (loans) conducted by the PO to support projects and initiatives oriented to advance in one or more SDGs with financial resources. **Organizational development:** refers to activities of training, monitoring, and production of materials or tools conducted by the PO guided to train CSO, enterprises or governments to have the capacity to work with the SDGs. **Advocate:** refers to the activities of the PO to advocate on local, regional, or national governments to incorporate the use of SDGs in public policies, development plans, or reports. The participation in the planning and monitoring bodies created by local or national governments can also fit here. **Measure:** refers to the measurement or evaluation processes of the advances of the programs of the PO or the creation of information systems on part of the PO so that territorial actors have information about the advances of the indicators and targets of the SDGs. **Report:** refers to the processes to report the advances of the programs of the PO or of the advances in the territories done by the PO using the indicators and targets of the SDGs as reference. **Communicate:** refers to the processes spread and publicize the work conducted around the incorporation of the SDGs.



A second group of roles (finance and development), imply a greater scope relationship with the SDGs. With this they provide financial support to organizations which receive a donation, or non-financially, organizations that are developed. These roles have a performance level slightly lesser than the previous roles, both without SDGs incorporation (74% and 80%) and with (65% and 63% respectively). The remaining six roles (measure, report, convene, articulate, communicate and advocate) have a catalytic character, because they imply the involvement of a set of actors to work in an articulate manner, or to advocate over other

actors or in policies and development plans. These are the roles which have a lesser percentage of realization incorporating the SDGs (25%, 48%, 62%, 63%, and 65%) and similar percentages with the previous group in their performance (80%, 77%, 82%, 68%) with the exception of communicate which is conducted without SDGs incorporation in a high percentage (92%). The measurement, which has the lowest result of SDGs incorporation will be analyzed in a further section ahead.

### 3.3.2. The Environment and the Use of the SDGs

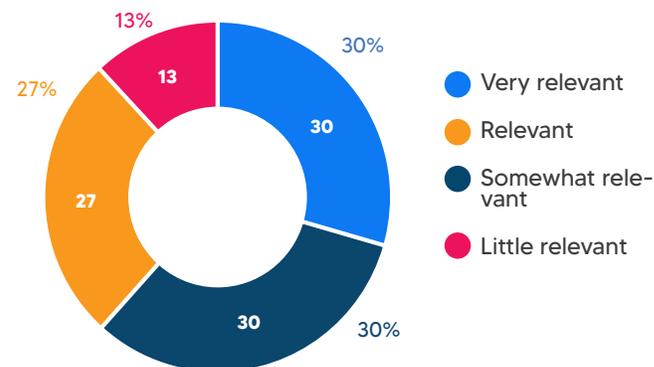
Along with the strategic decision of using the roles with SDGs, there are environmental elements that also help explain the incorporation of the SDGs in the operation of foundations. In the survey we asked about the significance that the SDGs have for the actors with which the organization works.

Let's see the answers and the weight of the setting in the incorporation of the SDGs. The first thing to highlight is that, for 60% of foundations, the actors of the setting in which they conduct their activities consider the SDGs to be very relevant or relevant and only 13% considers them little relevant.

This means that a high ratio of the organizations operate in an setting in which not only are the SDGs known, but that actors consider the 2030 Agenda important and relevant for their work (See Graphic 28). In second place, it can be said that in the cases of foundations that work in settings where actors consider SDGs very relevant or relevant, the number of roles conducted by foundations incorporating SDGs is higher. Over 50% of the foundations which work in settings where SDGs are "very relevant", incorporate 7 or more roles. This percentage diminishes as the relevance for the setting decreases to 16% in the cases of foundations which work in environments where SDGs are not very favorable.

On the other hand, we compared the number of roles in which organizations incorporate the SDGs and the consideration which actors of their setting give to the SDGs. This implies that there is no clear tendency between the consideration of the envi-

GRAPHIC 28:  
Percentage of relevance allocated to the SDGs for the actors of the environment



ronment and the depth of the incorporation in the number of roles in which the SDGs are adopted. This may respond to temporary elements (SDGs have not been incorporated in more roles yet), or to the type of role played by the foundations., with or without SDGs incorporation. Although there is not a strong difference between the number of roles and the relevance given by the setting, there is initial evidence that more associative and catalyst roles are more "sensible" to what happens in the setting, presenting a direct correlation.



*In sum, we can say that within the roles there is an inverse relationship between the groups most used with SDGs and those which have a greater degree of influence in other organizations and actors of the territory. The SDGs are more incorporated in the operational roles (diagnose, plan, and implement) that indicate adoption of the 2030 Agenda. Below are the support roles (finance and development), and, in last place, the associative roles (advocate, articulate, convene, and communicate), these latter ones exercise a catalyst role amplifying the number of organizations connected to the SDGs.*

### 3.3.3. Measurement and Reporting with the Incorporation of the SDGs

To the measuring and reporting roles we wanted to give a particular treatment in the survey given that they are essential within the 2030 Agenda. As we saw in the first section, the use of information is a guiding principle in the incorporation process of the SDGs. Additionally, the 2030 Agenda is a measuring system associated to the SDGs so that the group of actors of a territory has common targets and can measure their progress (stagnation or retrogression) to the corresponding indicators.

For these reasons, additionally to asking if these roles were conducted and if they incorporated SDGs, we asked other complementary questions. Our first findings were that measuring and reporting are the roles with the lowest percentage of development using the SDGs. As shown in Table 1, 80% of the foundations do it, however, 25% of organizations which conduct this role do so incorporating SDGs. This means that 75% of the foundations which measure and report, do not do so using the SDGs. This is by far the greatest gap between the roles conducted by the foundations and in which SDGs are used. This evidences that, more than a general problem of measurement and report capabilities it is a specific obstacle in the measurement and report within the framework of the SDGs and, particularly, in the use of indicators. Of the foundations that answered that they measure incorporating the SDGs, most of them do so in terms of goals and targets, reaching 72% and 46% respectively.



And of the 20% which measures with indicators, only 17% uses those of the 2030 Agenda and 24% uses adapted indicators, as seen on Table 2.

**TABLE 2:**  
**Measurement level or report of the SDGs used**

Measurement or report level	Amount	%
Goal	72	72%
Target	46	46%
Adapted indicators	24	24%
Original indicators	17	17%

It is interesting to notice that, for the measuring and reporting role in general, but particularly for the use of original indicators, the setting is very important.

As can be seen on Table 3, the differences on percentages of the foundations which use indicators of the 2030 Agenda varies greatly in settings in which the SDGs are very relevant or relevant in comparison to settings in which they are somewhat relevant or little relevant.

**TABLE 3:**  
**Cross between relevance allocated to the SDGs by the actors of the environment and their usage mechanism**

	Very relevant	Relevant	Somewhat relevant	Little relevant
Goal	33%	31%	24%	13%
Target	43%	33%	17%	7%
Adapted indicators	38%	25%	25%	13%
Original indicators	53%	35%	6%	6%

Working around original or adapted indicators for the 2030 Agenda requires having access to information in terms of SDGs and is a task that cannot be solved by each foundation in an isolated manner.

The generation and dissemination of information in terms of SDGs for the subnational level corresponds to statistical offices from the countries, research centers, or foundations which undertake this task.

As seen on Figure 8 on the response trajectories adopted by the foundations of the sample, they all chose they wanted to deepen their incorporation in one or more role.

Below, on Table 4, we present the percentage corresponding to the incorporation intent for each role; the roles of measuring and reporting with SDGs obtains the higher percentages, 50% responded to measure and 42% responded to report.

**TABLE 4:**  
**Incorporation intent of the SDGs in the different roles**

Role	Wants to do it
Measure	50%
Report	42%
Diagnose	38%
Communicate	37%
Plan (or design)	34%
Raise awareness	34%
Implement	30%
Organizational strengthening	30%
Influence	29%
Finance	26%
Summon	23%
Articulate	21%

### **3.4. REASONS AND FACTORS TO INCORPORATE OR NOT INCORPORATE THE SDGS**

In this section we will analyze the reasons given by philanthropic organizations behind the decision to incorporate or not incorporate the SDGs into their roles, as well as the factors they consider that facilitated the incorporation, when this does occur. They are a broad group of reasons which we classified into four categories. The first, related to the value given to the incorporation of the SDGs framework. The second, relates with the setting in which the organizations perform, and the importance third parties give to the SDGs. The third, relates to institutional strategy and the relationship between the SDGs and the strategic axis of the organization. Lastly, there are reasons related to the capabilities and tools they have or not have to incorporate the SDGs.

Understanding these reasons is important to think on the type of actions that can be conducted to promote the 2030 Agenda among those organizations that currently do not incorporate it or deepen the incorporation among those organizations which already have a partial incorporation.

Likewise, to think in the capacity of philanthropy as a sector to adopt collective agendas and collaborative challenges. Along with the multiple-choice questions asked in the survey, and which we will analyze in this section, we will also make reference to quotes from the 12 interviews conducted to foundations with different specific profiles so as to elaborate on the gaps and opportunities identified when incorporating the SDGs.

This section provides a valuable perspective on the challenges and learnings resulting from the implementation of a global agenda as the SDGs.

All organizations interviewed were asked about their opinions regarding the SDGs, as their answers well describe, what makes the SDGs stand out as a guideline towards sustainable development and a referent to where to direct collective actions.

#### **3.4.1. Reasons Not to Incorporate the SDGs**

---

To the organizations that know the SDGs, but which do not incorporate them, we asked about the reasons for not adopting them. As can be seen on Graphic 29, most of the reasons to not incorporate them can be classified in the lack of knowledge and capabilities categories. In the interviews, some organizations reinforced this by arguing the need for some sort of accompaniment or assistance, which can result in a better understanding of its tasks of advocacy and their impact.

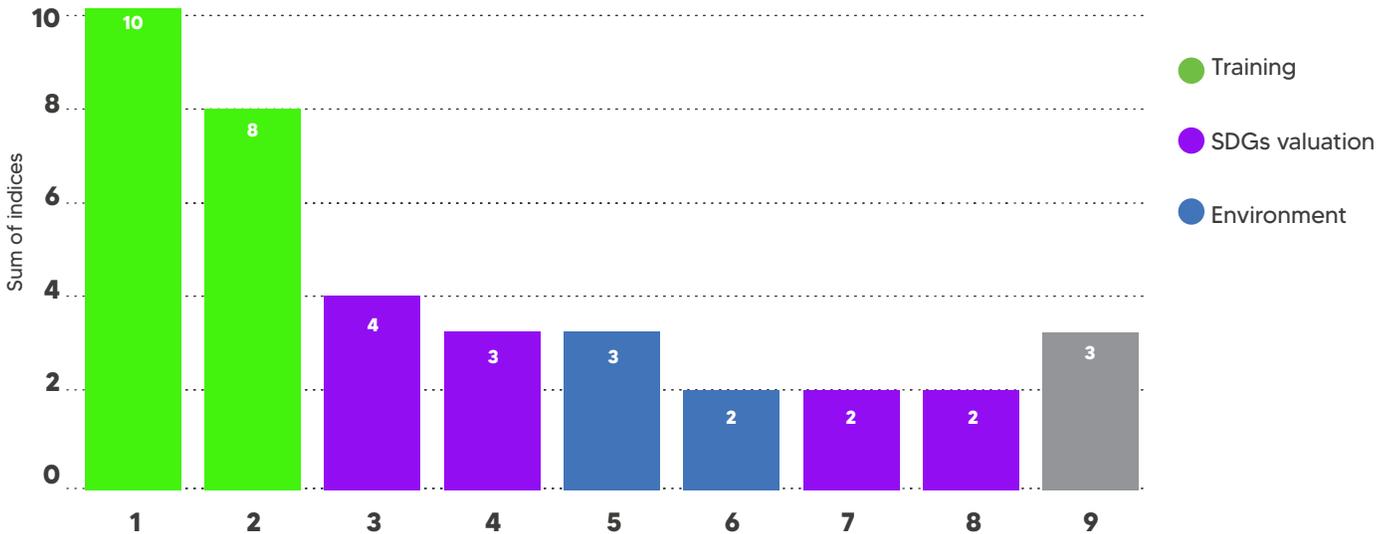
This relates to the need to identify which SDGs are relevant and how they can effectively contribute to their implementation. The importance of measuring the impact of the actions is underlined by a key factor. In this sense, it was also highlighted that the training and the understanding of the SDGs must be aimed both to the managers and implementers, because the lack of understanding on the senior management level can hinder the prioritization and effective support of the SDGs. The alignment of all actors is considered to be essential.



The second response group, in order of importance, relates to the negative valuation of the 2030 Agenda or lack of relevance for the work conducted by the organization. In the interviews, some organizations expressed a negative assessment of the 2030 Agenda, considering it an important but not priority element for the endeavor of their organizations or as an imposition of a global agenda. This, added to the additional workload which adopting the agenda means and associated cost in resources, the complexity of the implementation, and the lack of alignment between the local challenges and the global agenda, were mentioned as factor which discourage the incorporation of the SDGs. On the other hand, we identified as a reason the lack of knowledge, commitment, or interest in the SDGs on behalf of the actors in the setting of the organizations, which can diminish the relevance of the agenda in their work.

Some of these organizations essentially work in a network, therefore, the language and the framework used in their ecosystem will be important to establish their priorities. Thus, the importance of a contagious effect from the setting over the different philanthropic organizations in the localization of the agenda. Finally, some organizations established that, even though the topics of the agenda are part of their endeavor, they have not formalized the incorporation of the SDGs in their strategy. This indicates that, despite addressing relevant topics, they do not explicitly do it under the umbrella of the SDGs.

**GRAPHIC 29:**  
**Reason for foundations not to incorporate the SDGs framework**



- 1 Limited knowledge about the implementation of the SDGs at a local level
- 2 Lack of technical capabilities and human resources
- 3 The SDGs are a framework imposed by others
- 4 The SDGs are an additional load for the work in the territory
- 5 We find no commitment on behalf of local actors to coordinate initiatives around the SDGs
- 6 The relevant community/territorial actors for our work do not know the SDGs
- 7 The SDGs represent a very complex working manner
- 8 The challenges faced by our territory are not reflected on the SDGs
- 9 Others

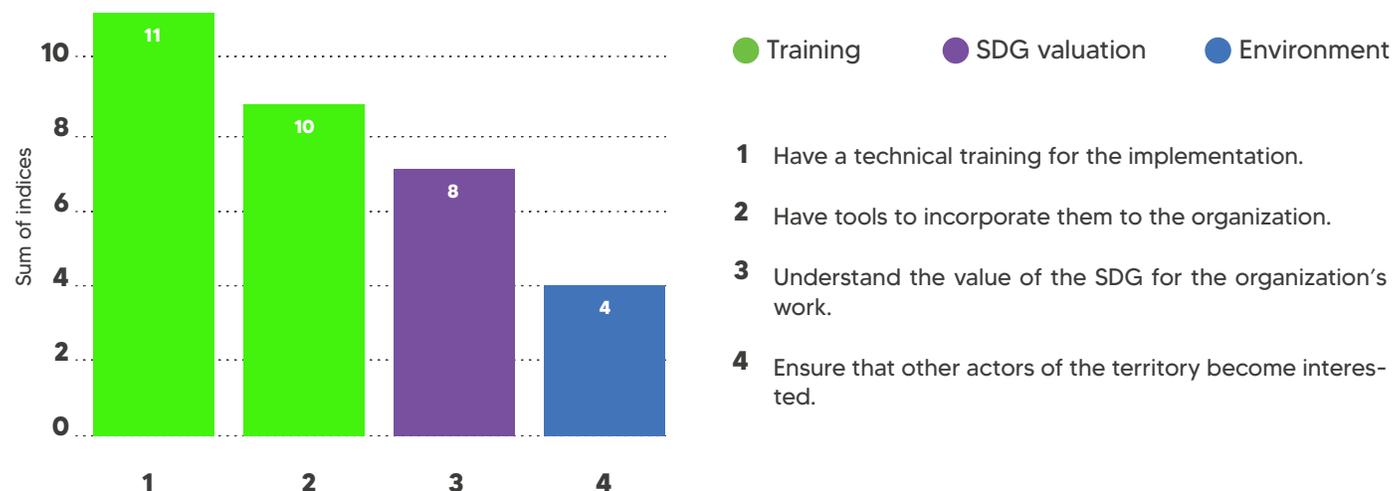


## What is Necessary to Incorporate

In the survey we also asked about what would be necessary to incorporate the SDGs. In agreement with the reasons not to adopt, the highest number of responses is grouped in the need to have training and tools. It is indicated that to advance on the incorporation of the SDGs requires training, adequate tools, language more adapted to the reality of the organizations, collaboration with external actors, and a deeper understanding of the indicators related with the SDGs. Additionally, it is acknowledged that adherence to the global agenda of the SDGs may not be the main priority for all organizations, and some may prefer to follow their own agendas based on the social movements they work with. In the interviews we asked about this, and it was mentioned, in the first place, the need for training and adequate tools. Many organizations express their interest in training which goes beyond the mere identification of the 17 SDGs, seeking to understand the implications and consequences of these goals. It is seen as means to become familiar que the definitions and concepts associated with the SDGs. Additionally, the need for software tools and technologies which facilitate data management, indicators, and operational processes.

In the second place, there is a search for a more accurate and common language which better adapts to the context of the organization. The need to ground the agenda of the SDGs in a more accessible and significant manner for the daily work of the organizations. In the third place, the importance of involving the actors of the environment and working in collaboration is emphasized. This not only includes the contribution to the 17 SDGs, but also to the over 270 indicators associated with them. It is acknowledged that many civil society organizations may not be familiarized with all these indicators, which highlights the need of a joint effort to understand and address the SDGs in an effective manner. Finally, a group of answers suggests that some organizations may consider that their institutional goal aligns better with agendas established by the social movement they work with in place of adhering to global agendas such as the SDGs. Although these are minority perspectives in the sample of the study, it is pointed out that they must not be dismissed given that they are a reflection of worldwide criticism.

GRAPHIC 30:  
Reasons over element the foundations lack to incorporate the SDG

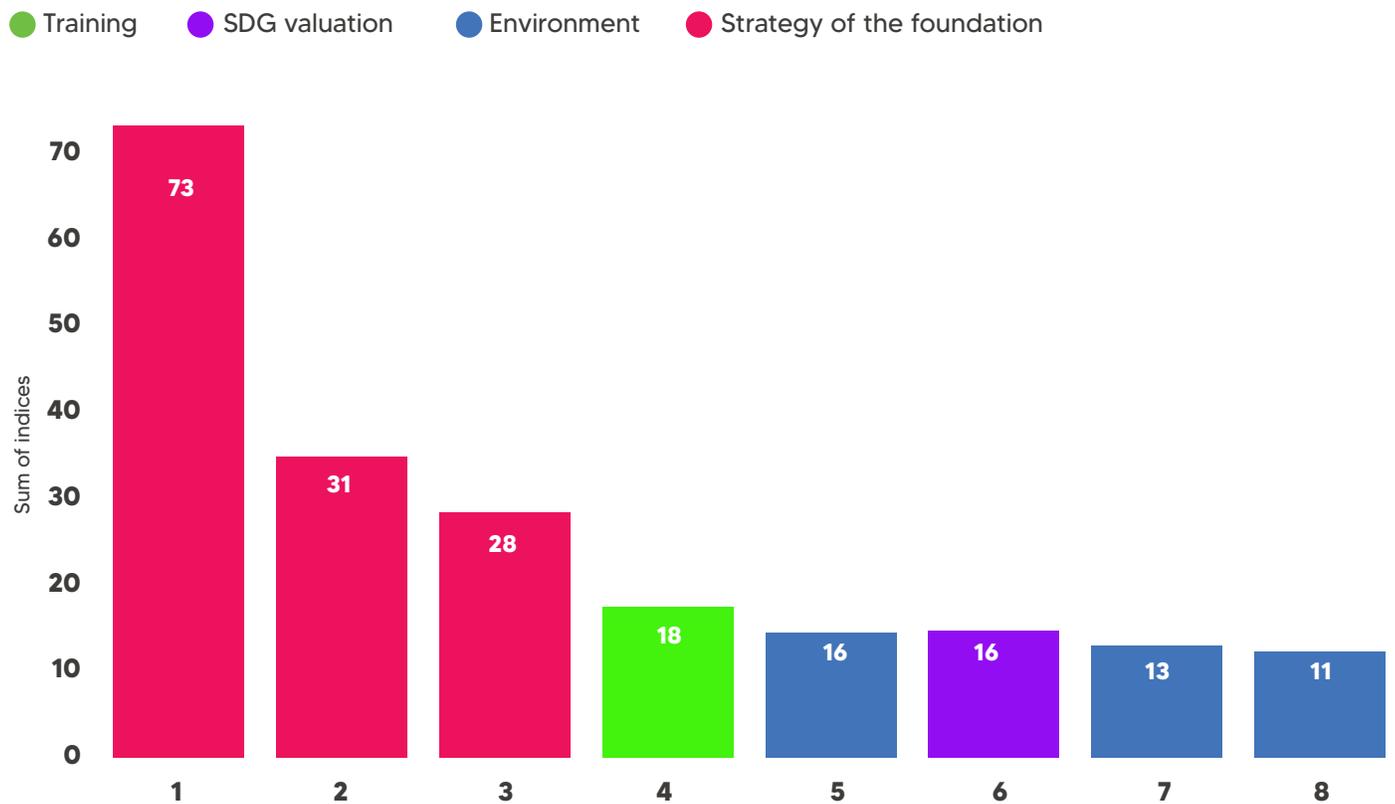




### 3.4.2. Reasons to Incorporate the SDGs

The foundations which incorporate the SDGs were also asked about the reasons why they incorporated the SDGs, initially, responding to a list of options and later detailing their response. Below we present the answers according to the order of importance given in the survey, as shown in Graphic 31.

GRAPHIC 31:  
Reasons that have driven the foundations to work with the SDG



- 1 It connects with our work on sustainable development
- 2 The institutional strategic plan of the organization promoted the integration of the SDG
- 3 It started due to one of the topics we work in
- 4 It started after participating in an educational process about SDG
- 5 It started from the demands of sustainability strategies of the companies
- 6 A leader within the institution promoted the SDG
- 7 An institution close the organization encouraged us to work with SDG
- 8 A donor promoted the use of the SDG



It is interesting to observe that the main reasons to incorporate the SDGs related to the alignment that the 2030 Agenda has for the development of the strategic guidelines of the organization (connection with the sustainable development approach, the strategic plan, or with the topics promoted by the organization). In the expansion of the answer, the alignment with what the organization is doing is frequently mentioned especially with the commitment they have to move forward with the sustainability development principles and with the belief that working towards the SDGs is essential to fulfil that purpose. Having a global framework to guide their long-term actions and targets reinforces the guidelines of their strategic plans.

The second reason relates to the influence of one or more actors of the environment (sustainability strategy of the company, a close organization which encouraged, or a donor which promotes the use of the SDGs of the UN). In regard to the advocacy of donors, it was mentioned in the open responses that this was produced in general as a support requirement and that in some tenders one of the requirements of the terms of reference was the explanation in the proposal of the SDGs connection. It was also mentioned that the understanding of the SDGs as a world effort to build a better world motivated some organizations to work with these goals and to dedicate efforts in their localization and adaptation to the local context.

In the third place, is the weight of the educational processes which contributed to understand the value and incorporate the SDGs into the organization. The participation in educational initiatives such as Comunalía and the *Alianza Todos* (All Alliance) for the SDGs were mentioned as reasons to work with the SDGs. These networks provide opportunities to learn and share experiences with other organizations committed with the SDGs. Some participants also mentioned the influence of some professors, teachers, and experts in the SDGs topic as a motivation to incorporate these goals to their activities.

In fourth place, the consideration given inside the organization to the SDGs by an organizational leader or by members of the working group, promoted the incorporation of these goals in the activities of the organizations.

### **3.4.3. Factors which Facilitated the Incorporation**

---

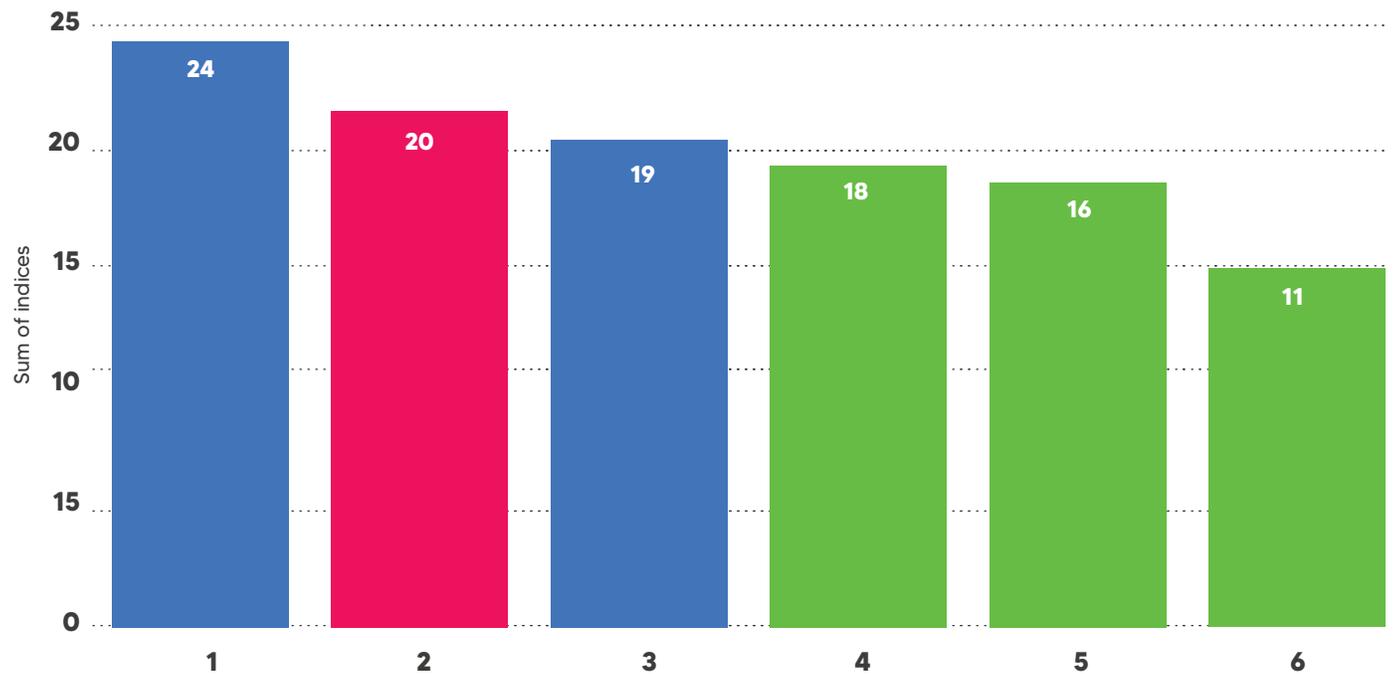
The foundations which incorporate the SDGs were asked about the factors that facilitated this adoption. According to the participants in the survey, the factors which facilitate the incorporation of the SDGs the most relate to the capabilities (access to information about the indicators in terms of SDGs at a territorial level, tools to incorporate the SDGs, and awareness campaigns in the territory so that the whole set of actors has knowledge and conscience of the value of the SDGs).

This is followed by factors connected to the setting, alliances, and collaborations between different actors and the presence of territorial development plans aligned with the SDGs which facilitate the connection of the whole set of actors of the territory to the 2030 Agenda, as shown on Graphic 32. These topics are closely connected, because the existence of territorial development plans aligned with the SDGs create important incentives for the collaboration between the different territorial actors. In third place, factors regarding with strategy were mentioned (alignment with the institutional strategic plan).



GRAPHIC 32:  
**Factors which facilitate the incorporation of the SDG to the foundations**

● Training   ● Environment   ● Strategy of the foundation



- 1** Alliances and collaborations between different actors (enterprises, government, civil society) for the implementation of sustainable projects
- 2** The institutional strategic plan facilitated the incorporation
- 3** Regulatory framework and public policies aligned with the SDG (local development plans aligned with SDG facilitate identification of local priorities)
- 4** Access to information and progress measurement indicators of the SDG in the territory
- 5** Access to information and tools on how to incorporate the SDG to our work
- 6** Awareness and education campaigns about the SDG



### 3.4.4. What is Lacking to Deepen in the Incorporation of the SDGs

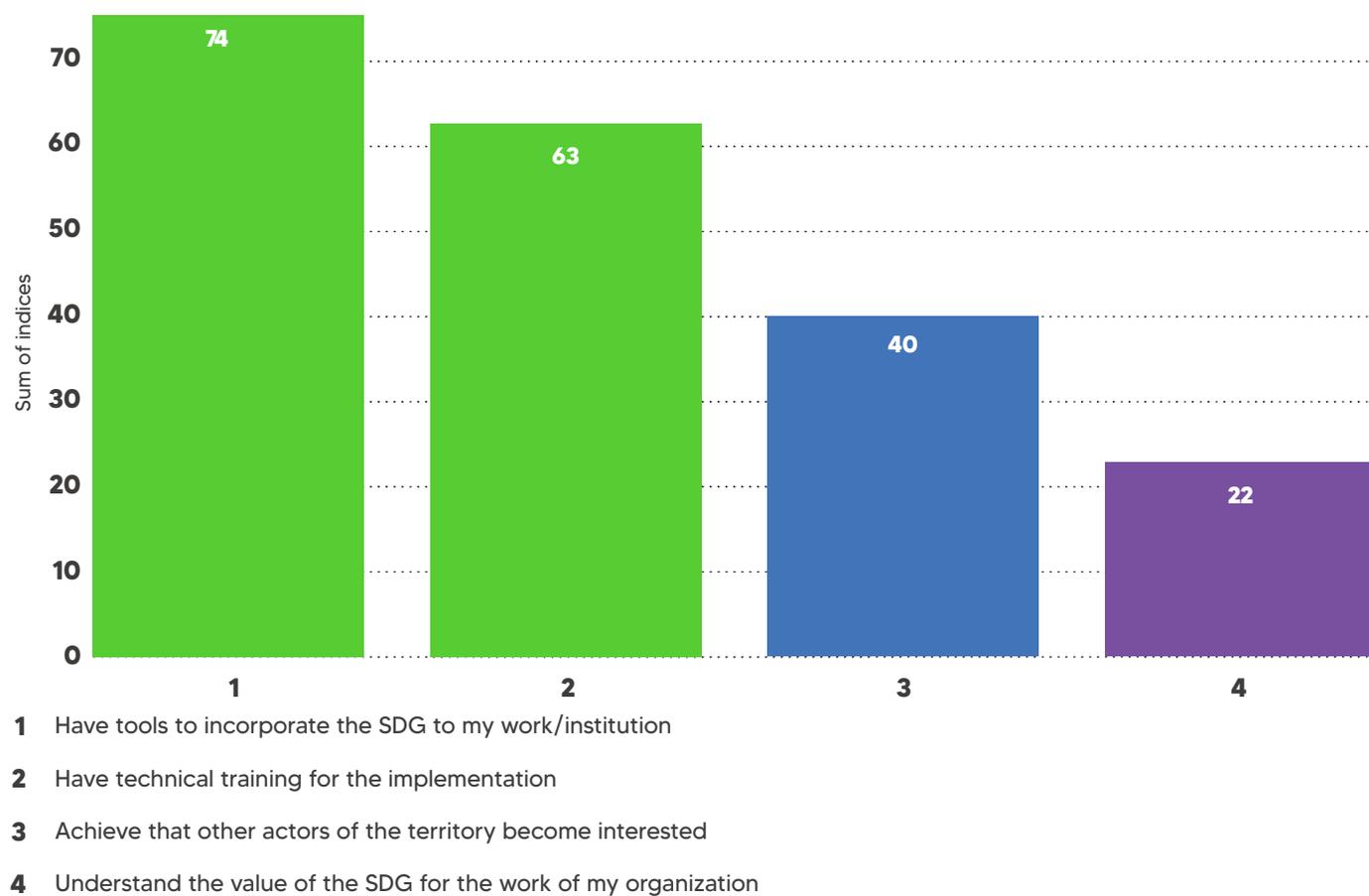
Like the foundations that do not incorporate, those that do consider that, to elaborate in the work with the SDGs, the most important aspect is to advance in the capabilities and tools for this work (137 responses). But, in contrast to the group that does not incorporate which positioned in second place understanding the value of the SDGs, in this sector, the second element which would be necessary would be for other actors to become interested in the agenda (41).

In third place, they identify the issue of value (23), certainly with the idea to elaborate on the value they see in the work with the SDGs, according to Graphic 33.

GRAPHIC 33:

#### Reasons about elements which foundations need to incorporate the SDG

● Training    ● SDG valuation    ● Environment



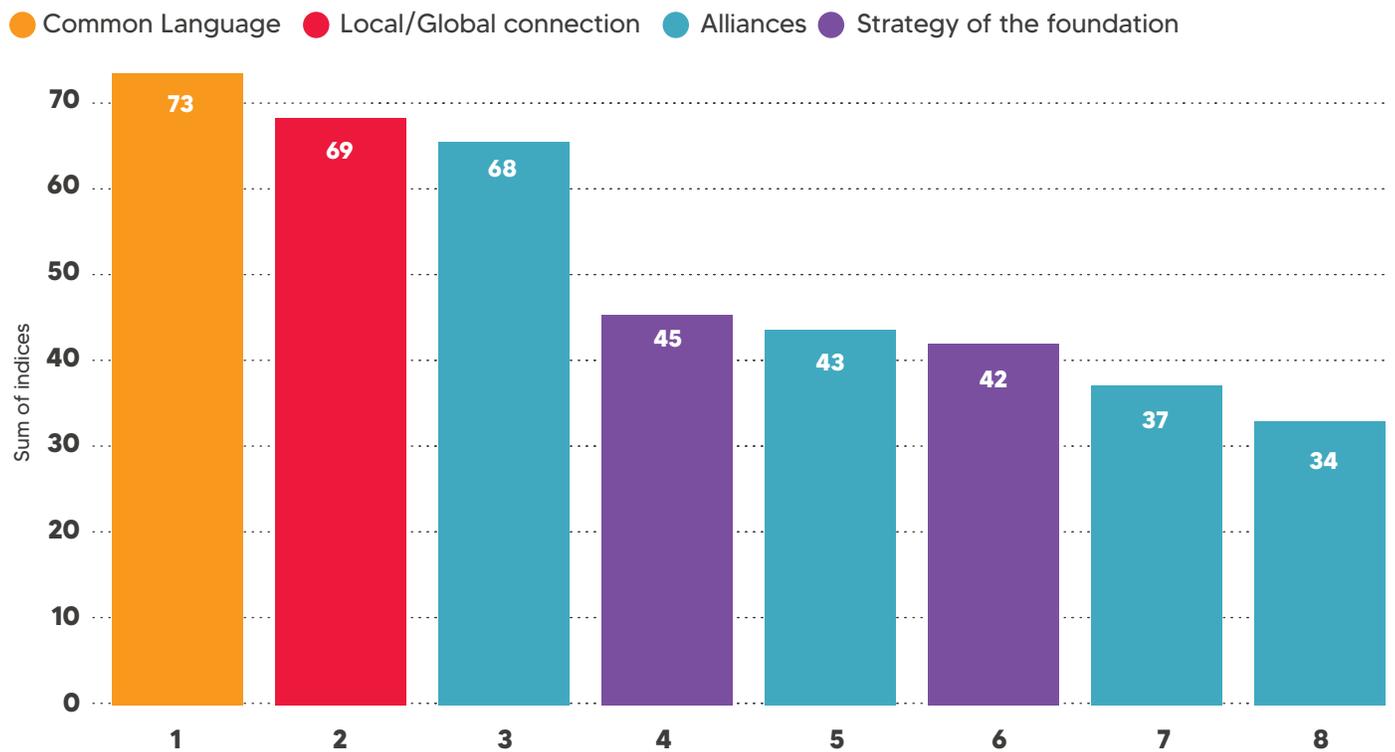


### 3.4.5. The Main Reasons to Work with the SDGs

The reasons to work with the 2030 Agenda, identified by the participants in the survey, can be seen in order of importance in Graphic 34. The main consideration relates to an agenda which facilitates that different actors share a development vision and a common language which makes possible to connect the local and global work.

Due to the concepts that follow, it is possible to say that an agenda which legitimates, facilitates, and supports the work of the sustainable communities, promotes in the territories the creation of multiactor alliances, structures the territorial work, establishes connections, prioritizes topics, and identifies areas of opportunity for donors.

GRAPHIC 34:  
Value assigned by the foundation to the SDG



- 1 They help to have a common language and vision with other actors
- 2 They connect the local work to the global endeavors
- 3 They help to build multiactor alliances and collaborations
- 4 They help to structure our work to achieve the sustainable development of our community
- 5 They connect the work with others
- 6 They allow the prioritization of relevant issues for our community
- 7 The donor entities work with the SDG; therefore, it is important to work with them
- 8 They allow the establishment of strategic alliances with local governments

## IV. Findings

In this section we present the main findings of this exploration study based on the correlations observed between the characteristics of the philanthropic work of the surveyed organizations and the appreciated incorporation of framework of the 2030 Agenda in their endeavor.





## I. Presence of the 2030 Agenda in philanthropic organizations

The main findings are:

### **The 2030 Agenda is broadly known**

*Most (95%) of the organization which participated in our survey know the SDGs.*

### **Most of the foundations incorporate the SDGs**

*An ample percentage (79%) of the entities incorporates the SDGs in some manner in their operation. This means that four out of every five foundations have the 2030 Agenda present in their actions.*

### **There is ample interest to incorporate and elaborate in the 2030 Agenda**

*All those who do not incorporate the SDGs in some role, plan on doing it in the future. And, likewise, those who have adopted them plan to deepen in other roles. This shows that all the responding organizations which incorporate the SDGs are prone in the agenda stage to incorporate and conduct actions within the SDGs framework.*

With this data, we can say that the 2030 Agenda is not only well known by the foundations and incorporated by a broad group of them, but there also exists interest in adopting it from an important part of those which have not yet done so, and of elaborating on its incorporation by those which already incorporate the SDGs.

In the opinion of the participants in the sample, the main added value of the 2030 Agenda is to facilitate a common vision of development and a common language between different actors, and that this agenda facilitates the connection between local and global work.

These considerations contribute to legitimate and support the advocacy work of sustainable communities, because it facilitates the construction of common agendas in the territories, the development of alliances and connections between diverse actors, as well as to prioritize topics and identify areas of opportunity for the donors.



## II. Factors Related to the SDGs

**Several pillars for the promotion of sustainable communities are correlated to the incorporation of the SDGs: the intersectoriality and collaborative work, the systemic perspective or integration between several topics, the territorial work approach and planning horizon which is not short-term.**

### Collaboration

*The analysis of the results allowed us to show that there is a correlation between the practice of collaborating with other actors and the incorporation of the SDGs. The highest percentage of incorporation is among the foundations which always collaborate with others. This percentage decreases as collaboration decreases.*

### Multisectoriality

*A proxy for multisectoriality is the number of diverse actors (enterprises, local governments, social organizations, academia) present in the advocacy strategy of the organization. In the study we found that the more actors present in the advocacy strategy of the foundations, greater is the incorporation of the SDGs. And conversely, those organizations which do not seek to influence over other actors are the ones with the lowest percentage of adoption of the SDGs.*

### Thematic Integration

*The incorporation of different topics denotes a systematic vision in the manner in which foundations design the interventions. We found an important correlation between thematic integration and the incorporation of the SDGs. Within the group that always adopts the topics, we find the greatest percentage of foundations which incorporate the SDGs, and this percentage decreases as the adoption of topics decreases.*

### Territorial Approach

*The adoption of a territorial approach is another enabling factor for the acceptance of the SDGs. When we compare per foundation type, we find that community and corporate foundations incorporate the SDGs in greater proportion than the other types of organizations. An important part of the explanation of this difference relates to a greater presence of the territorial approach in these entities. Compared to family and independent foundations, for community and corporate foundations the territory is the dominant intervention unit, and their work is mostly conducted at a regional or local level.*

### Planning Horizon

*In regard to the planning horizon, we did not find a relationship which suggests that the longer the horizon greater is SDGs incorporation, but we did find that the incorporation of the SDGs is lesser among foundations who have planning perspectives below one year.*



We cannot determine if the adoption of the 2030 Agenda reinforced these factors or if these factors were the enablers of the adoption of the SDGs. But we can conclude that there is a relationship between those foundations which incorporate the SDGs in greater measure with those in which collaboration, multisectoriality, thematic integration, territorial approach, and a planning horizon of over a year are present.

### III. The Roles Used by the Foundations and their Connection with the SDGs

The foundations use diverse roles for their work with the SDGs, but the weight they have varies, as well as their scope and impact.

#### The diverse type of roles

*We found three groups of roles which integrate in a differentiated manner with the 2030 Agenda: 1) Diagnose, plan and implement. This group expresses an initial level of internal **incorporation** of the 2030 Agenda. It has a higher percentage of foundations that conduct them incorporating SDGs. A second group, with lesser level of incorporation of the SDGs are the roles which contribute to the **support** and advocacy of the agenda through the financial or non-financial contribution to organizations (finance, develop). Last, are the ones least used with the SDGs which are those that **catalyze** and move the agenda between diverse actors (articulate, convene, communicate, and advocate), and which potentially may have a greater reach and impact in the transformation of the territories.*

#### Different trajectories

*The diversity of trajectories is seen in the different paths that the foundations state, where we found a group that does not incorporate the SDGs, then another group which does not incorporate any role, and then those that incorporate them in different groups of roles previously described. Independently of the number, all foundations declare planning to incorporate at least 1 role or more.*

#### The setting and the roles

*The number of roles used with the SDGs is sensitive to the setting. The foundations which use a greater number connected to the SDGs work in settings where the actors consider SDGs very relevant or relevant. As the importance in the setting decreases, so does the number of roles incorporated by the organizations. This shows the degree of adaptability and response that entities have to the presence of the SDGs among the actors of the environment. Adopting the 2030 Agenda in a setting of actor which already have is easier than being the first one.*



### **The great challenge of measuring and reporting**

*Measuring and reporting are the roles with lesser percentage of performance using the SDGs, despite being used by a high percentage of foundations with other measuring systems, different to those of the 2030 Agenda. Comparing between organizations which measure with and without using the SDGs, we found that the greatest gap is the measuring role. This shows us that, more than a problem of measuring capabilities it is a specific difficulty in the measurement with the SDGs and it may possibly be related to limited use for the collective impact of the targets and indicators at a territorial level.*

### **A low use of the indicators**

*The measuring problem of the SDGs more than a general challenge in the use of information and measuring seems to be related with the specific use of the indicators of the 2030 Agenda, and possibly with the low access to information in terms of SDGs for those indicators at a territorial level. Most part of those who answered that they measure and report do so at a goals and targets level. Only a very low percentage at an indicators level. This poses a great challenge if we consider that the 2030 Agenda is a measuring system associated to the SDGs which have the potential for the group of actors of a territory to have shared goals and be able to measure their progress (stagnation or retrogression) with the corresponding indicators.*

The analysis of the roles used by the foundations shows us that, despite an important percentage that uses some to work with the SDGs, there is an important potential to amplify the repertoire among the organizations. Thus, additionally to adopting the 2030 Agenda, they promote it and develop catalyst actions that involve the different actors in collective impact initiatives, which permit to better face the challenges posed for sustainable development.

## **VI. Reasons and Challenges**

**The foundations have several reasons to incorporate the SDGs to their operations. The main ones are: alignment, setting, education, and the role of the leaders of the organization.**

### **Alignment**

*The main reason to incorporate the SDGs relates with the alignment that the 2030 Agenda has with the strategic guidelines of the organization, especially with the sustainable development approach.*

### **Setting**

*The influence of one or more actors of the environment, especially the company in the cases of corporate foundations, or the donors, in other cases is another reason which contributes to the incorporation of the SDGs.*



## Educational processes

*A third reason to incorporate the SDGs is to have gone through an educational process that helps to understand the value of incorporating them, and which contributes with methodologies and tools for incorporation.*

## Leaders of the organization

*The role of the leaders of the organization, or members of the team, was another of the reasons mentioned for the incorporation of the SDGs.*

The first two reasons are facilitating conditions, but they are not always enough; while the processes of awareness, education, and which develop capabilities, play a triggering role for the incorporation of the SDGs.

## The triggering factors for the incorporation and elaboration of the SDGs

*The main factor to initiate the incorporation process of the SDGs relates with awareness and development of capabilities, followed by factors connected to the setting (alliances and collaborations between different actors and presence of territorial development plans aligned with the SDGs which facilitate the connection of the set of actors of the territory to the 2030 Agenda).*

*The relevance of these educational processes was also mentioned by those that have not incorporated the 2030 Agenda. For this group, the lack of capability and knowledge on the part of the organization about how to incorporate the SDGs, this is the main factor not to work with the agenda. In a far second place, we find the negative valuation of the 2030 Agenda and the perception of irrelevance for the work the organization does; and in the last place, is the low interest and knowledge of the SDGs on the part of the actors of the environment.*

*On the other hand, to the question about the most important thing to elaborate on the work with the SDGs, both, the foundations which incorporate them as well as those that do not, mention in first place, the advancement on the capabilities and tools for the job. In second place, the group which does not incorporate the SDGs mentioned the importance of understanding the value of the 2030 Agenda for the organization; while the group which does incorporate the SDGs says it would be necessary for other actors to become interested in the agenda.*

This set of elements allows us to conclude that the educational processes and processes to develop capabilities are essential to move forward in the incorporation of the SDGs among the foundations that do not yet participate in the 2030 Agenda. These two elements are also necessary to deepen its use on the part of the organizations which already have a level of incorporation of the SDGs.

# V. Recommendations

Considering the results of the study, we want to offer recommendations to develop the role of philanthropy in the development of sustainable communities.





- **To Elaborate on the Work Initiated by the Foundations using the 2030 Agenda**

This investigation has evidenced the important presence of the SDGs in the endeavor of philanthropic organizations, and their relevant role in the development and enrichment of the 2030 Agenda. This agenda is midway and its challenges in a poly-crisis context are enormous. The philanthropic entities may play an even more relevant role in the second stage of the agenda. To take advantage of the potential of philanthropy to accelerate the 2030 Agenda requires transformations of the foundations themselves, as well as of the varied actors of the ecosystem (governments, enterprises, civil society organization). The organization can reinforce and deepen the roles with a greater reach and impact, and the actors of the ecosystem need to better understand the wide range of roles the foundations can play. In line with WINGS' proposal for the transformation of philanthropy, the foundations can have a greater impact in the development of sustainable communities if they reinforce the role as catalysts and elaborate on the potential of the diverse roles they can exercise with the SDGs. Currently those roles with a larger presence in the sector are the ones required to internally adopt the agenda (diagnose, plan, and implement), followed by those that support organizations in their work with the SDGs (finance, and develop), and in a lesser measure, those which promote the agenda among several actors (articulate, convene, communicate, and advocate). The great challenge is to reinforce the last two groups to accelerate the agenda supporting the organizations and mobilizing different actors around collaborative work which addresses the different crises faced by the region.

- **Codesign a Learning Program among Peers to Accelerate the Incorporation of the SDGs and the Promotion of Sustainable Communities**

There are experiences in the region of great value in promotion, education, and application of the SDGs on the part of philanthropic organizations. Codesigning a program to develop capabilities among peers, which can take advantage of the acquired experience and the strengths developed by different foundations and association of the region can contribute to enrich the educational processes, accelerate the incorporation of the 2030 Agenda, and increase the repertoire of roles to face the great challenges of sustainable development. This program should especially emphasize the support (finance, develop) and mobilization (articulate, convene, communicate, and advocate) roles using the SDGs as well as the development of capabilities in the use of information and measurement to identify priorities, articulate collective initiatives, and monitor starting from the common indicators.

- **Collaboratively Learn about the Processes of Adoption of Collective Agendas**

The challenges which gave rise to the 2030 Agenda are today more valid than ever. To address these challenges, which require coordinated action, the role taken by the philanthropic sector will determine its future relevance. The process which has taken place with the 2030 Agenda and the pace, capabilities, and needs of philanthropic organizations to join this global calling give us insight regarding the adaptive and coordinating capacity of the sector and may provide valuable insight to consider for addressing the future collective challenges. Learning from the incorporation of the 2030 Agenda and about other collective agendas by the philanthropic sector is a task which must continue. The better understanding of the design, adoption, adaptation, enrichment, monitoring, and evaluation processes of collective agendas on the part of philanthropic organizations can contribute to improve the role of these entities before the challenges of the diverse current and future poly-crisis and about the better ways to collaboratively address them.

**Reporte Latinoamericano Filantropía y Comunidades Sostenibles:**  
LOCALIZANDO LOS ODS

**ACKNOWLEDGEMENTS**



For its contribution to the development of the project and the impulse to the development of sustainable communities.



To the advisory committee for its support and recommendations throughout the study.



To the foundations which were part of the interviews and cases, generously sharing learnings and challenges.





To all of the above and our friend networks for supporting the dissemination of the survey for this study.

*On behalf of the whole research team and authors of the study, we want to express our sincere acknowledgement for their valuable participation and collaboration in this important project. Their support has been essential to carry out this investigation and contribute to the advancement on the 2030 Agenda in the region.*

- Antioquia Sostenible (Sustainable Antioquia).** (2020). *Ruta Cartama Sostenible (Cartama Sustainable Path)*. Medellín.
- Castillo, A. M. (2007).** *Territorios Socialmente Responsables (Socially Responsible Territories)*. Málaga.
- CEFIS. (2023).** *Guía para contribuir al desarrollo de comunidades sostenibles desde una mirada ODS (Guide to Contribute to the Development of Sustainable Communities from an SDG Point of View)*. Santiago.
- CEFIS. (2021).** *Guía de Fundaciones Territoriales #1. Qué son y qué aportan para Chile (Guide of Territorial Foundations #1. What are They and What is Their Contribution to Chile)*. Santiago.
- Community Foundations of Canada. (2020).** *The Sustainable Development Goals and your Community Foundation. Guidebook and Toolkit*. Ottawa, Ontario: Community Foundations of Canada.
- Comunalia. (2022).** *Manual Signos Vitales (Vital Signs Guidebook)*.
- Cortés, M. F. (2023, Septiembre).** Interview. Alliance.
- Cruz Martínez, M. P. (2022).** *Situating the SDGs in the Work of Community Foundations*. New York: 2022 Emerging Leaders International Fellows Program. Center on Philanthropy and Civil Society at The Graduate Center, The City University of New York.
- European Community Foundation Initiative. (2023).** *The SDGs Are Good For Us. Report on Workshop 28-29 June, London*.
- European Community Foundation Initiative. (2023).** *(Report on Workshop 28-29 June, London). The SDGs Are Good For Us*.
- European Community Foundation Initiative. (2021).** *From SDG Talk to Action. How community foundations across Europe are embracing the SDGs through a whole-of-organisation approach*. Berlin: Bundesverband Deutscher Stiftungen e.V. (Association of German Foundations).
- European Community Foundation Initiative. (2019).** *Connecting Community Foundations with the SDGs*. Berlin: Bundesverband Deutscher Stiftungen e.V. (Association of German Foundations).
- Ferreto, A., Matthews, R. B., & Pete, S. (2022).** Planetary Boundaries and the Doughnut frameworks: A review of their local operability. *Anthropocene* 39, 1-12.
- FEYAC. (2022).** *PICIP. Programa de desarrollo comunitario de base. Desarrollo sustentable. Presentación PPT (Base Community Development Program. Sustainable Development. PowerPoint Presentation)*. Mérida.
- FEYAC. (2022a).** *Guía práctica para reportar avances. Alianza Peninsular 2030 (Practical Guide to Report Advances. Peninsular Alliance 2030)*. Mérida.
- Fundación Merced Querétaro. (2023).** *Convocatoria y bases para la participación en el proceso formativo y de alineación al desarrollo sostenible y los ODS (Convene and Basis for Participation in the Education and Alignment Process towards Sustainable Development and the SDG)*.
- Fundación Merced Querétaro. (2022).** *Decálogo de aprendizajes – Congreso Regional: Construyendo un futuro sostenible (Decalog of Learnings – Regional Congress: Building a Sustainable Future)*.
- GIZ. (2021).** *Territorial Approaches for Sustainable Development. Stocktaking on Territorial Approaches - Experiences and Lessons*. Bonn.
- Gobierno del Estado de Yucatán. (2020).** *Informe Subnacional Voluntario. Yucatán 2020 (Voluntary Subnational Report. Yucatan 2020)* Mérida.
- Grainger-Brown, J., & Malekpour, S. (2019).** Implementing the Sustainable Development Goals: A Review of Strategic Tools and Frameworks Available to Organisations. *Sustainability*, 1-18.
- Griggs, D., Stafford-Smith, M., Gaffney, O., Rockström, J., Öhman, M., Shyamsundar, P., Noble, I. (2013).** Sustainable development goals for people and planet. *Nature*.
- Innove. (2016).** *Antioquia Sostenible (Sustainable Antioquia). Memories of our work in 2016*. Medellín.
- Këruti, K. (2020).** *The role of community foundations in achieving the Sustainable Development Goals*. New York: 2020 Emerging Leaders International Fellows Program. Center on Philanthropy and Civil Society at The Graduate Center, The City University of New York.
- Lotero, L. (2019).** *Territorios socialmente responsables. Una mirada desde el índice sintético del desarrollo sostenible para los municipios del Departamento de Antioquia-Colombia (Socially Responsible Territories. An Overview from the Synthetic Index of Sustainable Development for the Municipalities of the Department of Antioquia-Colombia)*. Medellín: Universidad Pontificia Bolivariana.
- Mzyk-Callias, K., Grady, H., & Grosheva, K. (2017).** Philanthropy's contributions to the Sustainable Development Goals in emerging countries. Lessons learnt and experiences from the SDG Philanthropy Platform. *European Research Network on Philanthropy 8th International Conference*. Copenhagen.
- OCDE. (2020).** *A Territorial Approach to the SDGs*.
- OSI Mérida. (2021).** *Primera revisión local voluntaria. Alcances y retos de la Agenda 2030 en el Municipio de Mérida (First Local Voluntary Review. Scope and Challenges of the 2030 Agenda in Municipalities of Merida)*. Mérida.
- PNUD. (2022).** *New threats to human security in the Anthropocene. Demanding greater solidarity. Special Report 2022*.
- PNUD. (s.f.).** *Localización de los ODS. Impulsar el desarrollo sostenible desde el territorio. Una propuesta de trabajo desde el Programa de las Naciones Unidas para el Desarrollo (PNUD) (SDG Localization. Promoting Sustainable Development from the Territory- A Work Proposal from the United Nations Development Programme (UNDP))*.
- RedAmérica. (2016).** *Las comunidades sostenibles. Profundizando sobre el sentido y el proceso (Sustainable Communities. Elaborating on the Sense and the Process)*. Bogotá.
- RedAmérica. (2015).** *Las comunidades sostenibles: nuestro desafío (Sustainable Communities: Our Challenge)*. Bogotá.
- Rey-García, M., & Dal Magro, R. (2021).** Walking the Talk on Sustainable Development Goals: The Case of Community Foundations in Canada. *The Foundation Review*, 13(4). Dorothy A. Johnson Center for Philanthropy, Grand Valley State University, 32-46.
- Stibbe, D., Prescott, D., TPI, & UNDESA. (2020).** *THE SDG PARTNERSHIP GUIDEBOOK: A practical guide to building high impact multi-stakeholder partnerships for the Sustainable Development Goals*.
- Stockholm Environment Institute. (2019).** *SDG Synergies: An approach for coherent 2030 Agenda implementation*.
- Timmers, B., & Sidney, A. (2021).** Localizing the 2030 Agenda With Community Data: Lessons From the Community Foundations of Canada's Vital Signs Program. *The Foundation Review*. Volume 13. Issue 4 Community Leadership and the Sustainable Development Goals (SDG), 59-73.
- United Nations Sustainable Development Group. (2019).** *Primer on the Sustainable Development Goals. A Basic Guide to the 2030 Agenda and the SDGs*.
- UNSTATS. (2017).** *Marco de indicadores mundiales para los Objetivos de Desarrollo Desarrollo (Framework of Global Indicators for the Development Goals)*.
- Villar, R. (2019).** *Filantropía Institucional en América Latina ¡Así vamos! (Institutional Philanthropy in Latin America. So we go!)* En Berger, et al. *Hacia el fortalecimiento de la filantropía (Towards the Strengthening of Philanthropy)*. In G. e. Begert, *Hacia el fortalecimiento de la filantropía institucional en América Latina* (pp. 14-136) (Towards the Strengthening of Philanthropy pp. 14-136). Lima: Fondo Editorial de la Universidad del Pacífico.
- Villar, R. (2016).** *Las Comunidades Sostenibles: Profundizando sobre el sentido y el proceso (Sustainable Communities: Elaborating on the Sense and the Process)*. RedAmérica.
- Villar, R. (2015).** *Recursos privados para la transformación social. Filantropía e inversión social privada en América Latina hoy. Argentina, Brasil, Colombia y México (Private Resources for Social Transformation. Private Philanthropy and Social Investment in Latin America Today)*. AFE, Cemefi, GDFE, GIFE, Avina, BID, WINGS.
- Villar, R. (2015).** *Las comunidades sostenibles: nuestro desafío (Sustainable Communities: Our Challenge)*. RedAmérica.
- WINGS. (2023).** *The Philanthropy Transformation Initiative Report. Enabling change. walking the talk and creating the future*.
- World Commission on Environment and Development. (1987).** *Our Common Future*. Oxford University Press.
- World Economic Forum. (2023).** *The Global Risks Report 2023 18th Edition*.

## REFERENCES





Latin American Report on  
Philanthropy and Sustainable Communities

**Localizing the SDGs**



cefisuai



CEFIS\_UAI



Centro de Filantropía e Inversiones Sociales (CEFIS) UAI

