

HAITI FUNDERS FORUM FEASIBILITY STUDY

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This feasibility study was undertaken by researchers at the Hauser Institute for Civil Society at Harvard University. The Institute is a university-wide center for the study of civil society, nonprofit organizations, and philanthropic institutions. Housed within the Center for Public Leadership at the John F. Kennedy School of Government, the Hauser Institute seeks to expand understanding and accelerate critical thinking about civil society, its leaders and institutions among scholars, practitioners, policy makers and the general public by encouraging scholarship, developing curriculum, fostering mutual learning between academics and practitioners, and shaping policies that enhance the sector and its role in society. The Harvard Kennedy School maintains an abiding commitment to advancing the public interest by training skilled, enlightened leaders and solving public problems through world-class scholarship and active engagement with practitioners and decision makers.

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The views and analysis expressed in this report are those of the authors and do not necessarily reflect those of the Hauser Institute, the John F. Kennedy School of Government, or Harvard University.

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I. Introduction

With a population of approximately 10 million people, Haiti is a country of rich historical, cultural, and political significance, and – optimistically – a country with a developing economic base whose growth could ideally be coupled by social equity. Its geographic location deems Haiti a potential trading partner for the United States and multiple Caribbean and Central American countries under the right economic and political conditions. Many observers underscore the resilience and optimism of the Haitian people. As the *Guardian* observed, the country’s “spirit and strength will pull Haiti’s people through.”ⁱ

At the same time, Haiti has profoundly pressing social and economic needs. Decades of poverty, violence, environmental degradation, instability, and dictatorship have left the country as the poorest nation in the Western Hemisphere. Haiti’s GDP currently stands at US\$8.5 billion, more than US\$3 billion behind the next poorest country in Latin America and the Caribbean.ⁱⁱ More than half the population lives below the poverty line of US\$2.44 per day.ⁱⁱⁱ

With a largely under-funded, dysfunctional, and corrupt government, for decades Haitian civil society has functioned as the primary provider of social services and the country has become heavily dependent on immense levels of foreign aid. A 2006 study from the U.S. National Academy of Public Administration reported that non-governmental organizations (NGOs) were responsible for 80 percent of social services in Haiti.^{iv} A World Bank study estimated that 10,000 private voluntary organizations were active in Haiti prior to 2010 – the highest number per capita in the world.^v

In 2010, Haiti’s already challenging conditions were dealt a significant blow: a massive 7.0 magnitude earthquake struck just west of the capital of Port-au-Prince. Although exact figures are uncertain, reports cite the death toll in the range of 230,000 (USAID) to 316,000 (Haitian government) with more than 1.5 million Haitians directly affected by the disaster. The lack of safe housing, effective health care, and income generation opportunities all exacerbated the devastation of the earthquake and prolonged the immediate recovery period. Damages were estimated at US\$7.8 billion, more than the country’s GDP the year prior.^{vi}

The crisis precipitated billions of dollars in global aid and philanthropic capital with financial commitments going far beyond the estimated levels required for immediate relief and repair to include resources for longer term recovery and development goals. Total commitments reached US\$16.3 billion with approximately US\$9 billion ultimately dispersed to support relief and reconstruction efforts. It is estimated that private philanthropy comprised US\$3 billion of the total commitments.^{vii} In the five years since the earthquake there has been little reckoning of the aid’s impact. In particular, it has been difficult to track and assess the impact of the philanthropic capital flows.^{viii}

Illustrative of the philanthropic outpour, Jim and Karen Ansara created a five-year Haiti Fund at the Boston Foundation only days after the earthquake. The Ansaras put forward a US\$1 million challenge grant to support Haitian grassroots organizations working to rebuild the country. The Haiti Fund ultimately raised over US\$3 million from more than 1,640 donors and awarded 140 grants to a range of Haitian organizations in Haiti and Boston supporting education, housing, rural livelihoods, and organizational capacity.^{ix}

In January 2013 The Haiti Fund at the Boston Foundation and the W. K. Kellogg Foundation (WKKF) co-hosted the first Haiti Funders Meeting, a two-day conference designed to spark information sharing and collaboration among funders to the country. Over 80 “friends of Haiti” – including grantmakers, social investors, philanthropic advisors, and nonprofit and social sector leaders from the United States and Haiti – participated in the event. The conference was highly successful, with a remarkable level of exchange, learning, and networking.

A closing session led by Alix Cantave, Program Officer for Latin America and the Caribbean, WKKF, explored next steps, engaging meeting participants in a conversation about what, if any, follow-on would help to strengthen the impact of funders and their partnerships with Haitian organizations, people, and government. There was broad enthusiasm for developing ongoing opportunities and/or mechanisms for networking, knowledge sharing, and collaboration, and The Haiti Fund was asked to move this concept forward. In turn, The Haiti Fund asked the Hauser Institute for Civil Society at the Harvard Kennedy School to undertake a feasibility study to explore the value, potential activities, and operational issues of a Haiti Funders Forum.

The study methodology included three main components: (1) review and analysis of other funder networks and affinity groups; (2) individual interviews with a cross section of Haiti donors and experts; and (3) an electronic survey of a broad range of funders and stakeholders. This report summarizes the research findings and makes preliminary recommendations regarding the establishment of a Haiti Funders Forum.

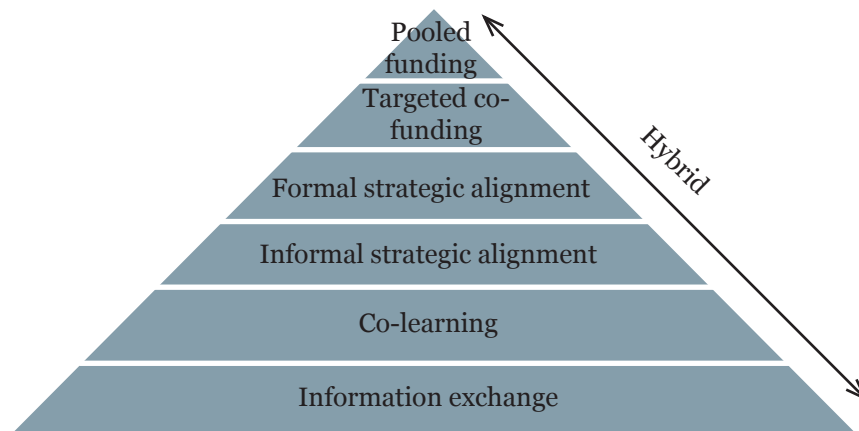
It is important to note that the findings and analyses draw from both interviews and secondary research. It is not the authors' intention to provide a comprehensive review of the activities of each network or institution, but rather a snapshot of key concepts, functions, and other issues. The analysis, opinions, and recommendations are the authors' own and do not necessarily reflect the opinions, beliefs, and viewpoints of the interviewees or associated organizations/institutions unless explicitly stated.

II. Funder Network Analysis

The Council on Foundations has identified 43 funder networks or affinity groups. These are principally organizations that have been established by grantmakers who share common interests and seek to expand their knowledge base, improve their grantmaking, and create greater impact through engagement with other funders. These networks address a wide range of issues and population groups and vary in their purpose, membership, activity, and operational model. Many were established to focus on a specific issue (e.g., education, health, human rights, peace and security, end-of-life care); others focus on a specific population (e.g., indigenous peoples, people with disabilities, women and girls), and a few were established around the identity of the members (e.g., emerging practitioners in philanthropy, black foundation executives, Hispanics in philanthropy). Notably, this research identified only one funder network with a specific geographic focus (Africa) and none that are focused on an individual country.

Network engagement takes many forms; Figure 1 defines a spectrum of donor engagement, ranging from informal collaboration at the pyramid's base to highly engaged, strategic alliances at its top. Almost all affinity groups facilitate the pyramid's two base activities – information exchange and co-learning – while fewer funder networks focus on the more high-engagement activities at the top of the pyramid. Importantly, there is no “right” or “ideal” level of collaboration. Rather, funder networks should develop activities based on the specific goals, objectives, and needs of their constituents.

Figure 1: Donor Collaboration Activities



From Sue Grant Lewis, “Lessons from Donor Collaboratives,” April 2011. Based on the Philanthropic Initiative (2009) *Donor Collaboration Power in Numbers*.

To better understand the potential value, structure, and activities of a Haiti Funders Forum, we spoke with six established funder networks and knowledge groups engaged in at least one aspect of donor collaboration illustrated in Figure 1. Using a structured interview guide we asked a series of questions related to the organization’s (1) formation, (2) functions and activities, (3) membership, (4) structure and operations, and (5) sustainability model.^x

In addition, we included the Liberia Philanthropy Secretariat (LPS) in our analysis. While the LPS is not a self-described network or affinity group, it is the only effort we are aware of to promote and coordinate philanthropy at the country level, and therefore is relevant to the Haiti funders initiative. The LPS is housed within the Office of the President of Liberia and funded by international foundations that invest in Liberia.^{xi} Established in 2009, the LPS primarily serves as a connector linking international donors to in-country experts, officials, and stakeholders to effectively channel philanthropy to impactful partners and organizations.^{xii}

The cohort in this study is identified in Table 2. Following the table, we have summarized key

findings from the funder network analysis in two broad sections: (1) functions and activities and (2) organization and operation. Findings are also presented in tables included as Appendices B and C.

Table 2: Funder Network Sample

	Funder Network and Interviewee	Description
1	Africa Grantmaker’s Affinity Group (AGAG) Niamani Mutima, Executive Director	<i>AGAG promotes “robust, effective, and responsive philanthropy benefiting African communities.”</i>
2	International Education Funders Group (IEFG) Megan Haggerty, Coordinator	<i>IEFG is an “affinity network of foundations and donor-advised funds supporting basic education in the Global South.”</i>
3	International Human Rights Funders Group (IHRFG) Michael Hirschhorn, former Executive Director	<i>“A global network of donors and grantmakers committed to advancing human rights around the world through effective philanthropy.”</i>
4	Liberia Philanthropy Secretariat (LPS)	<i>LPS’ “goal is to connect philanthropists from all over the world with opportunities in Liberia ... [and] to create the right atmosphere for philanthropic ventures to thrive.”</i>
5	Mission Investors Exchange (MIE) Peter Berliner, Senior Advisor and former Managing Director	<i>MIE is a “place for foundations who are interested in mission investing, both program-related and mission-related investing.”</i>
6	Peace and Security Funders Group (PSFG) Alexandra Toma, Executive Director	<i>“A network of public, private and family foundations, and individual philanthropists who make grants or expenditures that contribute to peace and global security.”</i>
7	WASHfund.org Seema Shah, Director of Research for Special Projects, Foundation Center	<i>“Operated by the Foundation Center, a web-based knowledge platform for philanthropic efforts related to water, sanitation, and hygiene (WASH).”</i>

Functions and Activities

Of the seven initiatives analyzed, five are membership groups whose functions and activities respond directly to the needs of members. One, WASHfund.org, is a web platform created primarily to inform donors and supporters of WASH (water, sanitation, and hygiene) issues. The LPS, as noted above, is an independent entity housed within the Liberian government and providing donor services for funders to Liberia. In general, the organizations’ principal functions and activities fall into three main categories: (1) dialogue and networking, (2) knowledge sharing and creation, and (3) collaboration and partnership.

Functions and Activities | Dialogue and Networking

Peer networking is a core function of most funder networks and of those we spoke with, many cited this as its primary role. Each group aims to foster an environment of peer learning and exchange and to build a community of funders and, sometimes, other stakeholders. Michael Hirschhorn of the IHRFG

views this element as the driving force of their network. He noted IHRFG provides value by, “shaping opportunities for peer learning and sharing expertise,” helping members to better understand current activities, challenges, and approaches in the field of human rights funding.

The networks promote dialogue through a variety of approaches and tools, with most organizations offering both in-person and virtual opportunities for exchange. In some cases, practical considerations such as time zones influence the approach. For example, AGAG has members from three continents and seven time zones and finds that virtual events are more suitable to the needs of its membership.

Table 3 provides a summary of key elements used to facilitate dialogue and networking, and specific activities are described below.

Table 3: Funder Network Functions and Activities – Dialogue and Networking

Organization	Conference	Seminars/ Workshops	Working Groups	Online Platforms
1. AGAG	✓	✓*	✓*	✓*
2. IEFG	✓		✓*	✓*
3. IHRFG	✓	✓*	✓*	✓*
4. LPS	✓			
5. MIE	✓	✓*		✓*
6. PSFG	✓	✓*	✓*	
7. WASHFund.org				✓**

*indicates offering for members-only; **indicates offering for funders-only

Conferences

Almost all of the funder networks host a regular conference to bring together members (and often non-members) for networking, peer learning, and expert discussion. The person-to-person interaction is seen as vital to building community, making connections, and sharing ideas. Peter Berliner explained that the MIE annual conference brings together more than 300 people and that “the personal connections prompt great ideas and partnerships.” Conferences are held annually or biennially and are generally one to two days. When participation includes non-members, members generally receive benefits such as discounted registration fees, and there may be some sessions or events offered only to members.

Seminars and Workshops

Several groups also offer seminars and workshops addressing specific issues for smaller groups. These events can be offered in-person or online. For example, MIE offers 2.5-day Training Institutes gathering 30-35 people around a specific topic and believes the person-to-person interaction is integral to the value of these events. In contrast, AGAG hosts online sessions on a variety of subjects to engage members in conversation and learning. Similarly, PSFG offers webinars two to three times a month, each coordinated by a funder/member around either a particular issue or functional practice.

Working Groups

Working groups allow for deeper exploration of thematic issues, but require significant effort from both members and staff to be successful. The IEFG has seven thematic groups (e.g., Learning Metrics Task Force, International Network for Education in Emergencies) focused on specific aspects of basic education in the Global South. Megan Haggerty noted that the working groups at this time are less

active than IIEFG had originally conceived and suggested that, “optimally [thematic groups] would be operating throughout the year and each would have a ‘live wire’ – someone who tries to keep things moving with the support of staff,” although in practice, working groups at this stage of the IIEFG’s development interact primarily in conjunction with in-person IIEFG meetings. Importantly, IIEFG’s coordinator noted that staff purposely does not take the lead, although she suggested a stronger staff role may enable support for the “live wire” to help strengthen the groups, encourage and coordinate regular convenings, and prompt deeper engagement.

Interactive Online Platforms

Online member fora are a less common method of engagement. Five groups we interviewed provide some kind of online interactive platform for donors to engage, however none highlighted this as a highly utilized service or valued resource. WASHfund.org, a fully web-based platform, included a funders-only message board on its site with the intent to create space for grantmakers to share strategies, exchange documents, and receive peer-feedback on potential funding opportunities. Seema Shah emphasized that it was rarely used. Similarly, IHRFG, the largest of the groups included in the interview cohort, cited their member-only website section as one of the least utilized of their offerings.

Functions and Activities | Knowledge Sharing and Creation

Knowledge sharing is a second key function of all the organizations, with the approach, tools, and type of content varying among the groups. Notably, it was repeatedly observed that while knowledge sharing is an important activity, its real value comes from offering both analysis and personal follow-up. Niamani Mutima of AGAG emphasized, “information is useful and easy to get; what people want is analysis,” noting that members often call her after reviewing online content for a more thorough take on an issue and how they can effectively address it.

Each of the organizations has a website through which to promote knowledge sharing and development. Key resources are summarized in Table 4 and described below.

Table 4: Funder Network Functions and Activities — Knowledge Sharing and Creation

Organization	Funder Directory	Grants Database	Events Calendar	E-Newsletter/ Updates	Knowledge Center
1. AGAG	✓		✓	✓	✓
2. IIEFG	✓*		✓	✓*	✓
3. IHRFG	✓		✓	✓	✓
4. LPS	✓				✓
5. MIE	✓	✓*	✓	✓	✓
6. PSFG	✓		✓*	✓*	
7. WASHFund.org	✓	✓		✓	✓

*indicates offering for members-only

Funder/Membership Directory

Several of the organizations compile and publish a funder or member directory. The purpose of directories is to provide information on the community of funders and their missions, help identify potential collaborators, and allow members to reach out directly to other funders with common interests or relevant experience. Some directories provide a simple list of member institutions/ individuals or a basic profile (i.e., name, areas of interest, contact information) while others provide far more comprehensive information. For example, IHRFG provides an extensive list of funders active in

human rights, which is searchable by geographic priorities, sub-themes, and activities supported. The directory was developed for use by both grantmakers and grantseekers.

In contrast, IIEFG provides a directory accessible only to members. The motivation for creating the funder directory was to encourage member-driven action without the need to go through staff. Megan Haggerty explained that, “given the size of the group, members were lacking basic information about each other, like who else was working on refugees and education. So we created a funders database so that members can find colleagues with similar interests and connect directly, without the middle step of going through staff.”

Resource Tracking and Grants Database

There is a keen interest in detailed knowledge about members’ philanthropic investments. Most of those interviewed noted that a comprehensive understanding of members’ grantmaking would be valuable to both individual members and the goals of the funders’ group. While only two of the networks currently have a comprehensive grants database, others noted that there is increasing interest among members to understand funding and impact in a more detailed way and could see value in this type of resource. However, to compile and regularly update a database is a significant expense, so most groups have not committed to it. Again, it is the interpretation and analysis of the data that will likely be most helpful, which requires additional staff time.

Of the sample, WASHfund.org maintains the most comprehensive grants database with searchable information on individual grants made in support of water, sanitation, and hygiene issues. To create the database, Seema Shah and staff at the Foundation Center began by compiling existing information from the Foundation Center and then reached out directly to scores of foundations in order to broaden the number of funders, re-code existing entries, and fill gaps in existing data. She estimated that at the time of its launch in 2011, WASHfund.org was able to map 70 to 80 percent of grants tracked by the Foundation Center since 2001. Subsequently, the database is updated bimonthly and receives around 2,500 visitors each month.

Similarly, MIE maintains its Mission Investment Database “to document the below-market (PRI) and market rate (MRI) mission investments being made by foundations and other asset owners in order to further their philanthropic goals.”^{xiii} Data is gathered on a voluntary basis from members and can be filtered by investment activity across asset classes, impact sector, year, and domestic/ international focus. This resource is available only through membership.

While PSFG does not maintain an online database, it published *Peace and Security Grantmaking by U.S. Foundations 2008 – 2009*, an analysis of more than US\$250 million of U.S. foundation support. Alexandra Toma said that members described this analysis as especially helpful, and PSFG is planning to undertake a mapping effort of peace and security funding in partnership with the Foundation Center to be completed by early 2016. Regularly published reports are an option to a systematically updated database, particularly if they offer thoughtful analysis.

Events Calendar

With the exception of WASHfund.org, each organization provides an online calendar of events. Several of the groups include, in addition to their own offerings, information on public events that are relevant to members’ interests.

E-Newsletter and Updates

A few groups also send out regular e-newsletters to keep members’ informed of trends and developments in their field of interest or maintain a more general “news and updates” section online for a broader audience. IIEFG sends a bi-weekly email that includes updates on relevant research and activities and also potential funding opportunities that may be of interest to members. Similarly, PSFG maintains an e-newsletter with a “funder’s corner” that shares grant lists, funding opportunities, and funders looking for collaborative partners. AGAG, MIE, IHRFG, and WASHfunders.org distribute regular e-newsletters to funders – both members and non-members – working or interested in their subject matter.

Knowledge Center

Nearly all of the organizations researched for this study provide some type of online knowledge center that collates relevant publications and reports produced by other organizations and experts. This is a relatively low-cost resource that can be quite useful to members. Additionally, new reports can sometimes be the basis for a specific webinar or network discussion, thereby encouraging more joint learning and collaboration.

Knowledge Creation

In addition to the online knowledge resources, some organizations also contribute new knowledge, either authoring or commissioning reports and thought pieces. As mentioned above, PSFG published an analysis of funding for peace and security issues. MIE engages consultants for occasional research and has a strategic partnership with the Initiative for Responsible Investment at Harvard University to produce various publications including the *Community Foundation Field Guide to Impact Investing*. AGAG produces substantive reports based on their annual conferences; previous foci include the support of NGO capacity building and the changing landscape of funding in Africa, as well as one-off member-only content on specific issues or topics.

Functions and Activities | Collaboration and Partnerships

Fostering collaboration and partnership among members is the third key function of funder affinity groups. Some organizations also try to foster partnerships, or at least connections, among funders and other actors such as NGOs, aid agencies, and governments. Fostering and supporting collaboration is perceived to be a critical role, yet leaders note that it can be time consuming and difficult and that success has been limited.

The most basic level of collaboration, dialogue and information exchange, is described in previous sections. This section provides information on efforts around more strategic and structured partnerships.

Table 5: Funder Network Functions and Activities – Collaboration and Partnership

Organization	Information Exchange	Strategic Alignment and Co-Funding	Joint Funding/ Pooled Giving
1. AGAG	✓*		✓
2. IIEFG	✓*	✓*	✓*
3. IHRFG	✓*		✓*
4. LPS		✓	
5. MIE	✓*	✓*	✓*
6. PSFG	✓*	✓*	✓*
7. WASHFund.org			

*indicates offering for members-only

Strategic Alignment and Co-funding

Strategic alignments build on peer-networking and knowledge sharing and comprise deliberate efforts to align members' grantmaking through either complementary or shared strategies. In a strategic alliance, members often exchange specific information and coordinate efforts toward a shared goal or desired outcome, but still manage their grantmaking independently. This strategy may include co-funding, where members coordinate their investments in a specific project or initiative.

The LPS has successfully helped to coordinate co-funding among its philanthropic partners. Several foundations joined together to fund the Scott Family Liberia Fellows Program, a collaborative effort initially funded by a US\$1 million grant from a private family and administered by the Liberian government, the JSI Research & Training Institute, Inc., and the Center for Global Development. Additionally, LPS' partners Humanity United and Soros Economic Development Fund co-funded the creation of a new business development services center in Liberia.^{xiv}

Joint Funding and Pooled Giving

Joint funding or pooled giving initiatives represent a more structured partnership model. In addition to co-learning and grantmaking alignment, funders formally commit resources to a pool or fund and share decision-making power over the collective funds. Some collaboratives allow "one funder, one vote" regardless of how much money a funder contributes; others adjust voting privileges based on the amount contributed. Grants are provided without distinguishing the original donor.

There were several examples of funder networks launching and supporting pooled giving initiatives. As a result of discussions at an IIEFG meeting, a group of members coalesced around the need for support of secondary school education in developing countries. They formed the Partnership to Strengthen Innovation and Practice in Secondary Education (PSIPSE), pooled funding, and called for Letters of Inquiry. They have jointly granted a total of US \$24 million to 42 projects and are in their third cycle of funding. A second member partnership, around Social Impact Bonds in education, is under development. Megan Haggerty noted that a variety of member partnerships exist, but the IIEFG does not track them and sees its role as providing the forum or space to allow these opportunities to creatively emerge.

Similarly for PSFG, a primary role of the group is connecting funders to other key actors – like-minded funders, potential grantees, advocacy groups, and policymakers. Alexandra Toma noted that at least three collaborative partnerships have emerged in the last year. Most notably, the PSFG helped initiate, incubate, and launch the Central African Republic Peacebuilding Partnership, a US\$8 million public private partnership with the U.S. Agency for International Development (USAID). This collaboration involved educating both PSFG members and stakeholders; identifying and engaging partners in the PSFG, World Bank Group, and within the U.S. Government; convening stakeholders (funder partners and NGO experts) to help shape the partnership; and finalizing the memorandum of understanding (MOU) with USAID. With guidance and support from PSFG, a number of members have become involved in the effort: a jointly funded initiative "[to support] locally-led peacebuilding in the Central African Republic... [and] ensure dedicated donor support for locally-led peacebuilding and atrocity prevention efforts through a critical period of transition in CAR."^{xv} In addition, members of the PSFG's Nuclear Funders Working Group spearheaded the N Square Collaborative with a collective commitment to support the Collaborative's pilot phase and investments toward positive disruption in the nuclear security arena.

Organization and Operation

Organizational attributes such as the group's size, budget, and staffing differ among the groups; however organizational approaches show some consistency. WASHfund.org, as an internet-based network, and LPS, as a government entity are unique models, while the other five affinity groups share more similar characteristics.

Organization and Operation | *Structure*

None of the groups interviewed are legally independent organizations. Six operate with fiscal sponsorship, or as a project, of an existing nonprofit organization; the LPS operates within the Office of the President in Liberia.

Many individuals advised against establishing an independent 501(c)3 organization to promote the goals and carry out the activities of a Haiti Funders Forum. Instead, they advocated for finding an institutional home within a stable organization with common interests and/or goals. Operating as a project or initiative of an established organization requires less money, time, and energy, allowing both staff and financial resources to be concentrated on strategic impact rather than administrative operations. Moreover, depending on the host institution, it allows for intellectual and creative input from a broader group of individuals.

Organization and Operation | *Funding*

Start-up Support

For most funder networks, a small group of dedicated funders provided essential core support to launch the initiative, and this same group has often continued to provide ongoing support. In all but one case, there was what one interviewee described as a "coalition of the willing": a committed group of funders that believed a network of peers was essential to moving a cause forward. Initial support can include various components. The critical element is financial support for staff leadership. Other key contributions can include in-kind donations of services, space, or seconded staff time.

IEFG started informally when 14 foundations working in the area of education in developing countries decided to share information and exchange ideas. The Hewlett Foundation provided an institutional base for the emerging group and founding members provided initial funds to support operations. The group eventually established a legal/fiscal sponsorship with the Firelight Foundation, a founding member, and created a steering committee that actively guides the group's development. IHRFG and MIE also received initial funding from a small group of donors. WASHfund.org received significant start-up funding from one foundation, the Conrad N. Hilton Foundation. PSFG, by contrast, did not receive any significant seed funding.

Ongoing Funding and Sustainability

Most groups are principally funded by a combination of core contributions and membership fees, some receive significant in-kind support, and some have revenue from specific grant-supported research projects and earned income on investments. The LPS is unique in its funding model, in which the office receives in-kind support from the Government of Liberia and operations are funded entirely by contributions from international funding partners.

AGAG, MEI, and PSFG employ mandatory membership dues, while IEFG and IHRFG have voluntary fees. Of those networks utilizing voluntary fee structures, they noted this model promotes a low barrier to entry, encourages more funders to participate in their community, and allows funders to contribute at a level they feel is representative of the value provided. On the other hand, mandatory dues deliver

a steadier stream of funding. Some individuals suggested that the benefits provided from membership have real economic value, which members should pay for like any other service.

IHRFG receives significant funding from core support grants in addition to fees collected through voluntary membership contributions, whereas IIEFG's budget is comprised entirely of voluntary dues. For IHRFG, about one-third of members follow the suggested dues guidelines and dues make up 15 percent of group's budget. The remainder is met by core support grants (approximately 50% of budget), in-kind support provided by a member (office space), earned income, and grant support for a large research project. IIEFG created its voluntary dues based on the IHRFG model and this has allowed the group to meet and surpass its budget requirements. Importantly, two or three members contribute above (1.5-2 times) the recommended "Large Foundation" level (US\$10,000) and several large foundations have indicated multi-year commitments, enabling multi-year planning. Approximately 90 percent of AGAG's annual operating budget is made up of membership dues at the recommended level and revenue from Sustaining Member contributions (\$25,000 membership level); the remaining 10 percent comprises registration fees for the group's annual meeting.

None of the groups have fee-for-service revenue, although this option could provide resources to support expansion, growth, and sustainability. A fee-for-service offering would have groups charge for individual advisory and consulting services beyond benefits included in a membership fee. While this model could offer the advantage of increased revenues, it could be difficult to delineate between what services and benefits members are received as part of standard membership and what is considered "above and beyond."

Organization and Operation | *Staffing and Leadership*

The groups included in this study employed one to six full time equivalent (FTE) staff with a variety of roles. In this research, perhaps the greatest separation in perspectives among the networks regarded the roles and perceived influence of staff. Obviously, the size of the membership and the services offered significantly influence the role of staff and vice versa. But beyond this, the groups demonstrated different philosophical approaches to staffing, with some employing a model where staff acts as a facilitator and coordinator of member-driven objectives and others exhibiting a much stronger staff leadership role.

IHRFG, a well-established organization in operation for more than 20 years with six full-time staff, has undergone a period of rapid growth in the last decade. Over 300 member institutions participate in the network, which Michael Hirschhorn described as built on an "ethos of peer leadership," where events and content are heavily member-driven and -directed. He commented that staff works best as "the connective tissue of expert peers," helping to coordinate logistics, prompt cooperation, and share knowledge, but emphasized that "staff are not content police."

PSFG is decidedly more staff-directed. Alexandra Toma described her job as, "keeping a finger on the pulse [of peace and security issues]. What should we be talking about? What are we not thinking about that we should be?" MIE employs a mix of staff-directed and member-led approaches, and Peter Berliner noted, "You can't rely on members to take initiative when they have their own work to do." Ultimately, MIE wants to support the broad use of social investing tools but move away from being directive, allowing its members to be the leaders in creating best practices and advancing the field.

Nearly all of the groups have an advisory or steering committee. Committees ranged in size from 7 to 15 members, and several individuals noted the influential role they play in strategically guiding the network.

III. Funder Interviews and Analysis

The analysis of existing donor collaborations was complemented by in-depth interviews with current Haiti funders and an electronic survey distributed to a broader range of donors and stakeholders. The interviews and survey focused on three areas: (1) current grantmaking in Haiti, (2) functions and activities of a Haiti Funders Forum, and (3) operational issues and organizational structure of such a forum.

The individuals interviewed are listed in Table 6. The electronic survey was sent via email to 94 individuals representing 82 institutions. Multiple attempts to elicit responses were not particularly successful; 24 surveys were eventually completed. The following discussion draws on the interviews and survey responses.

Table 6: Haiti Funders Sample

	Name	Organization	Title
1.	Karen Ansara	Ansara Family Fund and The Haiti Fund at the Boston Foundation	Co-founder
2.	Alix Cantave	W. K. Kellogg Foundation (WKKF)	Program Officer
3.	Vanessa Gosciny	Foundation for Knowledge and Liberty (FOKAL)	Finance Director
4.	Pamela Grattan	SG Foundation	Executive Director
5.	Ruth Messinger	American Jewish World Service (AJWS)	President
6.	Pierre Noel	The Haiti Fund at the Boston Foundation	Executive Director
7.	Jenny Petrow	Inter-American Foundation (IAF)	Representative for Haiti, Dominican Republic and the English-Speaking Caribbean
8.	Marie Marthe Saint Cyr	The Lambi Fund of Haiti	Executive Director
9.	Steven Toben	Flora Family Foundation	President

Current Grantmaking

Some funders participating in this study have been engaged in Haiti since the 1950s while others became involved following the 2010 earthquake. Notably, a strong majority of participants indicated that their funding to Haiti is likely to continue; all of those interviewed and 91 percent of survey respondents anticipate maintaining or increasing their commitment to Haiti relative to 2014.

Funders support a range of issues, including agriculture, education, health, technical skills-building, arts and cultural expression, enterprise development, the environment, and gender issues. Many grantmakers seek to help the most vulnerable populations with a commitment to social justice and empowerment, and some donors, including the AJWS, IAF, WKKF, and the Lambi Fund, specifically

endeavor to fund grassroots and community-based organizations (CBOs). Most funders do not specify any geographical priority within Haiti, while the WKKF focuses exclusively on two micro-regions facing extreme poverty – Haiti’s Southwest Corridor and Central Area.

Challenges

In a country facing political instability, widespread poverty, and economic insecurity, it is not surprising that philanthropists and social investors encounter significant challenges to their work. The two key challenges identified by Haiti funders were the lack of capacity of Haitian nonprofits (inclusive of NGOs, CBOs, and informal associations) and the difficulty in understanding the political, economic, and social contexts in the country. Nearly 50 percent of survey respondents indicated that the lack of organizational capacity was the biggest challenge to their giving and 63 percent indicated that it was among the top five challenges, significantly higher than any other challenge cited. Over 45 percent of respondents identified understanding the country context as one of the top five challenges. Other key challenges included: identifying potential recipients/partners in Haiti (42%); corruption (38%); a lack of data and knowledge on current philanthropy to Haiti (33%); and understanding of the potential roles and impact of philanthropy in Haiti (29%).

Commenting on NGO capacity, Steve Toben explained that the Flora Family Foundation’s historic preference has been to support indigenous organizations in the countries where they fund, but that finding organizations prepared to meet the Foundation’s expectations and reporting requirements in Haiti proved difficult. Ultimately, the Foundation adopted the accompaniment model developed by Partners in Health, investing primarily in U.S.-based nonprofits committed to working closely with Haitian partner organizations to carry out on-the-ground work and develop expertise within the country. Vanessa Gosciny of FOKAL also discussed the challenges local organizations face in building capacity and hopes that support provided by FOKAL staff contributes to better preparing Haitian organizations to meet the requirements and expectations of international funders and, by doing so, access other sources of funding and opportunities.

Other funders emphasized the challenge of understanding and working within Haiti’s complex political, economic, and cultural contexts. One individual explained, “Haiti requires a macro-lens. There is corruption, a lack of transparency, and no clear levers to press for change in civil society. People can’t rely on the government. There is not an enabling environment or rule of law for businesses or NGOs to operate well. It’s a very complicated picture and a challenge to effective philanthropy.”

Functions and Activities

Interviewees and survey respondents were asked about the most important functions and activities for a Haiti Funders Forum. Corroborating the findings from the analysis of funder networks, participants identified three principal functions: (1) dialogue and networking, (2) knowledge sharing and creation, and (3) collaboration and partnership. A small number of study participants also suggested that advocacy around U.S. policy in Haiti be considered as a fourth function.

Functions and Activities | *Dialogue and Networking*

All of those interviewed and 23 of 24 survey respondents specified that facilitating dialogue and networking should be a primary function of a Haiti Funders Forum. Several individuals highlighted the significant impact that The Haiti Fund had as a convener of funders to Haiti and hoped a forum would continue this role. Interviewees emphasized that creating opportunities for donors to exchange and learn from one another can lead to improvement, growth, and greater impact of philanthropic investments. Jenny Petrow emphasized the importance of creating a safe and open space for

conversation, “It’s an opportunity to hear new views. It’s not about talking about why my way is best, but reflecting on my experience and learning from others. I think in Haiti everybody needs to think about new ways to work.”

The specific approaches suggested for facilitating dialogue and exchange were similar to, and expanded on, the strategies employed by existing funder networks. In particular, a conference was perceived as very important and some study participants felt seminars/webinars and working groups would be valuable. New suggestions for networking opportunities included donor trips and NGO convenings.

Conferences

All of the individuals interviewed had attended at least one of the Haiti Funders Conferences and thought that such gatherings should be continued, and 92 percent of survey respondents said that a conference would be either very useful or useful. There were mixed opinions regarding who should be invited to participate in forum-led conferences. Many thought participation should be limited to funders, noting that the inclusion of representatives from grant-seeking organizations can limit open conversation. On the other hand, several individuals remarked that including a broader group of actors brought different and important perspectives, and that the interaction can encourage better understanding between “donors and doers.” Several individuals suggested a mixed approach with some conference time set aside for funders to come together independently and some time to interact with implementing organizations active in the field.

Pamela Grattan, who noted that a primary challenge was to understand the country’s context, shared her enthusiasm for the conferences and for inclusion of a range of participants. She said, “I gained so much through the conference when I heard Haitian people speaking to Haitian issues. As an external funder, you don’t really get the whole picture through in-country visits. You can undermine the very thing you want to happen when you don’t understand the context.” Vanessa Gosciny of FOKAL echoed the value she found in the conference, “I thought it was very interesting to meet other donors. Sometimes we are not even aware of other people working in Haiti, especially smaller funders.” She further suggested a future conference be held in Haiti to, “mix it with field and program visits, see how projects are working, and provide deeper insight for funders.”

Seminars, Webinars, and Working Groups

Only a few interviewees expressed strong opinions regarding other networking and dialogue activities such as seminars/webinars and working group convenings, while 79 percent of survey respondents indicated working groups on specific issues or geographical areas would be either very useful or useful. Karen Ansara suggested that these touch-points could address specific focus areas, Haitian issues, or philanthropic practices, and that they offer, “opportunities for members to organically partner and strategize around an issue like education, agriculture, or social impact investing.” She proposed that funders could chair these groups with staff support.

Donor Trips

Some individuals hoped that a forum would organize trips to Haiti. Donor trips, with an emphasis on site visits and in-depth conversations with NGO leaders, are seen as having multiple advantages including the possibility to better understand the country context; identify and develop local partnerships; and build relationships with other donors, which may lead to increased or redirected funding and collaboration. One individual commented, “The trips we’ve taken to Haiti have been indispensable. Small groups, site visits, getting in to the field, mixing it up with experts – that’s the best way to learn. Personally, I much prefer that function to a funder forum conference.”

NGO Convenings

NGO convenings were suggested as a way to address the acute challenge of Haitian NGOs working in isolation. Due to lack of resources and the burden of travel, Haitian nonprofits and leaders throughout the country rarely engage with or have opportunities to learn from each other. Karen Ansara emphasized the important role philanthropy can play in building the sector, specifically by coordinating grantee convenings. She notes that there are, “great leaders, but they don’t know each other. Unless a funder brings them together, they’re not going to coalesce.” Convenings would serve to build NGO capacity, and also provide opportunities for funders to interact with current or potential grantees and gain deeper understanding of local issues and efforts.

Functions and Activities | *Knowledge Sharing and Creation*

Study participants underscored that a forum should be a source of expert advice for its members and also a centralized source of knowledge around members’ activity in Haiti.

Expert Advice

Many individuals noted that The Haiti Fund was a critical source of expert advice, reliable information, and deep insight for Haiti funders and hoped that a forum would fulfill this role going forward. Steve Toben of the Flora Family Foundation noted that, “Easily three-quarters of our grants came via contacts and referrals from The Haiti Fund. We’re very mindful that we’ll never be experts on Haiti and having a central source is the right way to go.”

Member Database

There was consensus around the need for better data and knowledge about philanthropy to Haiti. Survey respondents indicated that the top three most useful types of knowledge/data a forum could provide were: a database of grants/investments made by other funders inclusive of amount and recipient (87%), a funder directory (83%), and a database of organizations supported by other funders (78%). In practice, development of the most comprehensive database (grants) would include all of this information.

Study participants described several benefits of a comprehensive database including its ability to increase the impact of their own giving, facilitate networking, and create transparency. Karen Ansara stated, “I think it’s the most valuable part of what the forum could provide. It should include not just what organization they contribute to, but the dollar amount.” Jenny Petrow noted that a grants database could serve as a jumping off point for deeper conversations, “It’s a way to help understand who’s good, ready, capable. We would love to learn about what others are doing and co-funding opportunities that we may not find on our own.” And Marie Marthe Saint Cyr emphasized that a grants database could create a more transparent environment around the impact of philanthropic capital, noting that funders often seek transparency from nonprofits, but that, “We also need to be clearer about how we invest money.”

Functions and Activities | *Collaboration and Partnership*

Study participants also viewed development and cultivation of funder collaboration and partnership as a key role for a funders’ forum. Twenty three of 24 survey respondents indicated that facilitating collaboration and partnerships among funders was either a very important or important role for a forum, and those interviewed repeatedly stated that any network initiative should create opportunity for collaboration. Although no one suggested that collaborative giving (i.e., pooled giving or joint funding) should be the primary activity of the forum, several individuals highlighted their desire for

partnership through strategic grant alignment or potential co-funding, and, notably, 88 percent of survey respondents indicated that providing opportunities for collaborative/pooled giving would be either a very useful or useful function of a forum.

For AJWS and WKKF, fostering collaboration and partnership is the most essential role of a forum. Ruth Messinger noted, “If the goal is to strengthen impact, collaboration is key. Not just among this group of donors, but with the organizations doing the work, the people that live there, and the government. We need to look for partnerships between and among all these actors.” Alix Cantave said, “I would like to see our funds allocated for Haiti leveraging additional financial resources from other donors. It is also important that funders working in the same areas work together with communities to help create complementary strategies.”

Functions and Activities | *Advocacy*

A small number of study participants suggested that advocacy should also be a key function of a forum, although less important than the three functions described above.

One of the main priorities of AJWS is to advocate for U.S. policies that advance the rights of those in developing countries, particularly traditionally vulnerable or excluded populations. AJWS is active in the Haiti Advocacy Working Group (HAWG), a coalition of organizations advocating on U.S.-Haiti policies on issues ranging from accountability to gender to agriculture to housing. Ruth Messinger emphasized that she sees value in a forum that would support coordinated advocacy for better U.S. and Haitian policies, “I’d love to see more opportunities for specific targeted advocacy that would make a huge difference in Haiti and use members of the forum to push on these issues.” Forming a coalition of funders around a particular piece of legislation or policy could contribute to moving the needle on a specific issue and produce tangible, on-the-ground change.

Organization and Operation

Interviewees and survey respondents were asked several questions pertaining to the organization and operation of a Haiti Funders Forum. Observations and recommendations regarding its structure, membership, funding, and staffing are summarized below.

Organization and Operation | *Structure*

Study participants strongly support establishing a forum as an initiative of an existing institution rather than as an independent 501(c)3 organization. Those interviewed were unanimous in advocating for this approach and among survey participants 52 percent indicated that a Haiti Funders Forum would best operate as a “special program/initiative of an existing U.S.-based nonprofit organization with related interests and expertise”; 17 percent thought it would best operate within “an existing Haitian-based nonprofit organization with related interests and expertise”; 13 percent suggested the forum be “a registered, independent Haitian-based NGO”; and just 4 percent wanted “an independent 501(c)3 organization in the United States.” As described earlier, the creation of an independent 501(c)3 organization would require significant administration, time, and cost. Utilizing an existing institutional base would save time and costs and also allow the forum to benefit from the expertise and resources of an established entity.

Individuals emphasized that the host institution should be an “honest broker” able to provide expertise and remain neutral, creating an impartial space for a diverse community of funders. Steve Toben suggested a number of traits that are important for forum leadership; “You need broad domain expertise, someone who is neutral but well informed. You also need someone who is knowledgeable

about funder behavior and the ways we operate as a community.” Alix Cantave emphasized, “I think the forum has to be a transnational entity in the sense that we have to begin looking at Haiti as a transnational community. The Haiti Fund was successful because it was a transnational institution in terms of having a strong presence in the diaspora and in Haiti.”

Only a few study participants offered specific suggestions for host-organizations. In the absence of an ongoing Haiti Fund, suggestions included: the Pardee Center for the Study of the Longer-Range Future at Boston University, WKKF, and FOKAL.

Organization and Operation | *Membership and Participation*

Study participants differed in their views regarding forum membership, but in general favor a structure that allows some donor-only interaction and some participation of a broader group of stakeholders. Sixty-one percent of survey respondents believe the forum should include – in some capacity – both funders and implementing organizations.

Pamela Grattan explained that she generally does not participate in events that mix donors and grant-seekers but that she does value learning about new opportunities from fellow funders. “It’s wonderful to pick up the phone or shoot an email to a colleague to get feedback on an organization. Alternatively, it’s good to be able to say ‘no strings attached, but you might want to look at this group.’ I value meeting with donors to build these relationships.”

On the other hand, some study participants see value in building a community of both donors and implementing organizations with explicit understanding of boundaries. For Karen Ansara, including NGOs and CBOs is a vital component in educating donors on community needs. “There is a need for those funders to see organizations and models beyond what they know.” Steve Toben echoed this, “Implementing organizations are most likely to be closer to the ground and have a more granular understanding of what can be done.” Alix Cantave suggested involving NGOs, but in a limited and controlled capacity, stating, “I see value in a hybrid model. First, the forum is an opportunity for donors to come together and ask, ‘how can we do our work better?’ Secondly, I think there’s value in bringing together implementing institutions with funders to understand what is happening and what role a funder can play.”

Organization and Operation | *Staffing*

Among survey respondents, 95 percent preferred that the forum have a small paid staff rather than operating with volunteer leadership and those interviewed shared this preference. Consistent with the suggestions regarding an institutional base for the forum, a number of interviewees emphasized that staff should have expertise in Haiti, but also provide a neutral lens for the network. Steve Toben said one of the key values of the staff would be, “the ability to call a network coordinator and seek guidance. To find out, ‘What’s most urgent? Who should I talk to?’” Jenny Petrow explained that, “There are a lot of agendas and that can get in the way of this safe, open space we want to build.”

Organization and Operation | *Funding*

As noted above, funder networks generally rely on a combination of core support from a small group of foundations and membership dues. While there was strong enthusiasm for launching a Haiti Funders Forum, only a few study participants confirmed that they would likely be able to provide significant seed funding although a number of others thought that a modest contribution would be likely. As one interview noted, “We’re a small funder but this forum would provide me with important services. It is necessary to pay for that.”

A majority of individuals supported a mandatory members' dues structure, with only a few expressing concern that membership dues would create a barrier to participation for some organizations. Survey responses and those interviewed favored a sliding scale fee structure based on organization/funder size. Alix Cantave highlighted the responsibility of foundations and funders to put resources into creating a more impactful sector. "Foundations do have resources. Some foundations can pay x and some can pay x minus one. But if there is an issue that is important to them, then they should support it financially." Steve Toben said, "We should establish a norm that you will contribute some measure of support – however much is appropriate to your grants budget in Haiti – if you are part of this." On a cautious note, Marie Marthe Saint Cyr urged that membership fees be sensitive to funders' budgets and limitations, particularly to ensure that funds would not be taken away from Haitian organizations and on-the-ground work. She underscored, "We are not convening new resources; we are pulling on the same resources that are already committed to Haiti."

IV. Recommendations

Haiti is a complex country with persistent poverty, intolerable human suffering, and acute economic and social needs, but also a nation with opportunity for growth, development, and social change. Following the devastating 2010 earthquake, the country became the focus of widespread international attention and investment, including a surge of new philanthropic capital and private funders to Haiti. With the growth of philanthropic resources and donors came increased awareness of the complexity of issues that affect philanthropic impact in the country. Now, five years after the earthquake, philanthropy has the opportunity to play an important role in the country's long-term stability and development and the wellbeing of its people.

The imperative is to find ways to encourage philanthropic investments, increase their impact, and build a community of Haiti funders committed to sustained engagement in the country. For five years (2010-2015), The Haiti Fund at the Boston Foundation provided active leadership. The Fund played a significant role in coordinating donors' contributions and channeling them to effective community organizations. Moreover, it built a community of donors and helped them to understand the country's needs and opportunities. Since the closing of the Fund in January 2015, there are no networks, organizations, or mechanisms through which Haiti funders can easily connect with others who share their interests, commitments, and passions; find practical information about effective funding strategies or Haitian organizations; or collectively learn more about how to maximize philanthropic impact in the country.

Participants in this study expressed a unanimous desire for a Haiti Funders Forum to continue and expand the work of The Haiti Fund. Such a forum would build and support a community of funders engaged in peer learning, knowledge sharing, and collaboration, with the goal of strengthening the impact of philanthropy and social investment in Haiti.

Key recommendations for a Haiti Funders Forum are presented below in three main areas: (1) value, mission, and goals; (2) functions and activities; and (3) organization and operation. The discussion distinguishes between primary and secondary recommendations. The primary recommendations are considered fundamental to the forum's start up and initial operations; secondary recommendations are elements that could be considered over time with additional growth and resources and in response to the needs of the forum's membership and the evolution of philanthropy in Haiti.

Value, Mission, and Goals

The substantial level of philanthropic capital invested in Haiti in the last five years indicates the potential for social investment to have an important impact on the development of Haiti and the wellbeing of its people. However, it is clear from this study that many funders do not think they are optimizing their philanthropic investments in the country and that they believe that stronger ongoing connections to other donors and experts would be instrumental in helping achieve sustainable social change in the country.

The value proposition of a Haiti Funders Forum is premised on the maxim that "the whole is greater than the sum of its parts;" that by creating the space and opportunity for Haiti funders to learn and work together, their individual and collective impact on the social and economic wellbeing of Haiti and Haitians can be greater.

As such, the overarching mission of the forum would be to increase the impact of philanthropy and social investment in Haiti. With this aim, specific objectives might include:

- + Build and support a community of philanthropists and social investors active in Haiti.
- + Increase funder knowledge through information sharing and learning from peers and experts.
- + Foster collaboration and partnership among members and between members and other stakeholders.

Functions and Activities

Recommendations on the functions and activities of a funder network are grouped into three key areas: (1) dialogue and networking, (2) knowledge sharing and creation, and (3) collaboration and partnership. A fourth potential function, advocacy, is included in the discussion but considered secondary to the three principal activities.

Functions and Activities | *Dialogue and Networking*

Primary Recommendations
+ Host an annual or biennial conference that brings together members and other stakeholders
+ Offer ad hoc webinars on specific timely topics
+ Coordinate occasional donor trips to Haiti
Secondary Recommendations
+ Consider establishing working groups on thematic issues based on members' interests and priorities
+ Consider establishing an online interactive platform if there is member demand

Discussion

The Haiti Fund received much praise for its two funder conferences and there is clear demand for similar convenings in the future. As discussed in the funder network analysis, individuals found these events to be immensely valuable in generating meaningful conversation, building relationships, and gaining deeper understanding of Haitian issues and efforts. Conferences are also a cornerstone of most funder network offerings, serving as the primary opportunity for engagement among members.

A conference should include time for funder-only interaction and opportunities for engagement among a broader range of stakeholders including experts, implementing organizations, and government officials. A forum conference might be structured similarly to the 2014 Haiti Funders Conference, with one day reserved for funder-only sessions and meetings, and an additional half- or full-day that is inclusive of other stakeholders. The conference agenda should include substantial time for members to interact informally, and must have a strict solicitation-free policy and atmosphere.

We also recommend that the forum offer ad-hoc webinars throughout the year. These events provide additional opportunities for learning and also reinforce the community. Webinars can respond to members' specific interests, discuss any important developments in Haiti, and provide member access to expert knowledge. In addition, because webinars have a substantially lower cost to participants they may attract participation of funders who do not attend the conference.

The third primary recommendation is for the forum to organize donor trips to Haiti. While not all funder networks researched organize such trips, the Haitian donors who participated in this study described them as very important to help donors better understand the country context, develop local partnerships, and build relationships with other donors in the network.

Implementation of the secondary recommendations should be dependent on the interest and demand demonstrated by the network. Based on members’ priorities, the forum could establish and provide support to working groups focused on specific issues, e.g., education, health, or human rights. These groups could potentially be member-led with minimal administrative support from staff.

Lastly, the forum should explore member interest in an online interactive platform to facilitate additional discussion and ongoing interaction among donors. Although several representatives of funder affinity groups noted that an online interactive platform was an underutilized resource, it may be potentially useful for a Haiti Funders Forum if there is clear demand.

Functions and Activities | *Knowledge Sharing and Creation*

Primary Recommendations
+ Create a Haiti funders directory
+ Build a database mapping member funding with grant-level data
+ Provide an events calendar
Secondary Recommendations
+ Consider a regular e-newsletter or report on members’ activity
+ Expand the grants database to include non-member funders to Haiti
+ Consider development of a database of Haitian NGOs
+ Build a knowledge center with Haiti-specific content
+ Develop original thought pieces/reports

Discussion

Knowledge sharing and creation is a key function of all funder network groups, and study participants identified this as one of three most important activities for a Haiti Funders Forum. There is a particular demand – among the membership of existing funding networks and among Haiti funders – for mapping and analysis of philanthropic resource flows.

At a minimum, a forum should create a comprehensive directory of Haiti funders, including and identifying both forum members and non-members. To reduce the initial level of effort in creating a directory and in order to launch it quickly, it may be useful to begin with basic information (i.e., foundation name, website link, and readily available information on fields of interest and fiscal data).

We strongly recommend that the forum develop a more comprehensive database with grant-level information on member investments, including grant purpose, recipient organization, and grant amount. This information can be valuable in identifying potential funding partners and strong organizations working in Haiti, detecting both unmet needs and funding redundancies, and generally thinking strategically about future grants and investments. Such a database could also provide baseline data for future analysis on trends and philanthropic investments in Haiti. While this detailed of a database may take time to develop, it should be designed from the beginning so that it can readily build on the initial member directory.

The third primary recommendation is to provide an events calendar. This requires a low level of staff effort and can highlight both network and non-network events that may be of interest to network participants.

The secondary recommendations would broaden and deepen knowledge building in the forum:

- + A regular newsletter and/or report would keep members apprised of each other's activity and importantly, could focus on the question of impact, not easily captured in a database.
- + Mapping of non-member funding to Haiti would provide a more comprehensive picture of social investments in the country and provide members with additional information on which to base their own decisions.
- + A database of NGOs and CBOs in Haiti, which could be built from the grants database but also include other organizations known to staff and members, could help funders identify effective groups within the country. If funders were willing, it could include qualitative comments on an organization and/or indicate a funder's willingness to discuss an organization with which they have worked.
- + A knowledge center or clearinghouse of information on Haiti has the potential to lead to more informed philanthropic decisions, however leaders of funder networks were uncertain how frequently such resource centers were accessed by members.
- + Original thought pieces or analyses on Haiti could again lead to greater philanthropic impact and also raise the visibility of the forum.

Functions and Activities | *Collaboration and Partnership*

Primary Recommendations
+ Foster strategic alignment and/or complementary funding among members
+ Connect members to NGOs, CBOs, and thought partners
Secondary Recommendations
+ Support action-oriented initiatives of working groups
+ Consider launch of one or more pooled funds/co-funding initiatives
+ Consider facilitation of public private partnerships

Discussion

The facilitation of collaboration and partnership among members should be one of the three principal functions of the forum. As a hub of information on members' priorities, activities, and investments, the forum is positioned to connect members with similar interests and priorities to foster not only dialogue but strategic collaboration and alliances. In addition, based on the assumption that staff will have a deep knowledge of organizations working in Haiti, the forum should help to facilitate connections between funders and in-country partners.

As the forum evolves and its key functions become well established, it could expand its work to foster more structured collaboration among members. Specifically, if working groups have been established around any specific issues, forum staff could provide assistance and support in moving the groups from dialogue to action, facilitating a joint initiative around the priority area.

Based on member interest, the forum could also launch and manage one or more pooled funding initiatives (related to or independent from any working group). And finally, the forum could consider facilitating a public private partnership, perhaps between funders and one or more of the bilateral or multilateral aid agencies, recognizing that with an increased number and diversity of funders, each with their own individual goals and practices, partnership coordination can become increasingly complex and labor intensive.

Functions and Activities | Advocacy

Primary Recommendation

- + Remain apprised of issues and developments relevant to the forum and members

Secondary Recommendation

- + Consider neutral affiliation with advocacy efforts led by others

Discussion

We recommend the forum consider direct advocacy activities very carefully and only after membership is well established. Given the variety of interests, priorities, and approaches of potential forum members, direct involvement with advocacy efforts could isolate some members and weaken the inclusive environment of the network. As such, engagement in advocacy is not recommended as a primary function or activity of the forum. However, it will be important for the forum to remain apprised of advocacy issues and developments relevant to its members and consider, if there is sufficient member interest, occasional written updates or webinars to discuss specific topics in a neutral manner. It is possible that there would be an issue or event in the future (i.e., a natural disaster) that would garner such widespread member concern and interest that direct engagement in advocacy would be appropriate.

The forum should consider affiliations in other advocacy efforts, such as the Haiti Advocacy Working Group (HAWG), not as an active voice but as a listener and observer. This would allow staff to remain current on issues and discussions that could be of interest to the forum's membership and be equipped to inform members of the changing environment and needs in Haiti. As the forum develops and is better able to determine the interests and demands of its participants, it could consider increased involvement in advocacy-related activities if there were strong member support.

Organization and Operation

The following sections provide recommendations for the organization and operation of a Haiti Funders Forum, including its legal structure and institutional base, membership structure, start-up and ongoing funding, and staffing.

Organization and Operation | Structure

Primary Recommendations

- + Establish an institutional base at an existing U.S. 501(c)3 organization
- + Consider host organizations with offices in the United States and Haiti, or U.S.-based organizations with a significant presence/connection in Haiti
- + Consider host organizations that can provide in-kind support

Discussion

We recommend that a Haiti Funders Forum be operated as an initiative or project of an existing nonprofit organization rather than as an independently incorporated 501(c)3 organization. Housing the forum within an existing institution will reduce costs, provide greater capacity, and build on the

expertise and resources of an established entity. All of the funder networks analyzed operate as a project of or with fiscal sponsorship from an existing nonprofit. Funder interviews emphasized that an institutional base should act as an “honest broker” without a self-serving agenda and have practical understanding and expertise of Haiti’s political, economic, and cultural contexts and its civil society sector.

As noted earlier, study participants mentioned only a few specific organizations as possible institutional bases, and the scope of this feasibility study did not include the identification or evaluation of potential host organizations. However, it is important to note that over the course of this research, the Boston Foundation announced that while The Haiti Fund has officially closed, a new initiative, the Haiti Development Institute, has been established and will be fully operational in Haiti in 2017. The Institute plans to bring together philanthropists, government officials, social entrepreneurs, and development leaders to pool knowledge, resources, and information to achieve development and systemic impact for a more equitable and sustainable Haitian society. The Institute is led by the former Haiti Fund’s executive director and builds on The Haiti Fund’s capacity building, field building, and philanthropic effectiveness efforts. Given the Institute’s mission, leadership, expertise, and well-established network of Haitian funders it should certainly be explored as a candidate for the institutional home of a Haiti Funders Forum.

Organization and Operation | *Membership and Participation*

Primary Recommendations
+ Establish a membership model
+ Limit formal membership to donors and social investors
+ Engage other stakeholders in events and gatherings, but not as formal members

Discussion

We recommend that the forum establish a formal membership model. A membership model has two important functions: it helps to build a stronger sense of community among funders and it contributes to the forum’s financial sustainability. We also recommend that membership be limited to donors and social investors. Based on the experience of other affinity groups and the views expressed by Haiti funders, this membership model promotes stronger community, open dialogue, and transparency among members. At the same time, the perspectives, experience, and insights of other stakeholders can be extremely valuable to funders and to the overall goals of the forum and it will be essential to actively engage these actors – including U.S.- and Haitian-based NGOs and government officials – in some forum activities and events.

Organization and Operation | *Funding*

Primary Recommendations
+ Seek start-up support from key funders to Haiti
+ Establish a membership dues model based on a sliding-fee scale
+ Seek pro bono or in-kind support for operational activities
Secondary Recommendation
+ Consider fee-for-service opportunities to generate additional income

Discussion

Sustainable funding is central to the forum’s on-going operations, potential expansion, and provision of services. The forum’s funding strategy should include start-up funding, membership dues, and core support (contributions above membership dues).

It is not possible to provide an actual budget for a forum until after decisions regarding its institutional base, key staff, and in-kind support. In developing a budget, the following likely costs should be considered:

Category	Components
Personnel Costs	Salaries and fringe benefits <i>(see discussion of staffing below)</i>
Operational expenses	General office supplies, photocopying and printing, postage and delivery, meeting expenses, computing hardware, rent <i>(if required)</i> , communications
Travel costs	Possible trips to Haiti and in the U.S. to meet with funders, participate in relevant conferences, etc.
Other professional services	Potential need for data management, translation, etc.
Conference expenses	Annual/biennial conference
Institutional overhead	<i>(if required)</i>

We recommend that the Haiti Funders Forum launch with two years of secure funding. Seed funding should be sought from institutional and individual funders with significant investments in Haiti. Ideally, some of the key supporters of The Haiti Fund will provide capital to cover the forum’s early-stage operations. This funding should be secured before any other activities are undertaken.

We recommend the forum introduce a membership model based on a sliding scale fee structure. While the membership model should be introduced in the first year, revenue projections should not rely heavily on membership dues in first two years. All members should pay some level of membership fees based on their level of investment in Haiti. The due levels should be determined after identification of potential members and an analysis of their level of investment in the country. Appendix C provides additional detail on fee structures utilized by funder networks included in this study. Notably, of the groups analyzed, two implement a voluntary membership dues structure.

Although membership fees would provide important revenue for the forum’s operations, they would almost certainly need to be supplemented with core support. Ideally, the forum will also receive in-kind support from the institutional base, which may include administrative services and office space.

The forum could consider offering individual advisory and consulting services to its members (or to non-members) on a fee-for-service basis. Examples of potential consulting services include assistance with strategic planning and program development; due diligence, grantmaking and grant oversight; and evaluation and impact assessment. If the forum does offer fee-based advisory services it will be important to clearly define what services and resources are provided for the basic membership fee and what services are offered on a fee-basis.

Primary Recommendations
+ Employ a small paid staff
+ Engage a part-time executive director or network coordinator
+ Engage a full-time operational/administrative staff person
+ Use services of host institution for human resources, IT, financial, legal, and other central administrative services
Secondary Recommendation
+ Consider expanding staff dependent on activities and size of membership

Discussion

In order to accomplish the primary functions and activities detailed above, the Haiti Funders Forum would require a minimum of 1.5 full-time equivalent (FTE) staff. Staff should have: (1) substantial knowledge related to philanthropic giving to Haiti, civil society in the country, the broader political, economic, and cultural context, and current issues; (2) significant experience leading and managing membership or network initiatives; and (3) a deep desire to contribute to widespread and sustainable social change in Haiti. The executive director or network coordinator should be a 0.5 FTE position with responsibility for high-level and analytical activities of the forum. This person will be crucial in helping to build the membership, contribute extensive expertise and knowledge of Haiti, and garner support from key players in the field. It may be possible for this role to decrease to between 0.25 and 0.5 FTE following the initial start-up of the forum and based on the skills of other staff. The administrative staff will be essential in coordinating all logistical, administrative, and operational needs of the forum, which may include development and management of the funder directory and grants database, event planning and coordination, membership communication, and basic budgeting. This position likely requires full-time engagement.

The forum should use the services of the host organization for centralized administrative services including human resources, financial management, IT, legal support, and other central administrative services.

Staff composition will be influenced and shaped further by the institutional base and the types and levels of in-kind resources available to the forum from the host organization or members of the forum.

V. Conclusion

Since the 2010 earthquake, private philanthropic investment in the country has increased exponentially as donors seek to improve the wellbeing of the Haitian people and advance sustainable economic development and equitable social change. Yet with this growth has come increased recognition of the complexity of issues that affect philanthropic impact in the country and funders are searching for ways to increase their effectiveness. Five years later, there is an exciting opportunity to harness the substantial interest and philanthropic resources that have been directed to Haiti toward more informed, collaborative, and impactful investments in the country.

A Haiti Funders Forum is viewed as a vital element in the quest for impact. Funders believe that stronger connections to other donors, improved knowledge, and opportunities for collaboration would be instrumental in increasing both individual and collective impact of philanthropic contributions and investments in Haiti. As one funder said, “Philanthropy has the power to make a tremendous difference in Haiti. The more we work together, the better we can do. We need to build a strong community of active participation to do our part in contributing to a more peaceful, equitable, and empowered Haiti.”

i Reed Lindsay, “Spirit and strength will pull Haiti’s people through,” *The Guardian*, January 23, 2010, <http://www.theguardian.com/world/2010/jan/24/haiti-earthquake-aftermath-reed-lindsay>.

ii World Bank, “GDP (current US\$),” 2013, <http://data.worldbank.org/indicator/NY.GDP.MKTP.CD>.

iii World Bank, “Haiti Overview,” <http://www.worldbank.org/en/country/haiti/overview>.

iv Carol Adelman, “Haiti: Testing the Limits of Government Aid and Philanthropy,” *Brown Journal of World Affairs* 17, no. 2 (Spring-Summer 2011), 93, <http://www.hudson.org/content/researchattachments/attachment/933/brownjournalcaroladelman2011.pdf>.

v Ibid.

vi Clinton Bush Haiti Fund, *Report*, (Washington D.C.: Author, December 2012), 5, http://cbhf.3cdn.net/c294bc3c4e5e814728_bem6vwnei.pdf.

vii United Nations Office of the Special Envoy for Haiti, “Key Statistics,” Accessed January 10, 2015, <http://www.lessonsfromhaiti.org/lessons-from-haiti/key-statistics/#toc-1>.

viii Vijaya Ramachandran and Sneha Raghavan, “Haiti Quake: Four Years Later, We Still Don’t Know Where the Money Has Gone,” *Center for Global Development*, January 7, 2014, <http://www.cgdev.org/blog/haiti-quake-four-years-later-we-still-dont-know-where-money-has-gone>.

ix The Haiti Fund at the Boston Foundation, <http://www.tbf.org/tbf/59/haiti>.

x See Appendix D.

xi The Sagamore Institute, “The Liberian Philanthropy Secretariat: A Case Study,” (Indianapolis: Author, 2011), 9, <http://www.sagamoreinstitute.org/mediafiles/liberian-philanthropy-secretariat.pdf>. Partner foundations providing initial funding include the NoVo Foundation, Humanity United, Wellspring Advisors, the Daphne Foundation, and the McCall MacBain Foundation.

xii *The Liberia Philanthropy Secretariat*, <http://liberiaphilanthropy.org/>.

xiii Mission Investors Exchange, “Mission Investment Database,” Accessed November 10, 2014, <https://www.missioninvestors.org/tools/search/mission-investment-database>.

xiv Liberia Philanthropy Secretariat Year 1 Successes and Challenges, May 6, 2010, 2.

xv USAID, Addendum to the FY2014-15 GDA Annual Program Statement (APS) No. APS-OAA-14-000001, 1, http://www.usaid.gov/sites/default/files/documents/15396/2014_GDA_APS_Addendum_CAR_DCHA%20Peacebuilding_o.pdf.

APPENDIX A Summary of Recommendations

Haiti Funders Forum: Summary of Recommendations

Mission	<ul style="list-style-type: none"> The Haiti Funders Forum aims to increase the impact of philanthropy and social investment in Haiti.
Objectives	<ul style="list-style-type: none"> Build and support a community of philanthropists and social investors active in Haiti. Increase funder knowledge through information sharing and learning from peers and experts. Foster collaboration and partnership among members and between members and other stakeholders.
Functions and Activities	Primary Recommendations
Dialogue and Networking	<ul style="list-style-type: none"> Host an annual or biennial conference that brings together members and other stakeholders Offer ad hoc webinars on specific, timely topics Coordinate occasional donor trips to Haiti
Knowledge Sharing and Creation	<ul style="list-style-type: none"> Create a Haiti funders directory Build a database mapping member funding with grant-level data Provide an events calendar
Collaboration and Partnership	<ul style="list-style-type: none"> Foster strategic alignment and/or complementary funding among members Connect members to NGOs, CBOs, and thought partners in Haiti
Advocacy	<ul style="list-style-type: none"> Remain apprised of issues and developments relevant to the forum and members
Organization and Operation	Primary Recommendations
Structure	<ul style="list-style-type: none"> Establish an institutional base at an existing U.S. 501(C)3 organization Consider host organizations with offices in the United States and Haiti, or U.S.-based organizations with a significant presence/connection in Haiti Consider host organizations that can provide in-kind support
Membership and Participation	<ul style="list-style-type: none"> Establish a membership model Limit formal membership to donors and social investors Engage other stakeholders in events and gatherings, but not as formal members
Funding	<ul style="list-style-type: none"> Seek start-up support from key funders to Haiti Establish a membership dues model based on a sliding-fee scale Seek pro bono or in-kind support for operational activities
Staffing and Leadership	<ul style="list-style-type: none"> Employ a small paid staff Engage a part-time executive director or network coordinator Engage a full-time operational/administrative staff person Use services of host institution for human resources, IT, financial, legal, and other central administrative services
	Secondary Recommendations
	<ul style="list-style-type: none"> Consider establishing working groups on thematic issues based on members' interests and priorities Consider establishing an online interactive platform if there is member demand Consider a regular e-newsletter or report on members' activity Expand the grants database to include non-member funders to Haiti Consider development of a database of Haitian NGOs Build a knowledge center with Haiti-specific content Develop original thought pieces/reports Support action-oriented initiatives of working groups Consider launch of one or more pooled funds/co-funding initiatives Consider facilitation of public private partnerships Consider neutral affiliation with advocacy efforts led by others
	Secondary Recommendations
	<ul style="list-style-type: none"> Consider fee-for-service opportunities to generate additional income Consider expanding staff dependent on activities and size of membership

APPENDIX B
Funder Networks – Function and Activities

	Organization	AGAG	IEFG	IHRFG	LPS	MIE	PSFG	WASHfund.org
Dialogue and Networking	Conference	✓	✓	✓	✓	✓	✓	
	Seminars/Workshops	✓*		✓*		✓*	✓*	
	Working Groups	✓*	✓*	✓*			✓*	
	Online Platforms	✓*	✓*	✓*		✓*		✓**
Knowledge Sharing and Creation	Funder Directory	✓	✓*	✓	✓	✓	✓	✓
	Grants Database					✓*		✓
	Events Calendar	✓	✓	✓		✓	✓*	
	E-Newsletter/Updates	✓	✓*	✓		✓	✓*	✓
Collaboration and Partnership	Knowledge Center	✓	✓	✓	✓	✓		✓
	Information Exchange	✓*	✓*	✓*		✓*	✓*	
	Strategic Alignment and Co-funding		✓*		✓	✓*	✓*	
	Joint Funding/Pooled Giving		✓*	✓*		✓*	✓*	

* indicates offering for members-only; **indicates offering for funders-only

APPENDIX C
Funder Networks — Organization and Operation

Organization	Staffing and Leadership	Membership Fees	Grants, Pro-bono and In-kind	Organizational Structure
<p>Africa Grantmakers' Affinity Group</p> <p><i>AGAG promotes "robust, effective, and responsive philanthropy benefiting African communities."</i></p>	<ul style="list-style-type: none"> • 2 FTE • 8-10 Steering Committee Members 	<p>Annual membership dues; sliding scale based on Africa grantmaking.</p> <ul style="list-style-type: none"> • Sustaining donor: \$25,000 • \$15m+ in Africa grants: \$8,500 • \$5-15m: \$5,000 • \$1-5m: \$3,000 • \$500K-1m: \$2,500 • \$100-500K: \$1,500 • Up to \$100K: \$1,000 • Community Foundations based in Africa - 50% of the rate for the applicable membership category. • Individual: \$500 • Fdns new to Africa grantmaking: \$800 	<p>Sustaining foundation members.</p>	<p>A project of the Tides Center.</p>
<p>International Education Funders Group</p> <p><i>IEFG is an "affinity network of foundations and donor-advised funds supporting basic education in the Global South."</i></p>	<ul style="list-style-type: none"> • 1 PTE • 10 Steering Committee Members 	<p>Voluntary dues; sliding scale based on institutional size.</p> <ul style="list-style-type: none"> • Large Fdns: \$10,000+ • Medium Fdns: \$5,000+ • Small Fdns: \$1,000+ 	<p>At its creation, the IIEFG received initial funding from 6-7 members.</p> <p>Receives in-kind donation of space and associated costs for annual conferences from member foundations.</p>	<p>Fiscal sponsor: Firelight Foundation.</p>
<p>International Human Rights Funders Group</p> <p><i>"A global network of donors and grantmakers committed to advancing human rights around the world through effective philanthropy."</i></p>	<ul style="list-style-type: none"> • 6 FTE • 10 Steering Committee Members 	<p>Voluntary dues; sliding scale based on institutional size.</p> <ul style="list-style-type: none"> • Very Large Fdns: \$12,500+ • Large Fdns: \$7,500+ • Medium Fdns: \$2,000+ • Small Fdns: \$1,000+ • Grassroots, Emerging, and/or Global South Fdns: \$500+ • Philanthropic Support Organizations: \$500+ • Individual Philanthropists: \$500+ 	<p>Receives core support from:</p> <ul style="list-style-type: none"> • The Atlantic Philanthropies • Ford Foundation • Jacob and Hilda Blaustein Foundation • MacArthur Foundation • Oak Philanthropy Limited • Open Society Foundations • The Sigrid Rausing Trust <p>Receives in-kind office space.</p>	<p>Fiscal sponsor: The Proteus Fund.</p>

Organization	Staffing and Leadership	Membership Fees	Grants, Pro-bono and In-kind	Organizational Structure
<p>Liberia Philanthropy Secretariat</p> <p><i>LPS' "goal is to connect philanthropists from all over the world with opportunities in Liberia."</i></p>	<ul style="list-style-type: none"> • 4 FTE (as of 2011) 	<p>None.</p>	<p>Receives in-kind office space and conference support from funders including:</p> <ul style="list-style-type: none"> • Government of Liberia • Open Society Institute • Ford Foundation • NoVo Foundation • Rockefeller Foundation • Daphne Foundation • Humanity United <p>Likely also receives core support grants from major funders.</p>	<p>An independent entity housed within the Liberian government and supported by private foundations.</p>
<p>Mission Investors Exchange</p> <p><i>MIE is a "place for foundations who are interested in mission investing, both program-related and mission-related investing."</i></p>	<ul style="list-style-type: none"> • 5.5 FTE • 15 Steering Committee Members • Strategic partnership with the Initiative for Responsible Investment provides additional research capacity. 	<p>Annual membership dues.</p> <ul style="list-style-type: none"> • New members: \$250 • Renewing members: dues are calculated at 1/10th of 1% of the organization's PRI and/or MRI investment portfolio as of the previous year-end, with a minimum of \$1,000 and a maximum of \$5,000. 	<p>Receives core support from:</p> <ul style="list-style-type: none"> • The Annie E. Casey Foundation • The Packard Foundation • Ford Foundation • The MacArthur Foundation • Fisher Foundation • Meyer Memorial Trust • Mission Throttle • The Rockefeller Foundation 	<p>A project of Philanthropy Northwest.</p>
<p>Peace and Security Funders Group</p> <p><i>"A network of public, private and family foundations, and individual philanthropists who make grants or expenditures that contribute to peace and global security."</i></p>	<ul style="list-style-type: none"> • 2 FTE • 8 Steering Committee Members 	<p>Annual or multi-year dues.</p> <ul style="list-style-type: none"> • Recommended 1% of "peace and security" grantmaking budget with a \$500 minimum annual contribution. 	<p>None.</p>	<p>Fiscal sponsor: Fund for Constitutional Government</p>

Organization	Staffing and Leadership	Membership Fees	Grants, Pro-bono and In-kind	Organizational Structure
<p>WASHfunders.org</p> <p><i>“A web-based knowledge platform for philanthropic efforts related to water, sanitation, and hygiene (WASH).”</i></p>	<ul style="list-style-type: none"> • <1 FTE 	None.	Sponsorship and support is provided by the Conrad N. Hilton Foundation, Bill & Melinda Gates Foundation, Rockefeller Foundation, Howard G. Buffett Foundation and in-kind support from Foundation Center.	A project of the Foundation Center.

APPENDIX D

Questionnaire for Funder Networks and Affinity Groups

1. Which offerings seem most important to members and/or non-members? What are the usage patterns – recent and over time – of services? Resources? Website content?
2. What are the greatest challenges the organization has faced? How has the organization responded?
3. How do you see the organization evolving over the next five years? Do you envision new/different member needs? New services? Changes in participation?
4. Are there membership or other surveys from which we could learn? Could you provide copies?
5. What has happened to the group or members that would not have happened if this organization did not exist?
6. Which funders are more involved? Why? Are there important funders who are not involved? Why?
7. When was the organization established? What was the motivation for establishing it – was there a catalyzing event or perceived need? What leadership was important to its creation?
8. Have the mission, focus, programs and/or resource offerings changed significantly over time? If so, how?
9. If it is a membership organization, how many individual/institutional members are there? How has the number changed over time? Can you describe the range of members (e.g., general size of grantmaking budget)? What are the membership criteria?
10. What is the organization's annual budget? What percentage/level is supported by membership dues? What is the structure of member support/dues? What other support or sources of income does the organization have?
11. How many staff support the work? Are there volunteers?
12. What is the role of the board of directors/steering committee? How important is their active involvement?
13. Are there other key learnings you could share with us? Do you have any particular thoughts and/or advice on the creation of a Haiti Funders Forum?