



APPROACHES AND CONSIDERATIONS IN HIV/AIDS GRANTMAKING COLLABORATIONS

MOBILIZING PHILANTHROPIC LEADERSHIP,
IDEAS, AND RESOURCES IN THE FIGHT AGAINST AIDS

FUNDERS CONCERNED ABOUT AIDS





Approaches and considerations in HIV/AIDS grantmaking collaborations

Mobilizing Philanthropic Leadership, Ideas, and Resources in the Fight Against AIDS

The following is a brief overview of eight considerations and related resources for HIV/AIDS grantmaking collaborations. This summary is offered to encourage collaboration among grantmakers on funding related to HIV/AIDS.

FCAA welcomes grantmakers and others to visit our website at www.fcaaid.org to learn more about potential grantmaking partnerships related to HIV/AIDS.

1. Consider the opportunities for collaborating

In the global AIDS effort, grantmakers have many opportunities to come together to enhance their efforts as instruments of change. Where public funds and community resources are insufficient and where political prohibitions related to sex, drugs, and other issues prevent good public health practice related to HIV/AIDS, philanthropic collaborations are needed to support cutting-edge interventions and replication of demonstration projects, and sustain vital efforts in the absence of broad political and public health acceptance.

Grantmakers can also work together to catalyze innovation in HIV/AIDS programming. Throughout the history of HIV/AIDS, charitable grants have helped launch pioneering AIDS research and supported honest sexual and reproductive health education, drug-related harm reduction, and the empowerment and advocacy of those most vulnerable to HIV infection and AIDS.

Time and again, private funding has engendered important social, political, and public health change, helping communities to hold governments and the private sector accountable to public health interests through policy research, media and communications, litigation and legislative endeavors, and by supporting community organizing.

2. Communicate widely with potential partners

Thousands of non-governmental institutions provide charitable funding for HIV/AIDS efforts around the world, particularly in high-income countries. These grantmakers include private foundations, family foundations, community foundations, corporate grantmaking programs, and major grantmaking charities. All of these philanthropic institutions regularly collaborate with each other and with other types of funders, including governments and individuals.

To link to news and information about funders and funding collaborations:

Nine resource websites related to HIV/AIDS grantmaking collaborations:

European HIV/AIDS Funders Group	www.efc.be/projects/aids/default.asp
Funders Concerned About AIDS	www.fcaaids.org
Chronicle of Philanthropy	www.philanthropy.com
Council on Foundations	www.cof.org
Forum of Regional Association of Grantmakers	www.givingforum.org
Foundation Center	www.foundationcenter.org
GrantCraft	www.grantcraft.org
Grantmakers for Effective Organizations	www.geofunders.org
Worldwide Initiatives for Grantmaker Support	www.wingsweb.org

3. Define collaboration in ways that address the need

FCAA encourages a collaboration in ways that best suit the funders and funding needs. As three examples:

- 1) Grantmakers can choose to fund independently, but seek collaborators for the purpose of information exchange, co-learning, and strategic alignment.
- 2) Grantmakers can choose to invest in common funds (pooled funds) for the purpose of re-granting.
- 3) Grantmakers can come together in joint ventures to combine resources and directly fund and operate programs, particularly to raise the profile of an issue, to develop innovative programs, and/or when suitable grantees cannot be identified.

For more reading about defining funder collaborations:

- *Moving Ideas and Money : Issues and Opportunities in Funder Funding Collaboration.* Ralph Hamilton. February 2002. Accessible at www.fundersnetwork.org
 - *Real Collaboration: A Guide for Grantmakers.* La Piana, David. The Ford Foundation, 2001. Accessible at www.lapiana.org
 - *Philanthropies Working Together: Myths and Realities.* Foundation Center, 2005. Accessible at www.foundationcenter.org
 - *Cooperation, Coordination, and Collaboration: A Continuum of Partnerships.* Vince Hyman, Fieldstone Alliance. Accessible at www.fieldstonealliance.org
 - *Six Components of an Alliance.* Vince Hyman, Fieldstone Alliance. Accessible at www.fieldstonealliance.org
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4. Connect with local grantmakers and communities for engagement and support

In HIV/AIDS grantmaking, local collaborations offer opportunities to share knowledge, resources, and control over funding decisions. Collaboration with local partners can also increase a local base of support and potential for programmatic sustainability. Many HIV/AIDS collaborations and community-based foundations around the world can offer important experience in engaging local partners and communities in grantmaking processes and decisions.

For more reading about local and community-based grantmaking:

- *Community-Driven Grantmaking: Four Steps*. Vince Hyman, Fieldstone Alliance. Accessible at www.fieldstonealliance.org
 - *Foundations and Comprehensive Community Initiatives: The Challenges of Partnership*. Prudence Brown and Sunil Garg, Chapin Hall Center for Children. Chapin Hall Publications, 1997. Accessible at www.chapinhall.org or www.nonprofitresearch.org/usr_doc/BrownGarg.pdf
 - *The DOs and DON'Ts of Working with Local Funders*. Alice C. Buhl and Charles Fancher. Association of Baltimore Area Grantmakers, 2005. Accessible at www.grantcraft.org
 - *Local Donor Collaboration: Lessons from Baltimore and Beyond*. Alice C. Buhl. Association of Baltimore Area Grantmakers, 2004. Accessible at www.grantcraft.org
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5. Consider partnering with intermediary partners to assist in re-granting

During the past two decades, the global effort against HIV/AIDS has grown in size, reach, and complexity. Even when HIV/AIDS-related grantmaking is focused on one issue, population, or geographic region, it can be a challenge to maintain current and detailed knowledge about the landscape of potential grantees and funding opportunities. Many grantmakers, both large and small, have found it useful to partner with HIV-focused charities and grantmaking intermediaries to augment the specialized knowledge of donors and to administer grantmaking processes.

For more reading about working with intermediaries:

- *Working with Intermediaries: Global Grant Making through Partner Organizations*. GrantCraft, 2007. Accessible at www.grantcraft.org
 - *Toward More Effective Use of Intermediaries*. Foundation Center, 2003. Accessible at www.foundationcenter.org
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6. Consider partnerships involving grantmakers from multiple sectors

Philanthropic grants are made by a diverse range of funders, including privately endowed foundations, family foundations created from individual or family wealth, corporate grantmaking programs, community foundations, major non-governmental charities, and faith-based organizations. Each of these types of funders draws on different resources, motivations, levels of accountability, and areas of expertise.

For example, corporate grantmakers around the world provide significant financial support for HIV/AIDS programs, and also contribute an untold amount of in-kind products and services, volunteers, and/or other form of charitable support. For-profit companies can be a valuable source of professional expertise and resources from the fields such as banking, marketing, media, and organizational management.

For more reading about specific sectors of philanthropy:

- Global Business Coalition on HIV/AIDS. Accessible at www.businessfightsaids.org
 - *Faith in America: The Philanthropic Context*. Susan Raymond. onPhilanthropy.com, 2006. Accessible at www.onphilanthropy.com
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7. Consider participating in funder affinity groups and networks

Funder networks provide a platform where grantmakers can meet each other, receive information and support, and engage in collective action for funding, policy, and public information.

For more reading about funder networks and affinity groups:

- Council on Foundations – listing of funder affinity groups and regional networks. Accessible at www.cof.org
 - European Foundation Center – listing of region-focused funder networks and thematic funder networks. Accessible at www.efc.be
 - *Collaboration Through Funder Networks*. Steven LaFrance. Grantmakers for Effective Organizations (GEO), 2004. Accessible at www.geofunders.org
 - *Milestones for Effective Funder Networks*. Steven LaFrance. Grantmakers for Effective Organizations (GEO), 2004. Accessible at www.geofunders.org
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8. Be adaptable in forging and managing collaborative relationships

In the field of HIV/AIDS grantmaking, many funders have gained practical experience in creating and managing relationships and partnership structures. There is no single recipe for how to collaborate, but a strong collaboration does rest on at least four core questions:

- *Who are the right people to lead the collaboration?* All successful collaborations rest upon strong relationships between a core set of leaders with a shared vision of what should be accomplished.
 - *What are the goals of the collaboration?* Any collection of grantmakers will have its own organizational goals, audiences, and mechanisms of accountability, but all *good* collaborations will have a clear sense of common purpose, usually with written objectives, agreements, guidelines, and documentation of activities and outputs.
 - *How is the collaboration best governed?* Grantmaking partners bring different levels of funding, expertise, and engagement to collaborations. Collaborations therefore operate on varying levels of funds, staff, materials, and donor engagement. In some pooled funds and joint ventures, all major decisions are made collectively by collaborating funders, while in other collaborative efforts, decisions are delegated to one partner, an intermediary, or to a localized or community process.
 - *How should the collaboration adapt to change?* Collaborations are usually impermanent; they are formed to achieve change and then adapt or disband as that change is achieved. Collaborations therefore need to incorporate an ability to adapt, including processes for partners to communicate and negotiate change.
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8. Be adaptable in forging and managing collaborative relationships (*continued*)

For more reading about forging and managing collaborations:

- *Putting Heads Together: Learning From Funder Collaboratives*. Joseph A. Connor, Chrissa Harley Ventrelle, and Stephanie Kadel-Taras. Excerpted from article published in *Foundation News and Commentary* 41, no. 2 (March/April 2000): 44–47. Accessible at www.thecollaboratory.us/collaboratorycs/paper2.html
 - *Four Keys to Collaboration Success*. Carol Lukas and Rebecca Andrews. Fieldstone Alliance. Accessible at www.fieldstonealliance.org/client/client_pages/tools.cfm#Collab
 - *The Nimble Collaboration: Fine Tuning Your Collaboration for Lasting Success*. Karen Ray. Amhurst Wilder Foundation, second edition 2003. Excerpts accessible at www.fieldstonealliance.org/client/client_pages/tools.cfm#Collab
 - *Can This Collaboration Be Saved? Twenty Factors That Can Make or Break Any Group Effort*. Paul Mattessich. Accessible at www.nhi.org/online/issues/129/savecollab.html.
 - *Collaboration: What Makes It Work*. Paul Mattessich. Wilder Research Center, Saint Paul, MN, 2002. Accessible at www.wilder.org/pubs
 - *Collaboration Handbook: Creating, Sustaining and Enjoying the Journey*. Michael Winer and Karen Ray. Fieldstone Alliance, 8th edition 2005. Excerpts accessible at www.fieldstonealliance.org
 - *Patterns of Cooperation Among Grantmakers*. Buhl, Alice. Council on Foundations, 1991. Accessible at www.cof.org
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Founded in 1987, FCAA's mission is to mobilize philanthropic leadership, ideas, and resources, domestically and internationally, to eradicate the HIV/AIDS pandemic and to address its social and economic consequences. FCAA has become a leading voice and broker within U.S. philanthropy on both domestic and global HIV/AIDS issues and one of the most effective grantmaker affinity groups in U.S. philanthropy. FCAA's vision is to create a philanthropic sector that collaborates in an informed and urgent manner to ensure that the HIV/AIDS epidemic is halted and that communities already affected by it receive the resources they need.

During 2008 and 2009, FCAA will work to broaden its support of collaboration among grantmakers on funding related to HIV and AIDS. FCAA invites grantmakers and others to visit www.fcaaid.org to learn more about FCAA's work to encourage collaborations among HIV/AIDS grantmakers.

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