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FORWARD PUERTO RICO FUND

A SUMMATIVE EVALUATION REPORT: 3.5 YEARS AFTER ITS INCEPTION



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Consulting * Development * Evaluation
Organizational * Social-Community

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

FORWARD Puerto Rico Fund was created by Filantropía Puerto Rico (FiPR) to support innovative projects and nonprofit organizations that help Puerto Rico overcome the devastation and economic collapse left by Hurricanes Irma and María in 2017. **The Fund has distributed \$7,024,732 to 85 nonprofit organizations.**

The Fund was originally intended for 30 organizations that Red de Fundaciones de Puerto Rico, now FiPR, identified as game-changers in the context of the local government bankruptcy and the threat of losing legislative funding for the nonprofit sector. For four years and on top of the devastation left by Irma and María in 2017, Puerto Rico has been facing multiple challenges and emergencies. The philanthropic sector, through FiPR, managed to become a space for open dialogue to attract key players from Puerto Rico and abroad willing to invest in the development, strengthening and mobilization of core resources to support organizations in the fulfillment of their purpose.

FiPR established partnerships for the creation of a common fund with focus areas and grantmaking policies unprecedented in the history of philanthropy in Puerto Rico. In addition, it allowed for an organized distribution of aid funds that were being channeled to the island. The Fund became the backbone that successfully guided the mission of FiPR, not only for their investment in the recovery and reconstruction of Puerto Rico but also for the design of activities that have promoted engagement and amplified the social impact in areas of equity, collaboration, transparency and social justice.

FiPR developed a **Logic Model** focused on recovery and reconstruction, including the distribution of **\$1,021,000 to 14 organizations** to help them establish an emergency reserve fund. The goal of the Logic Model was **to support organizations and innovative projects that advocate for an equitable recovery from the double challenge facing the island (an economic crisis and the devastation caused by two hurricanes), and to increase the resilience of vulnerable populations in a period of 5 to 7 years.**

Through five core activities (fundraising, disbursement of funds, research, action dialogs and outreach), **the Logic Model established four expected outcomes:** strengthened capacity of supported nonprofits to implement effective programs for vulnerable populations, including, children and families; data-based decisions; increased transparency in the use and distribution of public funds; and that the Forward Fund collaborators would be better aligned with key initiatives.

After a thorough assessment, this report includes the results, recommendations and conclusions about how the FORWARD Puerto Rico Fund's core activities were carried out by its grantees to further the aforementioned expected outcomes.

INTRODUCTION

FORWARD Puerto Rico Fund (hereinafter the Fund or FPRF) was created by Filantropía Puerto Rico (FiPR) to support innovative projects and nonprofit organizations that help Puerto Rico overcome the devastation and economic collapse left by Hurricanes Irma and María in 2017. As a pooled fund, FPRF comprises contributions from individuals, foundations and other private sources.

The Fund has distributed \$7,024,732 to 85 nonprofit organizations. Of this total, \$1,000,000 came from a W.K. Kellogg Foundation (WKKF) grant.

The Fund had two approaches, as displayed in Figure 1.

Forward PR Fund	
Emergency Relief Funds <ul style="list-style-type: none">• Hurricane Irma & María• Earthquakes• COVID-19	Logic Model <ul style="list-style-type: none">• Fundraising• Disbursement of funds• Research• Action Dialogue• Diffusion of efforts

The Fund's first grantmaking round was used for its first **approach, an emergency relief funding effort after Hurricane María**. Nearly \$1 million was distributed among 24 community-based organizations that provided direct assistance to people in desperate need. An independent assessment of the work supported by these grantees demonstrated that the nonprofit sector

had to take on typical State duties during that time. Also, most grantees stressed that the natural disasters aggravated the lack of access to food, water, energy, and essential health services among the most vulnerable populations.

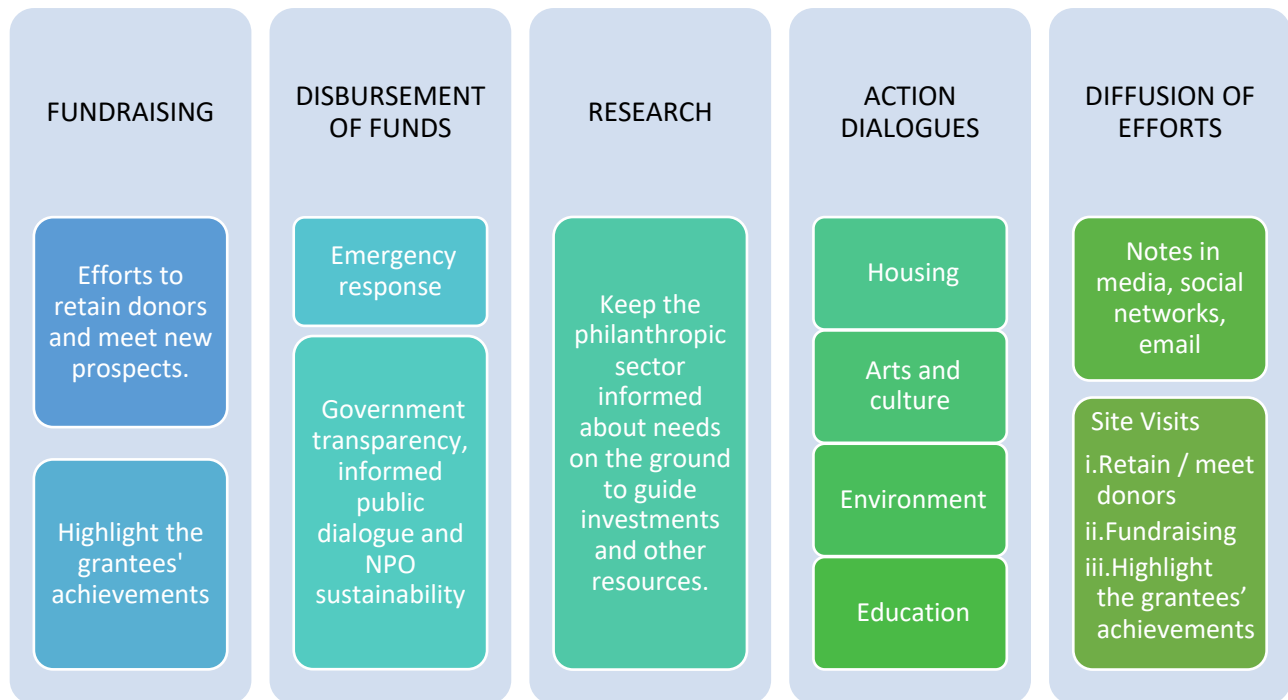
The earthquakes that affected the southern region of Puerto Rico from December 2019 to February 2020 and the COVID-19 outbreak that began in March 2020 prompted FiPR to allocate a portion of the Fund to support grantees affected by these emergencies. As of this report, the Fund has provided **\$292,000 to 10 nonprofit organizations** to mitigate those needs.

As the hurricanes' emergency subsided, FiPR developed its second approach: a **Logic Model** focused on recovery and reconstruction, including the distribution of \$1,021,000 to 14 organizations to help them establish an emergency reserve fund.

The goal of the Logic Model is **to support organizations and innovative projects that advocate for an equitable recovery from the double challenge facing the island (an economic crisis and the devastation caused by two hurricanes), and to increase the resilience of vulnerable populations in a period of 5 to 7 years.**

The core activities within this approach are: **fundraising, disbursement of funds, research, action dialogues, and diffusion of efforts.** See Appendix I for the detailed Logic Model.

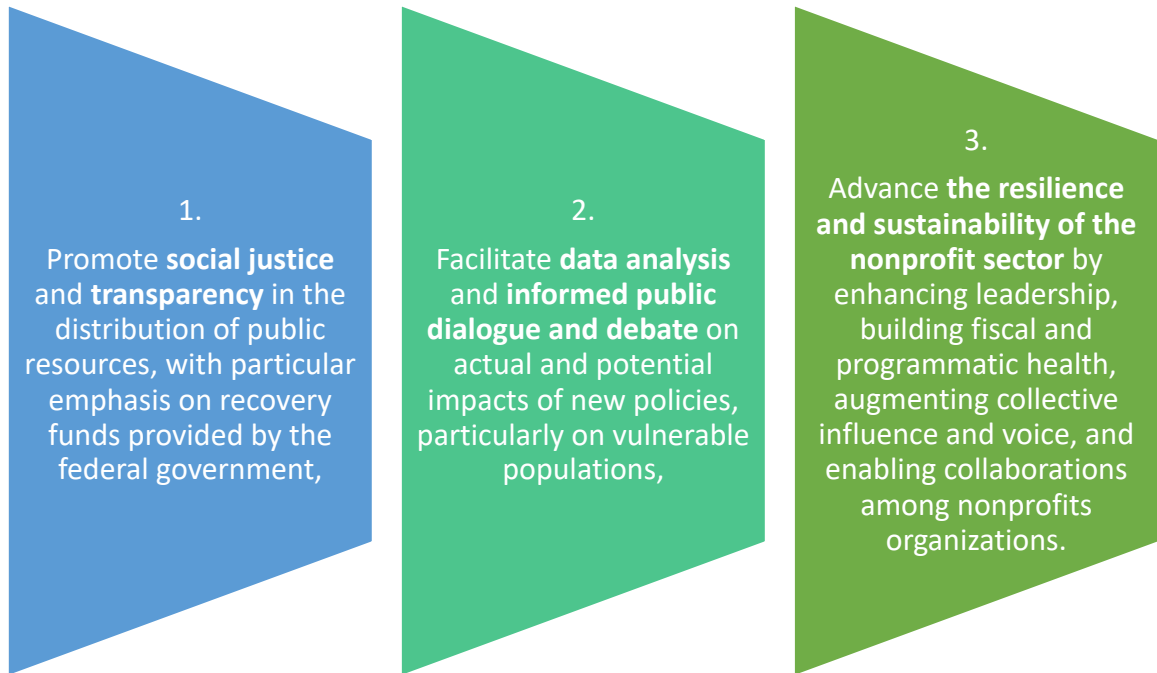
Figure 2. Forward PR Fund's Core Activities



The **Logic Model** consists of **four expected outcomes**:

1. Strengthened capacity of supported nonprofits to implement effective programs for vulnerable populations, including children and families.
2. Data generated and analyzed is used for decision-making.
3. Transparency in the use and distribution of public funds increases.
4. FORWARD Fund collaborators increase their efforts to align programmatic priorities and take joint action on key initiatives.

As a result of this process, **new funding priorities** arose:



This report includes the results of an assessment of the FORWARD FUND's core **activities** and its **four expected outcomes**.

METHOD

The Fund's evaluation plan was implemented as stated in the Annual Evaluation Report: July 2018- June 2019 submitted to WKKF in October 2019. A non-experimental design and a mixed methodology of both quantitative and qualitative approaches were carried out.

The activities were identified as the unit of analysis, and the core elements of the summative evaluation process were grantee's interviews and evaluation reports. Fund's representatives facilitated communication with grantees, provided access to progress notes, rosters, and digital content. The external evaluator conducted the interviews. The aim was to assess the accomplishment of the four expected outcomes through the implementation of **core**

activities: 1) Fundraising, 2) Disbursement of funds, 3) Research, 4) Action Dialogues, and 5) Diffusion of efforts.

Data collected from 22 grantee evaluation reports submitted between January and May 2021; 17 open-ended interviews to the grantees, collaborators and staff conducted between December 2020 and March 2021; Action Dialogues evaluation report, progress notes, rosters from grantees and collaborators; and digital content (emails, blog and social media posts, and videos) were analyzed. Evaluation and progress reports submitted by supported nonprofit organizations helped us collect data from grantees' perspectives about the purpose of the grants, their achievements, and challenges. Interviews were implemented to explore grant use and to determine if the awarded funds spurred significant changes within the supported organizations, as well as to identify progress in the communities served by grantees due to the subventions. Meanwhile, Fund's progress notes, rosters and digital content (blog, social media and/or video) were analyzed to determine the contribution of fundraising, research and dissemination.

Qualitative data gathered from the aforementioned assessment sources were organized, and a set of categories *a posteriori* emerged from the content analysis. Then, information was grouped and tallied into categories, while results were rendered using a quantitative approach when necessary. Descriptive statistics (frequency, percentages) were applied to the data collected. In some instances, a sample of responses from grantees was included to enrich the presentation of the findings.

Finally, to enrich the analysis and assess overall compliance with the goal and expected outcomes mentioned above, triangulation across multiple assessment tools was conducted (See Next Table) (Hernández, Fernández & Baptista, 2010¹). For evaluation purposes, the evaluation team had access to private and confidential information about the Fund. Completed interviews, progress notes, files, databases, accounts, and any other material that may identify personal and confidential information of the Fund, its collaborators, and grantees were securely stored or encrypted when it was in digital format. See Table 1.

Table 1. Assessment Tools Grouped by Fund Core Activities.

<i>Fund's Activity</i>	<i>Assessment Tools</i>
<i>Fundraising</i>	<ul style="list-style-type: none"> ○ <i>Digital content</i> ○ <i>Fund documentation</i>
<i>Disbursement of funds</i>	<ul style="list-style-type: none"> ○ <i>Interviews</i> ○ <i>Evaluation reports</i> ○ <i>Rosters</i>
<i>Research</i>	<ul style="list-style-type: none"> ○ <i>Fund documentation</i> ○ <i>Interviews</i> ○ <i>Digital content</i>
<i>Actions tables</i>	<ul style="list-style-type: none"> ○ <i>Evaluation report</i> ○ <i>Digital content</i>
<i>Diffusion of efforts</i>	<ul style="list-style-type: none"> ○ <i>Digital Content</i> ○ <i>Fund documentation</i>

In the next section, significant findings of the Fund's core activities are presented, as well as meaningful results, grouped by each expected outcome of the Logic Model.

¹ Hernández Sampieri, R., Fernández Collado, C., & Batista Lucio, P. (2010). *Metodología de la investigación*. México: McGraw Hill.

OUTCOMES

Logic Model considered **five core activities** (fundraising, disbursement of funds, research, Action Dialogues, and diffusion of efforts (See Appendix I), and **four expected outcomes**, as seen in Table 2.

Table 2

<p>1. Strengthened capacity of supported nonprofits to implement effective programs for vulnerable populations, including children and families.</p>	<p>General</p>	<p>Organizations have financial stability for the next five to seven years.</p> <hr/> <p>Organizations have access to tools that help increase their impact, thus resulting in uninterrupted, expanded and improved services.</p> <hr/> <p>Organizations successfully implement evaluation processes that measure the impact of their services.</p>
	<p>Specific to children and families</p>	<p>Improvement in children’s health and wellbeing as a result of the enhanced direct services provided by supported nonprofits.</p> <hr/> <p>Increased public school enrollment of school-age children in communities served by supported nonprofits.</p> <hr/> <p>Improved educational and behavioral outcomes of public-school children served by supported nonprofits.</p>
<p>2. Data generated and analyzed is used for decision-making.</p>	<p>Civil society uses generated data to exert a more powerful voice in public dialogue and public policy development.</p>	<p>Government programs are encouraged to pay priority attention to the needs of vulnerable populations, particularly poor children and families.</p>
	<p>Progress on equality and vulnerabilities in specific communities is measured.</p>	

3. Transparency in the use and distribution of public funds increases.	Watchdog organizations focused on recovery funds increase in numbers and influence.
	Transparency frameworks such as open and participatory decision-making processes, are implemented.
	Increased community resilience, development and civic engagement flourish, particularly in places where supported nonprofits undertake.

4. FORWARD Fund collaborators increase their efforts to align programmatic priorities and take joint action on key initiatives.

General Description of Grantees

To perform this assessment, a total of 34 grants were identified during the evaluation process. All of the grantees (100%) **are still operating and delivering services to vulnerable populations. Seven (21%) have more than one project financed by the Fund.** Education (F=6), children and families (F=6), arts and culture (F=5), environmental (F=4) and community development (F=4) were among the Fund's thematic areas most served by grantees. See Appendix II.

Regarding the Fund's funding priorities, 25 (74%) focused in one of them, and 7 (21%) in two. **Nearly half (17) of the organizations supported the advancement of resilience and sustainability, and 14 (41%) foster informed public dialogue.** See Appendix III.

Outcomes Grouped by Core Activities

Due to Hurricane María, earthquakes in the southern part of Puerto Rico and the pandemic, nonprofit organizations and vulnerable populations on the island face hardships and hostile environments to deliver services. However, **100% of the Fund's grantees are operating and promoting resilience among vulnerable populations.** From an analytical perspective, overall presentation of findings by core activities and expected outcome describes the Fund's contribution and promotion to the lives in communities served by supported organizations. See **Appendix IV** for a complete list of grantees.

Fundraising

Although the Fund's logic model included fundraising activity, Filantropía Puerto Rico did not make direct efforts towards raising new funds since, in 2019, they received additional funds from foundations that had already donated to the Fund. In addition, in 2020, they decided to stop fundraising to focus the organization on addressing new priorities, in line with their new role as philanthropy serving organization (PSO). In 2021, they established a plan to use what was left in the Fund and continue to manage the open grants until they complete the approved cycle for each, possibly in 2023.

The Fund comprises contributions from 25+ individuals, foundations, and other private sources that have provided monetary and in-kind support. **Since 2017, the Fund has raised \$8,979,543 to support Puerto Rico's recovery efforts after Hurricane Irma and María, earthquakes, and the pandemic.**

Table 3

- I. Robert Wood Johnson: \$250K - Total \$1,150,000 in three grant cycles.
- II. Global Giving Foundation: \$100K - Total \$600K in four grant cycles.
- III. Hill Snowdon: \$4K - Total \$19K in four grant cycles.
- IV. Ford Foundation: \$500K for FiPR operations. From this grant, \$200K were allocated to the Fund. In 2018, Ford Foundation gave an additional \$500k for FiPr operations, of which \$300k were set aside for the Fund.
- V. Global Giving crowd sourcing platform: \$25,317.84 – Total raised between October 2017 and December 2020 was \$307,316.87

Of those **25+ donors, four (20%) made additional contributions after June 2019**. As FiPR expanded its membership, the organization fostered partnerships with current and potential donors and collaborators, increasing its fundraising and developing common social investment strategies. However, its purpose in expanding membership was not to raise additional money for the Fund, but to fulfill FiPR's mission of aligning philanthropic efforts in Puerto Rico and to increase its revenue.

Twelve new members have joined FiPR since it opened its membership in 2019.

1. Ford Foundation
2. Open Society Foundations
3. Adames Foundation
4. Colibrí Foundation
5. Fundación de Mujeres de Puerto Rico
6. Fundación Intellectus
7. Fundación Liberty
8. Hispanic Federation

9. The Andrew W. Mellon Foundation

11. Triple S Foundation

10. Peter Alford Foundation

12. Grantmakers in the Arts

Ford Foundation, Hispanic Federation and Open Society Foundations became members last year.

Ford Foundation’s membership is in the process of being extended for five more years.

Grantmakers in the Arts’s membership is complimentary, because they will host their annual conference in Puerto Rico this fall, with planning support from FiPR. See Appendix V for more details.

Research

FiPR facilitated the gathering of reliable information on topics relevant to Puerto Rico through the commissioning of three investigations and grants awarded to 7 organizations.



Research Commissioned by FiPR. Three research studies directly commissioned by FiPR were identified. Two of them (67%) have been completed and their outcomes have been published, and one (33%) is in progress. See Figure 3.

Figure 3

<h2 style="text-align: center; background-color: #2c3e50; color: white; padding: 10px;">Research Commissioned by FiPR</h2>		
<p>Puerto Rico: A New Reality (2018) presents an analysis of Puerto Rico's social, economic and fiscal situation in the context of Hurricanes Irma and Maria. These natural disasters revealed the state of vulnerability of many communities and institutions. This study concludes that nonprofit organizations provide direct services to the country's most vulnerable sectors. On many occasions, they are the only response to a disaster.</p>	<p>Philanthropy and Puerto Rico After Hurricane María (2019) Examined the magnitude and purpose of philanthropic contributions that arrived in Puerto Rico for emergency relief and long-term recovery and rebuilding.</p>	<p>Self-Assessment Tool to Measure NPO Readiness to Receive and Manage Federal Funds.</p> <p>This research is in process. It is projected that by summer 2021 a digital tool will be published on FiPR's website to help nonprofit organizations assess their readiness to apply for and manage federal recovery funds. The findings will be shared (anonymously) with the philanthropic sector to seek possible support in areas that require more attention.</p>

Research Produced by Grantees with awarded funds. Research activities continue despite the impact of the 2020 earthquakes and the pandemic. A sample of grantees' research contributions is presented in Figure 4. See Appendix VI for more details.

Figure 4

Fundación Fondo de Acceso a la Justicia & University of Puerto Rico School of Law (1)	<ul style="list-style-type: none">• Tenancy and property rights in Puerto Rico
CEMGAP (10)	<ul style="list-style-type: none">• Education and social impact
Instituto del Desarrollo de la Juventud (4)	<ul style="list-style-type: none">• Public policy related to children and youth poverty
Centro de Periodismo Investigativo (2)	<ul style="list-style-type: none">• Transparency and recovery
iCasaPR (1)	<ul style="list-style-type: none">• Geographic vulnerability radiography
Cambio PR (4)	<ul style="list-style-type: none">• Transparency, access to public information and public awareness regarding electric sector transformation
Para La Naturaleza	<ul style="list-style-type: none">• Civic engagement, access to public information and public awareness regarding land use.• Public policy & civic engagement
Sembrando Sentido (1)	<ul style="list-style-type: none">• Transparency and real-time monitoring
Kilómetro 0 (3)	<ul style="list-style-type: none">• Public policy, civic engagement regarding police violence
Ayuda Legal Puerto Rico (2)	<ul style="list-style-type: none">• Public policy analysis and demands regarding housing rights and the use of CDBG-DR funds

Action Dialogues

Collaboration is a core value of the Fund. Primary collaborators include nonprofit organizations that have been funded and major donors that have provided monetary and in-kind support. See Appendix VIII for details. However, to expand its impact, FiPR embarked in other forms of collaboration such as Action Dialogues, working groups created and facilitated by FiPR to help funders learn about issues on the ground and strategize investments to support recovery efforts. From 2018 to the present, 62 Action Dialogues on arts and culture, education, environment and housing have been held. See Appendix IX for a list of foundations and collaborators that have participated in those meetings.

The Housing and Land Security Action Dialogue, launched in January 2018, was the first. It aimed to pursue a just, equitable, and resilient reconstruction of homes and communities in Puerto Rico. The Education and Environment Action Dialogues were launched later the same year. The Arts + Culture Action Dialogue was launched in June 2020. Each Dialogue developed a series of activities. See Figure 5 for more details.

Figure 5



The results of the evaluation of the participants' experience at the Action Dialogues revealed the following:

- 75% had the opportunity to collaborate, contribute and have their input heard during the meetings.

- 83% felt that it was an opportunity to establish strategic collaborations or develop alliances, and
- 61% expressed that this space helped them to increase their knowledge on issues relevant to their work.

As a part of the evaluation, achievements were identified within each Action Dialogue. Table 4 shows some examples.

Table 4

Action Dialogues	Achievements
ARTS & CULTURE	<ul style="list-style-type: none"> • A list of organizations in Arts & Culture that receive grants was created. 6 organizations shared their lists and 3 included information about their funding. The list was used to further the sessions.
EDUCATION	<ul style="list-style-type: none"> • The group organized a webinar about “Lessons learned from Remote Education in Puerto Rico”. • Six members participated in meetings with the Department of Education to advocate for better communication with the school community in the process of reopening the schools during the pandemic.
ENVIRONMENT	<ul style="list-style-type: none"> • 2 members are working towards funding technical training for the operation and maintenance of renewable energy systems through the Department of Education.

Action Dialogues	Achievements
	<ul style="list-style-type: none"> The group tried to create a map with information about funding in environmental topics. Not many foundations are addressing the subject.
<p>HOUSING</p>	<ul style="list-style-type: none"> The group created a white paper and a call to action to the philanthropy sector about just and resilient recovery on the third anniversary of hurricanes Irma and Maria. https://filantropiapr.org/commitments/justandresilient2020/

When asked about the **most significant contribution** of the Action Dialogues a participant stated: *"You have managed to keep a core group of foundations engaged and participating in this space and you have managed to build trust among all of them."* We agree that this is one of the most significant results of the Action Dialogues and the Fund.

It is our assessment that **the most significant outcome is that the Action Dialogues became a core FiPR program, focused on advancing its mission of aligning and amplifying philanthropic efforts in Puerto Rico.**

Some of the **recommendations** identified to strengthen this core activity of the Fund include: a) guide the meetings towards concrete and viable goals so that the conversation promotes more action and not just theory, b) focus the fundraising goal among the participating foundations, c) attract more funders, and d) educate about what philanthropy is, what is considered a philanthropic foundation, and the difference between the types of foundations in Puerto Rico and the United States. These recommendations were offered to the FiPR team,

discussed with the Action Dialogues and a work plan was developed to address them. Each work plan is currently in implementation.

Diffusion of Efforts

Dissemination of the work is a crucial aspect for the Fund. In general, research findings and stories that chronicle progress have been shared regularly through FiPR's website and social media, various local news media platforms, conferences, meetings and are sent via email to FiPR members. Also, the awards that organizations receive for their work and commitment are also alternative ways of disseminating the Fund's efforts and providing visibility into their work.

Key diffusion efforts activities included:

Learning Visits. Two very successful learning visits were held in February and October 2018 for Fund's funding partners. Seventeen people attended the February site visit.

The October visit was coordinated in collaboration with the Neighborhood Funders Group's Amplify Fund, a pooled fund focused on supporting community-led development in Puerto Rico. Thirty-eight people participated in the October site visit representing six local and 17 funders from the United States. Both visits allowed first-hand assessments of progress and continued joint strategizing to support nonprofits and other community groups working on reconstruction efforts.

Annual Convenings. They were held in October 2019 and 2020. In total, 70 people attended. Data analysis indicated that there was higher attendance at the event held in October 2020.

Table 5

<i>Date of the Annual Convening</i>	Total Number of Participants	# of Local Funders	# of U.S. Funders
<i>October 2019</i>	34	24	10
<i>October 2020</i>	36	23	13
<i>Total</i>	70	47	23

Campaign 20 Voices. A campaign titled “Twenty Voices on the Frontlines for Puerto Rico” was produced to highlight the work of foundations and nonprofits on the first anniversary of Hurricane Maria. In addition to providing visibility and credibility to the organizations, it helped them raise funds to keep working on recovery efforts. It was shared on social media platforms and sent electronically to Fund's partners. It was also covered on local news media, raising the Fund's and its grantees’ profile.

Reports on Grantees. The Fund also produced short stories of grantees that appeared periodically on its Global Giving crowdsourcing page, which has a very significant audience. Also, as mentioned previously, stories that chronicle the progress of grantees are posted on FiPR’s website and social media, as well as sent via email. Some of these stories have been covered in local and U.S.-based news media like The New York Times, El Nuevo Día, Noticel, Primera Hora, El Vocero, and the Center for Disaster Philanthropy's blog, among others.

Updates Via Email. Emails to keep Fund's collaborators informed on major developments in the island and on the progress of recovery and rebuilding efforts were sent periodically.

Participation in Professional Activities, Working Groups and Webinars. FiPR representatives have participated in professional conferences and meetings to disseminate

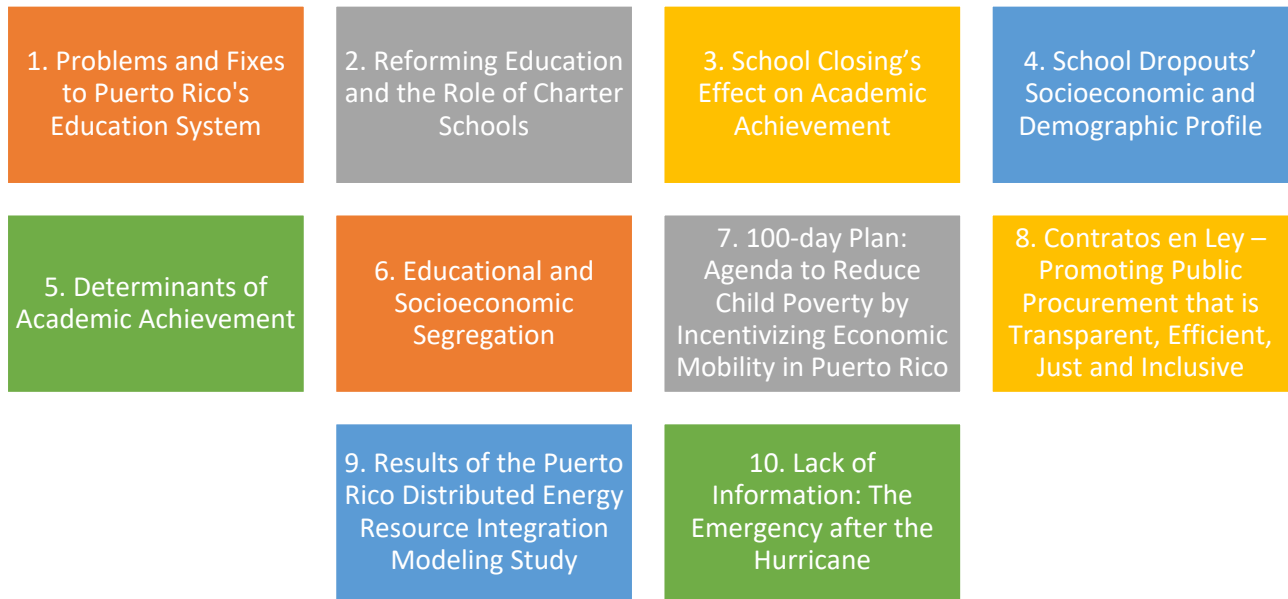
supported research results and establish collaborative efforts with potential funders and collaborators. A sample of the panels or meetings included:

- Greater New Orleans Foundation Meetings – Spring 2018
- New Orleans Exchange – June 2018
- United Philanthropy Forum Annual Conference – July 2019
- Hispanics in Philanthropy 2019 Leadership Conference – June 2019
- Environmental Grantmakers Association Winter Briefing - February 2019
- Feedback+ San Juan – February 2019
- Clinton Global Initiative – February 2019
- Second Climate Strong Island Dialogue – Feb 2019
- Philanthropy Roundtable – Feb 2019

Also, FiPR's participation in **working groups** has been fundamental. These groups facilitate the meeting of key actors in the issues they address. See figure 6 and Appendix IX for more details.

Jornada de Participación Comunitaria CDBG-DR	Coalición de Vivienda para Puerto Rico	Puerto Rico Nonprofit Capacity Building Network
1.Coalition committed to the right to decent housing on the island.	1.Coalition in favor of developing sustainable housing and communities.	• Network that provides training, networking opportunities and funding for nonprofit organizations across Puerto Rico.

Webinars presented by FiPR to inform about the Fund's impact include:



Awards. Grantees were recognized for their achievements. FiPR shared the news as part of its outreach efforts. In 2021, **Espacios Abiertos** received a distinction among the best of the **Internet from the Academy of Digital Arts and Sciences (IADAS)**, the leading international organization that recognizes excellence in the cyberspace, for launching **Quienmerepresentapr.com**. The distinction for **Espacios Abiertos** digital project was in the category of Government and Civil Innovation. **This award placed the Espacios Abiertos project among the top 20% of a total of 13,500 contenders from 70 countries, including all 50 U.S. states.**

In 2020, **Museo de Arte Contemporáneo** was awarded the **Cares Act** grant by the **Institute of Museum and Library Services (IMLS)**. From 1,701 proposals, only 68 projects were approved. The goal of the FY2020 IMLS **Cares Act** grant program is to support the role of museums and libraries in responding to the coronavirus pandemic. And **Centro de Periodismo Investigativo** created the website [loschavosdemaria.com](https://www.loschavosdemaria.com) to oversee hurricane recovery processes. This website was a finalist in the Special Site category of the Excellence in Journalism

Awards of the Puerto Rico Chapter of the Overseas Press Club (OPC). The OPC is a nonprofit organization that has been promoting responsible journalism since 1968.

Disbursement of Funds

Historically, financial sustainability has been the main challenge among nonprofit organizations in Puerto Rico. Data gathered indicated that since 2017 the Fund has been actively pivoting to respond to unprecedented events that have impacted organizations and vulnerable populations on the island. As of December 2020, the fund had collected \$8.9 million. Since October 2017, the fund has invested \$7,024,732 in 85 nonprofit organizations in Puerto Rico.

Emergency Response. In 2017, the Fund's Emergency Grants distributed nearly \$982,000 to 24 nonprofit organizations. Despite their lack of experience in providing emergency aid, all of them demonstrated leadership and established teams that included the communities in the design and execution of activities that met their immediate needs. Collectively, **the grantees delivered direct services to over 100,000 people, 40,000 families with more than one adult between ages 21-64, and at least 1,148 people with disabilities.** See table 6.

Table 6. Disbursement of Funds by Category.

Category	Number of GRANTS	Total Contribution
Emergency Relief Fund	24	\$982,000
New Priorities	74	\$4,724,732
Emergency Reserve Fund	14	\$1,021,000

Category	Number of GRANTS	Total Contribution
Earthquake Grant	10	\$284,500
Covid-19 Grant	1	\$12,500

The main achievements of the 2017 emergency grants are highlighted below in Figure 7.

Main Achievements of the 2017 Emergency Grants

- Delivered more than **5 million pounds of food**.
- Installed **3,500 rodenticide stations** and purchased **100 five-gallon rodenticide**.
- Planted **8,800 trees** mostly within protected areas.
- Created **15 new artistic projects** to encourage the design of spaces for respite and to promote social integration and economic development of communities.
- Coordinated efforts with **over 100 alliances** with local and US entities to serve communities in need.
- Impacted the communities affected by the passage of the hurricanes with over **200 humanitarian brigades**.

Then, in 2020, 11 organizations received nearly **\$296,500** in emergency grants due to earthquakes in the southern part of the island and the pandemic. Of those 11 grants, 10 (90%) were to support earthquake relief efforts and 1 (10%) for COVID-19. Earthquake donations ranged from \$15,000 awarded to Andanza to \$50,500 awarded to the Museum of Contemporary Art. See Appendix III for a complete list of grants.

Data analysis showed that the proposed uses of the earthquake grants were: education, music, finance (F=3), and housing services (F=2). The **\$12,500 COVID-19 grant awarded to *Coalición Legal para Puerto Rico* was used for data generation.** The goals were 1) drafting proposed legislation to stimulate the Third Sector and to mitigate the economic downturn due to the emergency, and 2) produce descriptive memorandums or executive orders considering local and federal public policies about the pandemic and possible applications to nonprofit organizations.

Table 7. Purpose of Earthquake Grant by Grantee

Purpose of Earthquake Grant	Grantee
Educational, musical, and financial (3) services	Fundación Música y Paz Red por los Derechos de la Niñez Ponce Neighborhood Housing Services
Housing (census of housing, counseling, and capacity building) (2)	Pathstone Corporation Ponce Neighborhood Housing Services One Stop Career
Psychological services (2)	UPR-Patria CMTAS
Artistic expression (1)	Museo de Arte de Puerto Rico
Emergency nursing (1)	CMTAS
Workshops for children and families (1)	Andanza

Many of the organizations reported that they **matched emergency grants with other sources of funds and the participation of sister organizations to be more efficient in addressing emerging needs in their communities and giving continuity to their operation.** Some of the achievements were made possible by the implementation of this strategy. The main achievements of the 2020 emergency grants are highlighted below in Figure 8.

Achievements of the 2020 Earthquakes and COVID-19 Emergency Grants

- Publication of the children's book **"Todo lo que está vivo tiembla"** by writer Mayra Santos Febres for use in workshops. Museo de Arte Contemporáneo (MAC, Fundación Banco Popular, Fundación Ángel Ramos & FiPR)
- Provided **three cycles of emergency grants to 317 Puerto Rican artists and 15 independent artists-run spaces and collectives.** MAC
- Launched **new online educational platform MAC Educa.**
- Painted scale murals to highlight aspects of community identity and signage of community evacuation plans designed together with the Red Sísmica de Puerto Rico. MAC
- Establishment of playful spaces with clinical objectives to manage the emotional and post-traumatic impact of the earthquake. Approximately **350 children** between the ages of 0 and 15 years and **51 youths** between 16 and 20 years of age received services. (Wanda, si en los anteriores incluyes quién lideró la iniciativa, plis inclúyelo en todos)
- **An Emotional Support Line was created** and operated from September 2020 to February 2021. As of February 28, 2021, **the Line had served over 90 people.**
- Interventions were carried out with approximately **80 adults** aged 21 and older. **42 group interventions and three individual interventions were held.**
- Contracted staff produced a total **of 2,104 hours of service to the communities in desperate need.**
- **50 families** participated in a general needs assessment study.
- Inspection services for visually exposed structural damages assessment were completed to **34 homes.**

A total of **\$1,021,000.00** were distributed among **14** nonprofit organizations for **emergency reserve funds**. Despite earthquakes and the pandemic, content analysis revealed two distinct scenarios about **how grantees nurtured their emergency reserve fund accounts**. **Scenario #1:** Escape, Taller Salud and Fondita de Jesús (27%) used different financial investment instruments like certificates of deposit and treasury bills to increase their reserve funds

"During the pandemic crisis and the resulting challenges in developing fundraising events, ESCAPE was able to continue its financial sustainability. This by having stable and sufficient financial resources for the short and medium term to ensure the continuity of its mission through its services."

- Escape

consistently. **Scenario #2:** At the time of this report, PECES and Ser de Puerto Rico (18%) have not identified ways to increase their emergency reserve funds. Meanwhile, G-8 and Proyecto Matria (18%) have not had to use them.

Analysis of five evaluation reports from organizations that received **emergency earthquake funds and COVID-19 aid** revealed that two (40%) requested changes in budget items and extensions to the funding period and one (20%) used the grant in its entirety.

Overall, we found that **31% (6) did not use up the money**. Some cited **reasons were earthquakes in the southwestern part of the island and the pandemic (4)**, changes in public agencies after the 2020 elections (2), and the status of supported projects (1). For some of them, receiving the subvention allowed them to 1) have a healthy cushion and stable flow of income into their reserve accounts (2) and to develop and implement a strategic plan (1).

However, as stated previously, the fact that **100% of the grantees are operating and providing services to vulnerable populations** despite hurricanes, earthquakes and the pandemic, is an outstanding achievement while countless businesses around the world have closed their doors. Because the entities used the grants as planned, the **Fund enabled them to address the various emergencies and advance the Fund's goal**, including its three priorities, as discussed below.

Significant Findings & Expected Outcomes in the Logic Model

OUTCOMES			
1. Strengthened capacity of supported nonprofits to implement effective programs for vulnerable populations, including children and families.	2. Data generated and analyzed is used for decision-making.	3. Transparency in the use and distribution of public funds increases.	4. FORWARD Fund collaborators increase their efforts to align programmatic priorities and take joint action on key initiatives.

Qualitative data gathered in 2021 via 17 interviews and 22 evaluation reports indicated the following:

- Nine grantees (53%) reported that the purpose of the grant **was attained beyond expected**, four (24%) as expected and two (12%) partially.
- **Data generation** (focused on education, web/app development, surveying, and geographic vulnerability) **was the primary purpose of the grants** in six cases (35%), followed by establishing emergency reserve funds in five instances (29%) and launching educational campaigns to serve vulnerable populations in 2 (17%).

The Fund offered the opportunity to **promote significant systemic changes in the organizational development of some of the grantees**, both operationally and programmatically. In 53% (9) of them, **the changes** it brought about were not only relevant at the time of disbursement, but are **still relevant today**. In **41% (7)** of grantees, **the changes achieved evolved or led to other significant results or achievements**.

Across all phases of interviews conducted from 2018 through 2021, most agree that the **Fund boosted organizational development at a critical time**, especially those that received multi-year grants, emergency reserve funds, or grant funding for more than one project.

In addition, they provided concrete examples of the impact the Fund had on operational and programmatic structure and continuity.

In detail, **financial sustainability (8; 47%) and hiring new staff and volunteers (7; 41%) were the most mentioned organizational significant changes**. [Figure 9](#) presents the most relevant areas.

"The Forward Fund literally advanced a dream. It materialized the idea of being able to prospectively manage our finances. Today, our commitment/challenge is not to have to use the emergency fund. This donation has become a source of inspiration for the financial, development, and administrative team."

Instituto Nueva Escuela (INE)

Figure 9. Organizational Significant Changes



The changes in the populations served by the organizations were grouped into four categories: instrumental (18), contextual (9), educational (7), and protective (5). **The most significant changes** were access to reliable information (F=6), community participation (F=6), visibility (F=5), development of knowledge and skills (F=4), and confidence in their ability to implement projects or demand better practices from governmental agencies (F=2). See Appendix X for details.

Some aspects that made this outcome easier were **having financial liquidity (F= 7), strategic planning (F=3)**, launching educational campaigns (F=2), compliance with local and federal regulations (F= 1), long-term presence in the communities (F=1), and welcoming new sources of funding (F= 1). These organizations emphasized that **the Fund gave them a solid foundation to give continuity to their work for five years or more.**

Also, the participating organizations had access or developed several key tools that help increase their impact capacity.

For instance, access to QuickBooks, Microsoft Teams, and CANVA (F=2), increased and diversify headcount (F=2), proposal writing skills development and training of community members (F=2), consistent creation and publication of content in traditional and digital media outlets (F=1), and increased public relations budget (F=1) **were tools that aided the organizations to expand the breadth and scope of their services.**

Organizations successfully implemented evaluation processes that measure the impact of their services. Data analysis indicated different levels of attainment regarding their implementation. **Four (24%) organizations emphasized the importance of developing an evaluation culture.** Of those four, three administered surveys despite the pandemic and reevaluated their events and tasks considering the strategic plan, and one hired an evaluator.

"Hiring of an evaluator to measure the reach and impact of our workshops, events, network platforms, and web page. An evaluation tool was applied for the 2nd forum on public safety...Evaluation strategies will continue to be applied in lives, workshops, and the use of report downloads on the web page..."

- Kilómetro 0

Emergency mental health care services, support and coaching to families and students (F=2), a food pantry (F=1), partnerships with existing projects within the communities (F=1), and access to technological equipment to attend virtual school (F=1) **were key to improving the quality of life of the children and families.**

Related to the increase in the number of students enrolled in the Island's public education system, Instituto Nueva Escuela reported that **6,115 more students are part of Montessori environments.** This organization kept on providing **educational and support services for students and their families** thanks to its ability to stay operational during the pandemic.

Instituto Nueva Escuela reported that **85% of its schools have no violent incidents, 76% of its first-graders in Montessori schools can read, and a 100% retention rate.** Nuestra Escuela in Caguas reported 50 graduates. Fourteen of those students had **arrived with an average of 65% for English and finished with an average of 88%.** In mathematics, **24 of them scored above 90 points.**

From 2019 to 2020, **82 participants were able to graduate from high school** thanks to Nuestra Escuela overcoming the challenges of a year marked by emergencies. From this graduating class, **67 participants were young people, mostly from vulnerable communities.** Also, Nuestra Escuela indicated that coaching and emotional support were crucial for improving educational and behavioral outcomes.

In general, data showed that the development of independent study programs (F=1), the inclusion of Puerto Rico in federal legislation on recovery or disaster relief funds (F=1), the launching of online educational platforms (F=1), the ability to partially reopen venues (F=1), grants distributed to the population they served (F=1), and the publication of educational materials and curricula (F=1) were among the deliverables provided by supported nonprofits to enhance the lives of children and families alike.

Data analysis revealed **that shifting governmental priorities positioning key themes into the mainstream discussion (F=3)** (housing right of underserved populations, evictions, underwater mortgages, financial liquidity, health, poverty, and children), and fostering **changes in eligibility criteria applied by local and federal entities (F=2)** were identified as means to further progress towards equality among vulnerable populations served by supported nonprofits. See Table 8.

Table 8. Outcomes

Outcomes	
Shifting Governmental Priorities and Processes (9)	
<ul style="list-style-type: none"> Positioning key topics into the mainstream discussion (housing right of underserved populations, evictions, underwater mortgages, financial liquidity, health, poverty and children). (3) 	
<ul style="list-style-type: none"> Fostering changes in eligibility criteria applied by local and federal entities 	<p><i>"Do not require ownership in CDBG-DR reconstruction or repair processes."</i></p> <p><i>"We integrate equity and equitable development indicators to monitor the impact of unequal use of funds."</i></p>
<ul style="list-style-type: none"> Elevating the discourse about the diverse issues affecting vulnerable communities as a human rights issue. 	
<ul style="list-style-type: none"> Granting extension on deadlines for submission of aid request forms. 	<p><i>"...application periods for aid have been extended as a result of our reports."</i></p>
Information/Knowledge Powerhouse (3)	
<ul style="list-style-type: none"> Socializing information. 	
<ul style="list-style-type: none"> Converting research results into attainable changes or actions plans. 	
<ul style="list-style-type: none"> Supplying reliable research data to support evidenced-based projects sponsored by either government and/or community organizations. 	<p><i>"During the pandemic, el Instituto de la Juventud provided data to several community organizations and government agencies to support their projects: ACUDEN, Mesa Social, Hijos de Borinquen, OXFAM, Colibrí and Banco de Alimentos..."</i></p>
Participation in Public Dialogue (2)	
<p><i>"The platform allows people to build the muscle of citizen participation, democratizing information..."</i></p>	
<ul style="list-style-type: none"> Fostering citizen participation in elections and development of public policy. 	
<ul style="list-style-type: none"> Adapting and disseminating complex technical information. 	

Data analysis reaffirms the central role of research, the production of reliable data and the dissemination of the results at all levels. **Publication in different formats and media outlets**

(F=3), citizen dialogues to influence public discussion (F=2) and the implementation of need studies and surveys (F=2) **were key to exert a more powerful voice in public dialogue.**

Centro de Periodismo Investigativo, iCasa PR y Kilómetro 0 (18%) said that visibility and reliable data are the best ways to get the government's attention to the needs and problems of poor communities and especially poor children and families.

Hence, Centro de Periodismo Investigativo, Kilómetro 0 and Taller Salud (18%) mentioned that demonstrating with evidence the delays in the granting of recovery and aid funds, obtaining commitments from the new government administration and drafting public policy projects were **mechanisms to impact the development of public policy.**

Finally, establishing a multi-sector task force (F=1), building comprehensive databases to develop a baseline of vulnerability and equality (F=1), and having a functioning evaluation department (F=1) were identified as ways to measure the levels of equity and vulnerability in the populations served by the grantees.

iCasaPR- *"During 2020, iCasaPR collaborated with the Puerto Rico Address Data Working Group (PRADWG) to include Puerto Rico's "urbanization" field in the federal standards."*

3. Transparency in the use and distribution of public funds increases.

Watchdog organizations focused on recovery funds increase in numbers and influence.

Transparency frameworks such as open and participatory decision-making processes, are implemented.

Increased community resilience, development and civic engagement flourish, particularly in places where supported nonprofits undertake.

The following findings provide information related to the grantees' work on **scrutinizing the distribution of recovery funds**.

Community participation in public hearings (F=4), data curation (F=2), fostering the availability of up-to-date governmental reports and data to the public via digital or traditional outlets (F=2), and permanent action tables with community leaders (F=1) **were highlighted as**

"The governor candidates' debate devoted to the issue of child poverty included questions from community youth and mothers..."

- Espacios Abiertos

building blocks for the advancement of transparency in the use and distribution of recovery funds.

According to **Kilómetro 0**, there is still a need for more **watchdog organizations**. However, visibility (F=1), acknowledgment (F=1) and authority were identified as the main benefits acquired by most influential grantees considered watchdog organizations focused on distribution of recovery funds.

Also, **developing key educational campaigns and capacity-building** activities (F=3), advocacy (F=1), demanding accountability through storytelling (F=1), keeping safety protocols (F=1), promoting the foundation of new nonprofit organizations (F=1) **were reported by grantees as examples of increased community resilience and civic engagement.**

"We request data on a monthly basis, clean it and make it available to the general public... We have created an archive of documents and articles on fiscal sponsorship in the United States that have resulted from the research basis for the future guide on fiscal sponsorship."

- HASER

Moreover, demanding accountability (F=1),

promoting governance rooted in open participation (F=1) and open-door policies were vital to promote participatory decision-making processes.

Data compilation showed that, from the grantees' point of view, strengthening internal organization capabilities due to the magnitude and multiyear approach of disbursement of funds and building strong relationships with foundations, financial institutions, and Fund's collaborators were vital to align funding priorities and thus foster social justice for the vulnerable populations on the Island.

4. FORWARD Fund collaborators increase their efforts to align programmatic priorities and take joint action on key initiatives.

Fundraising section shows how FiPR has successfully managed to increase its membership and supporters. This is also a significant result of the Fund's stewardship over the past few years. See page 12.

Sustainable changes

Grantees reported important **achievements that led to sustainable changes** in the operation, the population, or the community they served:

- **Changes in the processes for monitoring and sharing information on the management and distribution of recovery funds.** For example, Ayuda Legal de Puerto Rico, in a collaborative effort with other institutions, establish **a transparency dashboard to monitor the progress of CDBG-DR funds**, including the monitoring of contractors and companies to amplify claims of oversight and good use of public money invested in recovery. Also, as mentioned previously, Centro de Periodismo Investigativo **created the website [loschavosdemaria.com](https://www.loschavosdemaria.com) to oversee hurricane recovery funds.** Findings from those investigative journalism efforts, inform the public, update the island's databases and are consulted by community members and nonprofit organizations.

- **Strengthening strategic collaboration efforts to foster housing and food security.** Joint efforts supported the food security of thousands of citizens during the pandemic. For example, Instituto Nueva Escuela in conjunction with Banco de Alimentos provided food to more than **200 families in the Cantera community**. Also, Taller Salud supported **three community kitchens self-managed by leaders, distributed hygiene kits, masks, food vouchers and groceries, as well as helped with the distribution of chlorine bottles to families, impacting all 54 communities in the town of Loíza**. Also, Fundación Fondo de Acceso a la Justicia with the University of Puerto Rico School of Law **helped over 1,000 individuals appeal FEMA after being denied assistance and prepared 1,289 legal documents**, and Ayuda Legal Puerto Rico worked with FEMA officials to develop a [sworn statement form](#) that hurricane victims can use to demonstrate ownership of their homes, an essential step in the FEMA Individual Household Programs application process. The development of the form responded to the overwhelming number of denied applications due to a lack of a formal property title from people requesting aid. Nuestra Escuela **is developing a school cafeteria to support students, families and community members**. It will also be a first response center with solar energy, satellite connection and water collection.
- **Community emergency programs that were established under the Fund have expanded to other sectors or towns and are recognized and set in motion by the communities.** For example, the Museum of Contemporary Art activated its program during the earthquakes, continued its offerings in San Juan, expanded its services to the Southwest region (Cabo Rojo, Ponce, Guayanilla, San Germán), and kept on supporting artists and

museums. PECES created the **Community Sustainability Center** to consolidate all emergency, recuperation and reconstruction services in one place. PECES has assisted thousands of residents in the Southeast region since the first emergency in 2017. The mission of this Center is to support the transformation of Punta Santiago into a sustainable and resilient community, by empowering its members.

- Espacios Abiertos **developed a digital platform to encourage conversation about government oversight and informed voting**. Quién me Representa offered citizens tools to learn about the candidates for elective office in 2020. Between March 1st and November 3rd, 2020, the platform registered **141,940 unique users and 739,332 page views**.
- **Changes in the future of energy for citizens**. For example, Cambio PR is developing a **non-centralized and renewable energy generation and distribution model for Puerto Rico**. Over 50,000 people have read their first report and it was referenced in public hearings. Also, Cambio PR has successfully implemented two communication strategies reaching over **700,000 people to raise energy literacy among the general population**.
- A shift in **awareness of the importance of collecting data to produce reliable evidence to gain the attention and respect of government and achieve the visibility needed to connect with other organizations and funders and inform public policy** has been vital. As stated previously, Centro de Estudios Multidisciplinarios sobre Gobierno y Asuntos Públicos (CEMGAP) created the Observatory of Public Education, that produced **five investigations** aimed at providing objective evidence about the impact of recent public education policies on students, families and communities. Also, **the Instituto de la**

Juventud undertook **two investigations** that have contributed to the development of public policies related to child and youth poverty.

- **Expansion of personnel to strengthen their organizational capabilities and impact on public policy development.** For example, Taller Salud hired three policy analysts, an evaluation and compliance officer, and a communications officer.
- **Fostering the development of public policy focused on vulnerable populations.** Taller Salud achieved the declaration of **a state of emergency against gender-based violence**. Ayuda Legal de Puerto Rico promoted **significant changes to the Action Plan and CDBG-DR program guidelines** to phase out the formal tenure requirement and eliminate relocations. Instituto Nueva Escuela, in conjunction with community-led efforts, **achieved the creation by law of the Auxiliary Secretary for Montessori Education (Act 277-2018)**. This law protects Montessori education in the public system and makes a model of excellence accessible to communities that wish to transform their educational and social model. In April 2021, the government **submitted the regulations of this law for the approval of the Puerto Rico Department of State**.
- **Nonprofit organizations geared towards economic sustainability** at a time when business closures were rampant. Organizations like Ayuda Legal de Puerto Rico, Taller Salud, Proyecto Matria, Kilómetro 0, and Sembrando Sentido increased fiscal and operational capacity to advance its services agenda by diversifying their grant sources, attracting new investors, establishing new alliances and leveraging online giving platforms.
- **Contributing to the education of the communities to promote their holistic development.** Organizations such as Instituto Nueva Escuela and Nuestra Escuela have created spaces

to foster educational outcomes where peace and respect reign. Taller Salud designed leadership training initiatives in its three programs. Within the Afro-Caribbean Women's Program, elements of anti-racism and gender equity education were formalized through art, popular education and play. The project cultivates and develops young Afro-descendant women as leaders, feminist organizers and social justice activists. This year the other two programs will have a leadership training initiative, respectively. These initiatives are supported by a Human Rights Knowledge, Attitudes and Practices Survey developed by public policy analysts.

- **Development of cultural microbusinesses through education and consulting.** For example, **Nido Cultural selected 23 grantees from 16 municipalities and contributed to the decentralization of services related to support in the creative and cultural sector in Puerto Rico.** These grantees included artists, collectives and organizations.

Despite all these achievements, organizations face challenges and opportunities that are important to discuss.

Challenges and Opportunities

There is no doubt that natural disasters and the COVID-19 pandemic have had unprecedented impact on our society. Data analysis revealed that the **earthquakes and COVID-19 (F=11), the need to launch virtual fundraising events (F=4),** the turnover of top officials in local and federal agencies (F=3), and keeping strong connections with communities under lockdown (F=2) **are the main challenges for the grantees.** See Appendix XII.

On the other hand, grantees identified having **visibility**, establishing **new connections and collaborations**, and **outsourcing training with experts** as some of the key opportunities for advancing the resilience of Puerto Rico's vulnerable populations. See Appendix XIII.

DISCUSSION & RECOMMENDATIONS

This report shows that the main driver for this result was the strategic thinking that guided the evolution of the Fund's priorities so that they were compatible with the needs of the nonprofit sector and the populations served. Many key people and organizations recognized that FiPR knew when to change its focus from emergency assistance to addressing three core priorities to manage recovery and foment systemic change during the reconstruction. Multi-year grantmaking in these areas was a key part of this shift.

In turn, the Fund contributed to the strengthening, consolidation and evolution of the FiPR's operational structure. Today, FiPR is recognized as an entity with the capacity to promote and oversee initiatives that are based on a common axis for its members and collaborators. The Forward PR Fund is responsible for this notoriety.

The question remains as to how strong are the organizations that are bringing about transformation in the focus areas and whether they will be able to sustain their operations after the Fund is spent. Some projects in sectors deeply affected by all the events of the past 4 years received FPRF grants but were not able to sustain their services. What can FiPR continue to do to encourage its membership and collaborators to protect the investment and the legacy they built together?

FiPR's recent participatory grantmaking project is a strategy that turns organizations into active participants in the management and awarding of the final grants that the FPRF will confer. The Fund has been established as a space for dialogue on core issues affecting the country, and it is still a tool for local and US based foundations to continue their contribution to specific projects. However, it would be necessary to study if the programmatic guidelines of those foundations are aligned with the continuity and strengthening of the three areas of sustainable development (social, economic and environmental).

FiPR has designed a support structure for its membership and the nonprofit sector that has fostered the development of joint strategies for social impact and equative recovery, as well as the establishment of resilience practices within the sector and the communities it serves. Now it is time to continue being a channel for those who do not have the necessary structures in Puerto Rico and for the development of a common roadmap that will guide a vision of sustainable development for the next 15 to 20 years. Organizations such as the World Business Council for Sustainable Development (WBCSD), a global association of more than 200 companies that work with the business sector and sustainable development, proposed to draw road maps to guide the relationship between private companies, organizations and governments towards a common goal. Perhaps this proposal is worthy of attention.

In addition to these considerations FiPR may take into account the following **recommendations:**

1. Sustain and nurture activities that facilitate the insertion of foundations outside of Puerto Rico and other collaborators interested in the sustainable development of the country's

social, financial and human capital. Its connection with organizations is decisive to protect their impact and continue strengthening their capacity.

2. Nurture and expand activities that create convergence points in the philanthropic sector of Puerto Rico to continue the evolution of informed dialogue on critical issues.
3. Design a performance-based strategy to inject capital into organizations that, upon completion of their projects, are able to show significant advancement towards the proposed systemic changes.
4. Contribute to the creation of a live database of organizations that can serve as consulting and development resources for the sector.
5. Closely observe the impact of the Fund's exit strategy on participating organizations, many of which were born strong or consolidated their mission thanks to the grants received over the past 4 years.
6. Continue to strengthen FiPR's organizational structure. For example:
 - a. Review the participation and governance structure of FiPR's membership. Other membership entities use a system of governance rotation and consultation to ensure that the diverse views of their members contribute to the planning and implementation of their strategic actions. This also increases the interest, retention, participation and interaction of the membership with the board and the quality of their contributions.
 - b. Review whether FiPR's current structure is the most effective one to manage the operation of the grants that are not yet concluded and drive the projects under its new vision and action.

7. Design an integrated communications campaign to raise public awareness about FiPR's focus areas, contributions and benefits. Both FiPR and the Forward PR Fund need a media strategy to disseminate their new vision.

CONCLUSIONS

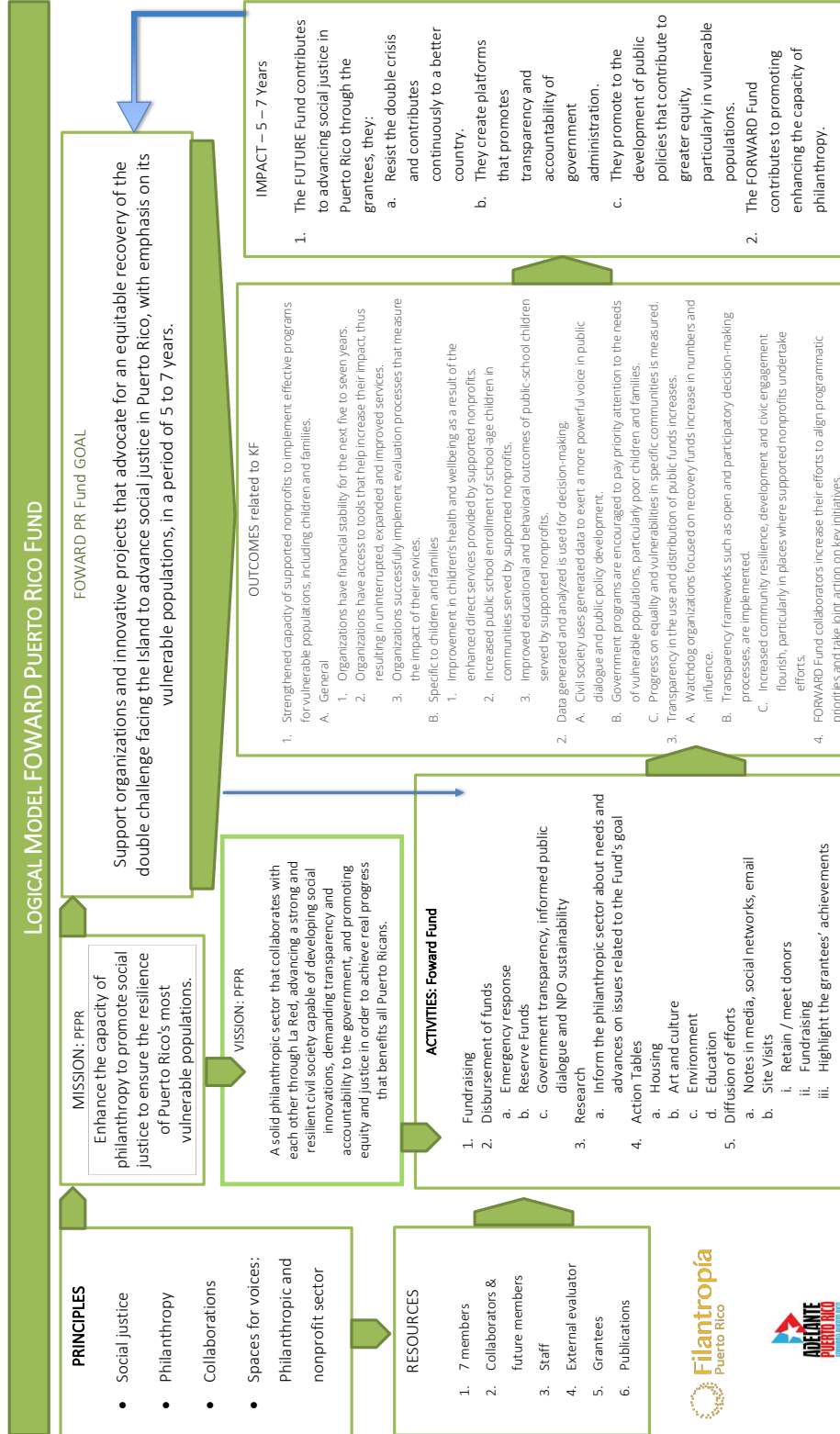
- The Fund helped bring in new members of philanthropy with an interest in recovery and development in Puerto Rico.
- The change in the Fund's focus from addressing emergencies to addressing priorities based on a collective consensus of the philanthropic sector was effective. Grants were directed to third-order changes, meaning systemic change focused on equity and social justice.
- The philanthropic sector contributed in areas that historically had not been addressed, such as:
 - encouraging organizations to develop an emergency reserve fund,
 - generating data and conducting research on issues relevant to the events of interest in the country,
 - promoting the use of data for:
 - developing an education observatory
 - promoting government transparency
 - supporting the development of public policy
 - encouraging citizen participation in the sustainable energy issue
 - monitoring of political candidates and citizen voting process

- contributing directly to plans and actions related to systemic change in Puerto Rico.
- The Fund changed the dialogue between the founders of the Foundations Network and new members interested in becoming part of the collective. The conclusion was that the Fund has allowed the creation of a space for open dialogue, plans and actions focused on social impact. In addition, it led its members to reach agreements about proposed guidelines for the distribution of funds.
- Most organizations that received grants explained how this Fund contributed to the continuity of their operation and the establishment of policies for managing finances during an emergency. They also documented how it changed the dynamics of their boards of directors. The Fund motivated them to work harder to secure resources for the operational sustainability of the institution.
- The Fund help to strengthen
 - Investigative and independent journalism,
 - organizations that advocate for housing, education, health and environmental rights in Puerto Rico, and
 - work for racial and gender equity and access to essential services through citizen participation projects.
- It contributed to initiatives that opened up conversations among government officials, the private sector and the general public.
- Beyond the required periodic reports, the Fund strengthened the culture of planning, evaluation and accountability among participating organizations.

- Finally, the philanthropic sector has benefited from having a space that seeks the best collective good. The Fund gave them the financial stability to enable joint development and establishment of strategies for social impact, just recovery and adoption of resilience practices in the sector and the communities it serves.
- In summary, the Fund's activities proved to be instrumental in driving equitable recovery and increasing resilience in vulnerable populations and organizations.

APPENDIXES

Appendix I. Logic Model



PRINCIPLES

- Social justice
- Philanthropy
- Collaborations
- Spaces for voices: Philanthropic and nonprofit sector

RESOURCES

1. 7 members
2. Collaborators & future members
3. Staff
4. External evaluator
5. Grantees
6. Publications



Filantropía
Puerto Rico



ADELANTARTE
PUERTO RICO

Appendix II

Grantees by Fund's Thematic Categories

Fund's Thematic Categories	Grantees
Education (6)	Centro de Estudios Multidisciplinarios en Gobierno y Asuntos Públicos (CEMGAP) Colegio Sonifel Create Instituto Nueva Escuela (INE) Nuestra Escuela Programa de Educación Comunal de Entrega y Servicio (PECES)
Children and Families (6)	Centro ESCAPE Instituto del Desarrollo de la Juventud² La Fondita de Jesús Proyecto Matria SER de Puerto Rico
Arts and Culture (5)	Andanza Beta Local Desarrollo y Promoción Cultural (2) Museo de Arte Contemporáneo
Community Development (4)	Espacios Abiertos G8 HASER Programa de Educación Comunal de Entrega y Servicio (PECES)
Environment (4)	Cambio PR (2) Casa Pueblo Para La Naturaleza
Transparency (3)	Centro de Periodismo Investigativo Espacios Abiertos Sembrando Sentido
Housing (2)	Ayuda Legal de Puerto Rico Fundación Fondo Acceso a la Justicia
Citizen Participation (2)	Espacios Abiertos FURIA
Health/Feminism (2)	Taller Salud (2)

² Organizations marked in bold have more than one project focus in that thematic category.

Fund's Thematic Categories	Grantees
Nonprofit Development (1)	HASER
Response to Disasters (1)	iCasaPR
Police Brutality (1)	Kilómetro 0
Public Procurement/hiring (1)	Sembrando Sentido

Appendix III

Grants by principal priorities of the Fund

Main Priorities	Grantees
Advance resilience and sustainability of the nonprofit sector by enhancing leadership, building fiscal and programmatic health, augmenting collective influence and voice, and enabling collaborations among organizations. (17)	<p>Andanza Ayuda Legal de Puerto Rico Beta Local Casa Pueblo Centro ESCAPE CREARTE Desarrollo y Promoción Cultural G8 HASER Instituto Nueva Escuela La Fondita de Jesús Museo de Arte Contemporáneo Nuestra Escuela PECES Proyecto Matria Ser de Puerto Rico Taller Salud</p>
Facilitate data analysis and informed public dialogue and debates on actual and potential impacts of new policies particularly on marginalized populations. (14)	<p>Ayuda Legal de Puerto Rico Cambio PR CEMGAP Centro de Periodismo Investigativo Desarrollo y Promoción Cultural Espacios Abiertos Fundación Fondo Acceso a la Justicia FURIA iCasaPR Instituto de Desarrollo de la Juventud Kilómetro 0 Para la Naturaleza Sembrando Sentido Taller Salud</p>
Promote social justice and transparency in the distribution of public resources with particular	<p>Ayuda Legal de Puerto Rico Cambio PR³ CEMGAP Centro de Periodismo Investigativo Espacios Abiertos</p>

³ Organizations marked in bold have more than one project in focus in that main funding category.

Main Priorities	Grantees
emphasis on recovery funds provided by the federal government. (8)	Fundación Fondo de Acceso a la Justicia Instituto de Desarrollo de la Juventud

Appendix IV

2017 Emergency Fund List of Grantees

1. Andanza
2. Beta Local
3. Ayuda Legal Puerto Rico
4. Centro de Estudios Multidisciplinarios sobre Gobierno y Asuntos Públicos (CEMGAP)
5. Centro de Periodismo Investigativo
6. Centro ESCAPE
7. Centro Sor Isolina
8. Cambio PR
9. Casa Pueblo
10. Colegio Sonifel
11. Connect Relief
12. CREATTE
13. Espacios Abiertos
14. Fondo Acceso a la Justicia
15. Grupo de las Ocho Comunidades del Caño Martín Peña (G8)
16. Instituto Desarrollo de la Juventud
17. Instituto Nueva Escuela
18. La Fondita de Jesús
19. Museo de Arte Contemporáneo
20. Nuestra Escuela
21. Programa de Educación Comunal de Entrega y Servicio (PECES)
22. Proyecto Matria
23. SER de Puerto Rico
24. Taller Salud

2018 Emergency Reserve Fund List of Grantees

1. Andanza
2. Beta Local
3. Casa Pueblo
4. Centro ESCAPE
5. CREATTE
6. Grupo de Ocho Comunidades del Caño Martín Peña (G8)
7. Instituto Nueva Escuela
8. La Fondita de Jesús
9. Museo de Arte Contemporáneo
10. Nuestra Escuela
11. PECES
12. Proyecto Matria
13. SER de Puerto Rico
14. Taller Salud

2020 Earthquake and COVID-19 Emergency Fund List of Grantees

1. Andanza
2. CMTAS
3. Fundación Música y Paz
4. Museo de Arte Contemporáneo
5. One Stop Career Center of Puerto Rico
6. Pathstone Corporation
7. Ponce Neighborhood Housing Services
8. Red por los Derechos de la Niñez
9. UPR-Patria
10. Coalición Legal de Puerto Rico

Appendix V

A list of FORWARD Fund Donors included:

1. Ford Foundation: \$700,000
2. Fundación Ángel Ramos: \$200,000
3. Fundación Banco Popular: \$200,000
4. Fundación Francisco Carvajal: \$250,000
5. Fundación Francisco Carvajal, Albolote: \$250,000
6. Fundación Comunitaria de Puerto Rico: \$50,000
7. Fundación Flamboyán: \$50,000
8. Fundación Segarra Boerman: \$50,000
9. Fundación Titín: \$50,000
10. Global Giving Foundation: \$600,000
11. Hill-Snowdon Foundation: \$19,000
12. Hispanics in Philanthropy: \$250,000
13. Mariposa Foundation: \$25,000
14. Miranda Foundation: \$50,000
15. National Basketball Players Association Foundation: \$100,000
16. Open Society Foundations: \$530,000
17. Robert Wood Johnson Foundation: \$1,150,000
18. The Hand in Hand Hurricane Relief Fund: \$1,500,000
19. The JPB Foundation: \$500,000
20. The Knight Puerto Rico Fund for Hurricane Relocation from The Miami Foundation: \$250,000
21. The Rockefeller Foundation: \$500,000
22. V. Suárez & Co. Inc., Bayamón, Puerto Rico: \$30,000
23. Wind Point Foundation: \$12,000
24. W.K. Kellogg Foundation: \$1,000,000
25. 1,500+ individuals and corporations: \$534,000+

Other collaborators through other FORWARD Fund activities are:

1. Adames Foundation
2. Amplify Fund (Neighborhood Funders Group)
3. Center for Disaster Philanthropy
4. Colibrí Foundation

5. Fundación de Mujeres de Puerto Rico
6. Fundación Intellectus
7. Fundación Liberty
8. Grantmakers in the Arts
9. Habitat for Humanity International
10. Hispanic Federation
11. Mellon Foundation
12. Oxfam America
13. Peter Alfond Foundation
14. The María Fund
15. Triple S Foundation

Appendix VI

Grantees' research contributions

Grantees	Themes	Research Contributions
Fundación Fondo de Acceso a la Justicia / University of Puerto Rico School of Law	Tenancy and property rights in Puerto Rico	<p><u>Fundación Fondo de Acceso a la Justicia</u> and the <u>University of Puerto Rico Law School</u> undertook a qualitative, socio-legal investigation about <u>tenancy and property rights in Puerto Rico</u> to provide an overarching view on how to:</p> <ul style="list-style-type: none"> • Address tenancy issues in Puerto Rico with an awareness of their social, historic and cultural complexities; • Significantly contribute to the design and development of public policies that address those issues; • Create tools that empower citizens and facilitate the work of professionals.
CEMGAP	Education and social impact	<p>The <u>Centro de Estudios Multidisciplinarios sobre Gobierno y Asuntos Públicos (CEMGAP)</u> created the Observatory of Public Education giving way to <u>five investigations</u> aimed at providing objective evidence about the impact of recent public education policies on students, families and communities, including the closing of existing schools and the transformation of others under the charter model. CEMGAP participated in various radio shows, met with the Puerto Rico Secretary of Education to discuss the findings of these investigations, and is currently undertaking five new investigations building on the findings of the first five and to be published this summer.</p>
Instituto del Desarrollo de la Juventud	Public policy related to children and youth poverty	<p><u>Instituto del Desarrollo de la Juventud (IDJ)</u> undertook three investigations that have contributed to the development of public policies related to child and youth poverty: <u>A Future of Child Poverty: How Much It Costs and What We Can Do about It</u>, <u>The Effects of COVID-19 on the Economic Security of Families and Children in Puerto Rico: Vulnerabilities, Projections, and Recommendations</u> and <u>Hanging by a Thread: Puerto Rico's Safety Net and the Economic Mobility of Families</u>. IDJ presented the studies to key representatives of decision-making sectors both in</p>

Grantees	Themes	Research Contributions
		<p>Puerto Rico and the US mainland. A key achievement of these efforts is the inclusion of US territories in the Pandemic EBT program, which was one of the recommendations of the COVID-19 investigation mentioned above. This win has strengthened food security for children and youth during the pandemic by providing food benefits to Puerto Rican families that would normally receive free or reduced-price school meals through the federal School Breakfast or National School Lunch Programs.</p> <p>These investigations have also laid the groundwork for other public policy efforts undertaken by IDJ. As part of a strategy to inform the 2020 election process, IDJ published a <u>plan</u> to guide the implementation of 10 public policies that, according to their investigation A Future of Child Poverty, could significantly reduce childhood poverty on the island in 3, 5, and 10-year terms. They also launched a <u>digital platform</u> to track the gubernatorial candidates' positions on these policies. Four of the six candidates provided answers to the 11 questions IDJ included in the platform.</p>
<p>Centro de Periodismo Investigativo</p>	<p>Transparency and recovery</p>	<p><u>Centro de Periodismo Investigativo</u> launched the website <u>loschavosdemaria.com</u> to oversee hurricane recovery processes. Findings from their journalists' investigations – over 60 research and reports raising public awareness about inequities in recovery processes and distribution of public funds for these efforts– inform and update the island's databases and are consulted by community representatives, nonprofits, and citizens pursuing government transparency, accountability of elected officials, and citizen participation in recovery efforts.</p> <p>As part of this effort, CPI published the report <u>Gestión de la información para el manejo de riesgos socioambientales en Puerto Rico</u> to assess how the island could have prevented a socio-economic disaster after hurricanes Irma and Maria. They concluded that lack of information, barriers to access it, lack of transparency and deficient communication prevented the state and citizens from being prepared to</p>

Grantees	Themes	Research Contributions
		<p>manage the large-scale social and environmental situations we experienced.</p> <p><u>Loschavosdemaria.com</u> was a finalist in the Special Site category of the Excellence in Journalism Awards of the Puerto Rico Chapter of the Overseas Press Club.</p>
iCasaPR	Geographic vulnerability radiography	<p>In Puerto Rico, less than half of the homes have an adequate civic address, making part of the population invisible in federal, state, and municipal systems and affecting the distribution of public funds destined for recovery.</p> <p>The Puerto Rico Civic Address Vulnerability Evaluation (PRCAVE) project is a joint effort with public and federal agencies to collect data to promote their ability to geocode, locate and deliver civic addresses of homes, businesses and buildings in government databases, emergency services and mapping systems.</p>
Cambio PR	Transparency, access to public information and public awareness regarding electric sector transformation	<p><u>Cambio</u> is developing a non-centralized and renewable energy generation and distribution model for Puerto Rico, based on the <u>Queremos Sol proposal</u>, which seeks to diversify the island’s energy sources while prioritizing solar energy from rooftops and energy storage in batteries, on top of efficiency, conservation, and demand management measures.</p> <p>In the process, Cambio has succeeded in <u>judicial actions</u> against the Puerto Rico Electric Power Authority (PREPA) to obtain essential public data needed to design the new model.</p> <p>A <u>report</u> of the first phase of the modeling process evaluated the capacity of PREPA’s current energy distribution resources and the wireless alternatives to avoid investments in proposed new and centralized natural gas plants. To date, over 50,000 people have read its content and it was referenced in public hearings held by the Puerto Rico Energy Bureau (PREB) on the Integrated Resources Plan, a roadmap for the development of the island’s energy system for the next 20 years.</p> <p>In early 2021 Cambio published <u>another report</u> detailing findings of the second phase of the modeling which has centered around an in-depth analysis of the feasibility of</p>

Grantees	Themes	Research Contributions
		<p>rooftop solar power generation considering current PREPA data on generation and distribution systems.</p> <p>Cambio has successfully implemented two communication strategies reaching over 700,000 people to <u>raise energy literacy levels</u> among the general population and to <u>promote civic engagement</u> in the PREB hearings. All of these efforts have the common goal of advancing a renewable energy future for Puerto Rico based on citizen participation.</p>
Para La Naturaleza	Civic engagement, access to public information and public awareness regarding land use	<u>Para la Naturaleza</u> is designing and programming a new mobile application to help citizens learn about environmental resources according to their location.
Kilómetro 0	Public policy, civic engagement	<p><u>Kilómetro 0</u> is developing <u>Evidencia la Violencia</u>, a system for monitoring and documenting police brutality cases. This has included the development and review of tools, programming infrastructure, organization, and visualization of data.</p> <p>To date, they have up to approximately 170 documented cases, 50 of these related to pandemic executive order interventions and confinement.</p> <p>Their goal is to present in June 2021 results to demand accountability of public security, make state violence visible, promote citizen participation and create civic indicators and identify areas of intervention for public advocacy.</p>
Sembrando Sentido	Transparency and real-time monitoring	<u>Sembrando Sentido</u> launched the <u>ContratosEnLey.org</u> platform to monitor and evaluate public procurement processes.
Ayuda Legal Puerto Rico	Public policy analysis and demands regarding the use of CDBG-DR	<u>Ayuda Legal Puerto Rico</u> published the report <u>Towards a Just Recovery</u> , that includes data, public policy analysis and demands regarding the right to housing and the use of CDBG-DR and CDBG-MIT funds.

Grantees	Themes	Research Contributions
		ALPR also published <u>El acceso a la justicia como prioridad</u> , which took on the need for rights advocacy in times of austerity measures and public budget cuts.

Appendix VII

<i>Significant Changes within Populations Served due to Grants</i>	
Instrumental (18)	
<ul style="list-style-type: none"> • Accessibility to valid and reliable resources (information, equipment, services). (6) 	<p><i>“The design of the web page includes sections in which young people can access information on youth organizations and youth community groups...”</i></p>
<ul style="list-style-type: none"> • Community participation. (6) 	
<ul style="list-style-type: none"> • Strong collaborations with key individuals and organizations. (3) 	
<ul style="list-style-type: none"> • Development of emergency plans and changes in safety/evacuation routes. (2) 	<p><i>“Having a methodology gives a sense of security that they can serve the communities.”</i></p>
<ul style="list-style-type: none"> • Provision of better services due to the acquisition of equipment and software. (1) 	
Contextual (9)	
<ul style="list-style-type: none"> • Visibility (5) 	<p><i>“...reporting constantly includes people living in poverty, community groups and organizations so that their views and needs are visible to public officials and policymakers in the public and private sectors...”</i></p>
<ul style="list-style-type: none"> • Boosting equity. (2) 	
<ul style="list-style-type: none"> • Community sustainability (1) 	
<ul style="list-style-type: none"> • Improve quality of life. (1) 	
Educational (7)	
<ul style="list-style-type: none"> • Development of knowledge and skills (prevention of violence, environmental emergencies, writing proposals). (4) 	<p><i>“As part of the services offered to the scholarship recipients, we created the Tribu de Capital initiative. Through this initiative, participants had the opportunity to participate in work sessions in which they were trained in proposal writing.”</i></p>
<ul style="list-style-type: none"> • Better academic achievement rates among students. (1) 	
<ul style="list-style-type: none"> • Development and adoption of new words or phrases (mitigation before relocation). (1) 	
<ul style="list-style-type: none"> • Satisfaction with distant learning among families. (1) 	
Developmental/Protective (5)	
<ul style="list-style-type: none"> • Confidence in implementing projects or demand better practices from government agencies. (2) 	
<ul style="list-style-type: none"> • Emotional healing (1) 	<p><i>“...confidence in feeling supported and accompanied...”</i></p>
<ul style="list-style-type: none"> • Employment security (1) 	
<ul style="list-style-type: none"> • Food safety (1) 	

Appendix VIII

Foundations and Action Tables

Action Table	Foundations
Arts+Culture	Fundación Comunitaria de Puerto Rico, Fundación Segarra Boerman, Mellon Foundation, Fundación Ángel Ramos, Fundación Intellectus, Fundación Titín, Fundación Flamboyán, Hispanic Federation, Fundación Banco Popular, Ford Foundation, Fundación Liberty
Education	Fundación Segarra Boerman, Fundación Colibrí, Fundación Titín, Fundación Comunitaria de Puerto Rico, Fundación Banco Popular, Hispanic Federation
Environment	Fundación Segarra Boerman, Fundación Colibrí, Fundación Flamboyán, Peter Alfond Foundation, Fundación Ángel Ramos, Fundación Intellectus, Fundación Titín, Fundación Banco Popular, Fundación Flamboyán, Hispanic Federation, Fundación Liberty, Walton Family Foundation, Puerto Rico Education Foundation
Housing	Fundación Segarra Boerman, Fundación Comunitaria de Puerto Rico, Hispanic Federation, Fundación Intellectus, Fundación Titín, Ford Foundation, Open Society Foundation, María Fund, Amplify Fund, Oxfam

Appendix IX

Working Groups

1. **Jornada de Participación Comunitaria CDBG-DR**, a coalition of access to justice organizations, local grassroots community groups, and other nonprofit entities committed to the right to decent housing on the island. This coalition is facilitated by FiPR's grantee, Ayuda Legal de Puerto Rico. (<http://www.recuperacionjustapr.com/la-jornada.html>)

2. **Coalición de Vivienda para Puerto Rico**, a coalition to promote collective, participative, and multisectoral collaboration in favor of developing sustainable housing and communities, with emphasis on historically marginalized populations in Puerto Rico. It is led by FiPR member, Hispanic Federation, and is composed mainly by the Federation's grantees on housing and community development.

3. **Puerto Rico Nonprofit Capacity Building Network**, a network that provides training, networking opportunities and funding for nonprofit organizations across Puerto Rico to increase their capacity to meet crucial community needs in areas such as housing, climate resilience, education, and health, especially as the island recovers from Hurricanes Irma and María. It is led by Enterprise Community Partners, NeighborWorks America, and FiPR's member, Fundación Comunitaria de Puerto Rico. (<https://www.enterprisecommunity.org/news-and-events/news-releases/new-network-will-strengthen-Puerto-Rico-nonprofits>)

Appendix X

Significant Changes within Grantees due to Subvention

Significant Changes within Grantees due to Subvention	Grantees	“ ”
Boosting Organizational Development	<ol style="list-style-type: none"> 1. Centro de Periodismo Investigativo 2. ESCAPE 3. FURIA 4. Instituto Nueva Escuela 5. Taller Salud 	<p><i>"The Board of Directors adopted research as part of its strategic goals."</i></p> <p><i>"...we have produced 4 video stories...Documentary 'Goyito Muñiz no piensa descansar' was presented on Wednesday, April 21."</i></p>
Consolidating relationships with board members and governmental agencies	<ol style="list-style-type: none"> 1. Inversión Cultural 2. Taller Salud 	
Partnerships	<ol style="list-style-type: none"> 1. Espacios Abiertos 2. Hacer Cambio 3. Museo de Arte Contemporáneo 	
Strong presence in media through storytelling.	<ol style="list-style-type: none"> 1. Kilómetro 0 	
Operational		
Financial sustainability	<ol style="list-style-type: none"> 1. Ayuda Legal de Puerto Rico 2. Escape 3. Centro de Periodismo Investigativo 4. Inversión Cultural 5. Museo de Arte Contemporáneo 	<p><i>"We secured a fiscal sponsor (MPA) with the Funds, who has accompanied and supported us in the administrative and fiscal processes, to lay the organizational foundations and ensure compliance."</i></p>

Significant Changes within Grantees due to Subvention	Grantees	“ ”
	6. Para La Naturaleza 7. Sembrando Sentido 8. Taller Salud	<i>"In the midst of the pandemic crisis and even with the challenges in the development of fundraising events, we managed to continue with our financial sustainability...by having stable and sufficient financial resources for the short and medium term that ensure the continuity of its mission through its services."</i>
Hiring new staff or volunteers	1. Ayuda Legal de Puerto Rico 2. Centro de Periodismo Investigativo 3. FURIA 4. Instituto Nueva Escuela (INE) 5. Kilómetro O 6. Sembrado Sentido 7. Taller Salud	<i>"...now having advocates in each program and specializing each area in identified housing needs..."</i> <i>"...hired a Participatory Creation Consultant to collaborate...in the development of the Activation and Accompaniment Manual. (...) hired a Project Management and Monitoring Assistant."</i>
Programmatic		
Conceptualization of research, data generation and dissemination	1. Cambio PR 2. Centro de Periodismo Investigativo 3. iCasa PR 4. Kilómetro O	<i>"Implement: execute and comply - Validation... Validation by subject matter experts..."</i> <i>"A monitoring and documentation system was created, from which cases of irregular, discriminatory or</i>
Building digital platforms.	1. Espacios Abiertos	<i>irregular, discriminatory or</i>

Significant Changes within Grantees due to Subvention	Grantees	“ ”
Implementing assessment activities.	<ol style="list-style-type: none"> 1. Para La Naturaleza 2. Cambio PR 	<p><i>violent interventions by public security agents are being documented...170 documented cases, 50 of these related to interventions by executive orders of the pandemic and confinement.”</i></p> <p><i>“The development of the Evaluation Plan made us think more deeply about the long-term objectives of the project and ways to measure success.”</i></p>

Appendix XI

Expected Outcomes per grantees and projects

Fund's expected outcomes	Grantees & Collaborators	Projects
<p>1. Strengthened capacity to implement effective programs for vulnerable populations. (15 grantees)</p>	<p>17 grantees</p> <p><i>Instituto Desarrollo de la Juventud</i></p> <p><i>Centro Estudios Multidisciplinarios sobre Gobierno y Asuntos Públicos, Universidad de Puerto Rico (CEMGAP)</i></p> <p><i>Colegio Sonifel</i></p> <p>Andanza, Beta Local, Casa Pueblo, Centro ESCAPE, CREAARTE, Grupo de las Ocho Comunidades del Caño Martín Peña (G8), Instituto Nueva Escuela, La Fondita de Jesús, Museo de Arte Contemporáneo, Nuestra Escuela, Programa de Educación Comunal</p>	<p>Safeguarding the rights of children and youth in times of austerity</p> <hr/> <p>Observatory of Public Education</p> <hr/> <p>Promote adequate mental health among children and youth</p> <hr/> <p>- 14 grantees received a grant to develop or strengthen their reserve fund. These grants supported the development and the sustainability of organizations that La Red helped during the emergency. At that time, all of</p>

Fund's expected outcomes	Grantees & Collaborators	Projects
	<p>de Entrega y Servicio (PECES), Proyecto Matria, SER de Puerto Rico & Taller Salud</p>	<p>them reported that the grant helped enable the continuity of their operations.</p> <p>In November, the organizations will be interviewed to evaluate how they have structured their reserve fund.</p>
<p>2. Increased data generation and dissemination for civil society to exert a more powerful voice in public dialogue and public policy development. (10 grantees)</p>	<p>5 grantees</p> <p><i>Ayuda Legal Puerto Rico</i></p> <p><i>Cambio PR</i></p> <p><i>Espacios Abiertos</i></p>	<p>The right to housing and fair recovery: legal, educational and advocacy strategies after the disaster.</p> <ul style="list-style-type: none"> - Renewable Distributed Energy Modeling and Public Education - Transparency, Access to Public Information and Public Awareness and Engagement Regarding Puerto Rico's Electric Sector Transformation - Quién me representa

Fund's expected outcomes	Grantees & Collaborators	Projects
	<p>Giving Foundation, Hill Snowdon Foundation, Hispanics in Philanthropy, National Basketball Players Association Foundation, Open Society Foundation, Robert Wood Johnson Foundation, The Hand in Hand Hurricane Relief Fund, The JPB Foundation, The Miami Foundation, The Rockefeller Foundation, V. Suárez & Co. Inc. of Bayamón-PR, Wind Point Foundation, W.K. Kellogg Foundation, Hispanic Federation, Oxfam America, Habitat for Humanity International, Amplify Fund (Neighborhood Funders Group), The María Fund, Center for Disaster Philanthropy, Mellon Foundation</p>	<ul style="list-style-type: none"> - 6 are collaborating through the arts & culture action table. - La Red has granted donations in conjunction with two of them: Ford Foundation & Center for Disaster Philanthropy. - La Red has planned events with 3: Amplify Fund (Neighborhood Funders Group), Mellon Foundation & Global Giving Foundation. <p>A complete activity report will be reviewed as part of the outcome evaluation.</p>

Appendix XII

CHALLENGES	
Organizational/Programmatic Operational Aspects (14)	
<ul style="list-style-type: none"> Developing and implementing virtual fundraising events. 	<i>"Transform face-to-face fundraising activities into remote or virtual events and create new ones."</i>
<ul style="list-style-type: none"> Resuming activities and events. 	
<ul style="list-style-type: none"> Accurate response to current community needs due to the pandemic. 	
<ul style="list-style-type: none"> Continuity of services. 	
<ul style="list-style-type: none"> Training personnel on teleworking and teamwork. 	
<ul style="list-style-type: none"> Reorganizing programs strategically. 	
Natural Disasters (11) <ul style="list-style-type: none"> Earthquakes and COVID-19 	<i>"With the launch in March, flyers were printed for distribution at Universitario activities, but the activities were cancelled due to COVID-19."</i>
<ul style="list-style-type: none"> Developing and implementing virtual fundraising events. 	<i>"Transform face-to-face fundraising activities into remote or virtual events and create new ones."</i>
Application and Follow-up Recovery Funds (6)	
<ul style="list-style-type: none"> Attrition of top managerial executives in local and federal agencies. 	
<ul style="list-style-type: none"> Changes in deadlines, criteria, and/or approved laws and regulations. 	
<ul style="list-style-type: none"> Delay in auditing due to slow disbursement of recovery funds. 	
Data Management and Dissemination (5)	<i>"Interview materials that were done prior to the pandemic were used. Interagency collaboration is being resumed with the new administration."</i>
<ul style="list-style-type: none"> Consistent publication of briefs and research reports 	
<ul style="list-style-type: none"> Lack of access to key personnel in agencies to verify data due to the pandemic. 	
<ul style="list-style-type: none"> Translation, dissemination and transferring of results/innovations. 	

CHALLENGES	
Community Relations and Connections (5)	<i>"...develop more capacity in leaders and organizations so that they can replicate the educational components and carry the message around the Island."</i>
<ul style="list-style-type: none"> • Maintaining strong connections with communities in the midst of a pandemic. 	
<ul style="list-style-type: none"> • Facilitating face-to-face community coaching. 	
<ul style="list-style-type: none"> • Community organization 	
<ul style="list-style-type: none"> • Fostering leadership across multiple individuals and organization at all levels. 	
Evaluation Process (2)	
<ul style="list-style-type: none"> • Recruiting an external evaluator. 	
<ul style="list-style-type: none"> • Developing an evaluation plan. 	

Appendix XIII

OPPORTUNITIES
Capacity Building
<ul style="list-style-type: none"> • Implementing a policy emergency reserve fund.
<ul style="list-style-type: none"> • Outsourcing training with experts in key areas, such as fundraising.
<ul style="list-style-type: none"> • Establishing new in-house policies to protect grantees' staff.
Collaborations
<ul style="list-style-type: none"> • Generating new collaboration and agreements.
<ul style="list-style-type: none"> • Establishing collaborations with key organizations within the communities.
Research and Dissemination of Information
<ul style="list-style-type: none"> • Publications in print, digital and social media.
<ul style="list-style-type: none"> • Updated databases of vulnerable populations.
Communication
<ul style="list-style-type: none"> • Online communication with key members of the communities.

OPPORTUNITIES
Visibility
<ul style="list-style-type: none">• Active presence in digital and social media outlets.
<ul style="list-style-type: none">• Presence at the FiPR webpage and email blast.
Services Availability
<ul style="list-style-type: none">• Increasing the availability of services through webinars and virtual psychotherapy.