



## L'année **PhiLanthropique** | **PhiLanthropic year**

2018

### BULLETIN MENSUEL DU PHILAB – PHILAB'S MONTHLY

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**MARS /  
MARCH**

#### PHILANTHROPIE, COLLABORATION ET PARTENARIAT PHILANTHROPY, COLLABORATION AND PARTNERSHIP

L'intensité et la fréquence des collaborations au sein d'un écosystème philanthropique représentent sans doute de bons indicateurs de son niveau de maturité. N'ayant pas les moyens de l'État, forger des alliances constitue une pratique quasi obligée pour les fondations intéressées à accroître leur influence et produire un impact significatif au sein de leurs champs d'intervention. Cependant, la mise en place de modes d'action collaboratifs entre fondations et/ou autres acteurs demande des arrangements d'une grande complexité. Leur réalisation requiert parfois de surmonter des dynamiques de compétition et le gain d'efficacité obtenu par l'union des forces peut mener à une réduction de l'autonomie des organisations impliquées. Les références suggérées dans ce bulletin explorent tant les enjeux que l'univers de possibilités libéré par les collaborations et les partenariats que tissent les fondations subventionnaires.

Bonne lecture !

*The intensity and frequency of collaborations within a philanthropic ecosystem are undoubtedly good indicators of its level of maturity. Having less means than the state, forging alliances is a quasi-obligatory practice for foundations interested in increasing their influence and producing a significant impact in their fields of intervention. However, the establishment of collaborative modes of action between foundations and / or other actors requires highly complex arrangements. Their realization sometimes requires going beyond competition dynamics and the efficiency gains achieved by the union of forces can lead to a reduction in the autonomy of the organizations involved. The references suggested in this monthly explore both the issues and the universe of possibilities released by the collaborations and partnerships that grantmaking foundations create.*

*Good reading !*

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COLLABORATIONS AVEC LES ENTREPRISES ET  
PHILANTHROPIE STRATEGIQUE  
*COLLABORATIONS WITH PRIVATE SECTOR AND STRATEGIC  
PHILANTHROPY*

- **James E. Austin (2000).** « **Strategic Collaboration Between Nonprofits and Business** », *Nonprofit and Voluntary Sector Quarterly*, volume 29, p. 69 – 97.

Lien Web – *Web link* :

<http://www.serviceleader.org/sites/default/files/file/Strategic%20Collaboration-James%20Austin.pdf>

Résumé – *Abstract* :

Collaboration between nonprofits and businesses is increasing and becoming more strategically important. Based on 15 case studies, this article presents a cross-sector collaboration framework consisting of four components. First, the collaboration continuum provides a conceptual framework for categorizing different types of partnerships and studying their possible evolution through three principal stages: philanthropic, transactional, and integrative. Second, the collaboration value construct facilitates the analysis of the definition, creation, balance, and renewal of the value generated in different types of alliances. Third, a set of alliance drivers is identified that determines the nature and functioning of the partnerships. Fourth, alliance enablers that contribute to the effective management of the relationship are set forth. The article discusses the dynamics of the alliance marketplace. The research builds on and extends existing interorganizational research theories by providing a distinctive conceptual framework and new empirical understanding of cross-sector alliances. Future research needs are identified.

- **James E. Austin (2000).** « **The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances** », San Francisco, CA, Jossey-Bass.

Chapitre 8 disponible en ligne – *Chapter 8 available online* :

[https://www.service-leadership.hk/sites/default/files/upload/collaboration\\_challenge\\_how\\_nonprofits\\_and\\_businesses\\_succeed\\_through\\_strategic\\_alliances.pdf](https://www.service-leadership.hk/sites/default/files/upload/collaboration_challenge_how_nonprofits_and_businesses_succeed_through_strategic_alliances.pdf)

Résumé – *Abstract* :

In these complex times, when no organization can succeed alone, nonprofits and businesses are embracing collaboration for mutual benefits. Nonprofits are partnering with businesses to further their missions, develop resources, strengthen programs, and

thrive in the competitive world. Companies are also discovering that alliances with nonprofits generate significant rewards: increased customer preference, improved employee morale, greater brand identity, stronger corporate culture, and higher innovation.

In this timely and insightful book, James E. Austin provides a practical framework for understanding how traditional philanthropic relationships can be transformed into powerful strategic alliances. He offers advice and lessons drawn from the experiences of numerous collaborations, including Timberland and City Year; Starbucks and CARE; Georgia-Pacific and The Nature Conservancy; MCI WorldCom and The National Geographic Society; Reebok and Amnesty International; and Hewlett-Packard and the National Science Resource Center.

Readers will learn how to:

- Find and connect with high-potential partners
- Ensure strategic fit with the partner's mission and values
- Generate greater value for each partner and society
- Manage the partnering relationship effectively

■ **Philippe Semenowicz (2014). « Collaborer avec le secteur lucratif », *Revue internationale de l'économie sociale*, numéro 333, p. 78–90.**

Lien Web – *Web link* :

<https://www.erudit.org/fr/revues/recma/2014-n333-recma01483/1026045ar/>

Résumé :

Sous l'effet conjoint de la responsabilité sociale des entreprises et de l'entrepreneuriat social, les collaborations entre organisations à but lucratif et organisations sans but lucratif sont aujourd'hui fréquemment présentées comme fructueuses pour les deux parties : d'une part, elles seraient susceptibles d'accompagner les entreprises vers une meilleure prise en compte des enjeux sociaux et environnementaux et, d'autre part, elles offriraient au secteur sans but lucratif de nouvelles opportunités pour accomplir ses missions. Face à ces attentes élevées, il est intéressant de tirer les enseignements de la littérature qui s'est développée sur le sujet depuis une quinzaine d'années, principalement dans le monde anglo-saxon. Le bilan de ces travaux se révèle mitigé : si ce type de collaborations apparaît potentiellement prometteur, leur mise en œuvre est particulièrement délicate.

Abstract :

With the interest in corporate social responsibility and social entrepreneurship, joint projects between for-profit and not-for-profit organisations are frequently presented today as beneficial for both parties. On one hand, it is claimed they can help firms better respond to social and environmental concerns. On the other hand, they are said to offer the nonprofit sector new opportunities for accomplishing its missions. In view of these high expectations, there are interesting lessons to be drawn from the mainly English-language literature that has developed on the subject over the past fifteen years. The

conclusions of these studies are mixed. While these joint projects seem potentially promising, their implementation is particularly challenging.

- **Ruth S. Schiller et Michal Almog-Bar (2013).** « **Revisiting Collaborations Between Nonprofits and Businesses. An NPO-Centric View and Typology** », *Nonprofit and Voluntary Sector Quarterly*, Vol 42, Issue 5, p. 942-962.

Lien Web – *Web link* :

<http://journals.sagepub.com/doi/abs/10.1177/0899764012471753?journalCode=nvsb>

Résumé – *Abstract* :

Collaborations between nonprofits and businesses (CBNB) are a developing field of action. Much of the research deals with the business's perspective. Usage of third sector and nonprofit management methods is a relatively new field of research. This article presents a qualitative case study of a three year collaboration between a nonprofit organization (NPO) and a pharmaceutical company that focuses on the NPO's unique perceptions and points of view about the partnership. The findings reveal that the most crucial element affecting the success or failure of a collaboration is the added value that the business partner brings to the relationship. Furthermore, power relations suggest that weak positioning might benefit the NPO. We introduce the Fields of Action Typology of collaborations between nonprofits and businesses that adds a content layer to current classifications of CBNB and is helpful for defining and examining the benefits NPOs can derive from CBNB.

- **Ida E. Berger, Peggy H. Cunningham et Minette E. Drumwright (2004).** « **Social Alliances: Company/Nonprofit Collaboration** », *California Management Review*, Vol. 47, Num. 1.

Lien Web – *Web link* :

<http://journals.sagepub.com/doi/abs/10.2307/41166287?journalCode=cmra>

Résumé – *Abstract* :

Companies are increasingly seeing corporate social responsibility as a key to long-term success and are collaborating with nonprofit organizations in various ways to establish themselves as good corporate citizens. This article delves into a promising form of company/nonprofit collaboration called social alliances, which are long-term, collaborative efforts between companies and nonprofits that are designed to achieve strategic objectives for both organizations. The characteristics, factors, and circumstances that enable or impede social alliances are examined through an investigation of 11 social alliances involving 26 organizations. Though social alliances may be fraught with problems, they can be designed, structured, nurtured, and

maintained in a manner that will enable them both to contribute to solving pressing social problems and to fulfilling important strategic objectives for companies and nonprofits.

- **James Murdoch (2007).** « **The Place-Based Strategic Philanthropy Model** », **The Center for Urban Economics.**

Lien Web – *Web link* :

[https://www.socialgrantmakers.org/sites/default/files/resources/Place-based.Philanthropy.Brief\\_.pdf](https://www.socialgrantmakers.org/sites/default/files/resources/Place-based.Philanthropy.Brief_.pdf)

Résumé – *Abstract* :

Place-based strategic philanthropy is a relatively new and still evolving model that is attractive to corporate, community, and private foundations. This paper defines the model and addresses its main strengths and weaknesses in comparison to more traditional program-based models of giving. The primary conclusion of this paper is that by focusing on particular places, foundations are often able to more closely align their strategic intent with measurable outcomes. In other words, a place-based model is an attractive approach for foundations that are particularly interested in maximizing the total value of their gifts.

PARTENARIATS ENTRE FONDATIONS ET  
GOUVERNEMENT  
*PARTENERSHIP BETWEEN GOVERNEMENT AND  
PHILANTHROPIC FOUNDATIONS*

- **Sylvain Lefèvre, Annabelle Berthiaume (2017).** « **Les partenariats entre secteur public et fondations philanthropiques au Québec : genèse, contestation et épilogue d'une réforme de l'action publique** », *Revue française d'administration publique*, N° 163, p. 491-506.

Lien Web – *Web link* :

<https://www.cairn.info/revue-francaise-d-administration-publique-2017-3-page-491.htm>

## Résumé :

Depuis une dizaine d'années, un acteur joue un rôle pivot dans les relations entre l'État et le milieu associatif, au Québec: les fondations philanthropiques. Au cœur de ces nouveaux liens, se trouvent des partenariats formels, comme ceux créés dans le domaine de l'action sociale entre le gouvernement québécois et la Fondation Lucie et André Chagnon. Ces ententes ont réactivé certaines tensions liées à la revendication d'autonomie des associations. Mais à l'heure de l'austérité budgétaire, des fondations soulignent aussi le risque d'un recul de l'État social. L'article met ainsi en lumière les relations fluctuantes et les débats sur le rôle respectif de l'État, des fondations philanthropiques et des associations.

## Abstract :

*Partnerships between the State and Philanthropic Foundations in Quebec: genesis, contestation and post-mortem of a reform of public action — In Quebec, relations between State and voluntary sector have been played in pairs since the 1960s. However, in the last decade, a third player executed a pivotal role: the philanthropic foundations. At the heart of these new relations are formal partnerships between government and the Lucie and André Chagnon Foundation. These agreements have reactivated some tensions related to the associations' request for autonomy. Although in a period of budgetary austerity, foundations have also been questioning the decline of social State. Our article aims to retrace the emergence of these public-philanthropic partnerships in order to enlighten the triangular dynamics and debates around the role of the State, foundations and community organizations.*

- **Michal Almog-Bar et Ester Zychlinski (2014). « Collaboration between philanthropic foundations and government », *International Journal of Public Sector Management*, Vol. 27 No. 3, p. 201-211.**

## Lien Web – *Web link* :

<https://www.emeraldinsight.com/doi/abs/10.1108/IJPSM-03-2013-0036?journalCode=ijpsm>

## Résumé – *Abstract* :

**Purpose** – The aim of this paper is to examine collaboration between the government and philanthropic foundations in the age of new governance. This focuses on analysing the relationship that was formed between PFs and the government in Israel during the development and operation of two joint projects initiated by PFs, which aimed to promote collaboration between the two sectors in the fields of children at risk and the public education system.

**Design/methodology/approach** – Qualitative, thematic content analysis was used to study the relationships that emerged between the PFs and the government. Data were collected from an examination of documented materials and interviews with key participants in the two projects from both parties.

**Findings** – The article presents the interface between government and philanthropic

foundations in the age of new governance. Several major factors that shape these relations in collaborative projects emerged from the comparative analysis of the two case studies and are relevant to public sector management: the different perceptions of government and philanthropic foundations that guide the collaborations, the politics of collaboration and the power relations between PFs and government. Research limitations/implications – Further research might examine other examples of collaboration between PFs and government, since the research reported here comprises only two case studies.

Originality/value – As collaborations between government and philanthropic foundations are expanding in many countries as part of new-governance structures, the article presents a valuable insight for both academics and practitioners about relationships between these two sectors, and especially collaboration that involves actors from the New Philanthropy.

- **Michal Almog-Bar et Ester Zychlinski (2012).** « **A façade of collaboration. Relationships between philanthropic foundations and the government in social policy-making in Israel** », *Public Management Review*, Vol. 14, Issue 6, p. 795-814.

Lien Web – *Web link* :

<https://www.tandfonline.com/doi/abs/10.1080/14719037.2011.642625>

Résumé – *Abstract* :

The study presented in this article examined the relationship between philanthropic foundations (PFs) and the government in social policy-making. The Yaniv Project, which aimed to establish collaboration between PFs and the Israeli government in the field of children and youth at risk in Israel, is analysed as a case in point. The findings reveal that the collaboration that emerged was ceremonial and symbolic. The government and the PFs perceived the collaboration more as a technical means of achieving their own goals and gaining control than as a relationship that benefits both parties. The article discusses the implications of those relationships for PFs and the government.

- **Arne Ruckert et Ronald Labonté (2014).** « **Public-private partnerships (ppps) in global health: the good, the bad and the ugly** », *Third World Quarterly*, Vol. 35, Issue 9, p. 1598 – 1614.

Lien Web – *Web link* :

<https://www.tandfonline.com/doi/abs/10.1080/01436597.2014.970870>

Résumé – *Abstract* :

Global Health Partnerships (ghps) have become ubiquitous within global health governance (ghg). Even before the onset of the global financial crisis public–private partnerships (ppps) were an omnipresent policy tool in global health and in the current austerity climate ppps have been heralded as an effective way to address a growing resource gap in ghg. Despite their omnipresence, ghps have not received adequate attention from critical scholars; few efforts have been made conceptually and theoretically to grasp how ppps are transforming the logic of ghg. We argue that ghps have contributed to the emergence of a complex global health governance architecture in which private solutions (market mechanism) are generally privileged over public approaches. Drawing on Gramscian conceptualisations of public/private, we suggest that the reshaping of the private and public realm inherent to ppps represents a further deepening of the neoliberal management of individuals and populations, allowing private interest to become more embedded within the public sphere and to influence global and national health policy making. This undermines the attempt to improve global health results as the inequitable distribution of social determinants of health, especially poverty and social exclusion, remain the main barriers to achieving health for all.

## COLLABORATION ENTRE FONDATIONS ET CERCLES DE DONATEURS

### *COLLABORATION BETWEEN FOUNDATIONS AND GIVING CIRCLES*

- **Juniper Glass et Nancy Pole (2017).** « **Collaboration Between Canadian Grantmaking Foundations: The Expression of an Increasingly Ambitious and Strategic Philanthropic Sector?** », *Canadian Journal of Nonprofit and Social Economy Research*, Vol . 8, No. 2, p. 57 – 79

Lien Web – *Web link* :

<http://anserj.ca/index.php/cjnser/article/view/254>

Abstract :

forms that it takes. It is based on data from interviews with 23 key informants and a literature review of over 100 publications from grey and scholarly literature. Over the last decade, Canadian grantmaking foundations appear to be working together more often, motivated by goals of information sharing, coordination, impact, and risk mitigation. In Canada, as elsewhere, this growing practice is closely related to the trend toward strategic

philanthropy, in which foundations position themselves as agents of change. The article raises cautions and criticisms about foundation collaboration, related to considerations of strategic and cultural fit as well as to existing challenges concerning philanthropy's power and legitimacy in society.

#### Résumé :

L'article propose de faire un examen critique des pratiques de collaboration entre fondations subventionnaires au Canada, qui représentent un domaine jusqu'ici peu exploré dans la recherche scientifique. À partir d'entrevues avec 23 informateurs clés et une recension d'écrits scientifiques et non scientifiques, l'article décrit le contexte, les chemins d'émergence et les formes que prennent ces pratiques de collaboration. Au cours de la dernière décennie, les pratiques de collaboration entre fondations subventionnaires semblent afficher une progression au Canada. Des fondations participantes indiquent être motivées par le désir de soutenir le développement des connaissances, de mieux coordonner leurs efforts, d'accroître l'efficacité ou l'impact de leurs interventions et d'en atténuer les risques. Au Canada comme ailleurs, le développement des pratiques de collaboration entre fondations est lié à l'influence du courant de la philanthropie « stratégique » qui incite les fondations à assumer une posture plus affirmée d'agent de changement. L'article partage également des réflexions critiques au sujet de ces pratiques. Entre autres, il arrive que les organisations participantes doivent composer avec des défis de compatibilité culturelle et stratégique. De plus, ces pratiques se confrontent à des débats existants concernant le pouvoir exercé par les fondations philanthropiques et leur légitimité en tant qu'acteurs sociaux.

- **Angela M. Eikenberry et Beth Breeze (2015) « Growing philanthropy through collaboration: The landscape of giving circles in the United Kingdom and Ireland », *Voluntary Sector Review*, Vol. 6, Issue 1, p. 41-59.**

Lien Web – *Web link* :

<https://kar.kent.ac.uk/52360/>

Résumé – *Abstract* :

Recent efforts to grow philanthropy in the United Kingdom (UK) and Ireland have focused on increasing the number of donors and size of donations, rather than on developing new methods of giving, despite this latter approach sharing the same objective. This article explores the rise of one such new vehicle – giving circles – defined as groups of individuals who donate money and/or time and have a say in the distribution of these resources. Scholarship on giving circles has largely focused on the United States (US), yet they are found increasingly in other parts of the world. This article focuses on how giving circles in the UK and Ireland are structured and administered; how and why they are formed; their key activities; typical characteristics of members; and why people join. It concludes by noting distinctive characteristics of giving circles in the UK and Ireland and setting out a future programme to further understanding in this area.

LE RAPPORT DIT « PARTENARIAL » ENTRE  
DONATEURS ET DONATAIRES  
*THE SO-CALLED "PARTNERSHIP" RELATIONSHIP BETWEEN  
DONORS AND DONEES*

- **Ira Silver (2006).** « Unequal partnerships: beyond the rhetoric of philanthropic collaboration », New York, Routledge, 160 p.

Compte-rendu par Maxim Fortin – *Book review by Maxim Fortin* :

[http://philab.uqam.ca/fichier/document/Article\\_blog/présentations/PhiLab-Texte20Silver.pdf](http://philab.uqam.ca/fichier/document/Article_blog/présentations/PhiLab-Texte20Silver.pdf)

Résumé – *Abstract* :

Through an examination of the Chicago Initiative, Silver analyzes how elite philanthropists exercise social control over community organizations that do work in poor neighborhoods.

- **Stuart Mendel (2013).** « Achieving Meaningful Partnerships with Nonprofit Organizations: A View from the Field », *Urban Publications*.

Lien Web – *Web link* :

[https://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1674&context=urban\\_facpub](https://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1674&context=urban_facpub)

Résumé – *Abstract* :

This article addresses a topic of vital importance to the nonprofit sector: the dominant preference of its institutional funders for visible partnerships and the reality that most of these are shallow relationships entered into by their participants to obtain funding. The article draws attention to the not-so-subtle variations in the use of the term partnership by public, private and nonprofit sector actors as a cause for misaligned performance expectations. The article also introduces meaningful partnership as a desired outcome for partnership endeavors involving at least one nonprofit organization participant. In this usage, meaningful partnerships are those that are transformational in some fashion, going well beyond transactional contract-for-services relationships and lead to benefits that strengthen the participants in some manner. Entering into meaningful partnership

offers the promise for nonprofit leaders and decision makers to apply performance benchmarks that they may use to receive greater return-on-investment in their partnership endeavors.

- **Kent D. Fairfield et Kennard T. Wing (2008).** « **Collaboration in Foundation Grantor-Grantee Relationships** », *Nonprofit Management & Leadership*, vol. 19, no. 1, p. 27 - 44.

Lien Web – *Web link* :

<https://onlinelibrary.wiley.com/doi/abs/10.1002/nml.203>

Résumé – *Abstract* :

Foundations take many forms and wield widespread influence within the nonprofit sector. One aspect of foundations that has received limited research attention is the relationship between the foundation and the grantee. Some authors have encouraged a reframing of this relationship to be more one of equals, where each party brings attributes valuable to the other and where collaboration can germinate and produce more effective philanthropy. This exploratory study suggests that the quality of these relationships varies widely and that it is often difficult to form collaborative ones. It identifies some of the earmarks of fruitful relationships and suggests some ways to replicate those successes.

PHILANTHROPIE, CONVERGENCE SOCIALE ET  
MOBILISATION DES COMMUNAUTES  
*PHILANTHROPY, SOCIAL CONVERGENCE AND  
COMMUNITY MOBILIZATION*

- **Mélanie Greenberg (2006).** « **Coordinating Philanthropy for Peace** », *International Negotiation* Vol. 11, Issue 1, p. 163–183.

Lien Web – *Web link* :

<http://booksandjournals.brillonline.com/content/journals/10.1163/157180606777835720>

Résumé – *Abstract* :

Collaboration at many levels – between governments, non-governmental organizations,

regional groups, and academic disciplines – will create the fabric from which a durable peace can be established in the post-9/11 era. Private foundations, even without the vast resources of government agencies, can play an important catalytic role in encouraging collaboration across the spectrum of peacebuilding. Transaction costs and barriers to negotiation can make collaboration difficult for foundations and grantees, but the potential gains from collaboration overcome the costs of time and the risks of uncertainty inherent in collaborative ventures. Foundations can be especially helpful in establishing collaborations linking theory and practice (especially in the area of evaluation); in bringing together grantees in particular geographical areas; and in helping disseminate best practices and lessons learned from peace-building experiences. Foundations can create an even stronger voice for peacebuilding if foundation leaders are willing to join together as effectively in the peace and security area as they do in areas such as the environment and public health.

- **Ira Silver (2004). « Negotiating the Antipoverty Agenda: Foundations, Community Organizations, and Comprehensive Community Initiatives », *Nonprofit and Voluntary Sector Quarterly*, vol. 33, no. 4, p. 606-627.**

Lien Web – *Web link* :

<http://journals.sagepub.com/doi/pdf/10.1177/0899764004269143>

Résumé – *Abstract* :

This analysis looks at how foundations and community organizations jointly formulated antipoverty agendas within the context of a collaboration forged in Chicago between these two groups in the aftermath of the 1992 Los Angeles riots. The study reveals that as foundations exhibited preferences for supporting antipoverty work that they saw as politically safe and uncontroversial, community organizations enticed foundations to expand the range of funding agendas that suited these preferences. This finding is of timely significance given that during the past 2 decades, policy-making responsibility has shifted from the public to the philanthropic sectors.

LES FONDATIONS PHILANTHROPIQUES, DES  
PARTENAIRES DU DEVELOPPEMENT INTERNATIONAL  
*PHILANTHROPIC FOUNDATIONS, INTERNATIONAL  
DEVELOPMENT PARTNERS*

- **Bathylle Missika et Emilie Romon (2014).** « **Foundations as development partners** », dans : **Development Co-operation Report 2014, Chapitre 8, OCDE, p. 99 – 107.**

Lien Web – *Web link* :

[http://www.oecd-ilibrary.org/development/development-co-operation-report-2014/foundations-as-development-partners\\_dcr-2014-12-en](http://www.oecd-ilibrary.org/development/development-co-operation-report-2014/foundations-as-development-partners_dcr-2014-12-en)

Abstract :

Philanthropic foundations play an important role in sustainable development – not only in mobilising financial resources, but also as development actors in their own right. Until recently, however, official development agencies and foundations have followed parallel paths without much collaboration. Yet, including foundations more strategically in development policy processes can reinforce their role as partners, rather than solely as financiers. Foundations have advantages over official development co-operation providers that include greater operating freedom, capacity for innovation and risk-taking, and ability to leverage additional funding. This chapter outlines some ways forward for enhancing collaboration and joint funding, building on each other's comparative advantages and shared thematic interests.

Résumé :

Les fondations caritatives sont des acteurs de premier plan du développement durable. Loin de limiter leur action à la mobilisation de financements, elles interviennent de plein droit dans les questions de développement. Jusqu'à récemment, les organismes publics d'aide au développement et les fondations suivaient des trajectoires parallèles et ne collaboraient guère. Or, associer les fondations de manière plus stratégique aux processus de développement peut contribuer à leur conférer un statut de partenaire, et plus uniquement de bailleur de fonds. Les fondations présentent des avantages par rapport aux apporteurs publics de coopération pour le développement, au nombre desquels figurent une plus grande liberté de fonctionnement, des capacités d'innovation et de prise de risque, et l'aptitude à mobiliser des financements additionnels. Ce chapitre explore différentes voies pour renforcer la collaboration et le financement conjoint, en mettant à profit les avantages comparatifs de chacun et les thèmes d'intérêt communs.

- **Mark R. Kramer (2007). « Philanthropy, aid, and investment: creating a common language », Conference paper: Session VI, Global Impact: Philanthropy Changing development.**

Lien Web – *Web link* :

<https://www.brookings.edu/wp-content/uploads/2012/04/2007kramer.pdf>

Résumé – *Abstract* :

The recently released United Nations 2007 Update on Africa suggests that, despite an unprecedented level of attention and focus from major philanthropists, celebrities, academics, corporations, and governments on Africa's urgent and crushing needs, sub-Saharan Africa is not on track to achieve any of the Millennium Development Goals. One reason is the lack of collaboration, or even coordination, among these kinds of actors. Philanthropy, international aid, and foreign direct investment are three entirely separate sectors that operate in very different ways while pursuing goals that overlap to a surprising degree. The challenge then is whether this commonality of goals can be leveraged to build collaboration across sectors in order to accelerate social progress and increase the impact of current expenditure levels. If a common set of evaluation metrics and procedures were adopted across all three sectors, it would streamline the evaluation process for all players and help forge a common language across these very different organizational cultures. This coordination would increase the possibility for greater impact on the economic, social and environmental development of Africa.

- **Michael J. Moran (2014). « Private foundations and development partnerships: American philanthropy and global development agendas », London, Routledge, 176 p.**

Résumé – *Abstract* :

This book explores the influence of private United States (US) philanthropic foundations in the governance of global problems. Through a close scrutiny of four high profile case studies of public-private collaboration, the work addresses the vacuum present in global governance scholarship regarding the influence of foundations, arguing the influence of these actors extends beyond the basic material, and into the more subtle and complex ideational sphere of policy and governance. This book:

- charts the growth of private forms of governance and foundations' role in deepening and extending private power in global politics
- provides a historical examination of private foundations in international affairs including their centrality in the development of the institutional architecture in international health and agriculture and the linkage back to domestic political systems
- analyses the new modes of philanthropy and giving styles – particularly venture philanthropy and 'philanthrocapitalism' – and how these are being rearticulated in the aid architecture and in development discourses
- evaluates distinctive features and unique attributes of foundations as transnational actors (including their limitations) – how they use these attributes

when exercising policy influence and how they negotiate and collaborate with other state and non-state actors in global governance

- provides an introduction to three prominent foundations – Gates, Rockefeller and the Acumen Fund – and four key partnerships – IAVI, GAVI, AGRA and A to Z textile Mills.

This work will be of great interest to students and scholars of international organizations, international political economy and development studies.

ALLIANCES PHILANTHROPIQUES ET CAPITALISME  
HEGEMONIQUE  
*PHILANTHROPIC ALLIANCES AND HEGEMONIC  
CAPITALISM*

- **Joan Roelofs (2007). « Foundations and Collaboration », *Critical Sociology*, Vol 33, Issue 3.**

Lien Web – *Web link* :

<http://journals.sagepub.com/doi/abs/10.1163/156916307X188997>

Résumé – *Abstract* :

Foundations are prime constructors of hegemony, by promoting consent and discouraging dissent against capitalist democracy. There is considerable collaboration among foundations and their networks of nonprofits; between philanthropic foundations and profitmaking corporations; and between the foundation world and government entities, local, state, national and international. We do not have to posit any secret conspiracies (although they may well exist). The proponents of “civil society” celebrate the erosion of boundaries, especially those between the public and private sectors, while “networks” consisting of funders and grassroots organizations enable the powerful to appear as just another participant. These developments, as Zbigniew Brzezinski has observed, “obscure asymmetries in power and influence.” Democratic institutions are quietly being supplanted by a “new feudalism.”

- **Behrooz Morvaridi (2012). « Capitalist Philanthropy and Hegemonic Partnerships », *Third World Quarterly*, Vol. 33, Issue 7, p. 1191-1210.**

Lien Web – *Web link* :

<https://www.tandfonline.com/doi/abs/10.1080/01436597.2012.691827>

Résumé – *Abstract* :

Over the past 10 years individual capitalists have become increasingly involved in philanthropy, setting up charitable foundations targeted at helping to reduce social problems such as poverty, disease and food security. This form of neoliberal capitalist philanthropy is both politically and ideologically committed to market-based social investment through partnerships, to make the market work or work better for capital. The new structures of philanthropy have received much praise in the media for imbuing capitalist business principles into the non-profit sector and for their potential for social transformation. While philanthropic activities may be considered worthy in themselves, this article examines the relationship between giving and business interest and the agency associated with neoliberal capitalist philanthropy. It questions partnerships between philanthropists and private corporations and their motivations for engaging in poverty-related philanthropy. The discussion focuses on capitalist philanthropic foundations' involvement in the process of agricultural commodification in sub-Saharan Africa through the New Green Revolution and genetically modified (GM) technologies.



**PhiLab**

LABORATOIRE MONTRÉALAIS  
DE RECHERCHE SUR LA  
PHILANTHROPIE CANADIENNE

Produit par David Grant-Postras  
Candidat à la Maîtrise en Sociologie  
UQAM

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Faites-nous parvenir vos références en lien avec la thématique « philanthropie, collaboration et partenariat ». Écrivez-nous au [philab@uqam.ca](mailto:philab@uqam.ca) et il nous fera grand plaisir de les ajouter au bulletin. De plus, vous pouvez nous suivre via notre site internet [www.philab.uqam.ca](http://www.philab.uqam.ca), sur Twitter [@PhiLabMTL](https://twitter.com/PhiLabMTL) ou même en vous abonnant à notre Infolettre.

On vous revoit le mois prochain !

*Send us your references about « philanthropy, collaboration and partnership ». Write us to [philab@uqam.ca](mailto:philab@uqam.ca) and we will be pleased to add them to the monthly. Moreover, you may follow us by our Web site [www.philab.uqam.ca](http://www.philab.uqam.ca), on Twitter [@PhiLabMTL](https://twitter.com/PhiLabMTL) or even in subscribing to our Newsletter.*

*See you next month !*