

**Institutional Case Study**

**FUTURO**  
**BEM**  
**MAIOR**  
*Program*





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**HISTORY, PREMISES, AND METHODS**

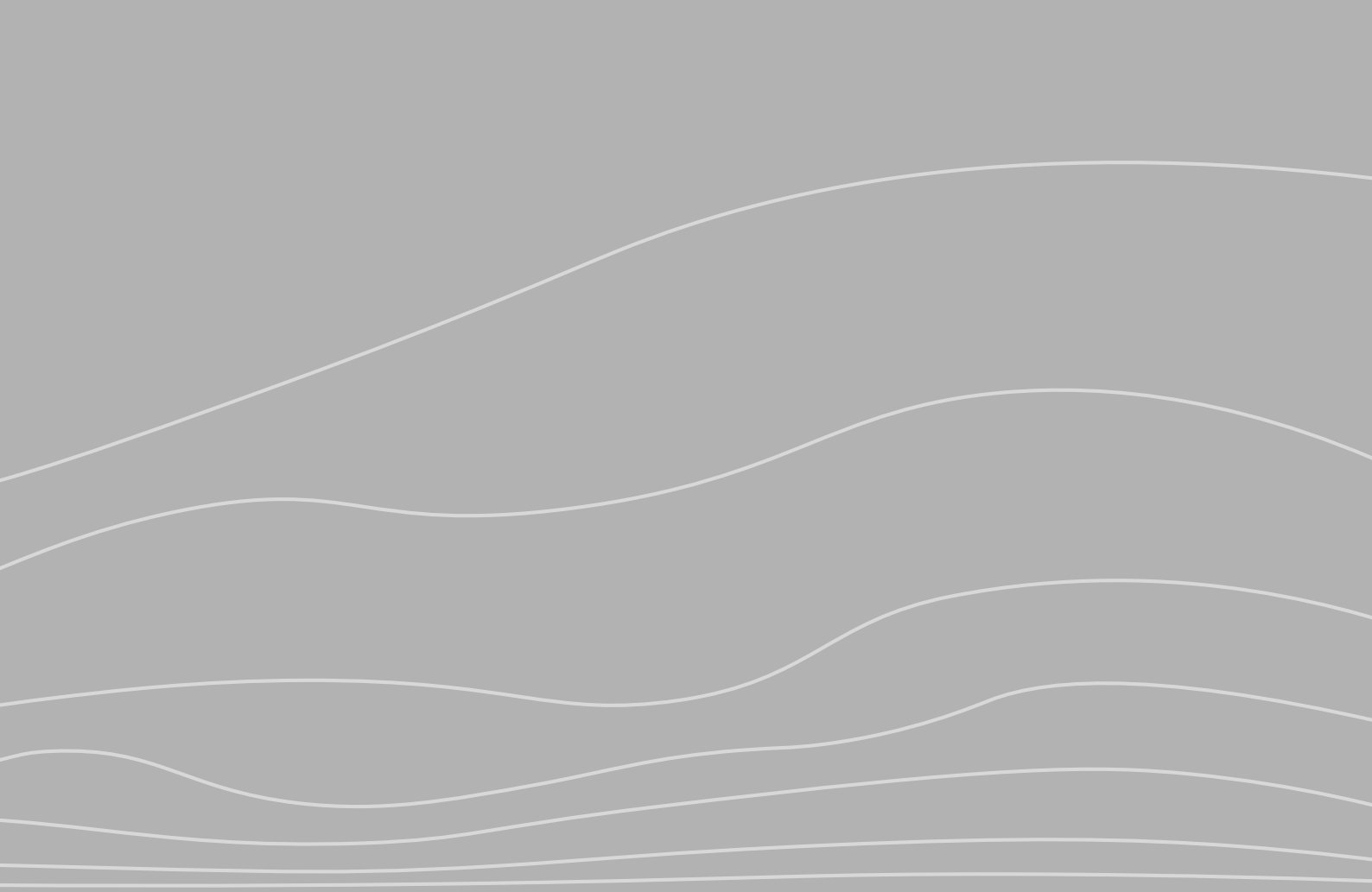
# INTRODUCTION

WE PRESENT THE INSTITUTIONAL CASE STUDY OF *FUTURO BEM MAIOR* (FBM).

This case study explores the first three calls for proposals of the program, which, with their innovative principles, objectives, and methods, have the potential to significantly transform the approach to private social investments (PSI) in Brazil. To do so, we conducted research with 84 out of the 91 organizations that benefited from these first three editions, as the fourth edition was still ongoing during the research phase. In the first section of this publication, we will detail the research methodology, briefly recount the history of the first three calls for proposals (highlighting the motivations behind their creation), and define the two key distinctive features of the program, which capture its essence and distinguish it from other philanthropic initiatives. In the second

section, we will present the research results, outlining the various impacts of the supported projects, the challenges encountered, and other insights.

Our goal in conducting this research and publishing this case study is to demonstrate that PSI in social organizations and local collectives can drive societal transformation, generating consistent social results in regions and organizations with limited opportunities and prospects. We aim to show that even small and often under-resourced organizations can be central actors in their territories, offering effective solutions to local problems - sometimes in collaboration with public authorities - and contributing not only to local development but also to the broader progress of the country.



The research conducted has shown that, through its thoughtful planning and execution, the FBM has played a significant role in strengthening the management of the supported organizations and enhancing their ability to build networks and engage with other organizations and social actors. This has helped them gain credibility and recognition. These foundations enabled them to produce consistent results with their target populations and within their own communities. As a result, the findings reinforce the belief that we are on the right track to generating the desired social impacts.

It is also important to highlight that the supported social organizations operate with

deep authenticity, driven by democratic values and a sincere commitment to improving the quality of life for the populations and territories they serve. This has allowed them to restore hope and self-esteem in the communities, helping people to see themselves as active citizens, authors of their own destinies, and catalysts for their own development.

We hope that our work model will be recognized and replicated by other philanthropic organizations and social investors who share our values and principles. This is our aspiration, and we are committed to providing the means to make it happen.



# METHODOLOGY

# SAMPLE CONSTRUCTION AND DATA COLLECTION INSTRUMENTS

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In the first three editions, *Futuro Bem Maior* supported 91 formalized civil society organizations (CSOs) and informal collectives. Of these, 84 (92.30%) responded to our outreach for the research, which is a notably high response rate. This is particularly significant, as one of the main challenges in social project research is successfully contacting the organizations involved.

The sample was categorized based on participation in each edition of the call. The organizations were divided into those that participated only in the first edition, only in the second, only in the third, in both the first and second editions, in both the second and third editions, and in all three editions, as shown in Table 1.

Additionally, the organizations were classified by the region of the country in which they are located, as outlined in Table 2.

Out of the 84 organizations, 20 (23.80%) took part in one-hour interviews. The remaining 64 (76.20%) responded to a Microsoft Forms questionnaire containing approximately 25 open and closed questions. The 20 organizations selected for the interviews were chosen based on representativeness, ensuring the inclusion of members from all categories in the edition classification. However, we were unable to include organizations from the “Year 2 and 3” group despite repeated contact attempts.

The question guide was designed using the Lean Data methodology, which focuses on extracting key questions in a straightforward manner to support the data collection structure. We also incorporated the program’s Theory of Change, developed during the third edition based on lessons learned from the first two editions, which will be presented later.

After the development of the question guide, the tabulation process was carried out alongside the construction of the questionnaire. The tabulation took place in two stages: (i) key ideas (tabulating the main themes for the development of the questionnaire); and (ii) tabulation of the responses to the questionnaire.

The questionnaire was designed based on the key results and themes that emerged from the interviews. This process allowed the instrument to be refined and standardized, facilitating its integration with the interview tabulation. The questionnaire also included open-ended questions for participants who wished to share their experiences in a more in-depth and personal manner.

**TABLE 1** Classification of Organizations by Participation in the Calls

EDITION	TOTAL POPULATION	% COMPARED TO TOTAL POPULATION	PARTICIPATING	% COMPARED TO TOTAL PARTICIPATING
Year 1	25	27	22	26.19
Year 2	14	15	14	16.67
Year 3	28	31	28	33.33
Years 1 and 2	22	24	19	22.62
Years 2 and 3	1	1	0	0.00
Years 1, 2, 3	1	1	1	1.19


Source: prepared by author(s)

**TABLE 2** Distribution of ORGANIZATIONS BY REGION OF THE COUNTRY

REGION	TOTAL POPULATION	% COMPARED TO TOTAL POPULATION	PARTICIPATING	% COMPARED TO TOTAL PARTICIPATING
South	9	10	9	10.71
Northeast	40	44	37	44.05
North	6	7	4	4.76
Southeast	31	34	29	34.52
Midwest	3	3	3	3.57
National	2	2	2	2.38

Source: prepared by author(s)





**CONTEXT AND  
MOTIVATIONS**

The *Futuro Bem Maior* program is an initiative designed to support organizations and collectives committed to social transformation within their territories. Through an inclusive selection process, the program provides funding, capacity-building, and technical support to strengthen these initiatives, helping them overcome structural barriers and expand their social impact. The goal is to facilitate access to resources for those who, despite their potential and relevance, are often overlooked by traditional funding opportunities.

In Brazil, private social investment (PSI) resources are largely concentrated in the Southeast region, particularly in the corridor formed by Rio de Janeiro, São Paulo, and Minas Gerais. This is despite the significant number of organizations based in other regions, especially the Northeast. Donations remain limited, often due to a lack of awareness of the needs in more remote areas or a lack of trust in organizations operating in these less accessible regions.

In general, these initiatives are small or even informal, often organized as collectives, with limited structure, transparency, and infrastructure. Many lack registration under the CNPJ system (National Register of Legal Entities), internal regulations, or a formal board. As a result, they are often seen as a risk by private social investors. This distrust (which is justified to some extent) prevents investors from recognizing the significant role these organizations play in the areas where they operate. There are highly relevant and promising initiatives in vulnerable municipalities that, due to their lack of visibility, are overlooked. These organizations face difficulties in raising funds and sustaining themselves in the medium and long term.

The typical solution to this issue is to create generic projects aligned with the priorities of private social investment and apply them across different regions of the country. However, this approach often wastes the local knowledge and expertise these organizations already possess about the real needs of their communities. Because they are deeply embedded in these realities, these organizations have a better understanding of the specific needs of their populations and are far more capable of innovating and providing effective solutions to the challenges they face.

At *Movimento Bem Maior*, we believe that strategic philanthropy has a crucial role to play in helping organizations overcome the barriers that keep them from accessing PSI. We recognize that strategic philanthropic resources can take calculated risks, supported by data and monitoring efforts. While identifying strong investment opportunities outside major urban centers and with organizations that have limited visibility is challenging, the insights, knowledge, and technical capacity we've developed lead us to believe we are on the right path to achieve this goal successfully.

With this mindset, we created the FBM. Aiming to bring opportunities to organizations and collectives that are vital to the territories they serve but often lack access to resources, we developed a call for proposals that offers tangible and impactful support to these key agents of transformation.



# HISTORY OF THE CALL FOR PROPOSALS

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Futuro Bem Maior (FBM) was the first PSI initiative by Movimento Bem Maior (MBM), marking its official launch with the opening of the first call for proposals. The program was developed in strategic partnership with Instituto Phi, renowned for its expertise in philanthropy, strengthening CSOs, and managing social projects, as well as its ability to connect sector actors with transparency and effectiveness. The choice of Instituto Phi proved to be an excellent decision, as its work model was successfully adapted to create this new program.

MBM chose to design the calls for proposals using the Lean methodology. Each call, therefore, represents a cycle of testing and learning to refine the approach and ensure we achieve the intended social impact. The tests and hypotheses are developed through feedback on both successes and challenges, aligned with the values and strategy of MBM that shape our mindset.

The first call, launched in 2019, received 4,000 online applications, largely due to the public announcement made by Luciano Huck, an MBM associate, on his television show *Caldeirão do Huck*. After a selection process, the finalist organizations were subjected to a public vote by civil society. The top 50 organizations received R\$ 100,000 in support and one year of guidance from Instituto Phi. Midway through the first call, the pandemic emerged, forcing organizations to adapt to social isolation. As a result, funding was made more flexible, and deadlines were adjusted.

The second call, launched in 2020, was defined by the pandemic. In this exceptional context, we decided to send invitation letters to organizations already in our database. The selection criterion was based on Covid-19 hotspot areas - regions with the highest infection rates or the greatest risk of increased transmission. We focused on the most vulnerable populations during this time: children, people over 60, and individuals with disabilities (PWD). A total of 38 organizations were selected, each receiving R\$ 70,000 in support along with guidance from Instituto Phi. Throughout this edition, we maintained flexible budgets and timelines.

The third call, launched in 2021, was shaped by several decisive factors: (i) the lessons learned from the first two calls; (ii) the end of the pandemic; (iii) the expansion of the MBM team, which enabled us to broaden the

scope of our work; and (iv) the evolution of MBM itself, with increased confidence in the model we were adopting.

Building on the lessons learned, we established new selection criteria: municipalities with populations of up to 200,000, local operations, and annual revenues of up to R\$ 500,000 in the previous year. We felt the need to focus on the maturity of organizations and collectives, particularly those at an early stage, with greater potential to expand their capabilities and work collaboratively. As a result, we selected 30 organizations and collectives, each receiving R\$ 70,000 in support along with guidance from Instituto Phi.

Furthermore, the lessons learned from the first two calls highlighted the importance of partnering with an organization to strengthen the key governance areas of the supported entities. We invited Phomenta to implement a comprehensive institutional training program throughout the year of the call. With MBM's growth, the Social Investments team was able to gather baseline and final data, which enabled us to measure and quantify the short-term social results achieved. Thanks to the data collected at both the baseline and final stages, we were able to confirm that the CSOs felt the impact of the training on their outcomes, leading to significant improvements in their operations. It became evident that, by recognizing the importance of institutional development - which includes strengthening governance, methodologies, organizational culture, and more - the organizations were able to achieve far better results.

The evolution of FBM with each call for proposals has solidified our approach and the Lean methodology. This methodology enabled rapid learning cycles with short testing phases, where the path was continuously adjusted through active listening from all involved and by adapting to external factors (such as the pandemic). The partners chosen to co-create the calls share this same philosophy. The methodology allows flexibility in the structure of the calls, while preserving the program's core essence. As the program expanded, our understanding of each partner organization's role improved, clarifying their scope of work, complementarities, and contributions. This ensured that the work of the beneficiary organizations was more efficient and helped us achieve the expected results with greater precision.

“In the third call, we had a clearer definition of each person's role and the path to be followed. In the first call, everything was more unified. By the third, we began to understand each role more clearly, which helped us mature the program.”

Instituto Phi

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# THEORY OF CHANGE

Between the 2nd and 3rd calls for proposals, we developed the Theory of Change (ToC) to guide the program’s future and next steps. While ToCs are typically based on assumptions and hypotheses, ours was grounded in the concrete findings from the first two calls, allowing for a more solid foundation. By following the steps of the ToC, we identified the following key elements:

## Social Thesis

Strengthening social organizations in vulnerable and underrecognized territories fosters the development of the local social and institutional fabric.

## Long-Term Impact

Territorial development driven by local leadership.

## Medium-Term Impacts

(i) CSOs are recognized as active agents of social transformation. (ii) CSOs contribute to reducing local social vulnerabilities. (iii) A strengthened social fabric through collaboration and knowledge exchange among CSOs and collectives. (iv) CSOs serve as spokespersons for their causes within the region. (v) CSOs are empowered to engage effectively with local public authorities.

To this end, we built on the following key findings from the first two calls for proposals, which became guiding principles for the program’s strategy:



**Institutional development, rather than project-based support**, brings organizations closer to their mission, enabling greater social impact. (Management and governance)



**Social organizations have the deepest understanding of their territories and needs**, making them best positioned to develop solutions that effectively serve local populations. (Territorial expertise)



**Empowered social leaders** strengthen governance and drive the sustainable growth of their organizations. (Management and governance)



**Institutional strengthening requires robust, long-term support** that adds value and fosters sustainability.

Building on these principles, we analyzed the qualitative and quantitative data from the research and identified the following key findings of the program:



Organizations and collectives with **stronger management** can operate more efficiently and effectively, advancing their mission and amplifying their social impact.



**Strengthening governance** within organizations and collectives enhances the quality and sustainability of social initiatives.



Social organizations have the deepest understanding of **their territories and needs**, making them best positioned to develop solutions that serve local communities.



Supporting a **locally relevant** organization helps strengthen its cause within the region.



Organizational strengthening is driven by **exchanges and network connections**.



An organization's **social technology** can inspire public policies and foster closer collaboration with local authorities.



Expanding an **organization's knowledge** base equips it with tools to enhance social initiatives in the field and improve management.



Social solutions can be scaled through **exposure to innovations** and social technologies within the network.



Flexible funding, coupled with non-financial **support**, empowers organizations to allocate resources strategically, fostering institutional development.



Supporting **small organizations** - especially those receiving funding for the first time - drives

positive social outcomes for both their target audience and the broader community.



A strengthened organization can **facilitate partnerships across sectors**, fostering a collaborative network within its territory.

# FBM'S TWO DISTINCTIVE FEATURES

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Drawing from the experience of three calls for proposals and a process of self-reflection, we have identified two distinctive features of FBM.

## DISTINCTIVE FEATURE I

### Trust-based, human-centered relationships with CSOs.

A key finding of the study reaffirmed one of *Movimento Bem Maior's* core values: the importance of building trust-based relationships with supported organizations - a principle known as Trust-Based Philanthropy. This value shapes and guides MBM's approach, fostering meaningful engagement with CSOs. Through active listening and empathy, we cultivate collaborative networks where participants recognize the value of connection, feel safe to express themselves openly, and remain receptive to others. This environment enables individual growth and the pursuit of shared goals, all rooted in a foundation of trust.

Moreover, when a CSO feels trusted and can reciprocate that trust, its self-confidence grows. Among the surveyed organizations, 77% reported increased self-confidence and self-esteem after participating in the call for proposals. For those engaged in one or two previous calls, this percentage rose to 85% and 100%, respectively, suggesting that sustained participation in the program further strengthens organizational confidence. Remarkably, even among first-time participants, 90% reported increased self-confidence, reinforcing the transformative impact of exchange, support, and collaborative networks in strengthening organizations.

“A more humanized interaction - being able to be honest with the sponsor - was a blessing. We are used to dealing with public calls, where getting feedback on our requests is extremely difficult.”

Circo Redondo

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“*Movimento Bem Maior's* support was truly hands-on. [...] We could call, and they would always respond. [...] An organization that had nothing and suddenly receives 100,000 needs guidance. The human connection they provided, the trust they placed in our proposal [...] that's what brought us the greatest joy then and still does today.”

SOS

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This first distinctive feature is closely tied to three key research findings:



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**Social organizations have the deepest understanding of their territories and needs,** making them best positioned to develop solutions that serve local populations. To validate their knowledge and approaches - especially those of small, informal collectives - building a foundation of trust is essential.



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**Supporting organizations with strong local relevance** helps amplify their cause within the region.



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**Providing first-time funding to small organizations** generates positive social outcomes, benefiting both their target audience and the broader community.

When a funding organization builds a relationship of trust with a supported organization, it enhances that organization's visibility and credibility. As highlighted by various IDIS studies, organizations - especially small ones - often face significant skepticism in Brazil. Their own communities may question their legitimacy, scrutinizing their activities, relationships, funding sources, and underlying interests. In this context, when *Movimento Bem Maior* funds a small organization and demonstrates confidence in its work, it acts as a form of endorsement - a "seal" of recognition for its relevance within the territory. This validation shifts community perceptions, fostering greater trust and legitimacy. As a result, 80% of supported organizations reported increased visibility within their communities, and 73% experienced greater local recognition. Among first-time participants, the most significant outcome was that families benefiting from the projects began to trust these organizations, recognizing them as welcoming community spaces.

“ The true innovation lies in close engagement with those carrying out the work, coupled with attentive listening to the local reality - something still rare among major donors. The practice of making donations through this lens of listening remains innovative. Moreover, supporting projects of this scale is not yet a common practice.”

Instituto Phi

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## DISTINCTIVE FEATURE 2

### Flexible financial and non-financial support at scale

In the third call for proposals, we introduced a significant innovation that, together with the concept of Trust-Based Philanthropy, became one of FBM's defining features. Drawing on feedback from previous editions, we combined large-scale financial support with non-financial assistance, integrating substantial funding with capacity-building initiatives, primarily through Phomenta's training program. This approach enabled organizations not only to secure significant resources to expand their activities but also to acquire and apply practical knowledge in financial management, project structuring, and institutional development.

Understanding the value of supporting organizations in their early stages, the third call for proposals prioritized inclusivity by encouraging the participation of grassroots collectives and less structured organizations with strong social impact potential, despite inherent risks. Rather than focusing solely on institutional maturity, we considered each organization's specific context and challenges, ensuring broader access to the program. Collectives without formal registration (CNPJ) and organizations with limited funding sources were not automatically excluded. Instead, we recognized and prioritized proposals demonstrating a strong social commitment and a willingness to grow and learn.

This approach allowed us to expand, rather than restrict, the pool of organizations eligible to participate in the call for proposals and receive funding. In doing so, we reinforced FBM's commitment to decentralizing resources. Research findings highlighted that 38.82% (33) of the organizations supported in the third call were first-time participants in the program. When including those receiving significant funding for the first time, this percentage rose to 65.48% (55). This underscores our ongoing commitment to extending PSI to regions and organizations that typically lack access to such opportunities.

“When you look at FBM's approach, no other funder is investing at this scale. When both financial and non-financial support are offered, the financial aid is typically minimal. The monitoring model is also quite different: most funding programs require highly structured projects, which often excludes smaller organizations - only larger, well-established ones can meet those demands. I also see a trend in calls for proposals favoring CSOs with high visibility, often prioritizing these organizations.”

Phomenta

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“The combination of funding and capacity - building was truly innovative. I'm not aware of other calls that offer both simultaneously. It's usually either training or financial support - not both.”

Instituto Phi

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Beyond decentralizing resources, the call for proposals was designed to offer flexibility in fund allocation, giving organizations the autonomy to decide how best to use the resources. To truly account for each organization's unique context, it was essential to ensure that funding could address their specific needs – needs that no one understands better than the organizations themselves. This approach led to unexpected yet highly positive outcomes. In the third call, 64% of supported collectives chose to use the funds to formalize as CSOs. Rather than excluding smaller, less structured, and informal organizations, FBM played a key role in strengthening them, fostering institutional growth, and expanding their capacity for impact.

These two distinctive features of FBM shape an innovative model that decentralizes PSI, ensuring resources reach traditionally overlooked areas. With a flexible funding approach, organizations can allocate resources based on their deep understanding of local challenges and needs. At the same time, the model upholds operational security through monitoring and capacity-building, enabling the development of effective solutions that have consistently generated meaningful social impact. Now in its fifth edition, the call for proposals continues to evolve. We remain committed to driving transformation, learning, and growing alongside the organizations we support – working together to create lasting, positive change in communities across Brazil.

“Through the Phomenta program, we started to change our way of thinking.”

APAE Valente

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“Through Phomenta's training, we were able to develop strategies for launching direct fundraising campaigns. We sold T-shirts and even organized a bingo event, engaging the local community to donate prizes.”

Circo Redondo

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“Another key benefit was our partnership with Instituto Phi, which managed the project and even inspired us to adapt aspects to our reality. Phomenta also provided invaluable support, particularly in education, website development, and volunteer recruitment – an area where we are still taking our first steps.”

Instituto Brotar

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## MORE TESTIMONIES

“The relationship with CSOs and the support model are different. FBM is not just an email or a platform that tracks fund usage - it's about real human connections. Organizations don't just talk about FBM; they talk about Thai from FBM, Bia from FBM. That personal connection is central to Phomenta's work. Many CSO leaders feel isolated and struggle with self-esteem. They often feel unheard within their own communities, as if no one is truly listening. The human side of FBM may be one of its greatest strengths - it reinforces their sense of identity and worth, helping them feel seen as people, not just as organizations. You know their names, and you truly listen. That changes the entire engagement process. We've even heard CSOs say this was the first time they truly felt heard.”

Phomenta

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“*Movimento Bem Maior* and Instituto Phi were true partners - they stood by us, shared in our struggles, and did everything they could to help us.”

SOS

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“FBM's vision of empowering the social sector had a direct impact on our methodology.”

Mano Down

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“The team at Instituto Phi was incredibly kind and welcoming. They were always there to support us, answering our questions with patience and care.”

Pais e Amor

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“The FBM seal carries weight - it strengthens our ability to seek new partnerships in the everyday life of our cities.”

Instituto ITI

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“It builds trust - it gives the organization confidence. When you come from a humble background, you often look at opportunities and think, 'That's not for me.' But when you achieve something like this, it's a boost - it makes you think, 'I did it.' It motivates you to apply for other calls and helps democratize philanthropic resources, showing that they are accessible. It's the confidence of knowing you can see things through to the end.”

Instituto Phi

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“It was an immense growth opportunity for us as an organization. After this experience, we were even selected in other calls for proposals. We were able to participate in new projects, both at the regional level in our city and on a national scale.”

Pais e Amor

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“The recognition from the call for proposals is essential for credibility. FBM's endorsement not only validates our work but also attracts the attention of companies. It was a turning point for our cultural center - FBM opened the door, and suddenly, businesses started to take notice, thinking, 'If FBM saw value in them, maybe we should too.'”

Centro Cultural Juliana Maia

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“FBM's support was essential for us to gain visibility and recognition. Until then, ITI was an NGO known primarily outside the state.”

Instituto ITI

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“I feel immense pride. You were like a bridge, a launching ramp - one that helps you rise and take flight.”

Centro Cultural Juliana Maia

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“The first call for proposals we participated in (excluding incentive laws), which allowed us to dream bigger.”

Mano Down

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“I mentioned Movimento Bem Maior because, in 2022, we received support from them, along with Phomenta and Phi, which also encouraged us to seek potential sponsors.”

Centro Cultural Juliana Maia

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“MBM directly contributes to shifting perspectives.”

Mano Down

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“Beyond recognition in the territory, it has opened doors to new partnerships, donors, and volunteers. It has also given our name greater credibility.”

Leme

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“It’s wonderful that these institutions exist to help others realize their dreams. Without funding, we are left with our hands tied.”

APAE Valente

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“We were approached by Rede Globo, a French agency, and companies. We don’t know how they found us, but it’s undoubtedly a result of our partnership with MBM, as we previously had no visibility.”

Madeira da Terra

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“We reflected on how inclusive this support was. The way FBM structured the call for proposals boosts and promotes autonomy. It makes a significant difference. I was exhausted, everything felt more difficult, but this call brought renewed energy.”

Circo Redondo

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“I thank the team at MBM and Instituto Phi. Thank you for the opportunity to be seen. We are alive.”

Pace

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“The structure you have, with Phi and Phomenta working together, is very good and very important. We had participated in other types of training before, but this format gave us a different perspective.”

Madeira da Terra

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“The management partnership with Instituto Phi helped organize documentation, ensured transparency in financial reporting, and strengthened the association by enhancing its credibility.”

Mano Down

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“We envisioned it and bought this church that had been closed... and then we were able to create the headquarters of our dreams.”

Centro Cultural Juliana Maia

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“All the educational materials they received, all the learning they gained, as well as the payment for instructors and everything else, mostly came from MBM.”

Madeira da Terra

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“Through our learning relationship with Phi, we improved our spreadsheets and began documenting the stories of the people we support, collecting testimonials, reports, and writings, recording the spaces of transformation and emotional connections.”

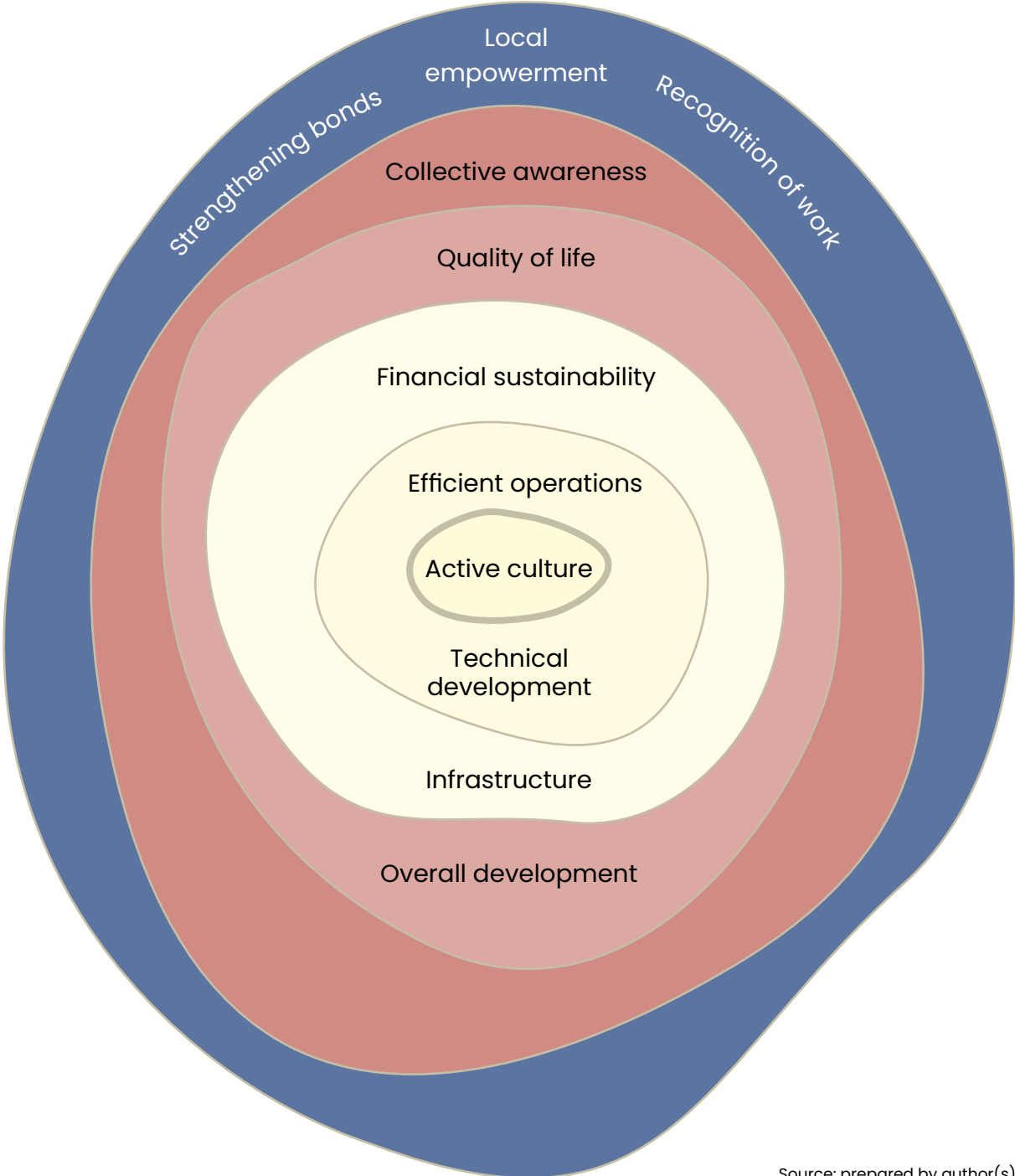
Instituto ITI

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RESULTS, DISCUSSIONS, AND CHALLENGES

# THE RESULTS MANDALA

FIGURE 1 Results Mandala



Source: prepared by author(s)

The data obtained from the research was organized into a mandala, composed of multiple concentric circles. Each circle represents an outcome from the first three calls for proposals of FBM. Notably, the mandala features three predominant colors: yellow, pink, and blue. Each color corresponds to a group of outcomes. Let's take a closer look:



**1. Outcomes in social organization**

Represented by the three yellow circles, this category encompasses results related to: (i) active culture; (ii) technical development and efficient operations; and (iii) Infrastructure and financial sustainability.



**2. Outcomes for the target audience**

Represented by the two pink circles, this category includes: (i) development and quality of life and (ii) collective awareness.



**3. Outcomes in the local community**

Represented by the blue circle, this category relates to strengthening bonds and recognition and legitimization of work.

The outcomes related to social organization (represented by the yellow circles) are placed at the center of the mandala because the beneficiary organization is the source of all results. Without it, achieving any positive impact is not possible. FBM operates on the premise that the civil society organization (CSO) or collective is the direct beneficiary of the program, so any result or objective must be achieved through organizations strengthened in their institutional structures, sustainable in planning (including financial), and empowered in their importance within their territories. This focus on the organization reflects our commitment to building relationships of trust and closeness with our partners, valuing dialogue and mutual respect in every interaction.

This premise is supported by testimonials from various organizations regarding the impact of their participation in the FBM after the conclusion of the calls for proposals. Specifically, 84% of organizations reported that the program enhanced their “understanding of the importance of partnerships and network collaboration”; 83% emphasized the “significance of maintaining financial sustainability”; 79% discovered “new perspectives and opportunities”; and 71% gained “increased awareness of their work within their territories”.



**RESULTS IN  
THE SOCIAL  
ORGANIZATION**

The first yellow circle, located at the center of the mandala, represents “active culture.” This pertains to outcomes related to strengthening the organization’s values, enhancing team members’ capacity for collaboration, and fostering a sense of community and belonging among them. This initial circle leads to the second: an active culture promotes technical development, resulting in more efficient operations. The second circle, in turn, progresses to the third: technical and operational improvements enhance the organization’s infrastructure and elevate its level of financial sustainability. Let’s delve deeper into each of these circles:



### **Active Culture**

While the FBM aims to empower organizations, recognizing them as protagonists and bearers of the best knowledge about their territories, we also encourage these entities to question and rethink their processes and methods, given the program’s focus on institutional development. This leads to changes in the organizational culture itself. As shown in Graph 1, the majority of organizations stated that the call for proposals was a moment of openness and learning, promoting team unity, collective and collaborative project alignment, and the recruitment of new community members to the team.



### **Technical Development**

According to Graph 1, 77.38% of organizations reported receiving assistance in identifying areas for improvement, and 73.81% felt encouraged to pursue learning opportunities. This led to technical enhancements in their work (73.81%), development of accountability skills (64%), adoption of new work tools (64%), better systematization of operational tasks (52%), and improvements in task and responsibility distribution (51%).

“The support from the FBM has led to significant growth for our team and institution, especially through the sensory garden project.”

Pais e Amor

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“Last year, we received an award for the inclusion of the Sensory Garden.”

Pais e Amor

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“We were able to invest in instruments that would have taken us much longer to acquire otherwise. For instance, we purchased a bassoon, which will bring considerable credibility and exposure to our orchestra and overall project.”

Centro Cultural Juliana Maia

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“We began with the FBM, which highlighted the importance of a sewing machine, development focus, and foundational principles. Our sewing project can now be replicated in any city across the country.”

Instituto ITI

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## Efficient Operation

According to the data, 77% of organizations reported that technical development contributed to more effective execution of their activities, enhancing team self-confidence and self-esteem, and reinforcing the sense that their mission was being fulfilled and their work valued. For 62% of the organizations, this led to a systemic expansion of services, with an improved understanding of the importance of maintaining updated data and indicators. Additionally, there was a more appropriate division of work areas, the establishment of succession strategies, and a clearer understanding of the board's role.



## Financial Sustainability

The technical knowledge acquired led organizations to rethink their financial sustainability. Specifically, 62% reported that one of the program's outcomes was greater diversification of financial resources, and 56% achieved success in other calls for proposals.



## Infrastructure

This cascade of outcomes culminates in improvements to the infrastructure and physical spaces within organizations, as highlighted by the organizations themselves.

It's important to note that this positive impact on infrastructure represents a medium- to long-term result, which also contributes to the sustainability of the organizations. This aligns with one of MBM's core principles: "Commitment to institutional strengthening involves robust and long-term support that adds value and opportunities for sustainability."

“Today, the families themselves take care of the tricycles they have.”

Leme

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“It's quite different when you make a donation to an organization for the specific development of a project with an expiration date, compared to understanding the structural needs of an institution, whether it's for purchasing equipment or structuring a part of the institution so that it can permanently provide services not only to the group benefited by the grant but also to a post-grant group. In our case, the FBM collaborated with the refurbishment of sewing machines, which still today continue to assist other women.”

Instituto ITI

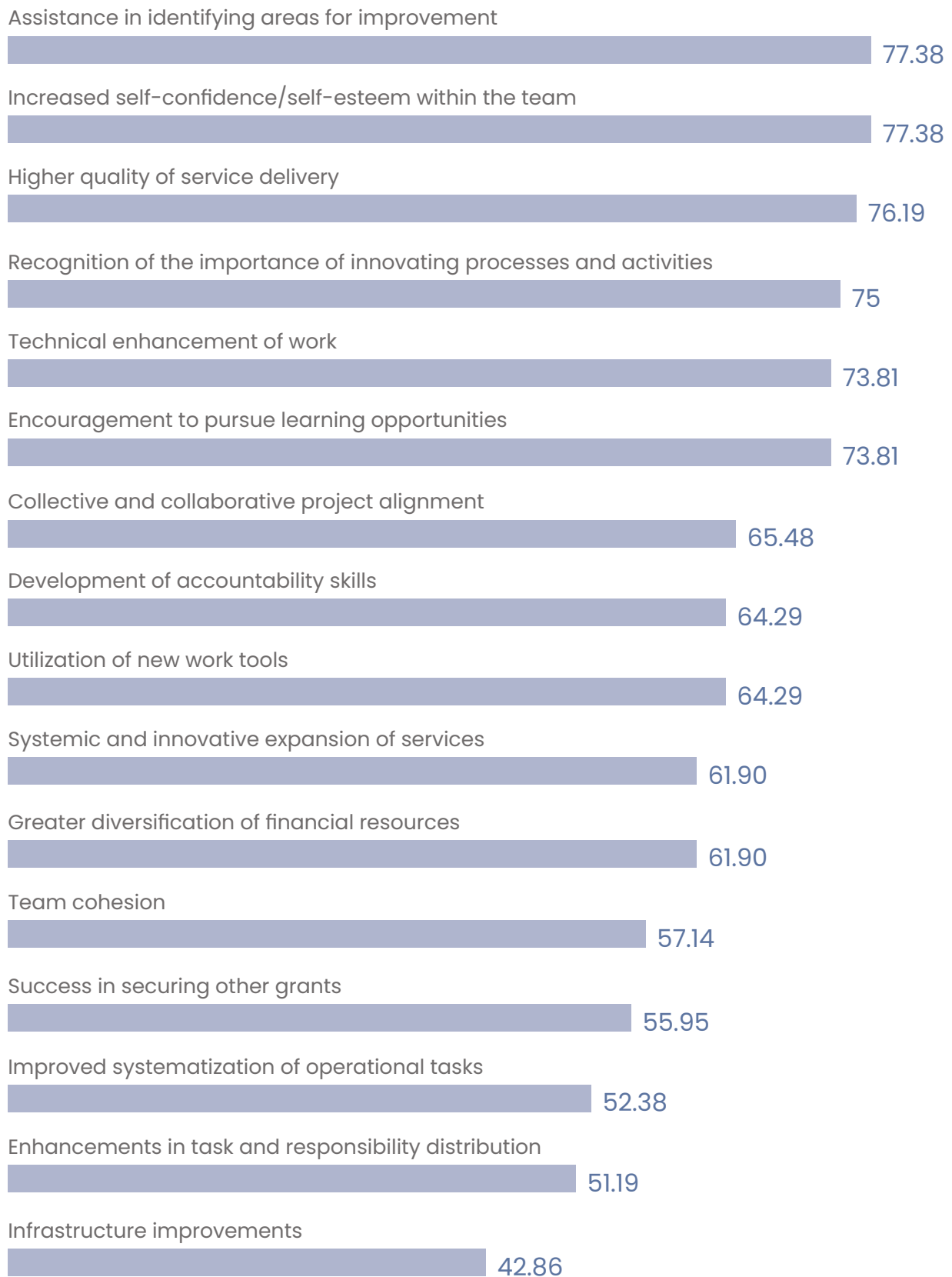
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“The improvement in infrastructure helped us, as a community artist group, to showcase the community. It wasn't just about the art but also about the welcoming environment.”

Cores do Amanhã

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## GRAPH I Outcomes in Social Organization (%)

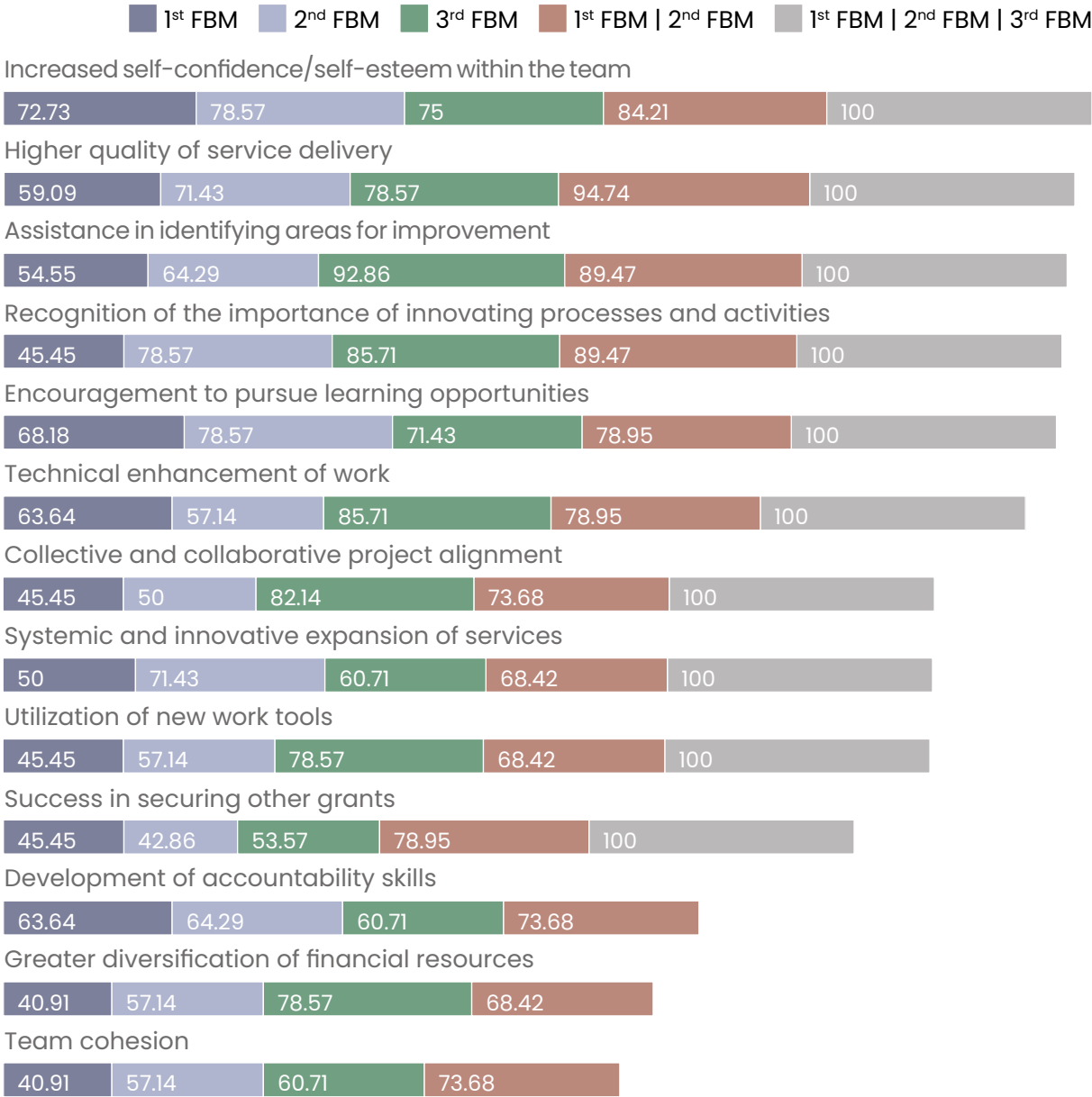


Source: prepared by author(s)

# STRENGTHENED MANAGEMENT

The outcomes within social organizations highlight the importance of strengthened management in enhancing the impact of their actions. As previously mentioned, the immediate goal of FBM is to support organizations by bolstering their institutional structures and management capacities. Graph 1 demonstrated that this objective was achieved, as most of the results generated within the organizations are directly related to management. Furthermore, Graph 2 indicates that, when segmenting the data by edition of the call for proposals, the results were more significant in organizations that participated in two editions. This underscores the importance of continued, medium-term support, as the longer an organization engages with the support, the greater the outcomes achieved.

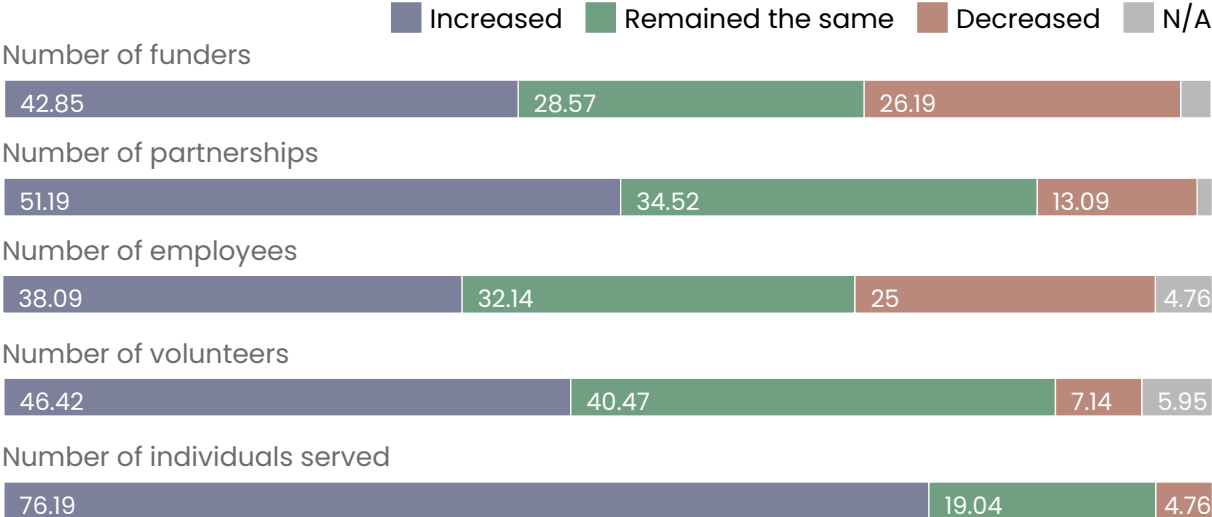
**GRAPH 2 Social Organization Outcomes by Call for Proposals Edition**



Source: prepared by author(s)

A strengthened management enables an organization to execute its work more efficiently and effectively, bringing it closer to its mission and increasing the social impact of its actions. Thus, internal organizational improvements lead to broader societal benefits in a cascading effect, as illustrated in the mandala diagram. Graph 3 specifically highlights the effects of strengthened management on organizational activities: 76% reported an increase in the number of people served; 51% reported an increase in the number of partnerships; 46% reported an increase in the number of volunteers; and 43% reported an increase in the number of funders.

**GRAPH 3** Impacts of Strengthened Management on Organizational Actions



Source: prepared by author(s).

It's important to highlight that this reinforces FBM's social thesis, consolidated during the development of the program's Theory of Change: strengthening social organizations located in vulnerable territories with low visibility contributes to the development of the local social and institutional fabric. Moreover, this support for management, understood as the core of actions and the source of all expected outcomes, can only be implemented assertively and effectively if it is based on trust relationships, underscoring the importance of FBM's primary distinctive feature.

## TWO CONSIDERATIONS

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However, two important considerations must be noted. First, it's essential to recognize that there isn't a fixed or uniform definition for the term "strengthened management." While the outcomes identified by organizations (as shown in Graph 2) are all related to management, they encompass a wide range of diverse elements. Therefore, when aiming to "strengthen an organization's management," it's crucial to understand that this term may not hold the same meaning for all organizations. For some, it might involve developing accountability skills or emphasizing the importance of maintaining an updated database; for others, it could mean improving infrastructure or defining succession strategies. Ultimately, this reiterates another premise of FBM: respect for the unique aspects of each context.

The second consideration is whether strengthening management necessarily entails empowering the individual social manager. Initially, FBM hypothesized that it did, believing that an empowered manager would enhance governance and drive organizational development. However, insights from our partners – Instituto Phi and Phomenta – prompted a reevaluation. It's possible that an empowered manager might become self-centered, focusing more on personal interests than the organization's mission. To mitigate this, Phomenta's training programs, for example, require the participation of two representatives from each organization, ensuring that knowledge isn't concentrated in a single leader. Additionally, activities are designed to involve entire teams, promoting internal information sharing and collaborative development.

“There isn't a single leader; leadership is communal. But if we don't have good governance, we can't structure the sector. What kind of leadership are we talking and thinking about?”

Instituto Phi

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“I believe in strengthening the CSO, which will occur through strengthening leadership. But when we focus on strengthening the individual, there's a chance that the capabilities remain with the individual, and the individual might leave the CSO. Strengthening the CSO means that the effort isn't just individual; it's about the CSO. In Phomenta's training, we always encourage team thinking. Because if this doesn't permeate the CSO, there's a risk of empowering the individual while the CSO ends up losing.”

Phomenta

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# KNOWLEDGE AS A FOUNDATION

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Recognizing the importance of strengthening management also requires acknowledging the significance of knowledge – understood as conceptual repertoire, mastery of tools and existing solutions, and systematization of best practices. It is the combination of this more theoretical knowledge with the practical knowledge accumulated by organizations through their experiences that leads to the strengthened management envisioned by the program.

This underscores the importance of Instituto Phi's ongoing support and the training provided by Phomenta, starting from the third call for proposals. This combination has become one of our distinctive features – the integration of large-scale financial support with non-financial assistance, in the form of mentorship and capacity building. Often, organizations apply for funding with the primary goal of expanding their physical space, for example. However, through guidance and training, they come to understand the importance of investing in management, which ultimately transforms their decisions regarding resource allocation.

# INCREASE IN FINANCIAL SUSTAINABILITY

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Strengthening management leads to improved processes, better strategy definition and implementation, which, in turn, results in greater financial sustainability. According to Graph 4, all organizations that participated in all three calls for proposals reported an increase in the number of investors. Among those that took part in the third call, which included Phomenta's capacity-building program, 57% also achieved this positive outcome. Even organizations that participated in the first and second calls, during the height of the pandemic, managed to retain their funders. Among those that participated in the first call, 45% successfully increased their number of investors, a result also attributed to the valuable guidance provided by Instituto Phi.

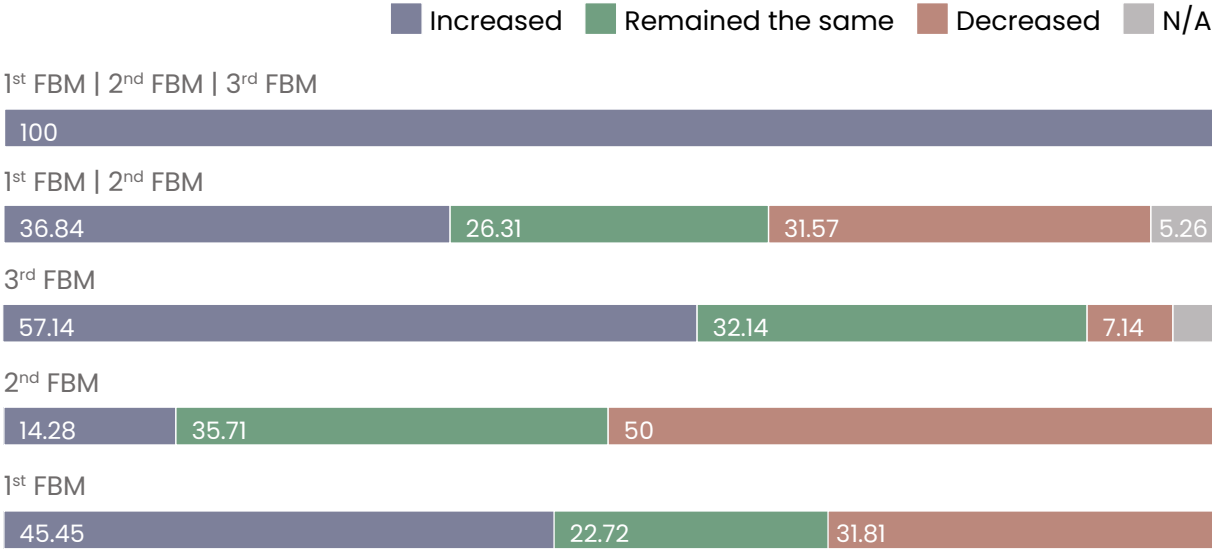
“But a weakened leadership doesn't help – it only puts out fires. It is essential to understand what we mean by governance to prevent its weakening and instead reinforce it, as various non-traditional governance models can exist (e.g., CECVI).”

Instituto Phi

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**GRAPH 4** Acquisition of new funders per call for proposals



Source: prepared by author(s)

It is important to highlight once again the visibility generated by MBM’s support and the credibility of its associates, who are recognized social investors in the philanthropic sector. This credibility helps open doors to additional funders, strengthening organizations and enhancing their financial sustainability.

## EXCHANGES AND NETWORKS

Another positive outcome emerging from this cascade of results for social organizations is the expansion of exchange networks and connections with diverse social actors, including other organizations, businesses, and the public sector. This is a significant step forward for CSOs, enabling them to expand their knowledge, share best practices, and co-create collaborative solutions to their challenges. These networks help overcome barriers caused by territorial isolation and limited opportunities, facilitating project implementation and improving access to resources. Moreover, partnerships with organizations across the public and private sectors enhance the legitimacy and credibility of CSOs, strengthening their influence - even in public policy - and generating positive impacts in communities.

“Two CSOs were approved by Reconquista this year, a highly competitive and rigorous call for proposals. A CSO must be strong to be selected. Novo Sertão and Fábrica dos Sonhos are direct results of their participation in the 3rd call. Seeing this outcome in 2023 proves that the challenges faced by these CSOs were overcome through perseverance.”

Instituto Phi



## MORE TESTIMONIES

“ We learned a lot. We learned how to use new work tools. When you organize externally, you also organize internally. FBM played a key role in strengthening our team’s unity.”

ACAAM

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“ A year of organization - we started the year using all the tools provided by Phomenta.”

Circo Redondo

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“ The training we received was invaluable; it broadened our perspectives to a much bigger world.”

Madeira da Terra

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“ And also the matter of financial reporting, right? As I mentioned, it was a learning process. At the time, we struggled because we didn’t know how to do it, but by asking questions, we managed to learn. To this day, we still use this knowledge for other programs - something many institutions lack. It was a big challenge, but a valuable one.”

Pais e Amor

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“ We understand that if we hadn’t participated in the training, our management would be very different. I was exhausted and found everything more difficult. This call for proposals brought a refreshing sense of motivation.”

Circo Redondo

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“ Your work was essential in helping us understand how to organize internally, plan effectively, and manage everything that needs to be done. It also gave us great insight into how we should present ourselves to new funders to grow in this work.”

Madeira da Terra

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“ With the MBM and Instituto Phi project, each educator submitted a monthly report, which greatly streamlined the financial reporting process and the documentation of sustainability efforts and activities.”

MAFO

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“ The entire process of accountability and reporting was very important, even with the difficulties pointed out by the team regarding the slowness within the Phi platform, all the questions and the responsibility of the figures matching and being included, it was a way to present a transparent and organized process.”

Instituto ITI

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“ I made great friendships within Movimento Bem Maior.”

Centro Cultural Juliana Maia

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“ Did I learn from Phomenta? I did. Did I learn from Phi? I did. But there are things that come from the synergy with people - especially with those from the Northeast - that taught me so much.”

Centro Cultural Juliana Maia

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“ The FBM community is even supporting other NGOs here. Some of the information we have access to, we’re passing along - for example, certain calls for proposals that weren’t a fit for us, we recommended to other NGOs.”

Madeira da Terra

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“We strengthened our ties with the Pernambuco State Women’s Department and also formed a partnership with the NGO Caatinga.”

Madeira da Terra

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“We coordinated with the local government of another city. When we arrived with the community for the event, the mayor stepped in to close the main street, ensuring everything ran smoothly. Everywhere we passed, people applauded.”

Leme

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“We coordinated with the local government of another city. When we arrived with the community for the event, the mayor stepped in to close the main street, ensuring everything ran smoothly. Everywhere we passed, people applauded.”

Instituto ITI

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“Network building and the training sessions themselves, along with the exchanges between participants throughout the process, were invaluable. Bringing in partners like Phi and Phomenta is a great benefit because they get to know us, collaborate with us, and become part of our network of support.”

Instituto Phi

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“We also submitted projects to the Federal Revenue Service, and thanks to the support mentioned above, we earned additional points and secured the grant. We won a project from the State Public Prosecutor’s Office and the State Council for Children and Adolescents of Ceará. We strengthened an existing partnership that wasn’t previously accounted for.”

MAFO

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“Being selected for the MBM call for proposals provided significant recognition. Last year, we were ranked among the best NGOs. We now also receive funding from FIA, the Sports Incentive Law, and other sources.”

Mano Down

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“It was a milestone for our organization, bringing visibility and credibility through this experience. We developed greater confidence and skills in fundraising.”

Pace

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“An important aspect of the MBM call for proposals was the learning experience in fundraising.”

APAE Valente

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**RESULTS WITH  
THE TARGET  
AUDIENCE**

The two pink circles in the mandala represent the outcomes that participation in FBM has generated for the target audiences of the organizations. Analyzing Graph 5, these outcomes can be grouped into three categories: (i) development, (ii) improvement of living conditions, and (iii) strengthening of collective awareness.

**GRAPH 5** Outcomes for the target audience (%)



Source: Prepared by author(s)

The development category encompasses subjective, individual impacts related to personal growth, self-esteem, and worldview. The quality of life category includes more objective impacts, such as life opportunities and food security. Finally, the collective awareness category refers to understanding one’s role as a citizen, social responsibility, and a sense of belonging. Naturally, the outcomes for the target audience were influenced by the nature of each organization’s actions and projects. Moreover, it is important to highlight that these impacts were only possible due to the results within the social organizations themselves - namely, strengthened management and institutional development.

“ We have the testimony of a student who shared that she learned to see herself in the mirror, understood the importance of starting over, always dreaming, and never giving up.”

Instituto ITI



## MORE TESTIMONIES

“ We see MBM’s support as a watershed moment for our organization. Based in a mining town in the countryside of Minas, we work to sow the seeds of social and sustainable development, with a strong focus on supporting women in high-vulnerability situations and adolescent girls who have experienced violence.”

Instituto ITI

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“ Today, we have expanded our services and are now supporting 11 communities, with plans to reach two more.”

MAFO

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“ We previously had limited reach, but thanks to this support in every sense, we have been able to reach more people.”

Tomba

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“ The quality of infrastructure is also part of the growth we want to promote in this community. Today, students arrive and say, ‘This bathroom is wonderful. We don’t have one like this at home.’”

SOS

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“ Someone who couldn’t read in church before was able to do so today. It was beautiful to witness and fills us with pride.”

Tomba

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“ Students who participated in the writing workshop scored well on the ENEM [Brazil’s standardized high school exam] and are now enrolled in courses.”

Tomba

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“ The students have a school newspaper created by their teacher at the state school, and they used our materials to produce it. In return, they shared all the photographs from the event with us. This experience has shown us the many ways we can both give and receive support.”

Tomba

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“ They truly embrace the space – they love it. Many of them now feel a strong sense of ownership over it.”

Pais e Amor

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“ This year, they were invited to perform in Europe. We don’t yet know if they’ll be able to go, but just imagine – people who once had no opportunities now have the chance to play in Europe.”

Centro Cultural Juliana Maia

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“The women are thrilled to have acquired a new profession.”

Madeira da Terra

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“FBM came to bring strength and vitality to people. Many were going through a difficult time. Through this experience, many discovered their talents, gained empowerment, and we grew closer as a community. The exchange among women is truly inspiring to witness. Before starting their work, they gather, bring their children, and the kids play together. It’s a collaborative space where everyone supports and cares for one another.”

ACAAM

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“The families shared that the children arrived very introspective, but by the end of the project, they were happy and fully engaged. We also noticed progress in other activities outside the project, as they developed better motor and cognitive skills.”

Circo Redondo

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“The number of applicants has been increasing. In the first open cohort, we had only 12 candidates. In the current cohort, we had 40 women competing for 20 spots, and for the next one, we expect 80 women for the same number of openings.”

Madeira da Terra

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“The project has helped participants improve their income generation through the sale of their products. Many now produce and sell within their own communities, with the primary goal of ensuring food security. They first produce for their own consumption, and then we work on commercialization.”

Instituto Brotar

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“We always create space for beneficiary leadership, planning alongside them and avoiding a top-down approach within Instituto Brotar. Our greatest asset is our beneficiaries because they speak highly of us, and much of our reputation comes from their testimonials.”

Instituto Brotar

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RESULTS

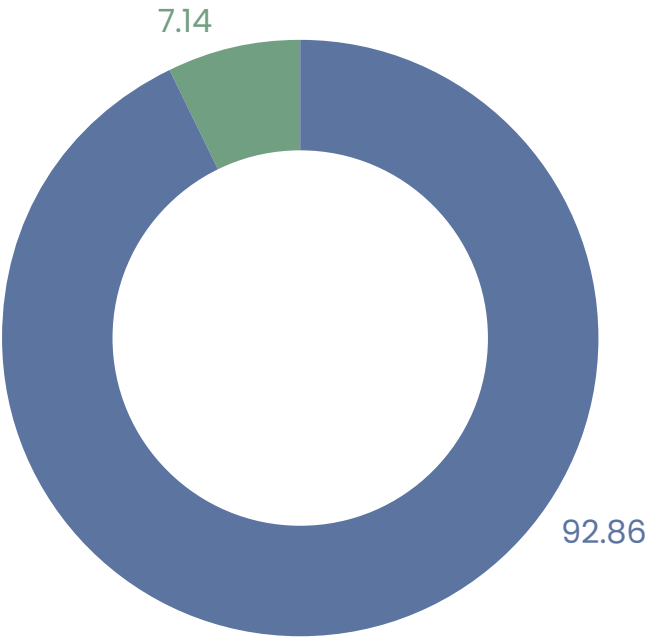
RESULTS IN THE  
COMMUNITY

RESULTS



Finally, the blue circle represents the outcomes at the community level. These results highlight the broader impact of the programs, extending beyond the organizations and their direct beneficiaries to positively influence the community as a whole and its collective dynamics. Graph 6 shows that nearly 93% of the surveyed organizations and collectives reported that MBM’s support led to significant changes in their communities.

**GRAPH 6** Percentage of organizations reporting significant changes in the community



Source: Prepared by author(s).

Graph 7 details the specific community-level outcomes, which can be grouped into three key effects: (i) Greater recognition of the work by the community; (ii) Strengthening of social ties; and (iii) Increased “local influence”. Let’s examine each of these:

**Recognition of the work:** 81% of the surveyed organizations stated that participating in the call for proposals increased their visibility in their territories and improved recognition from families for their work; 71% reported becoming a reference in the causes they advocate for; 43% became spokespersons for their communities; and 49% noted that their work gained traction beyond their own municipalities, allowing them to expand their reach.

“The families attended the performances in a region that has very limited access to cultural events and activities. They were amazed by the quality of the work and the children’s talent. The enthusiasm for the live music was incredible.”

Circo Redondo

“Our own partners are now inviting us to develop projects for them. They want us to implement them through Brotar, benefiting their territories, communities, municipalities, and farmers. We even attended a meeting with the mayor of one city, and I found it remarkable how engaged people already are, eager to collaborate with Brotar because of the credibility we are bringing to the region.”

Instituto Brotar

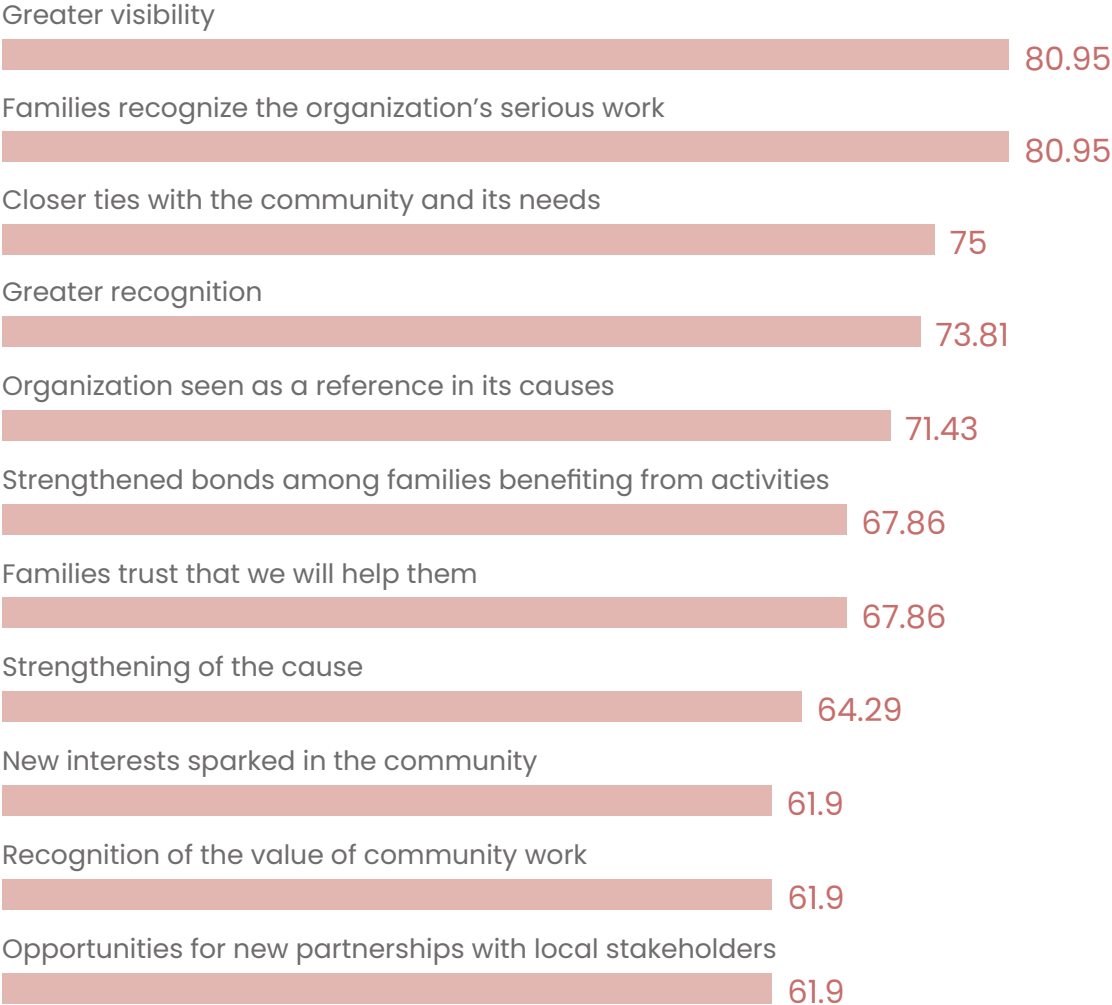
**Strengthening bonds:** more than just visibility, 75% of organizations reported a closer connection with the community and its needs; 68% noted stronger ties among family members benefiting from their activities, along with increased trust from families in receiving support; and 52% became recognized as welcoming community spaces. As a result, 46% attracted new local volunteers, while 62% forged new partnerships with local stakeholders.

**Local strength:** This outcome highlights the organization’s ability to mobilize its territory, fostering a trust-based relationship with the community. According to 62% of surveyed organizations, participation in FBM sparked new community interests, while 65% reported a strengthened commitment to their cause.

“Another important aspect is collectivism – it truly became a community. Today, they feel like a family. At the end of the year, we held a gathering, and it turned into a real celebration. Everyone left feeling fulfilled, and so did we – not just because of the reciprocity, but because they genuinely became a family, which we call Brotar. That brought us immense joy.”

Instituto Brotar

**GRAPH 7 Benefits generated in the community (%)**



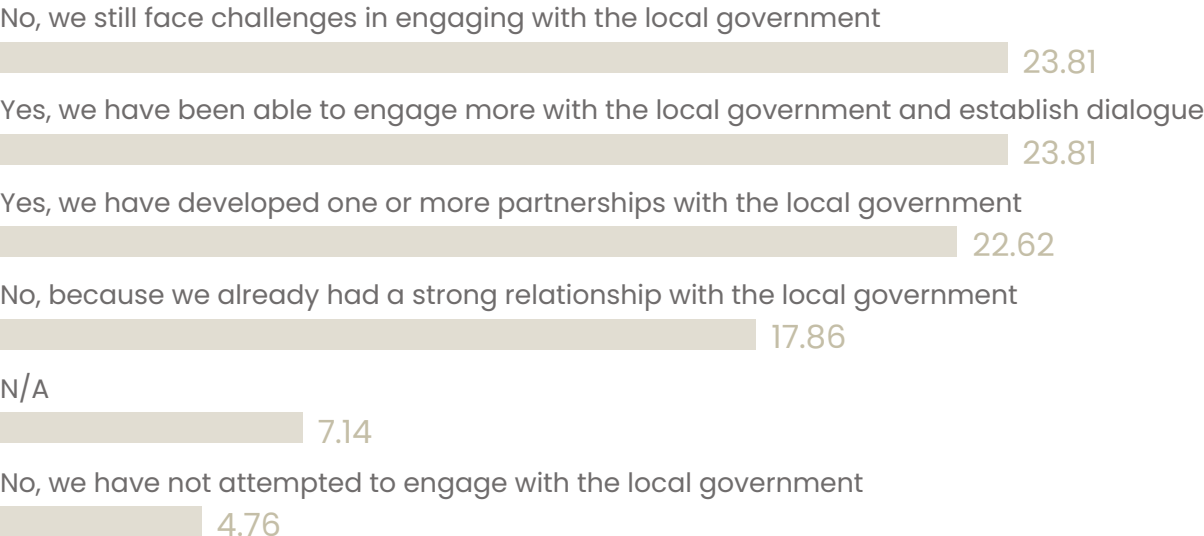
Source: Prepared by author(s)

Unlike the outcomes observed within the organizations, the impact on the community was more significant in organizations that had received at least two years of support. This underscores the importance of sustained assistance and the resulting extension of its positive effects. Moreover, while the achievements within the social organizations serve as immediate, short-term objectives, the community-level outcomes represent the ultimate goal of the FBM. These medium- and long-term results are broader and more far-reaching, as they create a transformative impact on society as a whole.

## ENGAGEMENT WITH PUBLIC AUTHORITIES

Reinforcing the notion that the impacts of the grant programs unfold in a cascading manner, as depicted in the mandala diagram, the research revealed that a significant portion of the community-level outcomes prompted organizations to forge closer ties with local public authorities. This shift occurs because, as noted earlier, participation in the Baobá Fund for Racial Equity (FBM) enhances the credibility and visibility of organizations, solidifying their legitimacy within society and amplifying their causes, for which they serve as advocates. This increased prominence captures the attention of government leaders, who become more engaged with these causes and the community needs addressed by the civil society organizations (CSOs). As illustrated in Graph 8, 46.43% (39) of the surveyed organizations reported an improvement in their relationship with local government following their involvement with the FBM.

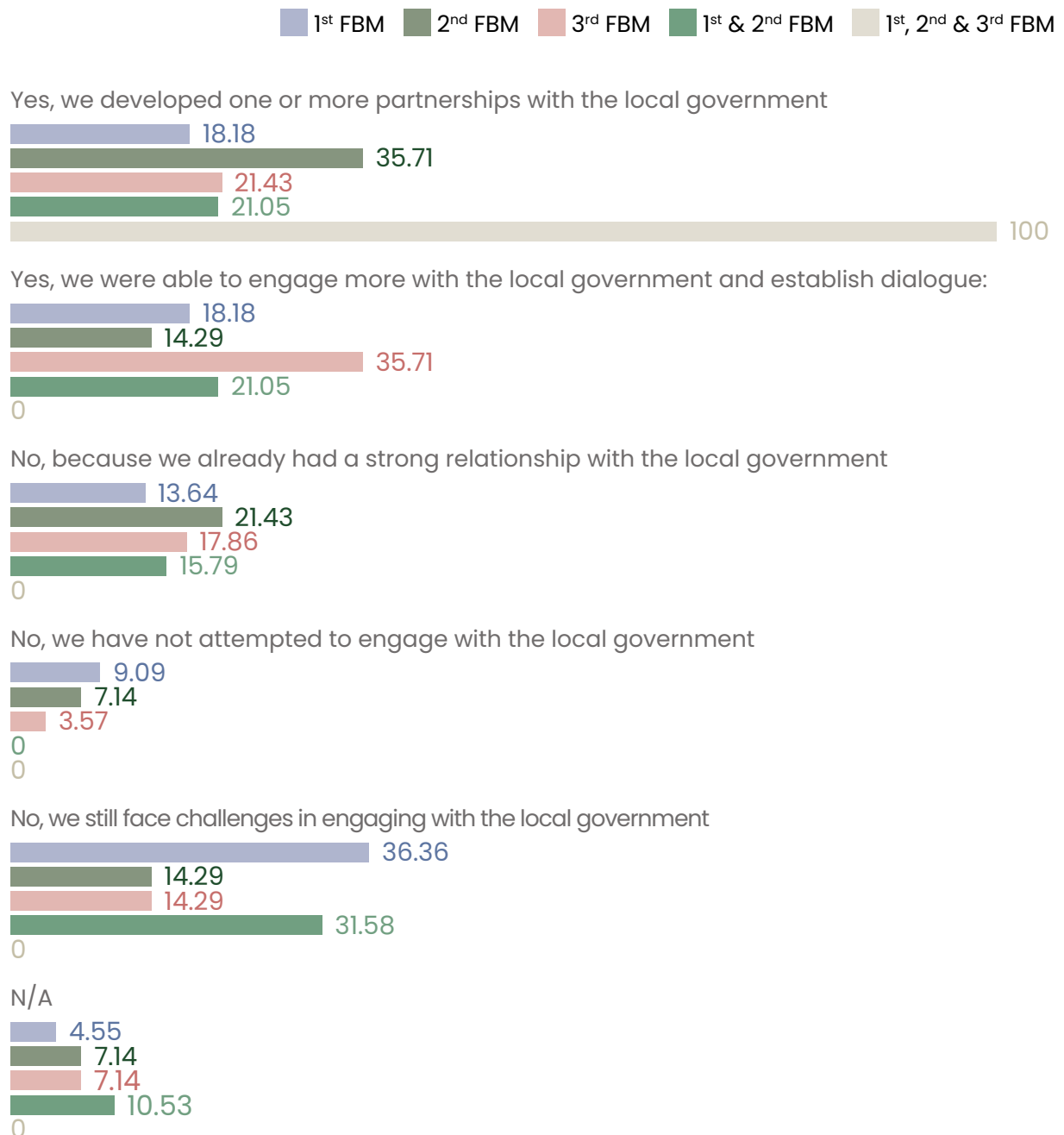
**GRAPH 8** Engagement with Public Authorities (%)



Source: Prepared by author(s).

Graph 9 reveals that when this data is segmented by edition, the results for the 3rd grant cycle were even more significant. This improvement may be linked to the training provided by Phomenta, suggesting that capacity-building initiatives played a key role in enhancing the organizations' ability to engage with public authorities.

**GRAPH 9 Engagement with Public Authorities by Grant Edition (%)**



Source: Prepared by author(s)..

Engagement with public authorities represents an additional opportunity for collaboration and the establishment of networks with other social actors. This strengthens civil society organizations (CSOs) and expands the reach of their initiatives.



## MORE TESTIMONIES

“What we observe outside the school is a growing respect for women beekeepers in the community.”

Madeira da Terra

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“It served as a catalyst for the community to believe in the power of collective action. Previously, there was a significant struggle to foster Unity.”

Murituba

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“The most significant impact for me was that, while we reached our core audience, we also extended our efforts to engage the wider community.”

APAE Valente

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“First and foremost, we were able to achieve outcomes that hold great value in rural communities.”

Centro Cultural Juliana Maia

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“We also established partnerships with schools by making the library space available for students who need it for studying. Additionally, we welcome members of the community who require access to the facilities.”

Tomba

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“This is a small town, and the library is deeply integrated into the community. No other place has a structure like ours here. People come here to study and conduct research.”

Tomba

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“We are a reference point in the community. When we offered online pre-registration, the demand was overwhelming.”

ASVI

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“The project funded by MBM enabled our institution to gain greater recognition within the surrounding community, consequently expanding our impact and reaching more people.”

Mano Down

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“It has become a hub for the rural region where the project is located.”

Pace

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“Today, we serve 22 municipalities in the metropolitan region of Belo Horizonte. Families from these municipalities come to receive support from Mano Down.”

Mano Down

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“The issue of community scale is what stands out the most. We have been fostering community development. It's remarkable how investing at the grassroots level can shift structures in ways you never imagined. And this is a result of the format, which is the key to it all.”

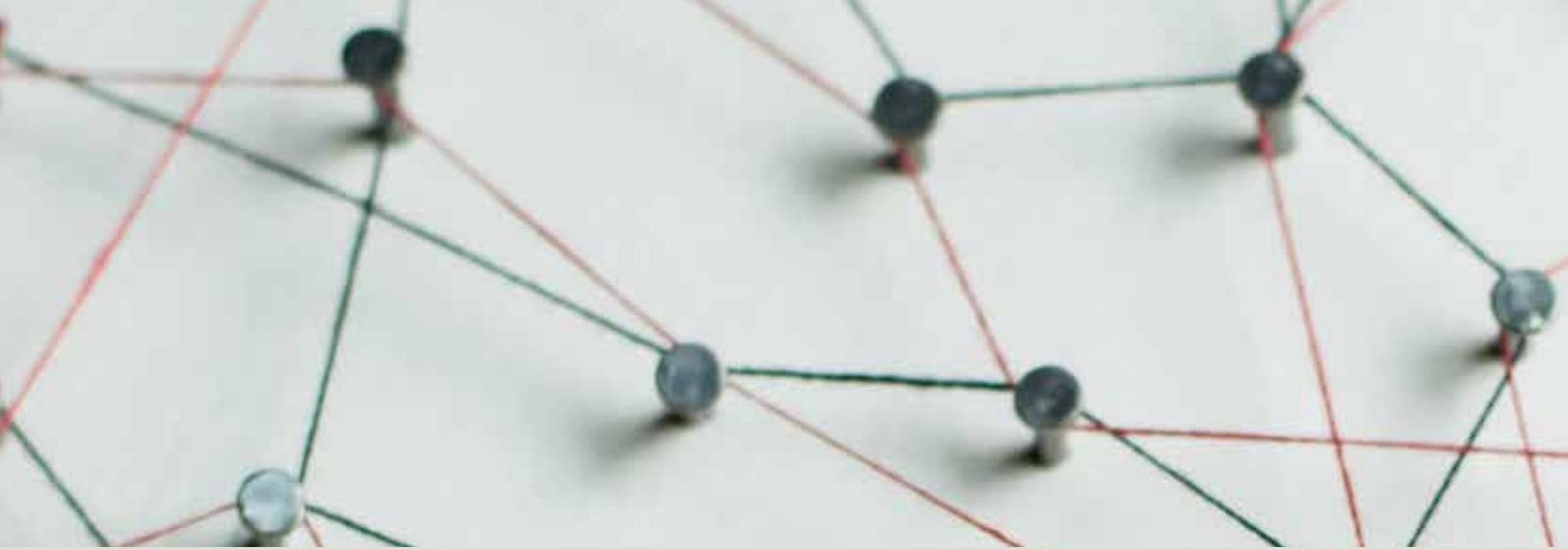
Instituto Phi

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“The rate of violence against children in the municipality has decreased, and we believe this is connected to the project.”

MAFO

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“We’ve noticed a growing interest in art in general. Many are now researching other circuses and exploring the world of performing arts.”

Circo Redondo

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“At PCD, we wanted to seize the opportunity, and it was wonderful to bring this visibility, to bring PCD into the public space. People had no idea how many individuals with disabilities were in our community.”

Leme

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“They created the first café in Belo Horizonte served by people with visual impairments.”

Mano Down

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“People from neighboring cities visit to observe the impact on the community. The indirect community also benefits from the project.”

Pace

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“The community now has a better environmental awareness, understanding that their livelihood depends on these resources and that preserving them is essential. It was a deeply rewarding process, and we were able to instill this consciousness in the families involved in the project.”

Murituba

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“We were able to bring greater visibility to cases of sexual violence against minors that were occurring – cases the community knew about but went unpunished. Through the project, the community began to mobilize, report these crimes, and ensure that the perpetrators faced consequences.”

MAFO

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“Today, we have gained greater recognition from public entities – such as the city hall, the education department, and the social assistance office – that we didn’t have before. Thanks to the support of MBM, we now receive small but valuable resources from these partnerships.”

Tomba

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“There was also the initiative of providing food baskets, which led to the mapping of the most vulnerable individuals in the region. Through this mapping, we were able to connect with those in greatest need and ensure the continuation of the food basket donations in partnership with the government. This initial registration process was only made possible through our collaboration with MBM.”

Tomba

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“The partnership with FMB also allowed us to assist some families living in extremely precarious conditions.”

ASVI

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“It reduced alcoholism – fewer bars emerged. The community garden fostered integration and required collective care.”

Pace

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“The Secretary of Culture requested a visit to the Circus during the cultural festival, marking a renewed connection and improved communication with the city hall’s administration”

Circo Redondo

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“We conducted research in Belo Horizonte and found that fewer than 100 individuals with cognitive disabilities generate income in the city. We created the first Inclusion Hub, an incubator for 20 entrepreneurs with intellectual disabilities. From the moment we introduced the new partner, the partnership with the municipality became institutionalized. This entire movement began with the MBM grant, which enabled our expansion and solidified support from public authorities. We now hold seats on the municipal council for children and adolescents and are also extending our efforts to the state level.”

MAFO

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“We successfully established a partnership with the municipal education department to mobilize the hiring of new teachers and expand the school. Today, we have 200 students. This is a significant impact.”

Pace

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“We were able to bring visibility to the partnership with the municipality. The city hall trusted the project and implemented it in other communities.”

Murituba

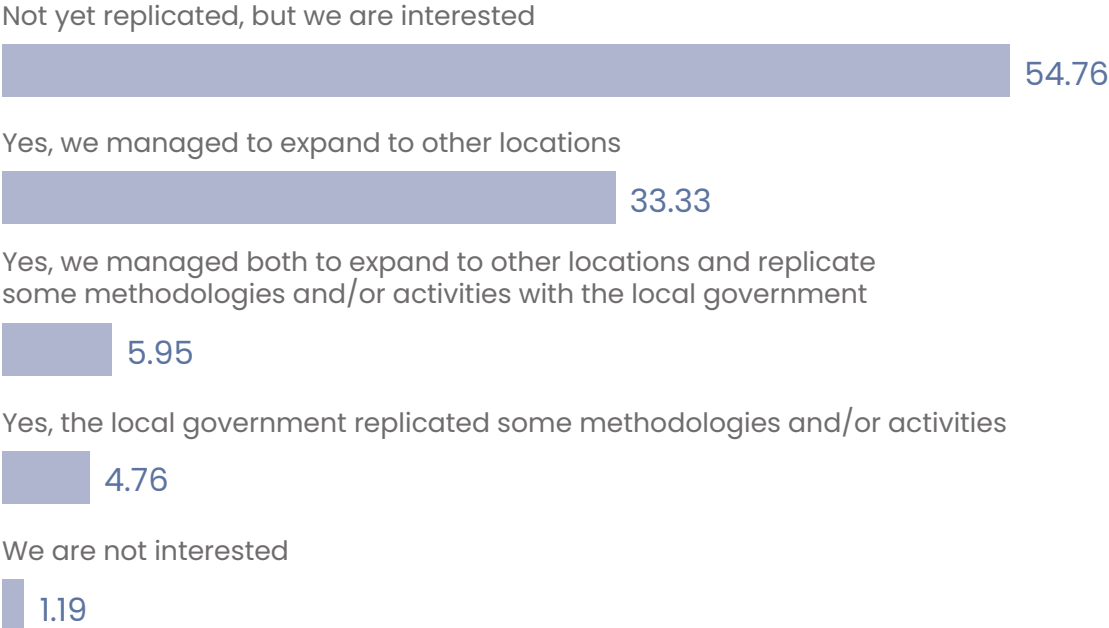
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**REPLICATION OF  
THE PROJECTS**



An unexpected outcome of FBM was the replication of the supported projects. As shown in Graph 10, nearly half of the surveyed organizations stated that their projects had been replicated in other locations, in some cases with support from the local government. Additionally, almost all of the remaining organizations that have not yet undertaken this expansion are interested in doing so.

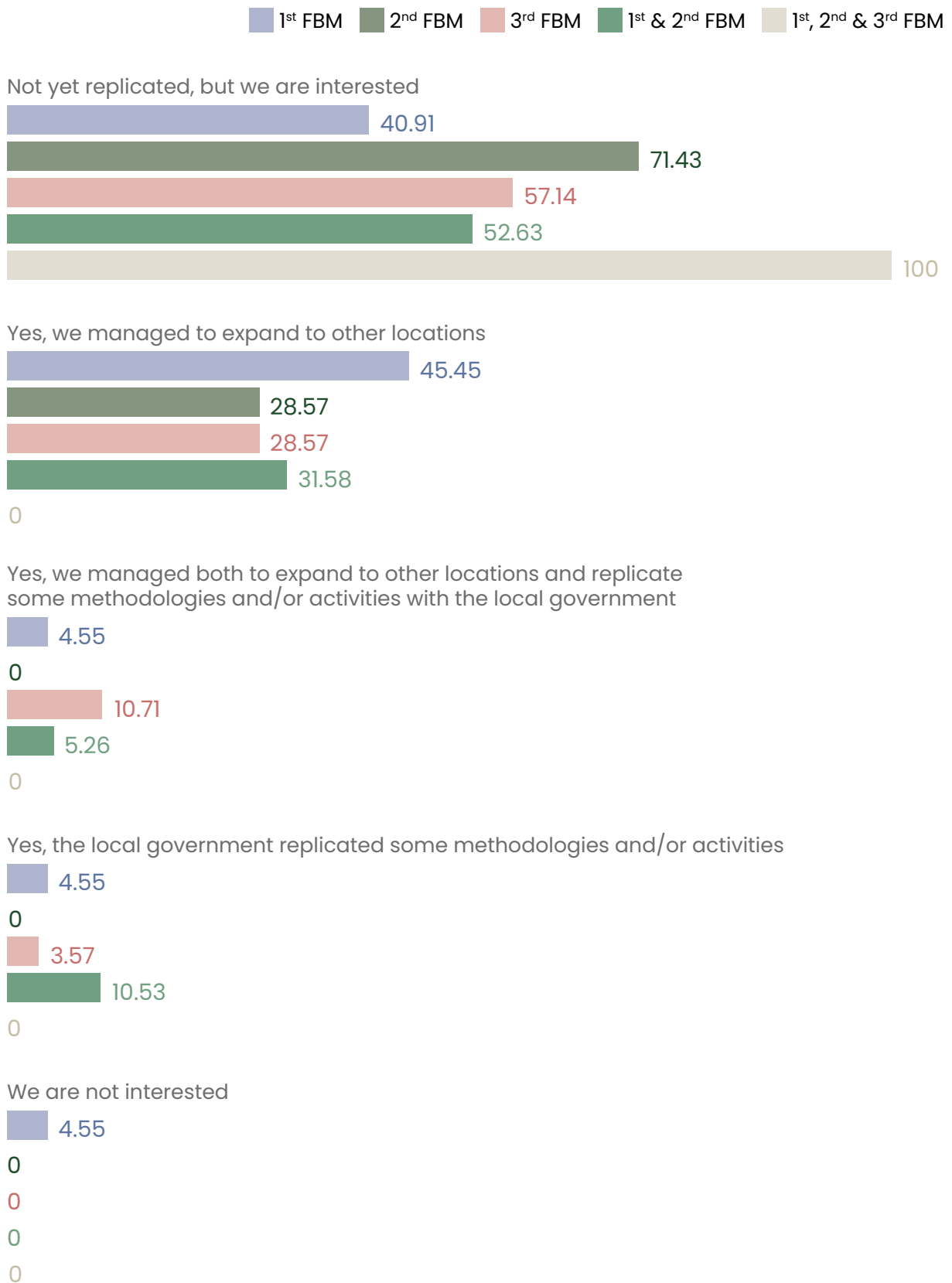
**GRAPH 10** Replication of supported projects (%)



Source: Prepared by author(s).

Graph 11 segments this data by call for proposals. Thus, among the organizations that participated in the first call, a significant portion (almost half) managed to replicate the project, possibly because more time has passed, allowing them to build networks to facilitate this replication. On the other hand, organizations that participated in the third call showed higher percentages of engagement with the local government.

**GRAPH II** Replication of projects supported by the call (%)



Source: Prepared by author(s).

**IMPACT ON  
TECHNICAL  
PARTNERS**

# INSTITUTO PHI

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“For Phi, this experience significantly deepened our perspective, enabling us to approach impact with greater commitment and a profoundly human lens. It was an invaluable learning process in assessment.

This highly enriching experience also expanded our reach, allowing us to engage with projects across Brazil. Through the call for proposals, we extended our presence beyond Rio de Janeiro and São Paulo. This represents a major outcome and a case study that MBM can showcase, as it also reflects Phi’s institutional strengthening. It broadened our perspective as an implementing partner and expanded our scope of action.

MBM has always fostered a collaborative relationship, free from a hierarchical investor dynamic. Instead of micromanaging outsourced working hours, MBM chose to respect and trust our methodology, embracing a confidence-based approach. This is a significant and positive aspect of MBM’s work. The genuine drive to make things happen is truly remarkable and stands as an example of collaboration in the sector.

One of MBM’s most outstanding qualities is the diversity and patience of its community. As an investor, it remains open to the challenges faced by the organizations it supports. This ethos is at the core of MBM and should be preserved over time. MBM’s commitment to rebuilding relationships with CSOs is commendable and sets an inspiring precedent.”

Instituto Phi

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# PHOMENTA

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“ I know that, as a partner, MBM is someone who will stand by us. You genuinely want to understand and collaborate. Not in a controlling way, but because it’s part of your core values.

Phomenta has many long-standing partners, so for us, this was a clear reference point. Di felt this deeply because FBM was different from Phomenta’s other partners: “No other partner gets this close,” and we thought this was part of the initial process – questioning to truly understand. This difference was striking because it had been five years since we had a partner like this. There wasn’t a partner who was so hands-on, discussing what’s next and making decisions together. It wasn’t just Phomenta making decisions; it was MBM trusting Phomenta to involve them and decide collaboratively. This trust allowed us to make decisions together (feeling heard) and to believe in the decisions Phomenta made. We learned a lot during the 3rd call. Operationally, we improved in managing large groups, handling reports, exporting data, and understanding what matters most to funders. The program taught us a great deal and prompted us to rethink many internal processes. Now, we have a benchmark, and it’s you. We often say, “Look, MBM is doing this; we can do it too.” The FBM call became a model for how to approach strategic philanthropy.

In many programs, we act as executors. But there are few where we are truly heard, where we listen, and where we collaborate. This is what makes this partnership stand out. The financial exchange is transactional, yes, but we see it as a true partnership – making decisions together.

This was the first time we had the opportunity to participate in a call with a partner that fully aligns with our beliefs. This is often a point of tension at Phomenta because typically, those who provide non-financial support don’t offer financial support, and vice versa. So, having both was a huge win for us. Internally, we discussed how this call was an opportunity for Phomenta to reflect on its own thesis. It became a major strategic project for us – a support model for CSOs that truly breaks away from the standard sector mold.”

Phomenta

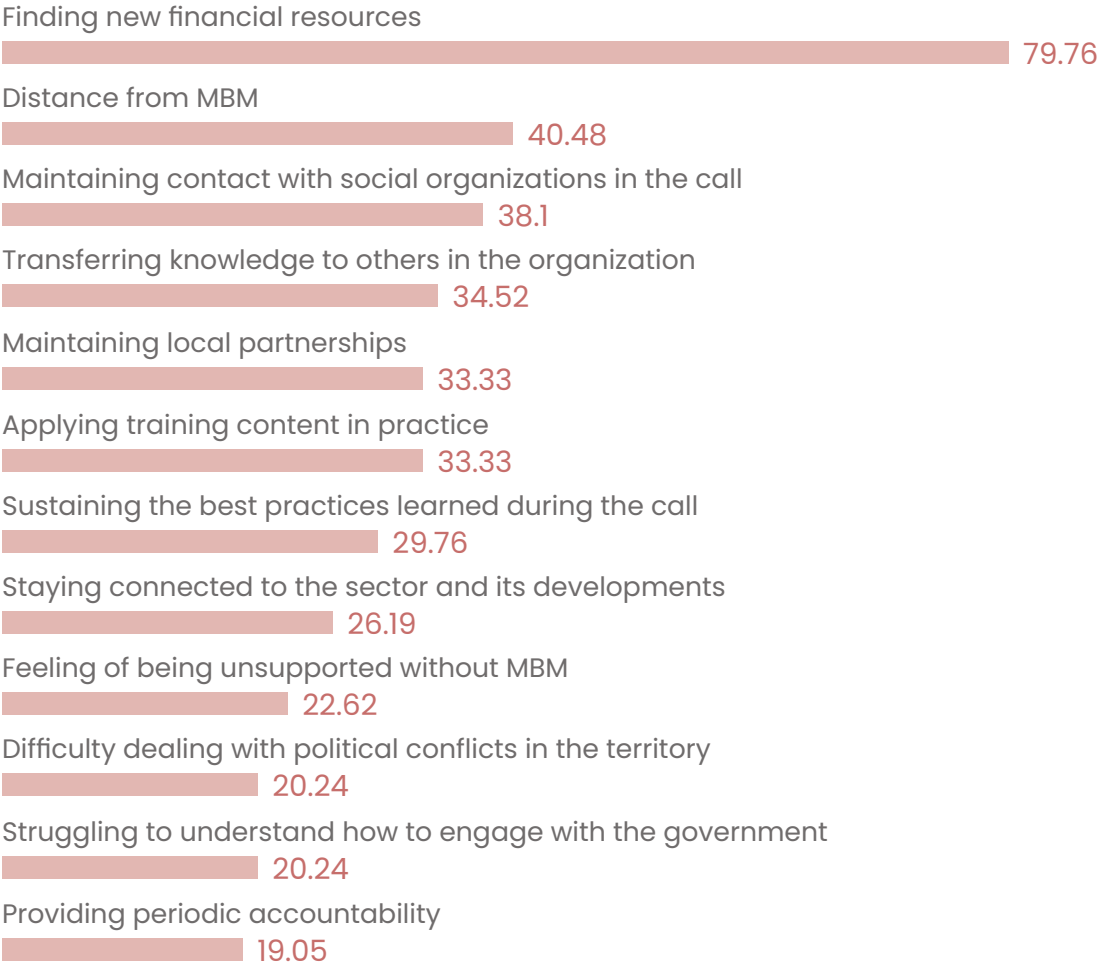
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# CHALLENGES

Not everything is smooth sailing. Over the course of the calls, we naturally encountered significant challenges, beginning with the pandemic, which lasted two years and profoundly reshaped organizations.

As illustrated in Chart 12, the three most commonly cited challenges by the organizations surveyed were: (i) securing new funding sources (79%); (ii) growing distance from MBM (40%); and (iii) maintaining engagement with the social organizations participating in the call (38%).

**GRAPH 12 Main Challenges (%)**



Source: Prepared by author(s).

Finding new financial resources is a concrete challenge and one of the main issues that FBM aims to address. The very creation of this institutional case study, which seeks to demonstrate that financial support for small CSOs generates consistent social outcomes, has an underlying goal: to encourage new funders, thereby increasing the volume of resources invested in these organizations.

Table 3 shows that when segmenting the data by program edition, 95% of organizations that participated in two consecutive calls identified securing new financial resources as a key challenge. This could suggest a degree of dependency on FBM, particularly during the critical period of the pandemic. However, it may also reflect an inherent challenge in sustaining elevated funding levels over the medium and long term, as financial support is always time-bound.

To address this challenge, supported organizations adopted strategies to enhance financial sustainability, such as diversifying funding sources, applying to new calls, and forging new partnerships. These efforts yielded some success, as reflected in the outcomes achieved by social organizations. Nevertheless, ensuring long-term financial sustainability remains a significant challenge for CSOs.

Among the organizations that participated in the 3rd call for proposals, 71% identified this challenge, a lower percentage than in the 1st (77%) and 2nd (78%) calls. This decline may be attributed to the training provided by Phomenta, which covered financial sustainability strategies, among other topics.

“The call for proposals ended and we panicked (laughs)”

ASVI

“Our main concern was the final phase of MBM’s funding. How would we organize ourselves during this transition? If we remained focused on isolated actions without planning for the post-funding period, we would have to mobilize to draft another call for proposals and temporarily halt our support for the communities we serve - without guaranteeing continuity.”

Instituto ITI

**TABLE 3** Main challenges by call for proposals

1 <sup>ST</sup> FBM/2 <sup>ND</sup> FBM	%	1 <sup>ST</sup> FBM	%	2 <sup>ND</sup> FBM	%	3 <sup>RD</sup> FBM	%
Finding new sources of financial resources	94.74%	Finding new sources of financial resources	77.27%	Finding new sources of financial resources	78.57%	Finding new sources of financial resources	71.43%
Maintaining the best practices learned from the call for proposals	57.89%	Distance from MBM	63.64%	Distance from MBM	50.00%	Applying the training content to reality	50.00%
Sharing knowledge with other people from the organization	52.63%	Maintaining contact with the social organizations of the call for proposals	50.00%				
Applying the training content to reality	47.37%						
Maintaining local partnerships	47.37%						
Staying connected to the sector and its updates	42.11%						

Source: Prepared by author(s).



The second most frequently mentioned challenge - distance from MBM - was identified during the second call for proposals, in the context of the pandemic. At the time, through contact with the organizations, we identified the lack of a space for exchange to strengthen ties, consolidate connections, and maintain proximity between the organizations and MBM.

Thus, for the third call for proposals, we created the FBM Community, a WhatsApp group that brings together CSOs and collectives that have participated in FBM and are interested in staying connected. This space was designed to facilitate the sharing of experiences, best practices, and opportunities, fostering a continuous and collaborative support network.

The third most frequently mentioned challenge - maintaining contact with the social organizations from the call for proposals - which is similar to the previous one, was also identified during the 2nd call, likewise motivating the creation of the FBM Community.

However, in addition to this solution, discussion circles were established, which intensified interactions among the organizations. The training provided by Phomenta itself also contributed to making contact between participants closer and more frequent.

Other challenges mentioned less frequently but still relevant include:

**The continuity of projects.** Graph 13 shows that among the surveyed organizations, 83.53% (71) were able to continue their projects, while 16.47% (1) discontinued them. The reason for discontinuation was the lack of financial and human resources. Among those that managed to continue, half secured new

“Beyond the normal challenges we face in our daily lives, things worsened with MBM’s withdrawal.”

ASVI

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“MBM withdrew from the projects due to the pandemic. There was a lack of proximity, a feeling of abandonment.”

Mano Down

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“Our experience with MBM was great, but it happened only once, and we lost touch over time.”

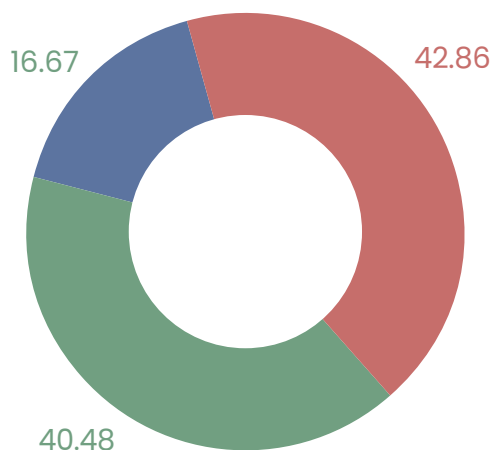
Vozes de Anjo

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partnerships after the conclusion of FBM.

**GRAPH 13** Continuity of supported projects (%)

- Yes, it remains active. However, without new partnerships, funders, and/or funding calls.
- Yes, it remains active. We have secured new partnerships, funders, and/or funding calls.
- The project has had its activities reduced or discontinued.



Source: Prepared by author(s).

**The importance of on-site visits to CSOs.** This is an MBM strategy to effectively support the organizations' actions in a systemic manner, leveraging the impact that our presence generates in the territories and communities. Furthermore, these visits help maintain connections with the organizations even after the end of the funding call, contributing to sustaining one of the key differentiators of the program - the establishment of humanized and trust-based relationships.

**The salaries of CSO professionals.** This is a practical and structural challenge, directly tied to the broader issue of ensuring the financial sustainability of organizations.

It is important to highlight that for each identified challenge - and there were many - we proposed solutions that have been implemented since the 4th edition of FBM.

“Not every place has phytotherapy materials for PwD, and we are unable to go to smaller cities because there wouldn't be enough demand. We need to stay centralized to serve these smaller cities.”

Leme

“We like partner visits. It's important for the children to know where the partnerships come from.”

ASVI

“We got into a business that generates a lot of money. It's life-changing. In five years, they could be making 5k per month from honey production, and this has made their husbands uncomfortable. Now we are facing issues with domestic violence.”

Madeira da Terra



## MORE TESTIMONIES

“It’s very challenging to be in online meetings, tied to a computer during the hours we’re supposed to be serving our beneficiaries, as they require attention. Some conditions, like autism, are beyond our control, and we need to be fully attentive and present.”

APAE Valente

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“We need a theme like ‘psychology for NGO workers’ - to demystify worldviews.”

Madeira da Terra

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“Our challenge is maintaining a permanent and qualified team. When we manage to train a professional, we often can’t keep them because companies from other sectors notice them and offer more attractive working conditions, which we can’t compete with.”

Mafi

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“We’ve had to significantly reduce project activities due to a lack of resources to pay specialized staff to work with our target audience.”

LEME

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“The biggest challenge is that we haven’t secured the resources needed to sustain our workshops. We have the most important part - the equipment - but we lack the funds to carry out the activities.”

Tomba

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# CONCLUSION

To conclude this institutional case study, we present a final insight from the research that encapsulates much of what we've aimed to demonstrate throughout this report. By analyzing the correlation between organizations receiving support through a call for the first time (or receiving large-scale support for the first time) and their ability to sustain projects after the call ended, we found that organizations selected for the first time were the most successful in continuing their projects and even securing new partnerships. While the difference wasn't drastic, the data shows that, overall, organizations demonstrated a strong capacity to maintain supported initiatives, attract new partners, and improve financial sustainability – though these remain significant challenges for CSOs. The standout success of first-time recipients, however, underscores the transformative potential and impact of the private social investment model championed by FBM.

Deep in Brazil's heartland lies immense, untapped potential and a wealth of human richness ready to thrive. These are people, families, and communities deeply engaged in addressing the social challenges they face, developing creative, collectively organized solutions with a strong chance of success – precisely because they stem from their own lived experiences, struggles, needs, and aspirations.

At MBM, we believe that unlocking this potential requires exactly what we strive to offer: trust in people, recognition of their knowledge and experiences, and a powerful blend of consistent financial support – through meaningful resource allocations – and effective non-financial support, including training and close project oversight. In 2024, we launched our fifth call for proposals. Our next step, starting in 2025, will be to assess the outcomes of organizations from the fourth and fifth editions, aiming to build an even stronger understanding of the impact generated. **The work continues, and soon, we hope to share more data and testimonials that illuminate the quiet yet profound transformation taking place in communities across Brazil.**

# GLOSSARY

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**Active listening:** The act of listening with demonstrated interest, receptiveness, and empathy toward the other person.

**Civil Society Organization (CSO):** A private, nonprofit entity registered with a CNPJ (Brazilian tax ID), created to address public interest issues such as tackling social problems, ensuring collective rights, providing community services, and more.

**Collective:** A non-formalized social organization that does not have a corporate taxpayer identification number (CNPJ) or other official records, constituted as a voluntary association based on common objectives and values shared by its members.

**Effectiveness:** The ability to achieve objectives, meet goals, or fulfill predetermined purposes.

**Efficiency:** The ability to be effective while using the minimum possible resources.

**Institutional case study:** A report on the experience of an organization or company that describes a success story or a successful project, with the aim of publicizing it and/or making it replicable by other organizations or companies.

**Lean Data:** A data production technique used in scientific research that enables the collection of necessary information quickly, accurately, and efficiently.

**Private social investment (PSI):** The donation of financial resources by an individual or a private legal entity to organizations or collectives with the aim of supporting social projects, initiatives, or other ventures that generate positive impacts on people's lives or communities in areas such as education, health, the environment, human rights, culture, leisure, social assistance, development, etc.

**Social Fabric:** The network of social, familial, emotional, economic, political, and other relationships and interactions that constitute the collective life of a community and form the bonds among its members.

**Social Project:** An initiative led by a CSO or collective, characterized as an ongoing effort with no fixed end date, aimed at generating positive impacts on individuals or communities in areas such as education, health, environment, human rights, and more.

**Social Technology:** A method, technique, product, or process developed by a CSO or collective, based on their own knowledge, to be used in their social projects.

**Theory of Change (ToC):** A structured theoretical reflection based on defined methods and principles, aimed at establishing how (through which means) and why (with what justifications and objectives) certain goals should be achieved.

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