

How to identify and recruit champions: The story of the Puebla Community Foundation

Leadership and resource development for CFs
in Southeast Asia
Thailand, July 11 & 12

Mexico's philanthropy context ('98)

- Inexistent granting philanthropy (Granting foundations)
- There was not a medium to promote philanthropy for the “future”
- National centralism
- Donors were old and very traditional
- Philanthropy was done by the same persons
- “Old boys club” approach
- Philanthropy based on relations not in accountability and results

Why did Puebla CF start?

- A group of NGOs willing to do more for the community besides their own doing
 - Support the state NGO sector
 - Increase resources for projects
 - Help develop new NGOs
 - Have a strong local voice
- The NGO sector was being attacked by government

Respond to the National philanthropy context

How did we create the PCF?

- Understand the concept of CF (Nov 1998)
- Make a team 4 to 5 respected persons with passion and commitment for a better community (the right people)
- Re-understand the concept and invite a client oriented executive officer
- Kept understanding the CF concept

How did we create the PCF?

- Got an unexpected grant and we pooled a fund
- Invited (challenged) possible board members for
 - Grant money to implement the idea (creation of the operating endowment)
 - Chose from them the most committed
 - Ensured board renewal (1/2 every two years)
 - Some ideologies were left out
- Re-learned the CF concept with the Board Members
- Create the bylaws and incorporate the foundation (June 2002)
- Involved 3 different funds with high visibility

CFs values brought to the community

- Democracy- everyone can serve and support the community
- Solidarity within the community not only the family
- Complimentary-won't do what the other one can do
- Interdependency
- Inclusiveness- everyone has the right to support the community
- Long term vision
- Community sustainability
- Accountability

Key Skills or attitudes for CF leaders

- Passionate and enthusiastic
- Highly ethical (clear of his/her own desires)
- Positive
- Visionary
- Entrepreneur – Client oriented (donors then NGOs)
- Extremely good community listener
- Very inclusive of all the community points of views, needs and visions (Bridging)
- Low profile and team player (inside and outside)

Key Skills or attitudes for CF leaders

- Creative, flexible and adaptive
- Acceptance of diversity: not only race or culture but ideas
- Good networks
- Global vision to act locally
- High understanding of the economic changes and trends
- Risk takers
- Social investors not only grantors



The most important thing is:



“Get the right people on the Bus
before finding out where to drive it”

Jim Collins, Good to Great.

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