

WORLD GIVING REPORT

ARGENTINA — CHARITY INSIGHTS

2025

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01 INTRODUCTION

Welcome.

This report offers an in-depth look at the state and conditions of the social sector in Argentina, in a context marked by economic volatility, declining international funding, and growing challenges to organisational sustainability. It is the result of our collaboration with the Charities Aid Foundation (CAF) and forms part of the World Giving Report 2025 (WGR) — a global effort to better understand the health and resilience of the charitable sector across countries.

The findings reveal that the main concerns of Argentine organisations relate to financial stability, operational management, and the ability to sustain impact in a changing environment. Despite these constraints, the sector continues to adapt — seeking to diversify income sources, foster collaboration, and strengthen its networks of support and advocacy.

Red Argentina de Cooperación Internacional (RACI) reaffirms its commitment to accompany this process by promoting transparency, innovation, and cooperation between civil society organisations, the private sector, international cooperation, and government actors — advancing towards a more solid, inclusive, and sustainable ecosystem.



Guillermo Correa
Executive Director,
RACI

**“Resilience and
collaboration define the
spirit of Argentina’s
social sector.”**

About us.

RACI

RACI is a network that brings together more than 280 civil society organisations (CSOs) from across Argentina, working continuously to strengthen the sector and promote co-ordinated action among its diverse actors. Since its founding, RACI has become a key platform for connecting initiatives that foster sustainable development and the empowerment of civil society.

Its main objective is to create a space for dialogue and exchange where different actors can connect directly with CSOs according to their areas of expertise. Through these connections, RACI seeks to generate synergies that enhance collective impact and contribute, in a coordinated way, to the social transformation of Argentina and the region.

RACI conducts research, leads capacity-building and institutional-strengthening processes, and acts as a bridge between Argentine civil society and international cooperation. It also promotes access to resources, network creation, and public-policy advocacy, helping to build a more enabling environment for the sector's development.

RACI's mission is to contribute to the country's social transformation by creating a space for inter-institutional dialogue and exchange that includes all actors and stakeholders involved in sustainable development.

Cooperation that strengthens.

CAF

The Charities Aid Foundation (CAF) exists to accelerate progress in society towards a fair and sustainable future for all. Over the last 100 years, we have led the way in developing innovative approaches to giving. Annually, we distribute over £1 billion to social purpose organisations around the globe.

As a leading charity operating in the UK, US and Canada, alongside an international network of partners, CAF works at the centre of the giving world. We collaborate with corporate and individual donors to enable them to give more effectively, strategically and impactfully. This includes connecting them to charities globally and providing access to our in-depth sector knowledge, governance expertise and innovative giving solutions.

We help social purpose organisations to strengthen their resilience and do more of their life changing work, through strategic advisory services from our Impact Accelerator, tools to support charities' fundraising activities, and charity financial services from CAF Bank Limited and CAF Financial Solutions Limited. Using our research, policy and campaigns work, we understand and influence the wider environment for charities and donors.

Together, we give more.

The World Giving Report captures the public's attitudes and behaviours around giving in 101 countries across the world and — working with local partners — the state of the charity landscape in 27 of these countries.

- This report is one of 16 country-specific Charity Insights reports and is produced by CAF in partnership with leading social purpose organisations around the world.
- You can access all our global and country-specific insights — from both donors and charities — at: www.worldgivingreport.org

Our methodology.

The results described in this report were collected as part of the Charity Landscape aspect of the World Giving Report between March and June 2025.

All fieldwork was conducted by CAF's co-author of this report. Partners reached out to charities in their countries with an online survey. Sometimes, the partners encouraged responses by conducting telephone or face-to-face interviews and simultaneously (or subsequently) completing an online response that accorded to the answers given in person. Surveys were available in the predominant local language or English.

The sample collected is an indicative snapshot of charity perspectives in this country as, in most cases, there is no data on the sample universe with which to guide any sampling or post-hoc weighting.

A note on 'Charity'

Across the report, we use the words 'charity' and 'charities' to represent any organisation that works to try and improve issues that are affecting individuals, communities, animals or the natural environment, and society as a whole.

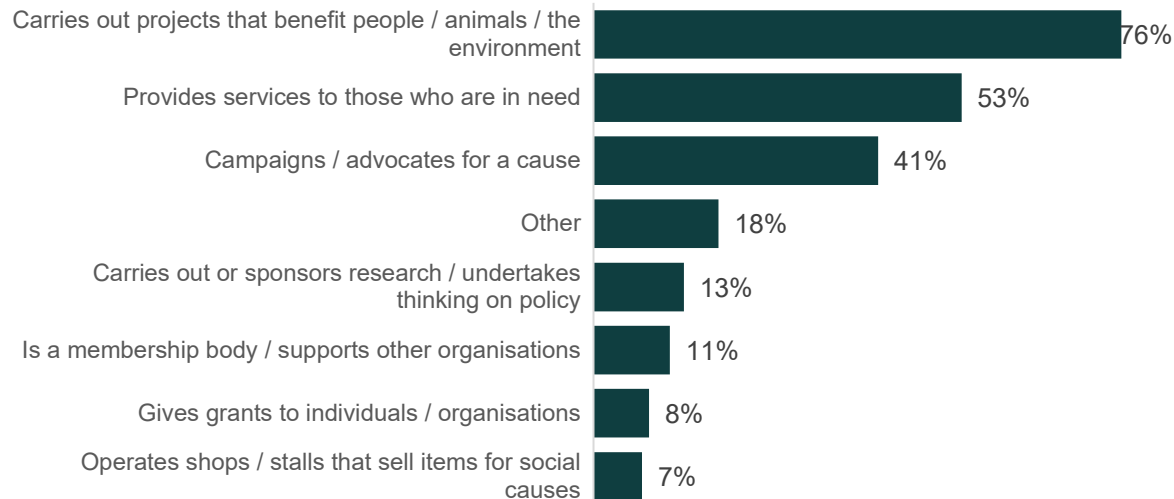
In doing so, we recognise that these terms and their definitions differ around the world, with this type of organisation also described as: non-governmental organisations (NGOs), non-profit organisations (NPOs), community organisations, social purpose organisations, associations and other names.

www.worldgivingreport.org

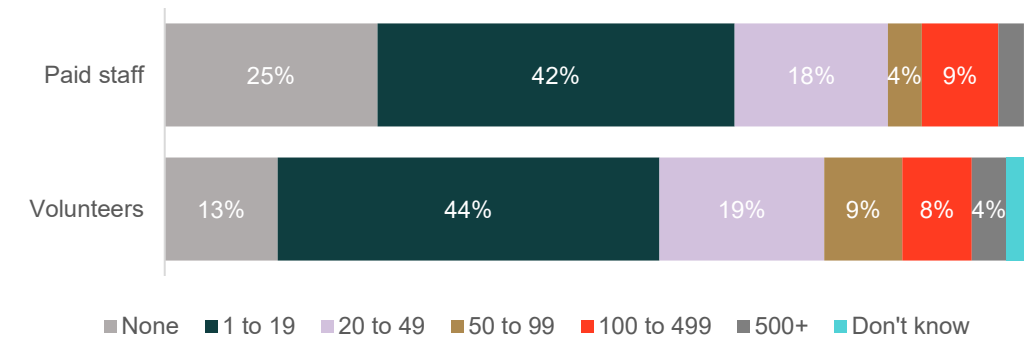


The organisations in the sample: 120 in total.

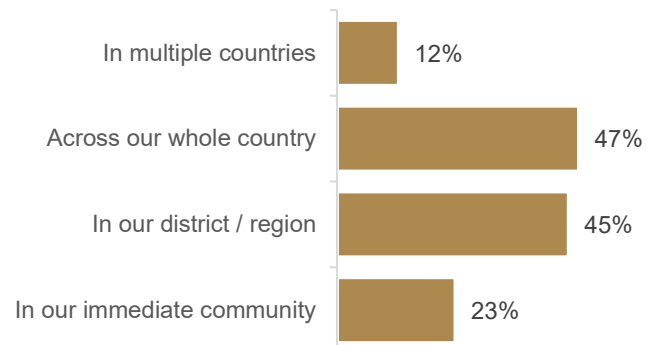
The role of the organisation:



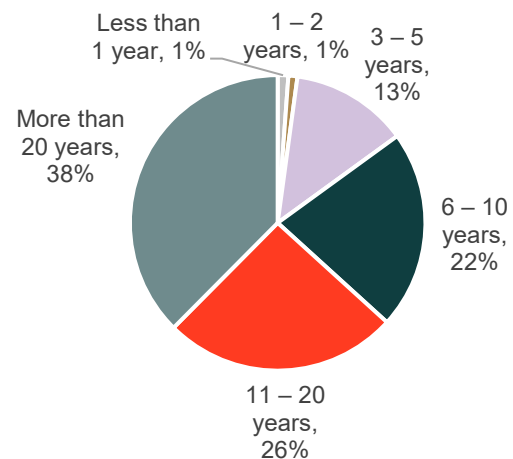
Size of organisation:



The scope of their work:



How long the organisation has operated:



The main cause area supported:

In total, 15 different main cause areas were represented within the sample, with the five most common being:

1. Human Rights / equality / diversity (18%)
2. Children or young people (16%)
3. Other (12%)
4. Poverty relief (11%)
5. Education (10%)

02 THE HEALTH OF THE SECTOR



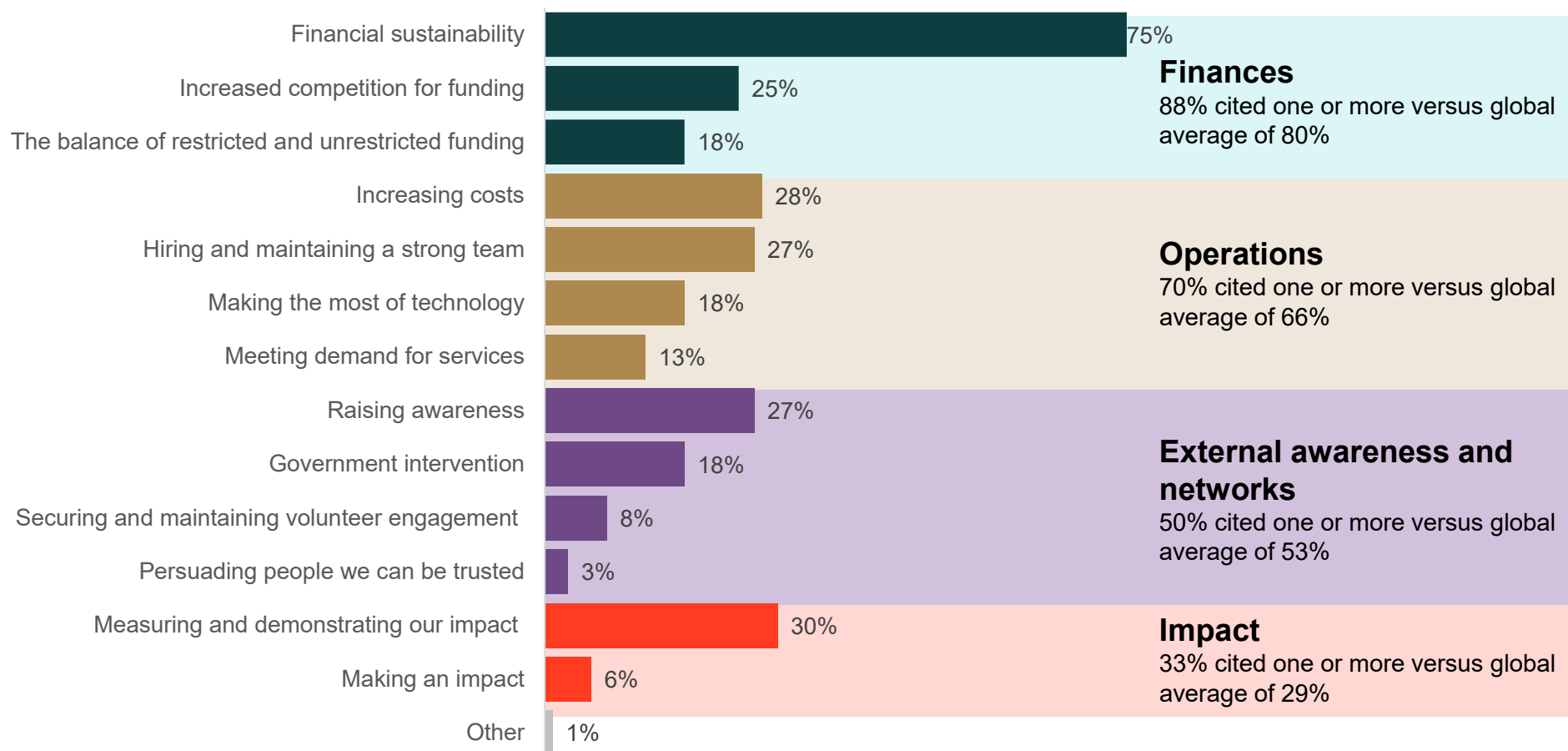
The biggest challenges for the sector.

Financial sustainability stands out as the main challenge for organisations in Argentina, closely tied to the country's prolonged economic crisis and chronic inflation.

Funding has become increasingly unstable, with many organisations depending on short-term or project-based resources that make long-term planning difficult. Rising costs and the erosion of purchasing power add further pressure, affecting staff retention and programme continuity.

This fragility co-exists with growing social demands and reduced external funding, creating a scenario in which organisations must operate under constant tension, and where uncertainty and volatility have become structural conditions for civil society.

Q. Below is a list of challenges that charities might be facing. Please select the three that are most pressing for your organisation: (All charities answering, n = 96)



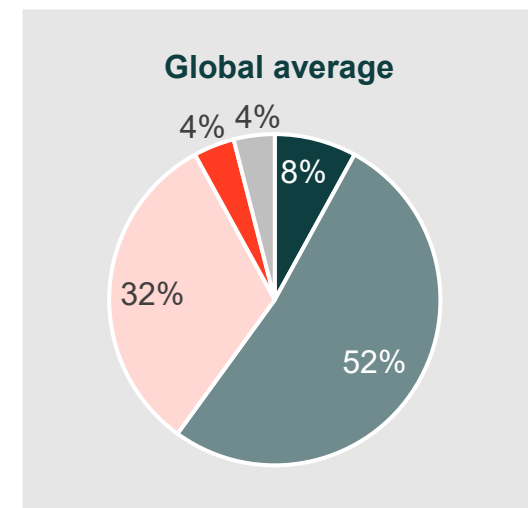
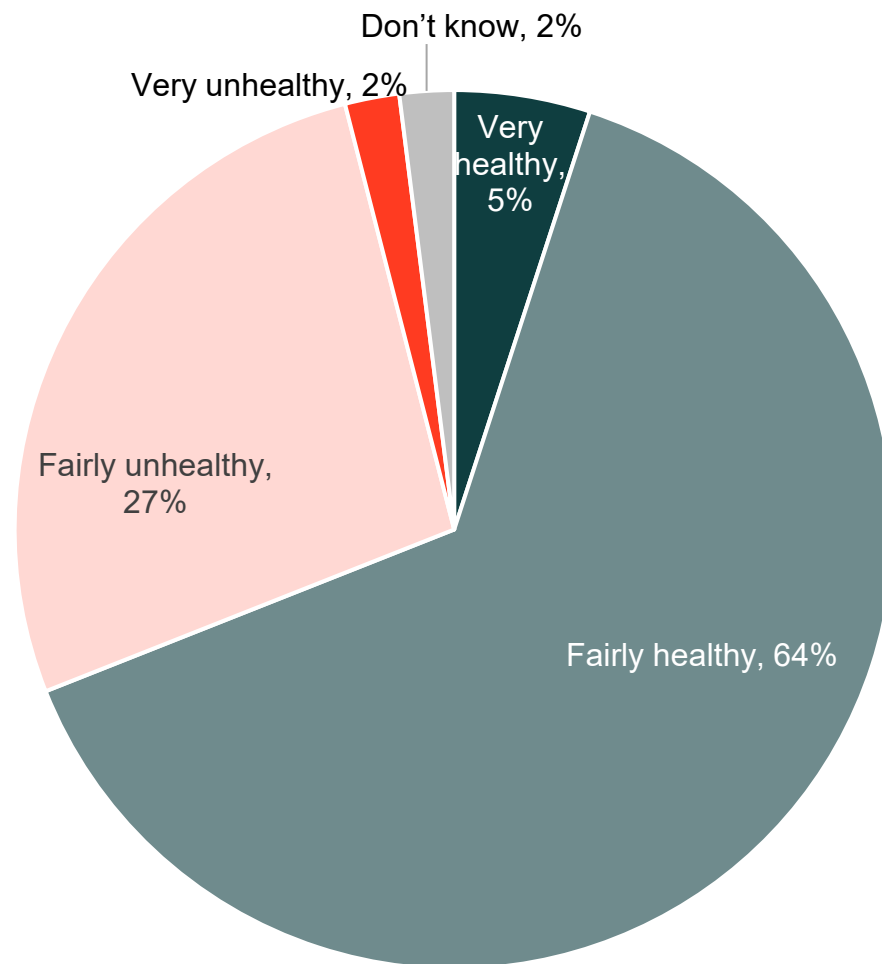
Perceptions on overall sector health.

Most organisations describe the sector as only Fairly healthy, reflecting a shared perception of fragility and stagnation.

The sustained economic crisis, funding instability, and the limited capacity to grow or innovate have shaped a landscape where maintaining operations is often seen as an achievement in itself.

Despite this, few identify the sector as Very unhealthy — suggesting a kind of steady endurance, where survival rather than expansion has become the defining feature of civil society in Argentina.

Q. Overall, would you say the charity sector in your country is... *(All charities answering, n = 97)*



Deep dive: sector health.

The perception of an “unhealthy” sector in Argentina is shaped by a combination of structural and contextual factors that have persisted over time.

Many organisations point to the weakening role of the state and the absence of clear public policies to support or regulate civil society. Others highlight the fragmentation and lack of articulation within the sector itself, which limits its capacity to act collectively and gain legitimacy.

Financial instability is another constant: irregular funding cycles and a shrinking enabling environment have left many organisations operating under permanent uncertainty.

Beyond material challenges, there is also a sense of wear and undervaluation — a feeling that, although civil society remains essential, it often struggles to be recognised for its contribution.

Together, these views reveal a sector that continues to function, but under the weight of chronic instability and institutional neglect, where endurance has replaced growth as the prevailing condition.



Demand for services.

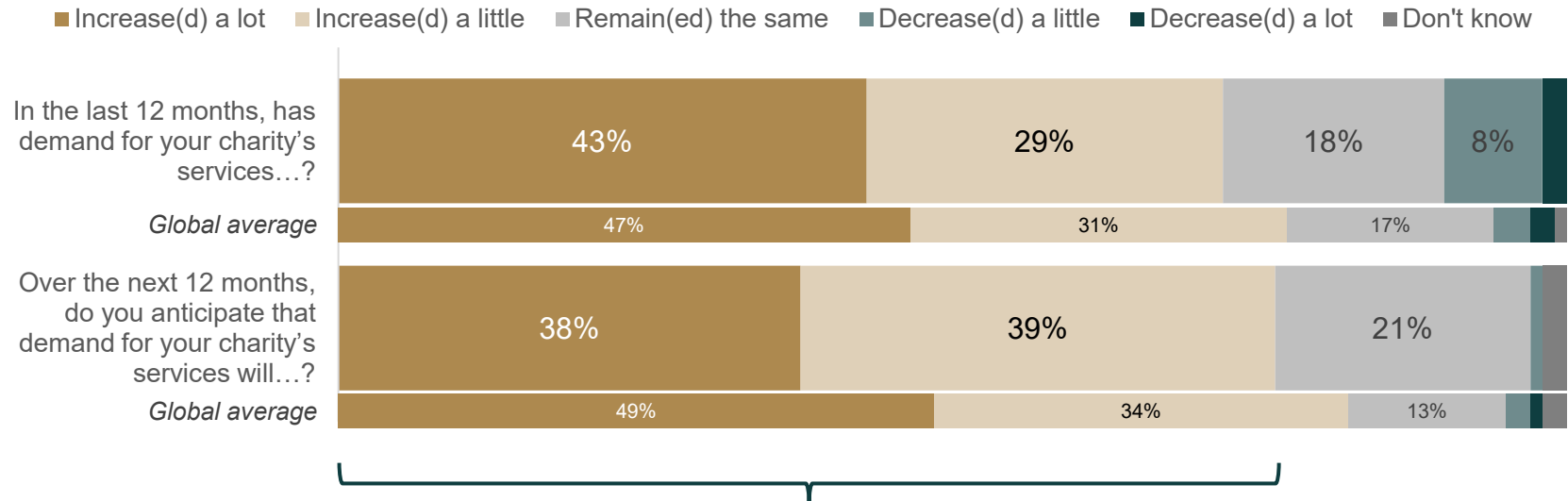
Most Argentinean organisations report increased demand for their services, like the global trend, yet their confidence to meet demand is notably lower.

The sustained social and economic crisis has widened inequalities and intensified the pressure on charities, which often step in where public institutions fall short.

While demand continues to rise at comparable rates to other countries, Argentine organisations face a more fragile financial base and reduced institutional support.

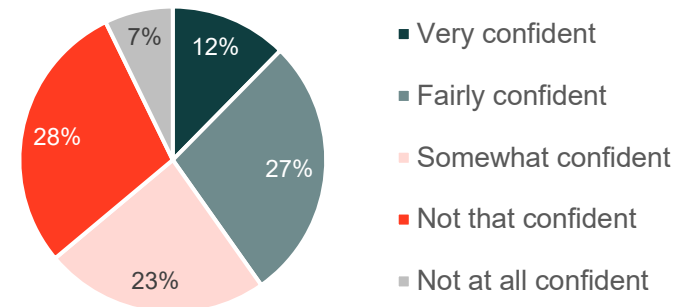
As a result, many operate close to their limits, balancing growing community needs with limited resources and a persistent sense of uncertainty about their capacity to respond.

Perceptions of demand: (Charities that provide services, give grants and / or do project work, n = 106.)



How confident are you that your charity will be able to meet this increased demand?

(Charities that expect demand to increase, n = 81.)



Optimism for the future.

Argentine organisations show lower levels of optimism compared to the global averages.

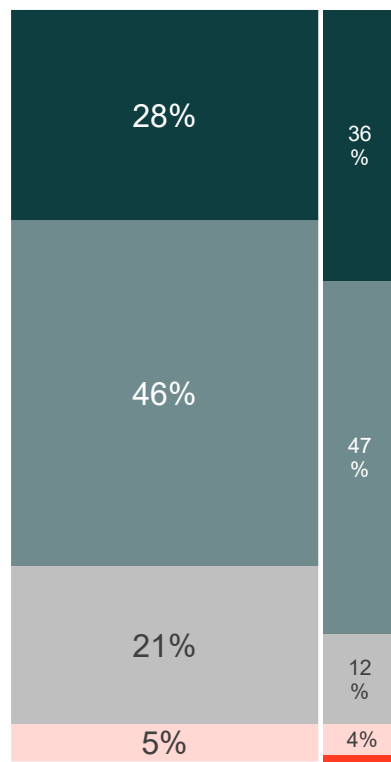
While the majority remain optimistic about their own organisation, only a minority describe themselves as Very optimistic — eight points below the global benchmark.

When asked about the future of the charity sector overall, optimism declines further, and pessimism rises slightly above global levels. These perceptions reflect the broader social and economic uncertainty that defines the Argentine context.

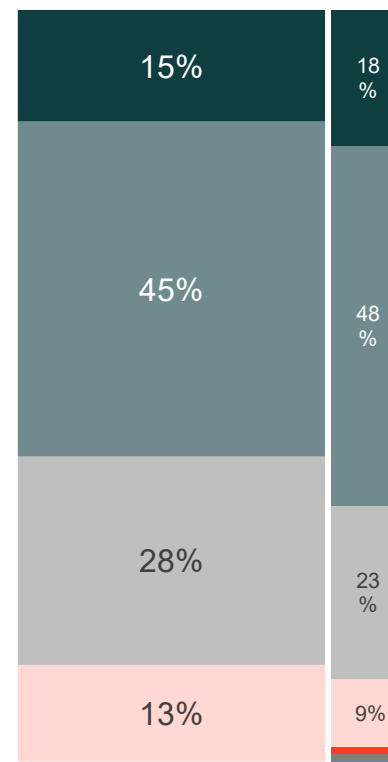
Many organisations continue to operate with conviction, but optimism tends to be grounded in perseverance rather than tangible expectations of improvement. The data suggests a cautious mindset, shaped by resilience and fatigue in equal measure.

Q. How optimistic or pessimistic are you about...? (All charities answering, n = 96)

The future of your organisation



The future of the charity sector in general



- Very optimistic
- Optimistic
- Neither optimistic nor pessimistic
- Pessimistic
- Very pessimistic
- Don't know

Global average

CAF's six characteristics of a resilient charity.

Through our extensive research and advisory work with charities, we have identified six characteristics that show an organisation has the potential to be resilient.



Purpose



Understanding what the organisational purpose is, and just as importantly, what it is not.

Evidencing impact



The ability to identify and communicate the needs being met, and the impact that is having.

Well networked



Being well connected and able to get support from working in partnership with others.

Financially & operationally fit



Being financially and operationally fit with sufficient income from a diverse range of sources.

People & culture



Having the right staff and prioritising their development and wellbeing with effective leadership.

External awareness



Awareness of the political, economic, local and national context. Horizon scanning for threats and opportunities.

The questionnaire included a number of questions that, when taken together, give each organisation a score for each of the six characteristics. Please see page 16 for the scores for this country.

Levels of resilience.

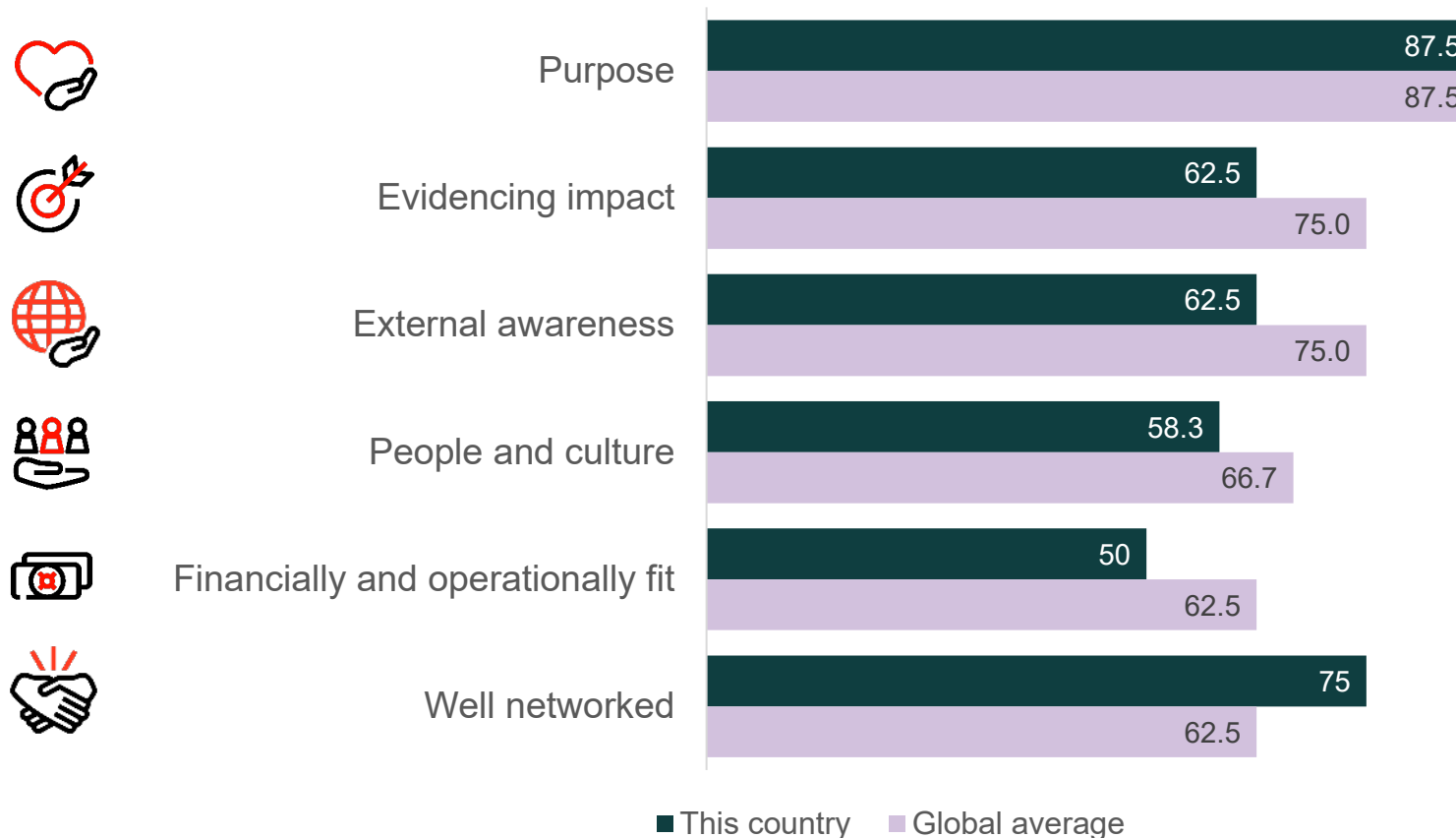
Resilience among Argentine organisations shows clear strengths in purpose and collaboration, but persistent fragility in financial and operational aspects.

Most charities maintain a strong sense of mission and identity, which allows them to keep moving despite uncertainty. Networks and collective work continue to be key pillars that help sustain activity and legitimacy within the sector.

However, the lower scores in areas, such as impact measurement, external awareness, and financial management reveal structural weaknesses that limit growth and long-term planning.

While these challenges are shared with other countries, in Argentina they are intensified by economic volatility and the lack of stable institutional frameworks.

Resilience scores showing the median score for each aspect: (All charities answering, n = 100.)



03 FINANCIAL AND OPERATIONAL FITNESS



Diversity of income streams.

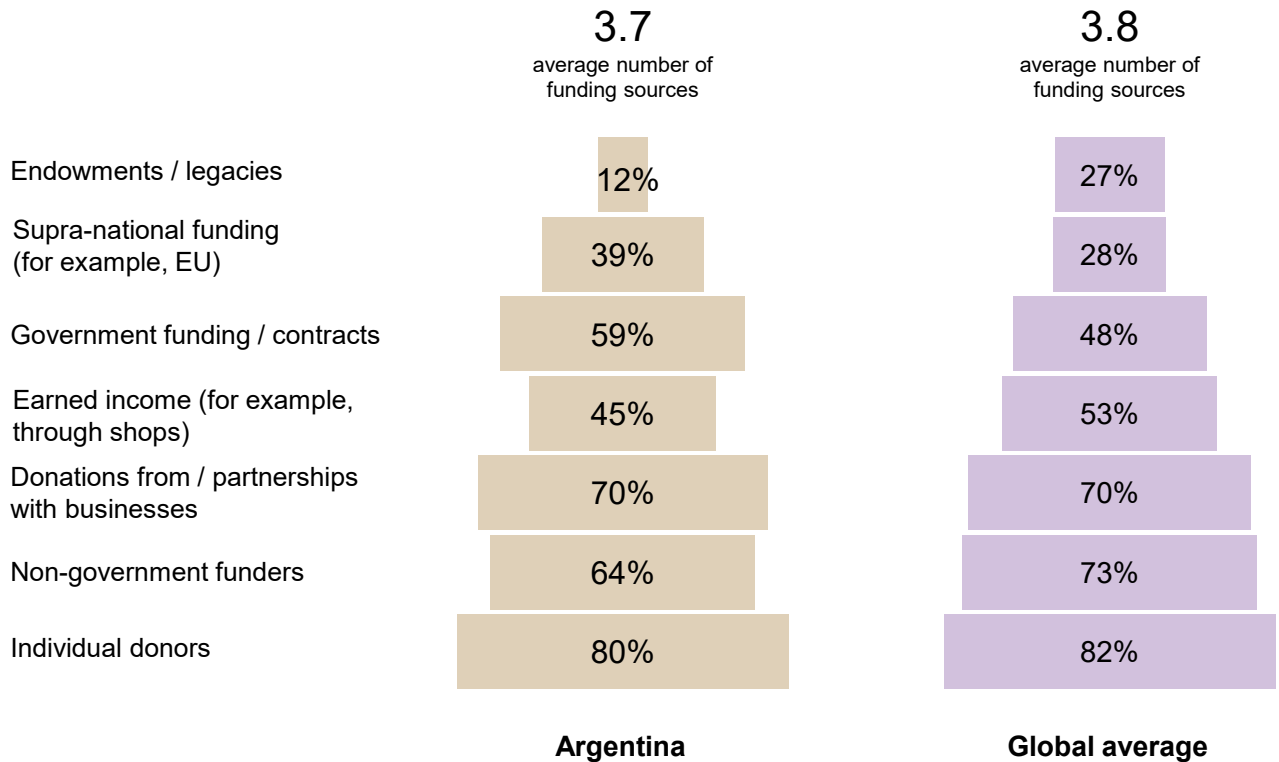
Argentine organisations show a relatively balanced mix of income sources, though still concentrated in a few key channels.

Individual donors, non-government funders, and government contracts remain the main pillars of funding, while income from endowments and supra-national sources continues to be scarce.

The average number of funding streams is close to the global figure, but the composition points to a system more reliant on short-term and domestic resources than on institutional or international ones.

This structure offers some diversity, yet leaves organisations exposed to fluctuations in the local economy and policy environment.

The proportion of charities that receive each type of funding: *(All charities answering, n = 110-114.)*



Where funding comes from geographically.

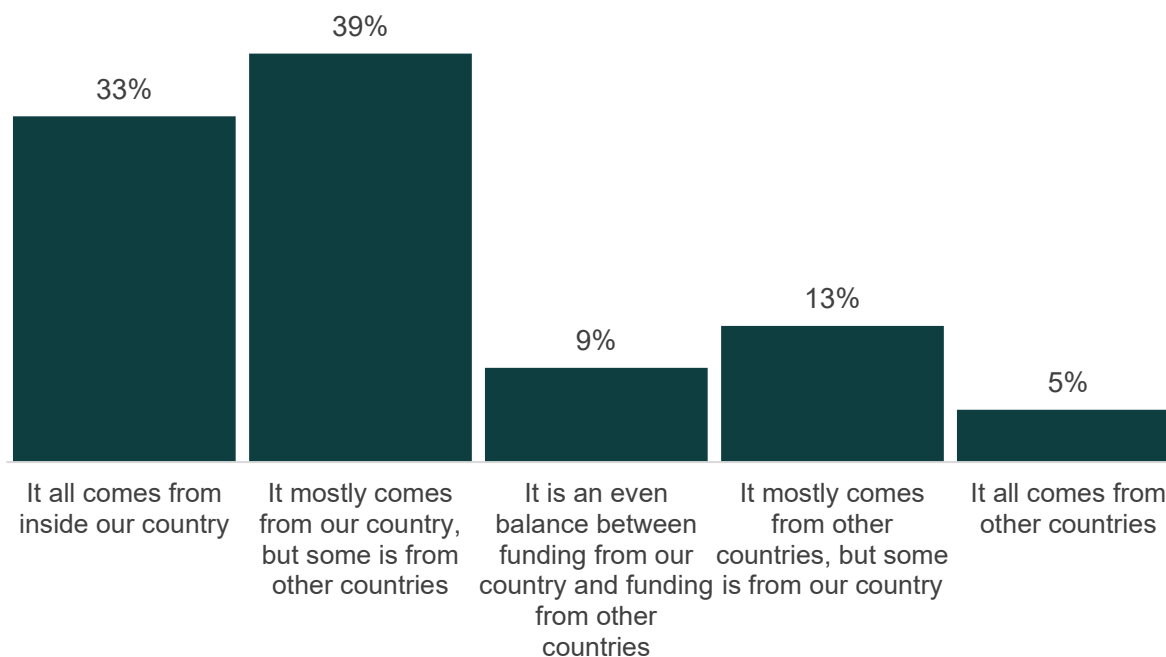
Most organisations in Argentina depend primarily on domestic funding, with limited access to international sources.

Nearly three-quarters of charities report that their income comes entirely or mostly from within the country, while only a small share describe a balanced or international mix

This concentration reflects the scarcity of external funding opportunities and the difficulties of meeting eligibility or compliance requirements set by foreign donors.

The strong reliance on local sources — many of them short-term or project-based — leaves organisations vulnerable to national economic cycles, underscoring how geographic concentration of funding contributes to financial fragility in the sector.

Q. Geographically, where does your funding come from? *(All charities answering, n = 110.)*



Confidence in the diversity of income streams.

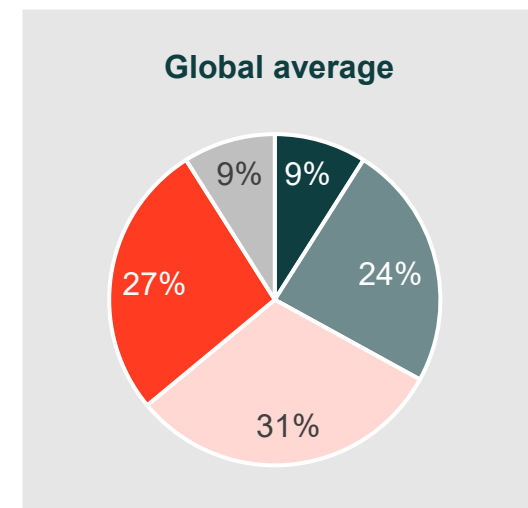
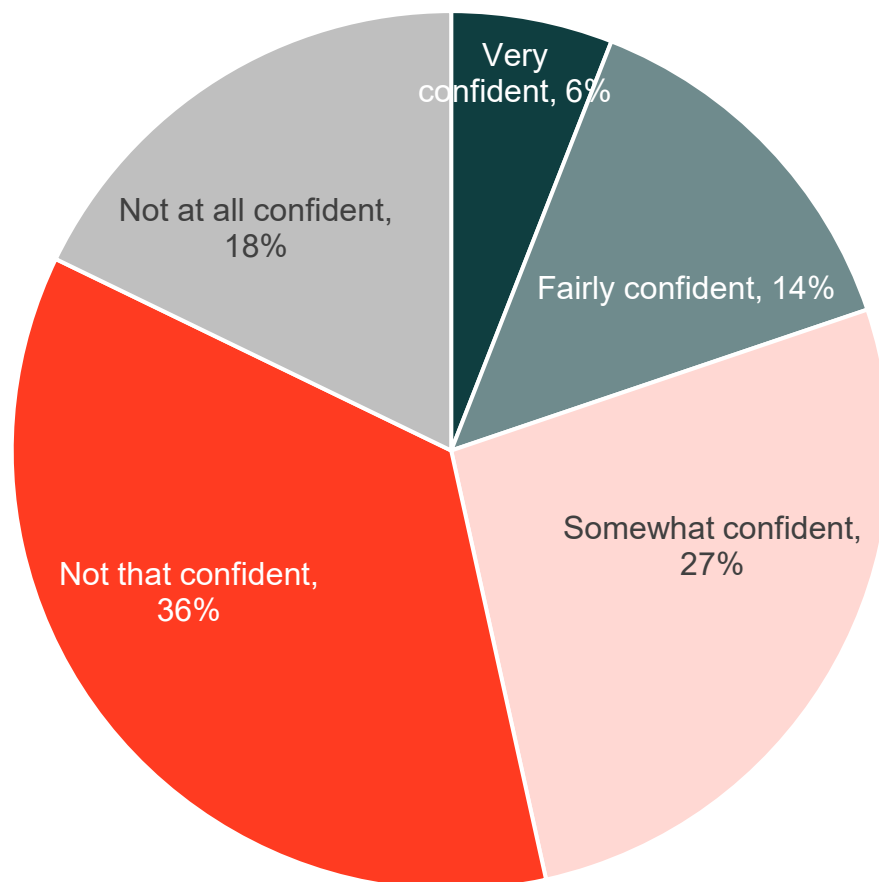
Argentine organisations show noticeably lower confidence in the diversity of their funding compared with the global average.

Only a small portion describe themselves as Very or Fairly confident, while more than half express limited or no confidence — a higher proportion than in the global sample.

This points to a sector that recognises its dependence on a small number of income sources and its vulnerability to sudden funding losses.

The contrast with the global data suggests that, although financial uncertainty is a common concern worldwide, in Argentina it is intensified by structural economic volatility and the predominance of short-term, project-based support.

Q. How confident are you that your income streams are diverse enough to cope easily with sudden decreases from any one of them? (All charities answering, n = 120.)



Restricted versus unrestricted funding.

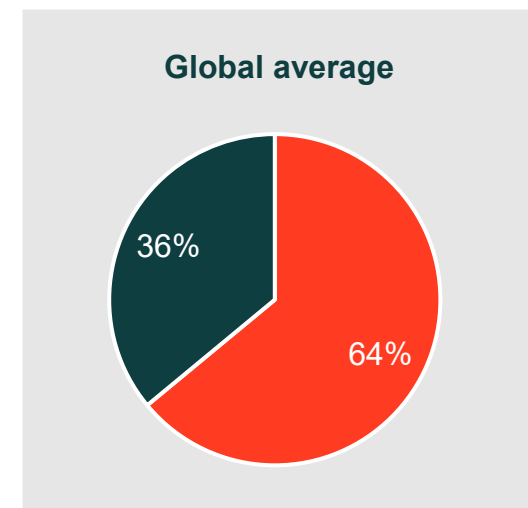
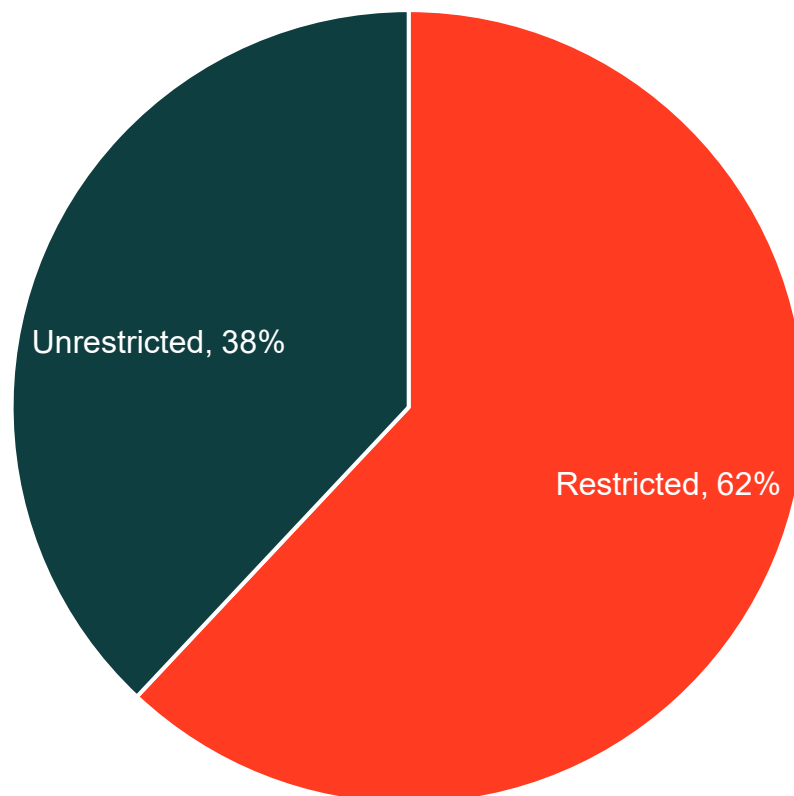
The restrictive funding structure of Argentine organisations closely mirrors global patterns.

Around two-thirds of total income is tied to specific projects or purposes, leaving limited flexibility for institutional strengthening, innovation, or response to emerging needs. In Argentina's context, this funding structure creates additional constraints.

Organisations often struggle to cover operational costs or retain staff between project cycles, relying on fragmented and short-term resources to sustain their work.

The prevalence of restricted funding thus reinforces a model of survival rather than growth, where continuity depends on securing new projects rather than consolidating stable institutional foundations.

Q. How much of your funding is given as 'restricted' funds (for example, only able to be spent on a specific project / purpose)? *(Charities that were able to provide an answer, n = 94.)*



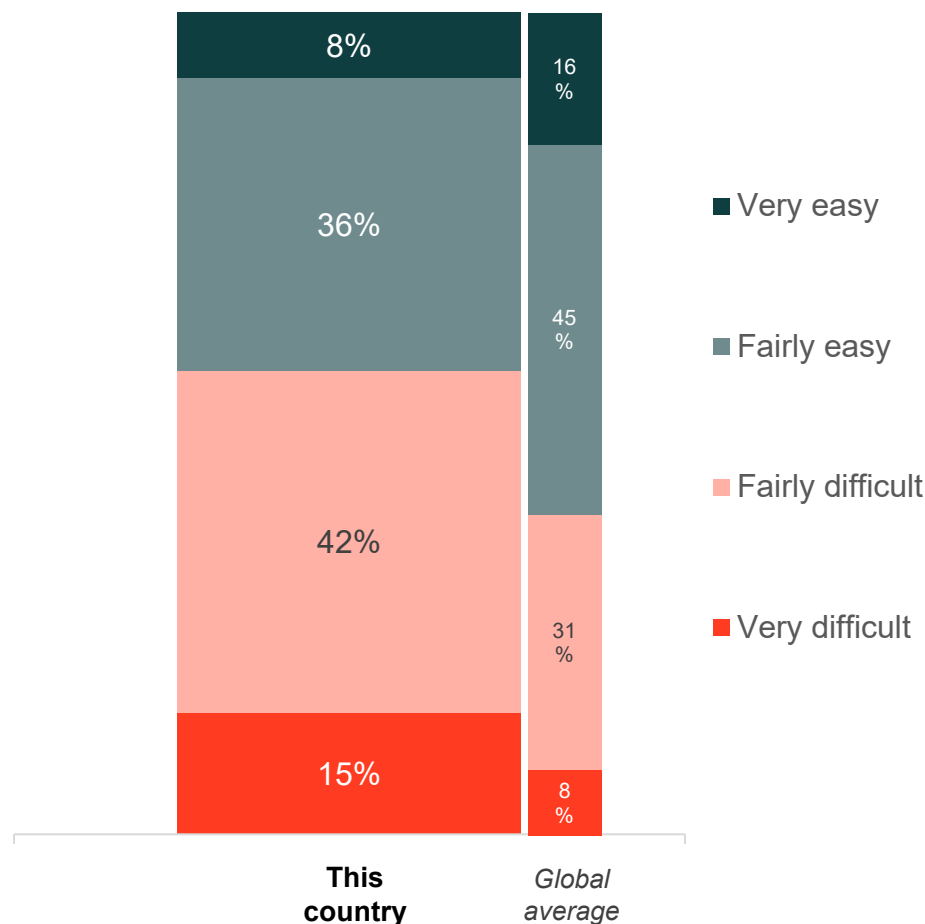
Satisfaction with their funding mix.

Most Argentine organisations find their current funding mix challenging, with satisfaction levels well below the global average.

More than half of charities report that their funding structure makes it difficult to achieve their goals, and only a small minority describe it as easy. This reflects the broader funding environment in Argentina, where income tends to be fragmented, short-term, and highly dependent on project-specific resources.

The gap with the global average highlights how economic volatility and the scarcity of unrestricted or long-term funding affect organisational stability. For many, maintaining operations requires constant fundraising efforts, leaving little capacity to invest in innovation or institutional growth.

Q. Does this mix of funding make it easy or difficult for you to achieve your goals? (All charities answering, n = 101.)



Many organisations describe a funding model that allows them to keep operating but rarely to grow. They depend on fragmented, short-term income, and face long delays in public disbursements. Some note that international support has become more limited or harder to access, leaving gaps between projects and difficulties in covering basic costs.

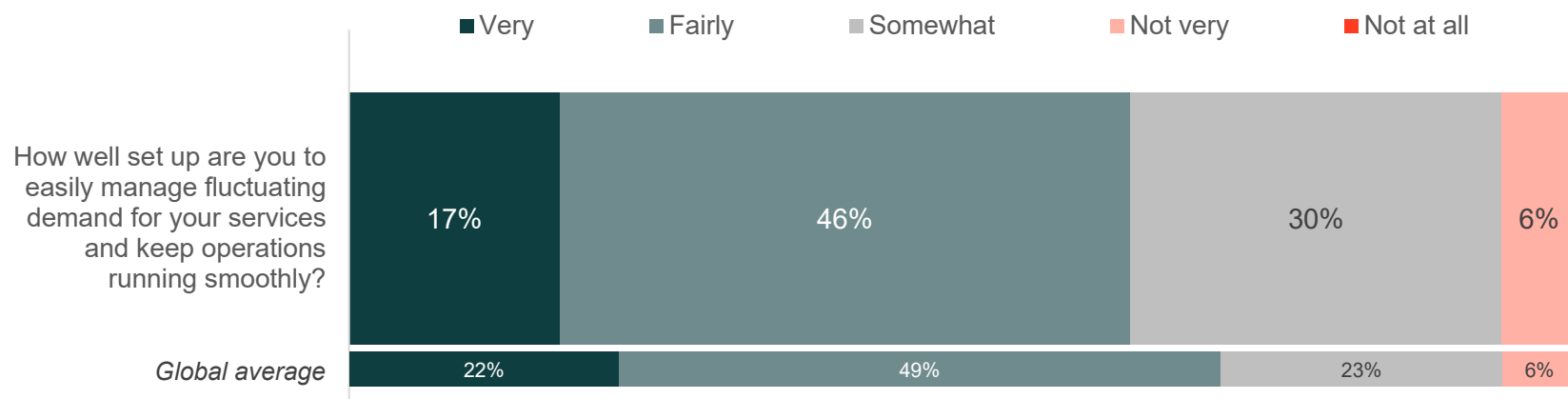
Operational fitness to meet demand.

Operational preparedness reflects a sector that remains functional but stretched, balancing day-to-day delivery with persistent structural limitations.

Most charities in Argentina perceive themselves as Fairly or Somewhat prepared to meet demand, suggesting that operational systems work but leave little room for flexibility. Only a small share feel very well equipped, and nearly one in ten acknowledge low readiness, pointing to uneven capacity across the sector. This middle-ground distribution indicates a form of stability built on adaptation rather than security.

Organisations continue to deliver services effectively, but under conditions of uncertainty, where maintaining basic operations often takes precedence over long-term strengthening or expansion.

How they would rate their charity: (All charities answering, n = 100.)



04 PEOPLE AND CULTURE



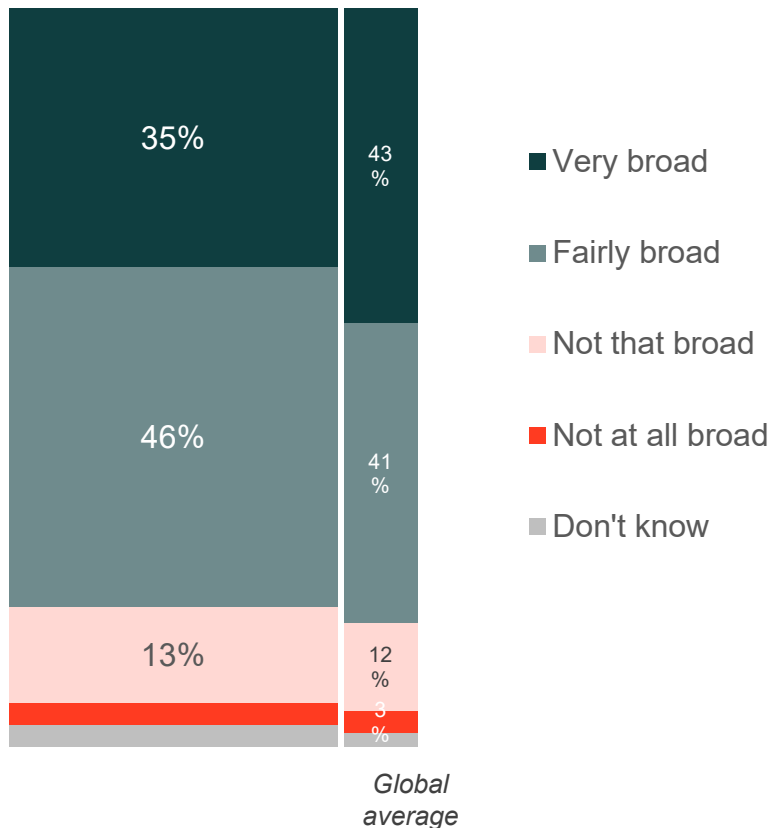
The senior team.

Leadership structures within Argentine organisations combine solid experience with a persistent operational overload.

Most describe their senior teams as fairly or very experienced, suggesting that leadership competence is not the main constraint. However, the way this is used reveals an underlying tension: nearly two-thirds of leaders' time is spent solving day-to-day issues, leaving limited space for long-term thinking or strategic development.

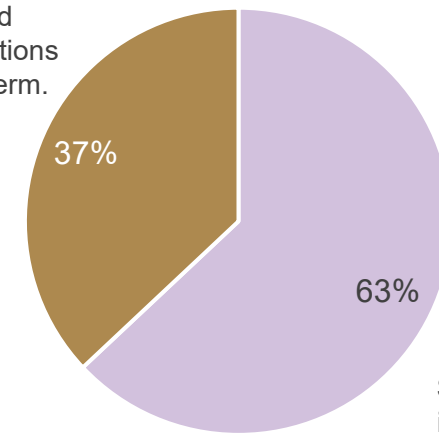
This imbalance speaks to a sector that operates in constant response mode — managing crises, funding gaps, and administrative demands — where maintaining continuity often takes precedence over building future direction.

How broad are the skills and experience of the most senior leadership team in your organisation? In some cases, this might be your board, an external board of trustees or a C-suite team (e.g. CEO, CFO, etc.) *(All charities answering, n = 100.)*

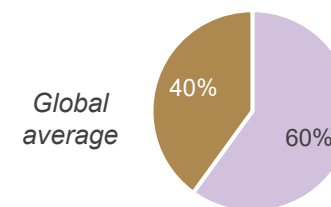


Roughly speaking, what proportion of time does your senior team spend on each of the following? *(All charities answering, n = 98.)*

Thinking and planning more strategically and making connections for the longer-term.



Solving day-to-day, immediate problems that ensure we can keep operating.



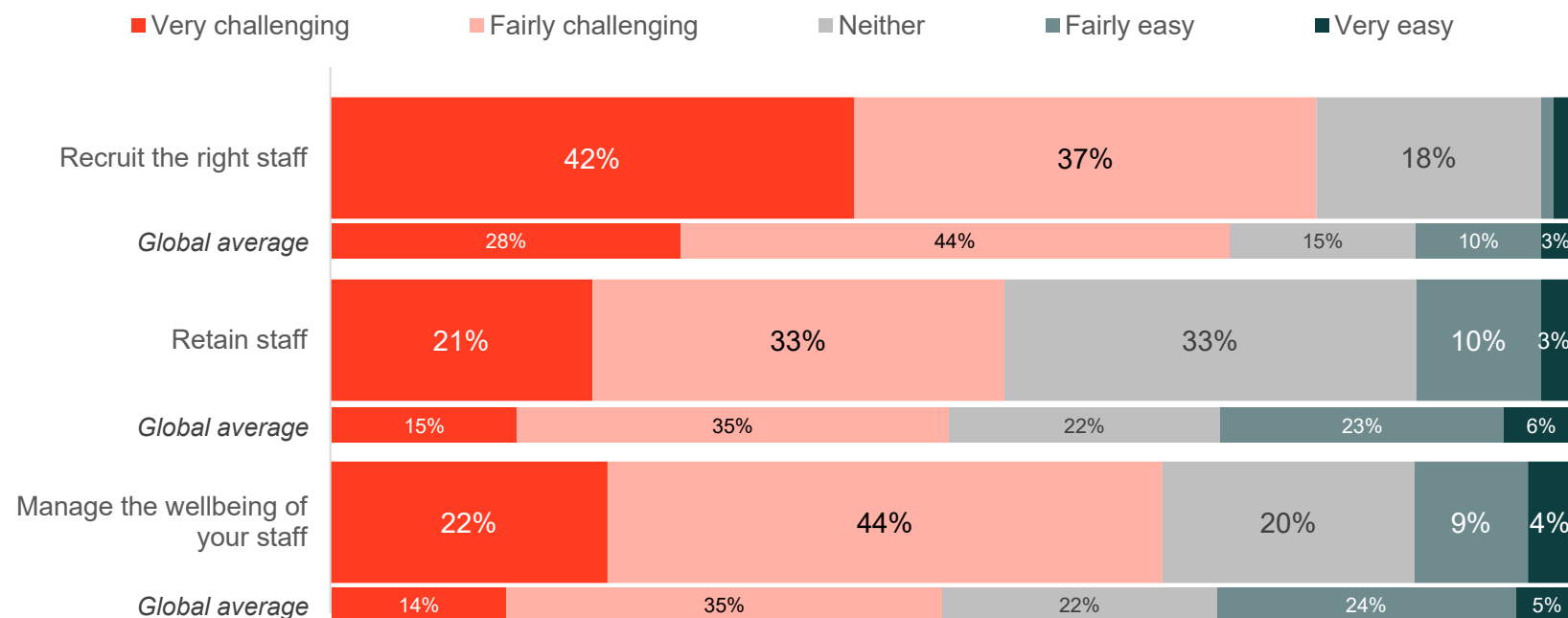
Recruitment and retention.

Hiring and retaining qualified staff are among the most pressing challenges for Argentine charities.

Nearly eight in ten organisations find recruitment difficult — far above the global average — and many also struggle to ensure staff wellbeing. Economic uncertainty, limited salaries, and high emotional demands contribute to high turnover and burnout, particularly among smaller organisations.

While commitment to mission remains strong, sustaining human capital has become one of the sector's most critical vulnerabilities. Compared to global peers, Argentina's charities face sharper pressures to balance dedication with stability and care.

How challenging is it to do the following? *(All charities answering, n = 98)*



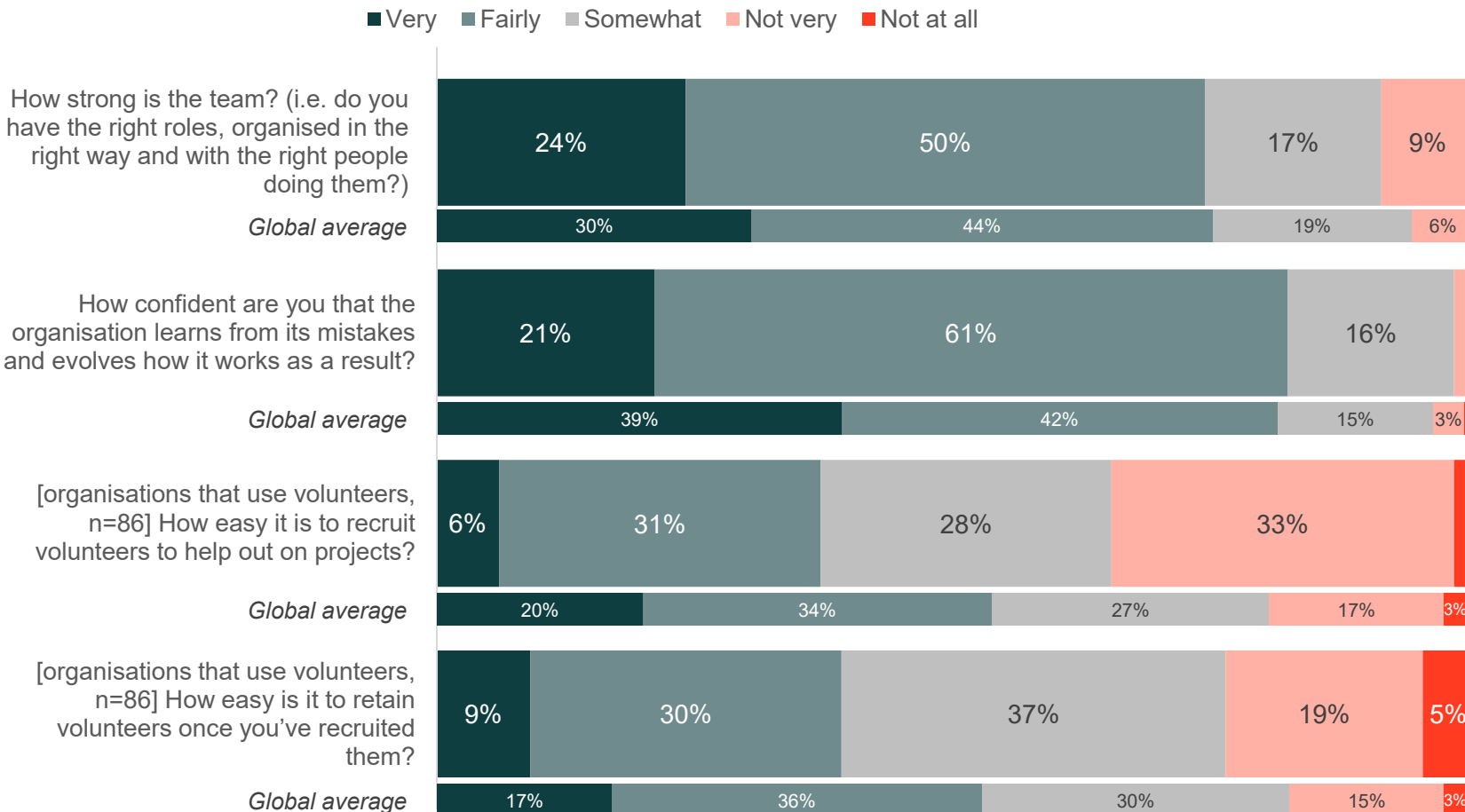
Strength and depth of the team.

Argentine charities demonstrate solid internal teamwork but face persistent challenges in sustaining and expanding their human resources.

Most describe their teams as cohesive and capable, yet fewer express strong confidence in structured learning or talent retention compared with global averages. Recruiting and keeping volunteers remains particularly difficult, reflecting broader pressures on time, resources, and engagement.

While commitment is high, the sector's long-term resilience will depend on how effectively organisations can turn motivation into structured development, wellbeing, and continuity within their teams.

How they would rate their charity: (All charities answering, n = 86 - 100)



Deep dive: the importance of the right people.

Behind every organisation's resilience lies the commitment of its people.

In Argentina, where resources are limited and operational pressures are constant, staff and volunteers often compensate for financial and structural gaps with extraordinary dedication.

Several charities note that investing in internal cohesion — whether through shared leadership, flexible roles, or skill-building — has become a key factor in sustaining their work.

Teams that communicate effectively and share a strong sense of purpose tend to cope with uncertainty better, even without major institutional support.

Ultimately, the strength of Argentina's civil society continues to depend less on stable systems than on the people who

sustain them — professionals and volunteers who keep organisations moving, not because conditions make it easy, but because the mission makes it necessary.



A low-angle photograph showing the arms and hands of several people reaching upwards to form a human pyramid. The hands are clasped together at the top, creating a point towards the sky. The background is a bright, slightly hazy sky with some green foliage visible at the bottom. A solid red horizontal bar is overlaid across the middle of the image, containing white text.

05 EXTERNAL AWARENESS AND NETWORKS

External awareness and partnerships.

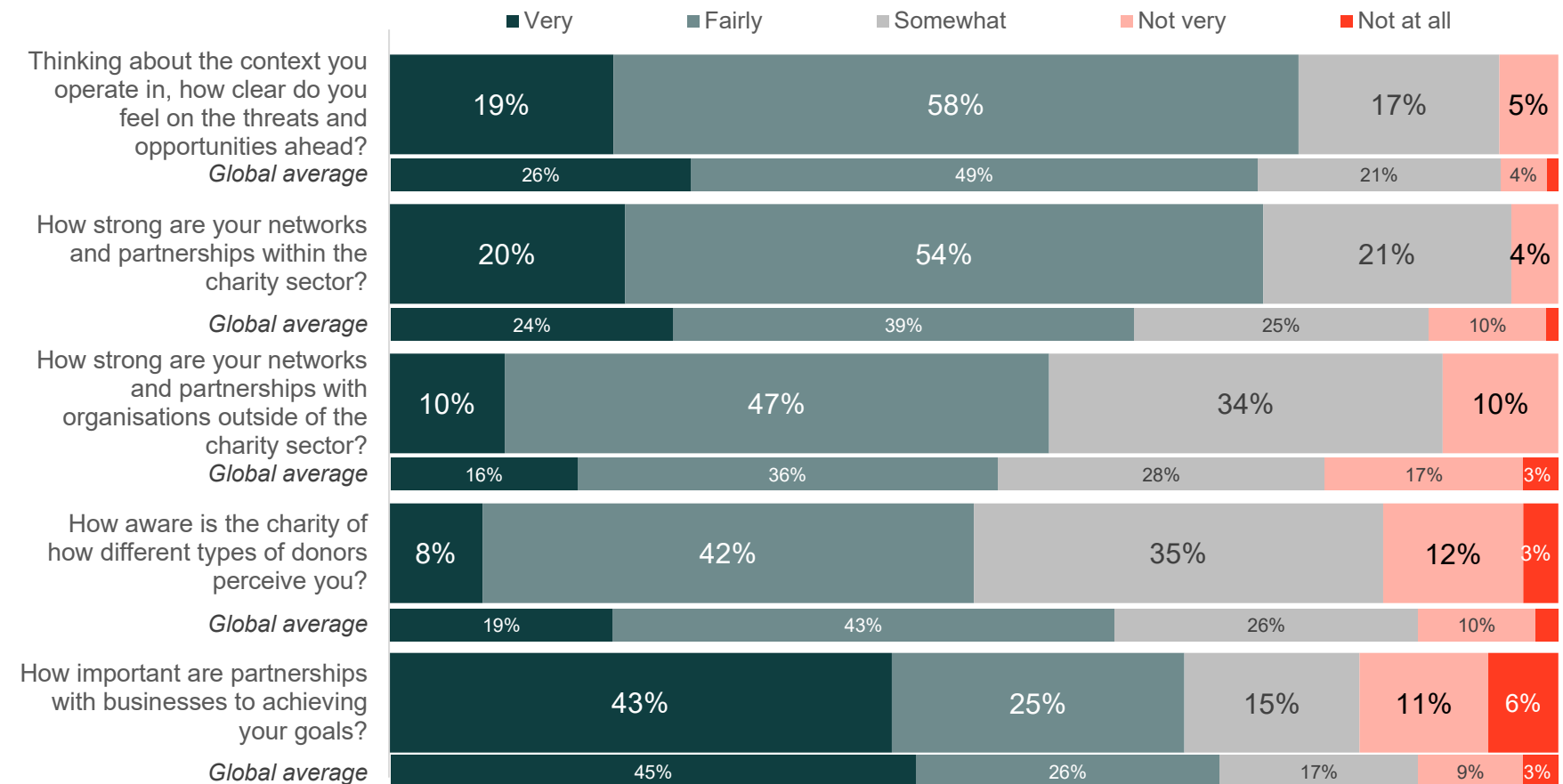
Argentine organisations are highly aware of their environment and well-connected, but their external alliances are uneven.

Most charities collaborate regularly with peers and understand the dynamics shaping their work, yet partnerships outside the sector are less consolidated.

Relationships with government or international actors tend to be sporadic, while ties with businesses are viewed as increasingly important for sustainability and visibility.

A focus on private-sector collaboration reflects a broader shift: in a context of shrinking public funding, organisations are seeing companies as potential allies in advocacy, sharing agendas — even if such partnerships are still emerging and depend largely on trust.

How they would rate their charity: (All charities, n = 100-103.)



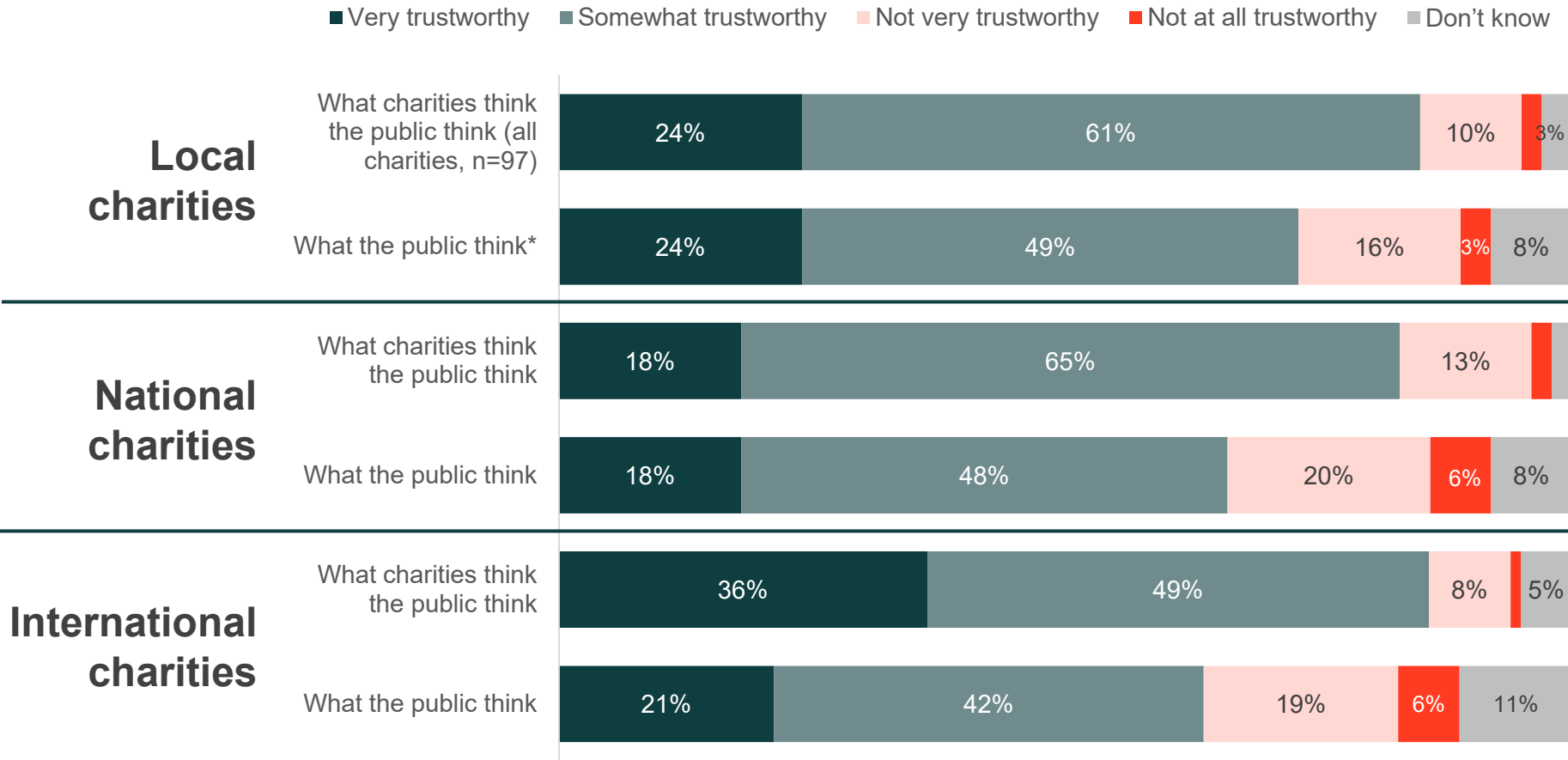
Trust in charities.

Data reveals a gap between charities’ perception of public trust and the public’s actual feelings.

While local charities face relatively higher credibility, national and international ones tend to overestimate their reputation, suggesting that scale may come with greater scrutiny. The public remains broadly supportive but more cautious than charities assume, especially regarding transparency and accountability.

Amid Argentina’s institutional distrust, this gap highlights the need for clear communication and visibility. Civil society’s legitimacy increasingly depends on demonstrating impact and openness to its communities.

Trustworthiness of charities — what charities think the public thinks, and what the public actually thinks:



*Data from CAF World Giving Report – Donor Insights, 2025.

Deep dive: building trust.

Across Argentina's civil society landscape, organisations describe a persistent challenge: being recognised and trusted beyond their own networks.

Many emphasise that partnerships — with government, companies, and even other NGOs — often depend on personal relationships rather than institutional channels, making collaboration fragile and uneven.

The perceived limited articulation and competition for scarce resources also weakens the sector's collective voice.

At the same time, charities increasingly acknowledge that trust cannot be assumed. They recognise the need to communicate impact in accessible ways, show transparency in their operations, and rebuild credibility with citizens who are weary of institutions.

For some, this has meant professionalising their teams. For others, it has meant

deepening local engagement and showing concrete, human results.

Although progress is uneven, the narrative emerging from the sector is one of learning: civil society in Argentina is becoming more aware that visibility and trust are not by-products of its work — they are conditions for its sustainability and influence in the years ahead.



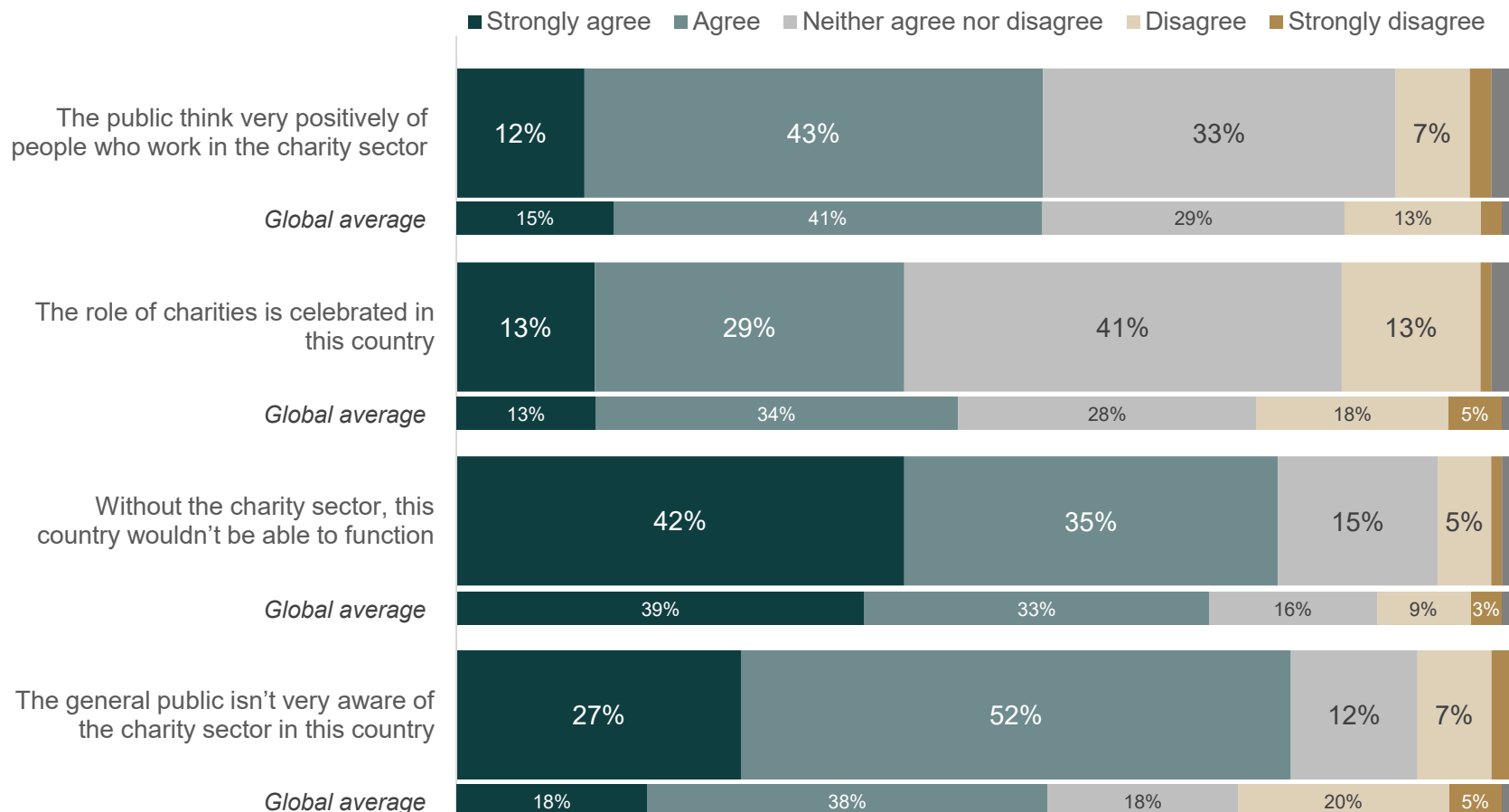
Charities' perceived role and reputation.

Civil society in Argentina is recognised as essential for the country's functioning yet remains largely invisible to the public.

Most charities believe their work is undervalued, reflecting a gap between their contribution and social recognition. This paradox — being indispensable yet underappreciated — is reinforced by limited media visibility and scarce dialogue with decision-makers.

Still, the consensus on the sector's importance signals a deep commitment among organisations themselves. The challenge ahead is turning that internal conviction into public awareness, building narratives that reconnect civil society's daily impact with the collective wellbeing of the country.

Do you agree or disagree with the following statements about the charity sector? (All charities answering, n = 97.)



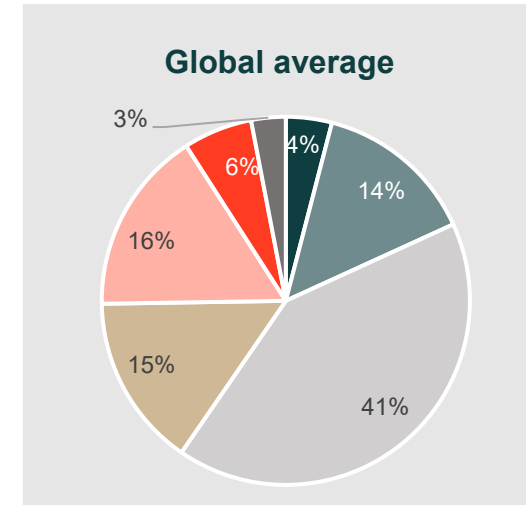
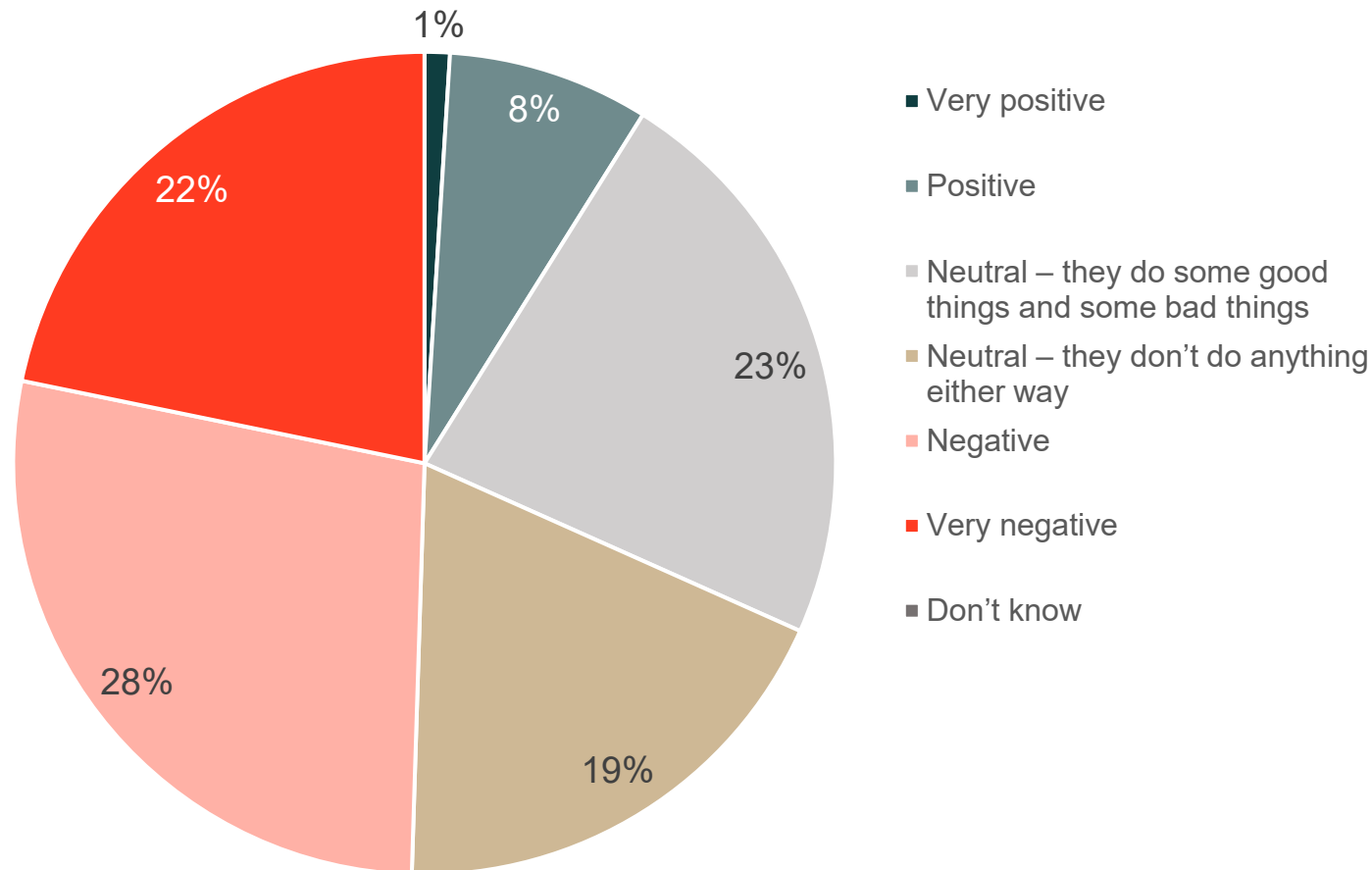
Overall influence of government on charities.

Half of Argentinean charities view the Government's influence on the sector negatively — more than double the global average.

This contrast highlights the deep disconnection between public institutions and civil society. Organisations often describe a lack of continuity in governmental support, excessive bureaucracy, and limited recognition of their contribution to public welfare.

While isolated examples of cooperation exist, the overall perception remains one of mistrust and distance. Strengthening structured dialogue and shared agendas is seen as essential for improving co-ordination and ensuring the sector's long-term sustainability.

Overall, do you think the Government is a positive or negative influence on the charity sector? (All charities answering, n = 93.)



Specific opinions on the role of government.

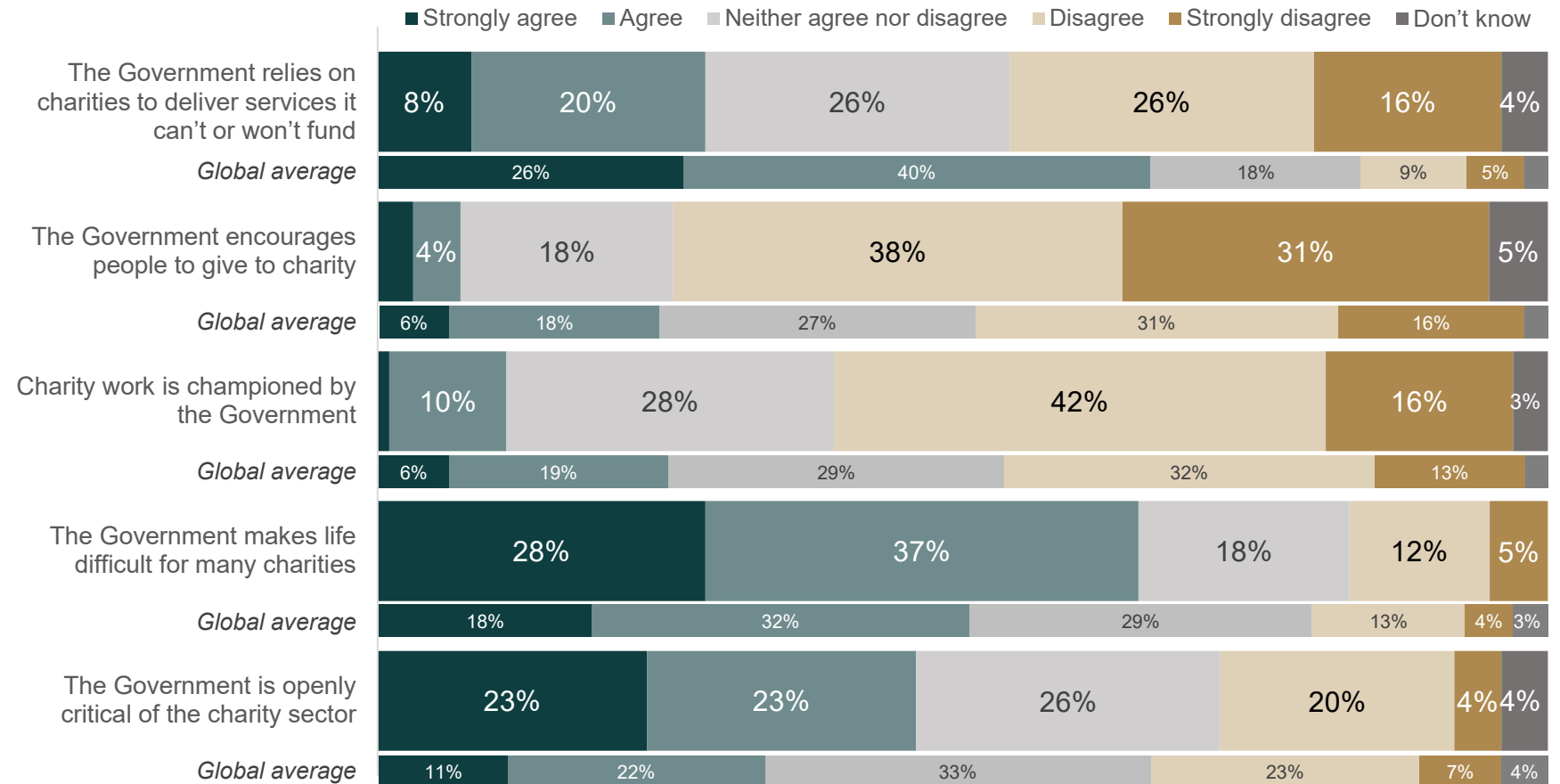
Charities in Argentina view the Government as a distant and inconsistent partner.

Few believe the Government actively promotes philanthropy or recognises the sector's contribution. Nearly one in five feel it is openly critical of civil society.

Almost one in three say the Government makes life more difficult for charities — well above the global average. This reflects the broader climate of political polarisation and long-standing distrust in public institutions. In this context, collaboration often depends on personal ties rather than stable frameworks, reinforcing a fragmented policy environment that limits long-term planning.

Compared to global trends, where government–charity relations are seen as mostly neutral or constructive, Argentina shows notably higher levels of tension and institutional distance.

Do you agree or disagree with the following statements about the Government's involvement in the charity sector? (All charities answering, n = 93.)



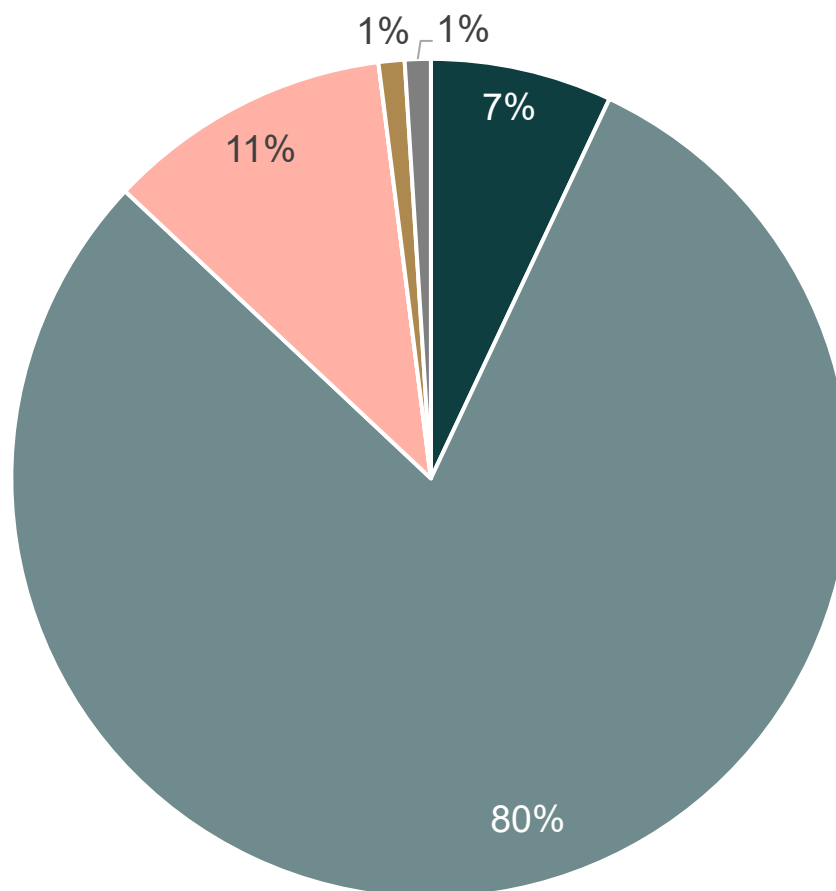
Effectiveness of regulation.

Argentine charities overwhelmingly perceive the sector as highly regulated — far more than the global average.

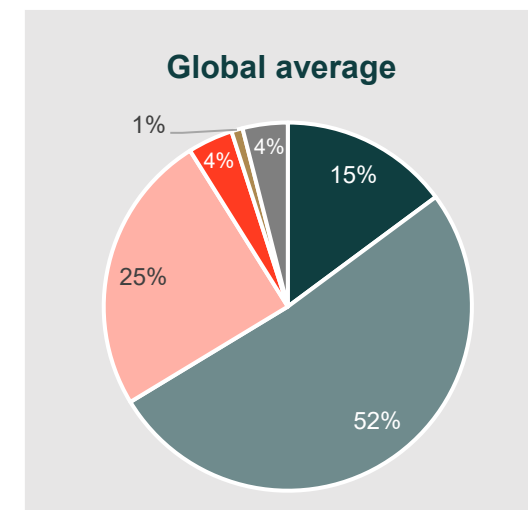
However, this sense of “effective regulation” does not necessarily reflect confidence in institutions. Many organisations associate it with excessive bureaucracy, complex reporting requirements, and limited flexibility to operate. The result is a paradox: while civil society in Argentina feels tightly controlled, it does not always feel adequately supported.

Compared with the global average, local organisations are more likely to describe regulation as restrictive rather than enabling.

Overall, how effectively do you think charities are regulated in your country?
(All charities answering, n = 95.)



- Very effectively
- Fairly effectively
- Not very effectively
- Not at all effectively
- Charities are not regulated here
- Don't know



06 PURPOSE AND IMPACT



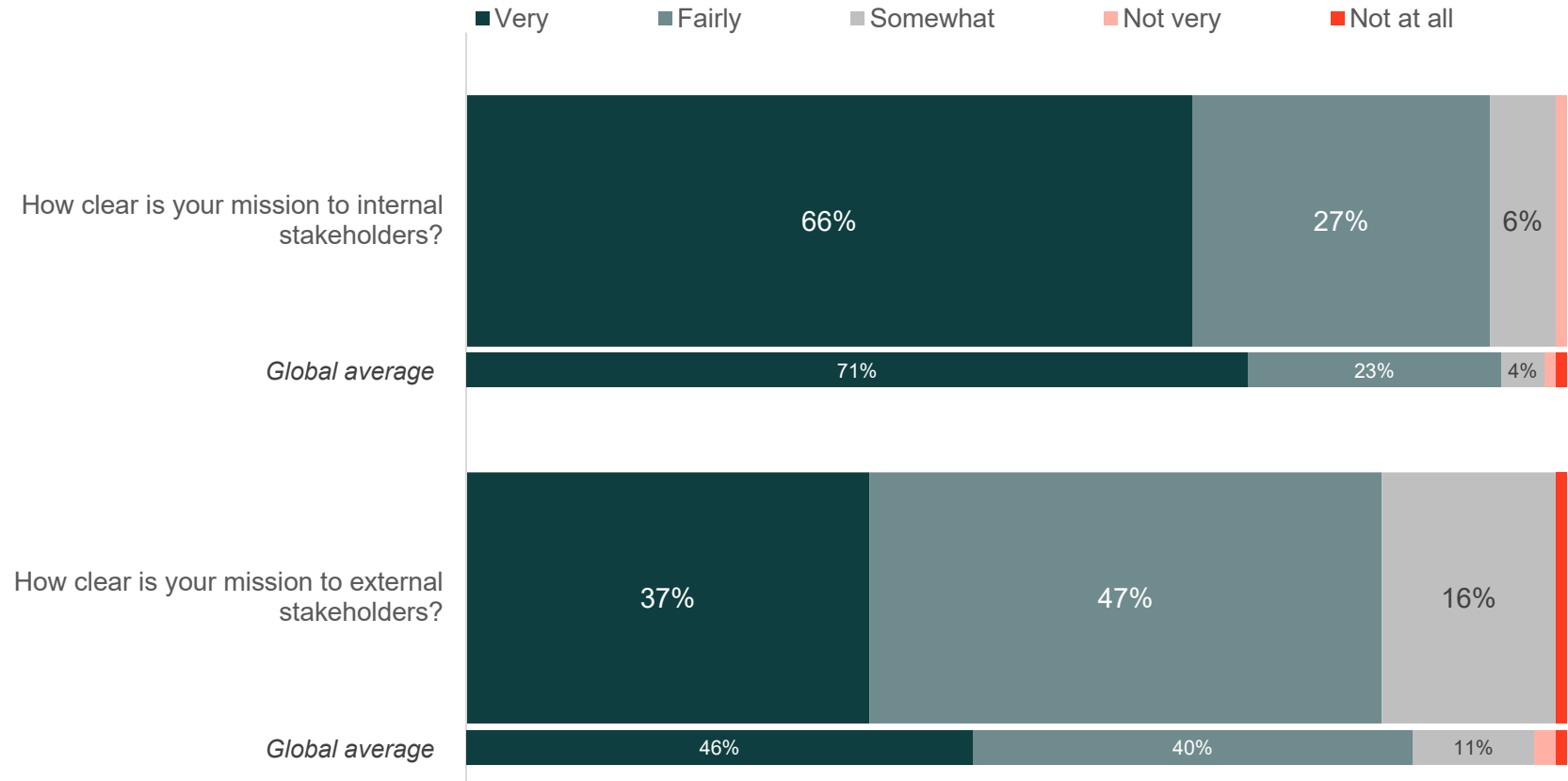
Clarity of purpose.

Argentine charities demonstrate strong internal mission clarity but face challenges in communicating it externally.

While most organisations report internal shared understanding of purpose, far fewer believe that external stakeholders clearly grasp it — a wider gap than the global average.

This reflects a broader visibility challenge. Limited communication resources and scarce media exposure make it difficult for charities to externally project their work and values beyond their immediate networks. Bridging this gap remains essential to strengthening recognition and public trust in the sector.

How they would rate their charity: (All charities answering, n = 103.)



Translating purpose into impact.

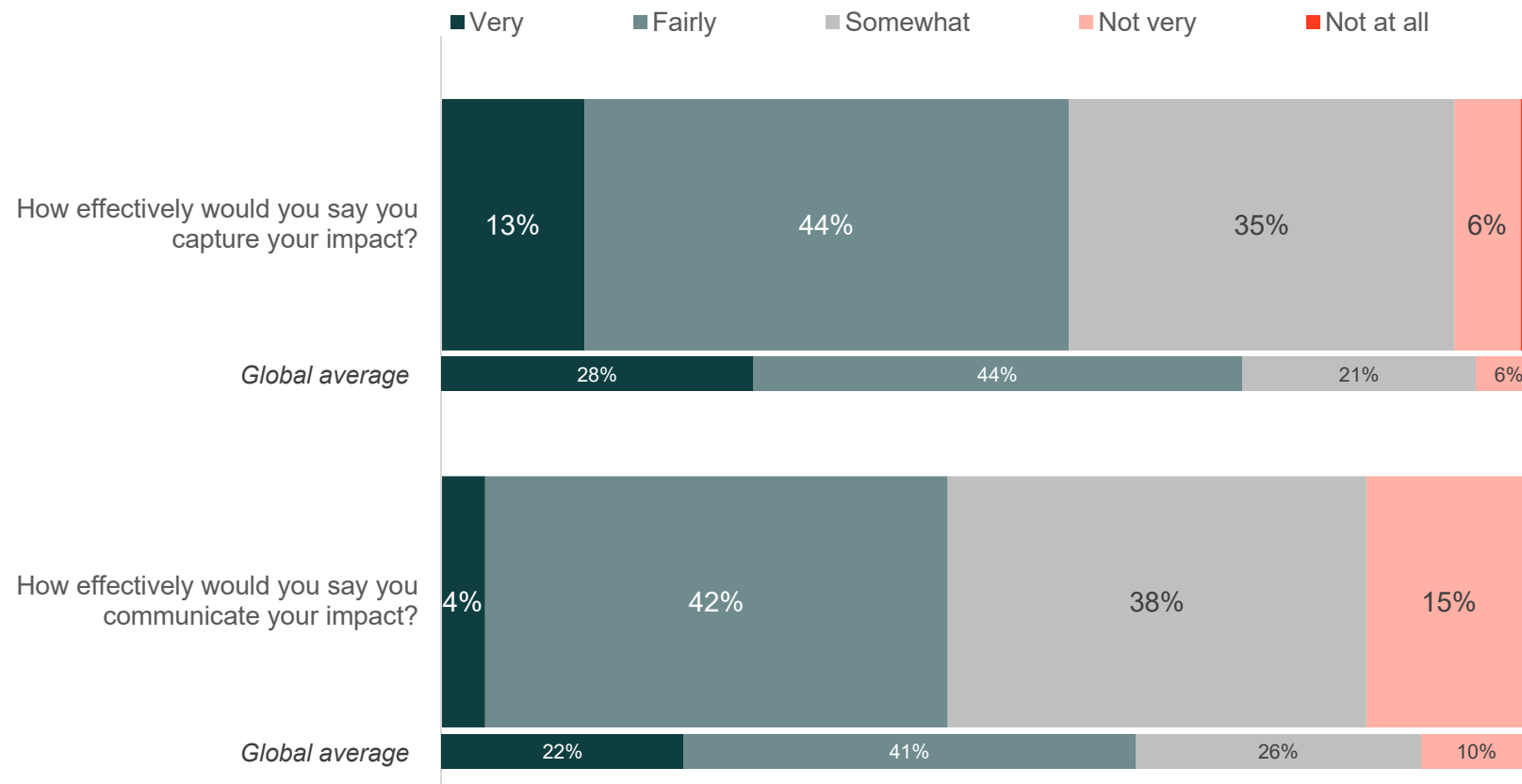
Turning purpose into measurable impact remains a key challenge for Argentine charities.

Only a small share believe they capture or communicate their results very effectively — significantly below the global average. Many point to limited technical skills, fragmented data systems, and insufficient communication tools.

While most organisations track some form of impact, they struggle to turn those insights into compelling narratives that resonate with donors and the wider public.

Strengthening evaluation and storytelling practices could help bridge this gap and make the sector's contribution more visible and credible.

How they would rate their charity: (All charities answering, n = 100.)



Deep dive: communicating purpose and impact clearly.

From the voices of Argentine charities, one idea emerges consistently: communication is as much about transparency as it is about storytelling.

Many organisations admit to be struggling with making their work visible, often due to limited staff or lack of specialised tools.

Yet, a growing number are finding ways to translate their purpose into human stories that reveal the real impact behind their programmes.

Smaller, community-based organisations lead this shift — they speak in simple, authentic terms, showing their daily challenges and the people they support. Others have begun to publish clear reports, sharing lessons learned and even failures as part of a culture of openness.

These practices help build empathy and strengthen trust in a context where visibility often defines legitimacy.



07 CONCLUSION



Civil society in Argentina.

Civil society in Argentina stands out for its adaptability and sense of purpose in an increasingly uncertain environment.

Despite facing persistent economic instability, social fragmentation, and political polarisation, charities and social organisations continue to uphold community life, address unmet needs, and promote social justice. Their presence often compensates for the weakness of public institutions, providing essential services and spaces for participation where trust still finds a home.

This resilience, however, co-exists with structural challenges. The sector operates under fragile funding conditions, with limited opportunities for unrestricted support and a growing dependence on short-term resources. Relationships with government actors are often marked by distance and mistrust, and many organisations struggle to communicate their impact beyond their immediate circles.

Even so, the data and testimonies from this report show signs of renewal. A new generation of organisations is embracing innovation, collaboration, and digital tools to strengthen visibility and credibility. Across the country, local initiatives are redefining what it means to build trust — shifting from institutional rhetoric to more open and participatory practices. Increasingly, legitimacy is earned through coherence, accountability, and connection with communities.

Looking ahead, Argentina's civil society faces both risk and opportunity. Its future will depend on its capacity to articulate a collective voice, diversify funding, and deepen cooperation with public and private actors. Yet even amid crisis, the sector continues to embody a powerful civic spirit — one that insists on dialogue, solidarity, and shared responsibility as the foundation for rebuilding trust and advancing democratic transformation.



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