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In This Issue

In this issue of Global Giving Matters, we learn from Adele Simmons, a long-time activist, participant and commentator in the field of philanthropy, about some of the emerging trends and challenges for philanthropy in the coming decade. What emerges is an optimistic picture of the value and opportunities for philanthropy, provided donors, grant recipients and other actors are able to connect the right forms of giving/action with the problems they seek to address.

Global Giving Matters presents best practices and innovations in philanthropy and social investment around the world.

It is an initiative of The Synergos Institute's Global Philanthropists Circle under the direction of Adele S. Simmons, President of the Global Philanthropy Partnership, and Beth Cohen, Senior Director, Global Philanthropists Circle. Sharon McGowan is the lead features writer.

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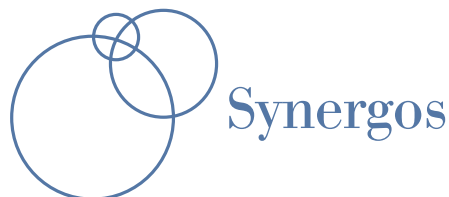
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Matching Processes to Problems: Q&A about Philanthropy with Adele Simmons

A long-time activist, participant and commentator in the field of philanthropy, Adele Simmons is Vice Chair of Chicago Metropolis 2020, a civic action group devoted to the strengthening of the civic and economic life of the Chicago Region. She is also President of the Global Philanthropy Partnership, which works to strengthen the infrastructure supporting global giving and social investing, Founder of Global Chicago, Co-Founder of the Chicago Global Donors Network, and a Board Member of the Chicago Council on Global Affairs and the Field Museum. She is a member of Synergos' board of directors, and a founding member of Synergos' Global Philanthropists Circle. Ms. Simmons served as president of the John D. and Catherine T. MacArthur Foundation (one of the world's largest grantmaking foundations) for ten years, and also served as President of Hampshire College. She is currently working on Climate Change in a global context and served as Co-Chair of the Chicago Climate Action Plan.

As we start a new decade, she shares her thoughts on the challenges philanthropy and philanthropists are facing around the world, and some of the new approaches emerging in the field.

Global Giving Matters: *It seems that the field of philanthropy is in an especially stressful period. On the one hand, we face a set of big, global issues such as climate change, public health, economic inequality, war and security. At the same time, financial resources are drastically reduced. Given this reality, what trends do you think will define philanthropy over the next decade?*

Adele Simmons: Well, let's start with the financial crisis because I think that throws many of the other issues into sharp relief. The financial meltdown has increased the need for philanthropy and at the same time hurt philanthropists. Endowments have fallen, and some foundations in the United States have even closed their doors. I think that with reduced funding and greater demands, nonprofit organizations will begin to collaborate more and explore opportunities for mergers and partnerships. Ironically, groups will be forced by the downturn to work together to address social problems exacerbated by the recession. In fact, many have come to conclusion that it is best to marshal scarce resources and to work collaboratively, since so many social problems are interconnected.

For example, organizations concerned with crime, academic performance or poverty can come together to address the issue of foreclosure. If we think carefully about how to reduce foreclosures in poor neighborhoods, we will also reduce crime rates, since fewer homes will sit empty. In addition, when families are forced to leave their homes, children's academic performance declines. It costs much less to reduce foreclosures and keep a community together than it does to fix the multiple problems that they cause. Approaching an issue in this way creates what I call co-benefits.

Transparency is another key lesson of the financial crisis. I think donors, like financial institutions, can expect more scrutiny. At the same time, financial difficulties are making philanthropies more receptive to looking at their own systems and the systems of their grantees to see how

they can be improved. I expect that, going forward, they will take the extra time to ensure that their philanthropy is really effective.

GGM: *It sounds like you're optimistic that the financial crisis can actually prompt improvement in the way philanthropists go about their business.*

Simmons: Yes, I am optimistic. Nonprofits focusing on survival can lose their creative edge; however, resource constraints also can challenge them to think outside the box and to focus on their core competencies. During the boom years, when I watched donors doing things that were not particularly effective I thought, "Well, they'll learn." And sure enough, they did, but at a cost. Now, we don't have those extra resources. People who are entering philanthropy need to be more sophisticated and more committed to being effective right from the beginning. Donors should take advantage of best practices and build on what is known, not waste time and money reinventing the wheel.

Also, there's a fundamental tension that donors have to sort through between keeping good things going and looking for innovative ways to address critical problems. A Synergos Senior Fellow who is involved in an education program in South Africa recently said to me, "We have really good ideas, we have really good models, we know what works. We just need help bringing it to scale. We don't need one more donor to come in with a totally new way of doing something that doesn't reflect or respond to what we've already learned."

So if something is really working, we have to help it grow rather than trying to impose a whole new way of doing things. At the same time, however, donors can take risks, try new ideas and learn from those ideas that do not work. If every idea is successful, we are being too cautious.

GGM: *How can donors support organizations that already have effective programs and models?*

Simmons: Many of the groups that are bringing about change and providing key services at the local level are stretched to the max; they have cut their budgets to the bone. Most were already fairly efficient, and so these cuts are taking a big toll. So it's really important to provide core operating support for these organizations, rather than just project support. Projects don't happen without an effective organizational infrastructure. At least in the United States, I've seen more donors begin to provide general operating support, and that's a very good thing.

GGM: *It appears that, increasingly, donors are looking to achieve financial returns on their philanthropic dollars. Do you think this is a promising strategy?*

Simmons: There are circumstances under which it is reasonable to expect financial returns. Micro-enterprise and small business loan funds are examples.

However, just as it can take time before a venture capital investment pays off, it can take time before a philanthropic investment pays off. **Jacqueline Novogratz** of the Acumen Fund [a Synergos Senior Fellow] talks about "patient capital." The Fund has dozens of examples of where it has provided debt or equity at the early stages of a project, enabling it to become financially independent and viable in the long run. The Acumen Fund has helped to bring water to remote villages, significantly increased the availability and use of bed nets to prevent malaria, and brought alternative energy to communities that have no other access to light and power.

It's also important to remember that just like capital investments, some philanthropic investments won't work out as planned. Donors need to watch for unintended consequences, both negative and positive.

There are certain problems that can only be addressed through grants. If you are working to improve human rights or government transparency, you're probably not going to do a lot of social investing; you're going to be doing grant making. In Brazil, **Marcos de Moraes** and his **Instituto Rukha** have been working on stopping child labor and violence against children; it's just not possible for them to look for financial return in that arena, but we'd all agree it's worthwhile work. Protecting human rights, reducing corruption, and ensuring the basic rights of children are all critical to society.

And there are cases where although there will be economic benefit, it's not possible or appropriate for funders to seek some of those benefits themselves. Philanthropy has supported major research that informs policy about the importance of reaching women in developing countries. The long term economic benefit is huge, but no donor will ever be able to get a financial return either for the research or for some of the basic investments in girls' education--all of which will have a huge impact on a girl's quality of life and her community's economic prospects. **Nike** and **Synergos**, for example, are involved in efforts in India to do this, but not with expectations of direct returns. But benefits for the girls, and their families, are what they're looking for, and so far the outcomes are in line with the research.

But yes, some philanthropies are involved in mission-related investing – aligning the foundation's financial assets in pursuit of its mission. Investment managers are often skeptical of this approach, but at the universities and foundations I served, we managed to find ways of producing a strong financial return while also being consistent with the values of the organization. It takes more time and effort to create that kind of blended value portfolio, but it can and should be done more.

GGM: *How does a donor know if herself is having any impact?*

Simmons: This is a really important question. There is a lot of attention being given to counting – to metrics. In some cases this makes sense, in other cases it does not. Einstein is quoted as saying, “Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.” Some things we can and should count – the number of children who are vaccinated, for example. But when we count the number of children in school, we also need to know about the quality of the school and how much the children are learning. And don't forget, it's very hard to count a negative: wars that didn't break out, or famines averted.

GGM: *Moving to global issues, what do you think are the biggest needs that philanthropy must address going forward?*

Simmons: Of course, philanthropists will want to contribute to immediate relief in the event of catastrophes such as earthquakes, tsunamis and floods, but I think that the real impact from philanthropy comes from focusing on long term, systemic change.

As you know, at the 2000 UN Millennium Summit, world leaders committed themselves to eight goals that are intended to end extreme poverty worldwide by 2015. These goals -- ending hunger, universal education, gender equity, child health, maternal health, combating HIV/AIDS, environmental sustainability and a global partnership -- all present great opportunities for donors. Philanthropy has a unique ability to innovate and take risks that governments and markets are unable or unwilling to take. With our greater independence, we are the ones who need to be making mistakes and testing new ideas. We need to figure out ways to involve

donors from a variety of perspectives, take the lead in finding strategic solutions and ensure that proven ideas are taken to scale by governments or the private sector.

For example, different funders can work together on the interrelated issues of climate change, poverty and water issues. The most impoverished populations suffer most from the famine, drought, and flooding that result from climate change. Global warming affects access to water for drinking and irrigation, which has a direct impact on people's income and self-sufficiency.

Also, the struggle over natural resources is often a root of violent conflict, something that will likely increase as climate change and population growth make water scarcer. If you talk to people who have flown over Darfur, you can see how desertification in the north forced people to migrate to the south. Large movements of refugees are a major sources of conflict.

GGM: *Given the many seemingly intractable global problems, how should new donors decide where to put their resources?*

Simmons: It really comes down to making choices. What are the crucial issues? What will have the greatest impact? Donors need to operate on multiple levels. At the same time that they are seeking short-term results, they need to keep thinking strategically. I think it's important to figure out what you want to do, what you care about, what's your passion. You start with your passion, and then identify the right philanthropic tools to move forward with that passion. One of the most important parts of doing philanthropy is making sure that the tool you use is appropriate for what you're trying to accomplish with your philanthropy.

The art of philanthropy is matching the process with the problem.

It's critical to understand that the solutions that may look perfect from a skyscraper in New York or Dubai may not be the right ones. Working with a village or schools in the developing world is very different from running a business. As **Bill Gates** is quoted as saying in *Philanthrocapitalism* by Matthew Bishop and Michael Green, philanthropy is a "tougher game" than business. It's especially important to ensure that the voices of the poor and disenfranchised are heard, as well as the those of the people implementing the program.

I'm always taken by a conversation I was part of at a World Economic Forum meeting, where a major donor said, "Well, I want to address AIDS in villages in South Africa – and this is what I'm going to do." The two women he was talking to gently urged him to have his team come and spend six months or a year living in the village before they did anything. And he was taken aback. But the people he happened to be talking to were **Graça Machel** [Nelson Mandela's wife] and **Zanele Dlamini** (Thabo Mbeki's wife) – people who were going to command his attention.

The **Global Fund for Women** is probably the most effective organization I know in making very small grants to women's groups all over the world. They do it right because they have a team of advisors for the countries in which they work whose members really know the groups. Building trust is often the key to a successful program. Good intermediary organizations can play that role for individual donors.

GGM: *What do you see as some of the threats to global philanthropy?*

Simmons: I worry that some governments – particularly ones that see watchdog groups as a threat – are trying to limit philanthropy. In Russia, for example, there was a set of rules and regulations that limit philanthropy and civil society. Ethiopia has set an arbitrary limit on the amount of outside support civil society organizations can receive from outside the country. It

comes back to the issue of transparency and accountability. For societies to work, there has to be accountability--in government, in the nonprofit sector, and in the private sector. Watchdog groups are enormously important in reducing or exposing corruption--and that's a role that governments often can't or won't play.

GGM: *Let's close with a question about Haiti. Given the enormity of the devastation and the magnitude of the human suffering there, what role do you see global philanthropy playing as the country seeks to rebuild?*

Simmons: Well, the outpouring of support has been really extraordinary. The challenge now is figuring out how you get supplies though to the people who need them, and how you ensure that the many organizations that are there are working collaboratively. That's the short-term challenge.

But the area where philanthropy can really have an impact is in helping to shape Haiti's long-term future. As we move into the rebuilding phase, Haitians will have to think about what their nation will look like, physically and socially. Is Haiti going to be rebuilt as a replica of what was there before? Is Port au Prince going to look like it did before the earthquake? Or is this an opportunity to put in sewers and water mains and rebuild it in a way that is stronger and more modern in the best sense of the word.

I would have Haitian architects working with architects from around the world to do charrettes about how to rebuild. We have to start thinking creatively about what Haiti can be like. I think about the rebuilding of Chicago in 1871, which was done with great imagination and vision and energy. That laid the groundwork for ensuring Chicago's leading role throughout the 20th century. It's important in rebuilding Haiti that people think creatively and imaginatively about what the future can look like, and how cities can work better for the people who live there. Supporting that process is tailor-made for philanthropy. Collaborative, thoughtful efforts that respect and include those who will be most affected are the hallmarks of effective giving.

Responding to the Crisis in Haiti

Synergos has received many requests from a number of our network members for information about how best to respond to the disaster in Haiti, caused by the recent earthquake and exacerbated by longstanding conditions there. The general wisdom has been to "send money, not supplies" and to rely upon organizations with strong local connections.

To give some context to the long-term challenges faced by the people of Haiti and those looking to support them, we should like to refer you to an op-ed piece in the *Miami Herald*, entitled "Building Back Better" written by Dr. **Paul Farmer** of Harvard Medical School and **Partners in Health** available online at www.standwithhaiti.org/haiti/news-entry/building-back-better-op-ed/

Paul spoke to members of the Global Philanthropists Circle in 2007, and his organization, Partners in Health, is one that Synergos would highly recommend for contributions to address Haiti's long-term recovery.

Partners in Health (www.pih.org) has been working in Haiti for many years, cost-effectively deploying resources for public-health and empowering the local population to take more ownership with greater skills to address their health and sanitation problems.

Below are other organizations whose work, expertise, and effectiveness make them worthy recipients of your support. Among them is the BrandAid Project, supported by GPC Member Ben Goldhirsh, which works with community artisans in Port au Prince and Jakmel. Through BrandAid, you can shop from local artisans now and help support earthquake response.

Some Organizations Working for Relief and Recovery in Haiti

- **American Jewish World Service** - www.ajws.org
- **Architecture for Humanity** - www.architectureforhumanity.org
- **BrandAid Project/BrandAid for Haiti** - www.brandaidproject.com
- **Global Fund for Children** - www.globalfundforchildren.org
- **Grassroots International** - www.grassrootsonline.org
- **Lambi Fund of Haiti** - www.lambifund.org
- **Partners in Health** - www.pih.org

For Donors in Africa

- **Africa for Haiti Campaign** - www.africanmonitor.org

Global Giving Roundup

Overviews of news and best practices around the world and links to learn more about them

Activist philanthropist

Ever since founding the **American Himalayan Foundation** in 1981, philanthropist and private-equity veteran **Richard Blum** has raised \$45 million to benefit the people of the remote and impoverished Himalayan region. Projects so far include a hospital rehabilitation center for disabled children in Nepal, the Namche Dental Clinic on a trail on Mount Everest, and funding for the education of more than 7,000 Nepalese girls through a partnership with Nepal's **Rural Health Education Services Trust**, established to combat sex-trafficking. In 2006, Blum created the **Center for Developing Economies** to improve conditions in developing countries through water filtration and sanitation systems, energy-efficient cooking products, and mobile-service technologies. (*The Deal Magazine*, December 11, 2009)

Change Philanthropy highlights 10 funders engaged in social justice philanthropy

Change Philanthropy: Candid Stories of Foundations Maximizing Results through Social Justice is a guide book for developing effective long-term strategies that address the causes of critical social problems written by nonprofit and foundation consultant **Alicia Epstein Korsten** and sponsored by the **Center for Community Change**. Filled with illustrative stories and interviews, the book showcases ten philanthropic foundations, including the Charles Stewart Mott Foundation, the **Global Fund for Women**, the **Ford Foundation**, and the **Open Society Institute**, and

examines how they have moved beyond providing services to build awareness and self-actualization. Korsten concludes that their success results from emphasizing strategic deployment of funds in order to achieve the greatest impact. To purchase a copy of *Change Philanthropy*, visit www.josseybass.com. (*Huffington Post*, December 21, 2009)

Registration for Global Philanthropy Forum opens

The 9th Annual **Global Philanthropy Forum**, “Defy Barriers, Effect Change: Access to Health, Food, and Water,” will be held from April 19-21 in Redwood City, California. The forum, aimed at bringing committed donors and social investors together to learn from one another and share best practices, will benefit from confirmed speakers including **Patrick Awuah Jr.** of Ashesi University, **Paul Brest** of the William and Flora Hewlett Foundation, **Sally Osberg** of the Skoll Foundation, **Megan Smith** of Google.org, **Mark Van Ameringen** of the Global Alliance for Improved Nutrition-GAIN, and **Chris West** of Shell Foundation. Attendees include individuals who have made significant philanthropic commitments as well as executives from private, public, and corporate foundations. More information is available on the conference website www.philanthropyforum.org.

Guma Aguiar honored as “Builder of Jerusalem”

Guma Aguiar, the Brazilian-born billionaire and founder and CEO of Leor Energy, was named “Builder of Jerusalem” by **Aish HaTorah Yeshiva** at their 2009 Boneh Yerushalayim Awards dinner. According to yeshiva officials, Aguiar’s philanthropic works have benefited the Jewish people and the State of Israel. Aguiar was honored along with fellow businessmen Shai Agassi, founder and CEO of Better Place, producer of Israel’s first electric car, and Arnold J. Goldman, chairman and founder of BrightSource Energy, a solar-power company. (*Israel National News*, December 31, 2009)

In the business of doing good

In *Business World Online*, **SGV & Co.** managing partner **Cirilo P. Noel** highlights the opportunity for a change in corporate culture and philanthropy in the aftermath of the recent global financial crisis. According to Noel, companies in this new economy must appeal to consumers through doing good and sustainable work, thus leveraging a competitive advantage against other companies. Noel’s ideas were echoed at the 2009 **World Economic Forum**, where “value-based” business as a response to the financial crisis was a continuous theme. Noel highlights various **SGV & Co.** initiatives, such as its partnership with the **Schwab Foundation** to work with social entrepreneurs through the Entrepreneur of the Year Philippines program. (*Business World Online*, December 20, 2009)

New report on Chinese philanthropy in Southeast Asia: Between Continuity and Change

A new report by professor **Thomas Menkhoff**, *Chinese Philanthropy in Southeast Asia: Between Continuity and Change*, examines the philanthropic patterns of ethnic Chinese throughout Southeast Asia. Menkhoff, a professor at Singapore Management University, refutes stereotypes that ethnic Chinese are overly clannish and thus reluctant to engage in philanthropy. The report lists a number of ethnic Chinese philanthropists, such as Indonesian Chinese tycoon **Putera Sampoerna** and Singapore’s Dr. **Lien Ying Chow**. Menkhoff asserts that as more ethnic Chinese become high-net-worth individuals, the trend of increasing philanthropic participation will continue. (Social Space 2009 from Singapore Management University)

Li Ka-shing Foundation and Chinese Government launch pediatric hernia program

The **Li Ka-shing Foundation** is partnering with **China's Ministry of Civil Affairs** to launch the Pediatric Hernia Rehabilitation Program in the western provinces of Qinghai, Gansu, and Ningxia. The RMB 50 million (\$7.3 million) program will provide free hernia surgeries for children, with a projected six thousand children benefiting in the program's first year. The foundation will cover the cost of operation for each patient, while the Ministry of Civil Affairs will implement and manage the projects. The initiative will eventually be introduced to other provinces in western China. (Li Ka-shing Foundation Press Release, November 5, 2009)

Food for thought: How corporate social responsibility programs are reshaping business and development in Latin America

AMGlobal Consulting's **Felipe Custer**, a member of Synergos' Global Philanthropists Circle, and **Andrew Mack** designed a corporate social responsibility (CSR) program for Peruvian corporation **Comercia**. Called Comedad ("Comercia en la Comunidad"), the program will include staff training, an internal feedback system, and a social-outreach program to provide nutrition education for mothers and children in marginalized populations. Custer and Mack say that they have learned that smaller companies are capable of implementing CSR programs and are often better-suited to establishing connections between local communities and commerce, and they believe that such community-driven programs are the future of CSR in Latin America. (*Poder 360*, January 8, 2010)

Mexican billionaire partners with Eli Broad to fund genomic medicine project

Mexican philanthropist and business leader **Carlos Slim**, in partnership with American philanthropist and real estate magnate **Eli Broad**, announced a \$65 million pledge to fund a major research project in genomic medicine to study cancer, kidney disease and Type 2 diabetes in Latin American populations. Slim will increase his donations to his foundation from a current \$4 billion to \$10 billion in 2010. The gift will be directed toward the Carlos Slim Health Institute founded by Mr. Slim in 2007 to address health problems in Latin America and the Caribbean. The so-called Initiative for Genomic Medicine will partner with Mexican health officials and the Broad Institute, which was founded by Harvard, the Massachusetts Institute of Technology and Eli and Edythe Broad in 2003 to use DNA sequencing to pursue medical advancements. Slim's further interest in medical research follows the lead of other rich philanthropists such as Bill Gates, Michael Milken and Mort Zuckerman who are increasingly interested in investing in the study of diseases such as cancer, malaria, tuberculosis and HIV. (*Wall Street Journal*, January 21, 2010)

\$38 million grant awarded to microfinance institution across Latin America, Africa, and Asia

The **Bill & Melinda Gates Foundation** has awarded \$38 million to credit groups designed to provide better ways for 11m of the world's poorest people to save. The grants to 18 microfinance institutions in 12 countries across Latin America, Africa and Asia, follow a year-long review by the philanthropic organization to expand its innovative development work into "micro-savings". The support for credit groups is a new activity for the Gates Foundation, alongside its work in agricultural, global health and US education reform. Recipients of the grants, which will provide support over five years, include **ShoreBank International**, which will send staff on motorbikes with hand-held devices to rural clients in India. **Accion International**

in Bolivia and Colombia will provide savings through agents, mobile banks and mobile tele-phones. **Women's World Banking** will launch a TV drama in the Dominican Republic to highlight the benefits of savings. Other micro-finance groups benefiting from the Gates grant are the **Grameen Foundation**, **Finca International**, and **World Vision**. (Reuters, January 13, 2010)

GPC Members among Slate magazine's largest givers

Global Philanthropists Circle members **John Stryker** and **Theodore and Vada Stanley** count among the **Slate 60**, a list of the sixty largest American charitable contributions of 2009. Strker, through his Arcus Foundation, focuses his giving on tolerance, gay and lesbian issues, and great apes; *Global Giving Matters* covered his approach to philanthropy in our Summer 2008 issue. The Stanley's giving helps address issues including mental health, education and the arts.

In the accompanying article, **Patty Stonesifer**, former CEO of the Bill & Melinda Gates Foundation, makes a distinction between those who are "merely wealthy and generous" and those who are "Great Givers": "[T]he best Great Givers don't just give big, give now, and give for great social impact – they measure success as well as failure and they learn from their giving and continue to improve their investing year after year." (Slate, February 8, 2010)

Resources & Links

Activities, web-sites and other cutting-edge information for global givers

Venture Philanthropy Knowledge Centre launched

European Venture Philanthropy Association announced plans to launch the EVPA Knowledge Center, with €500,000 of financial backing from **Fondazione CRT**, **Noaber Foundation**, **Invest for Children**, and **Natixis Private Equity**. Association Chairman **Serge Raicher** stated that "[t]his is possibly the most important European initiative in the field of VP since the creation of EVPA itself five years ago." (European Venture Philanthropy Association Press Release, November 13, 2009)

Design thinking for philanthropists and business leaders

In his recently-published book *Change by Design*, **Tim Brown**, head of design consultancy **IDEO**, asserts that thinking like a designer – "design thinking" – can benefit businesses and philanthropies that are too often focused on predictability and quality control, leading to "analysis paralysis." Design thinking finds solutions using an open-minded, holistic approach, instead of a technical, incremental one. The **Bill & Melinda Gates Foundation** has partnered with IDEO to develop a "human-centered design toolkit" to help charities develop new programs in collaboration with local communities. As an example, VisionSpring, an American charity that sells inexpensive reading glasses to the poor, used the toolkit to adapt its vision tests so that children would be less intimidated by the exams. To purchase *Change by Design*, visit www.ideo.com/cbd. (*The Economist Business.view*, December 8, 2009)

Ireland Funds launch guide to new philanthropic environment

The Ireland Funds' *Philanthropy and Fundraising Toolkit* was released in October 2009 as a guide to the new era of philanthropy. The guide identifies trends and challenges in the world of

philanthropy, in addition to examining its historical legacy. The toolkit provides articles on topics such as engaging corporate support, creating new value through innovation, mergers in the nonprofit sector, and successful operations with nonprofit organizations. (Philanthropy UK, November 11, 2009)

Your Ideas Wanted

Global Giving Matters aims to present information on best practices and innovations in philanthropy and social investment around the world. We encourage you to send us:

- Ideas about issues or people you would like to learn more about
- Examples of your own philanthropy
- Comments about this issue.

Write to us at comments@globalgivingmatters.org.

Global Giving Matters does not present solicitations of support for particular initiatives or organizations.

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