

Global Giving

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MATTERS

Pioneering corporate responsibility for the environment

This issue features an interview with Swiss business leader Stephan Schmidheiny, a pioneer in the movement of environmental corporate responsibility at the time of the Rio Conference on Environment and Development in 1992. Through innovative organizations such as the World Business Council for Sustainable Development and the AVINA Foundation, Mr. Schmidheiny continues to blaze new trails in the advancement of environmentally sound development. When granted an honorary doctorate recently by Yale, he was praised for helping “to create an attainable vision of a global economy based on sustainable, ecologically sound development” – a perfect description of the work done by this important thinker, leader and activist.

In this issue

2 Feature: Q & A with Stephan Schmidheiny

6 Global Giving Round-Up

- South African foundation makes its mark on health care
- GPC trip to Southern Africa concluded
- Digital Freedom Network: Supporting free speech around the world
- India library project keeps children hooked on books
- New emphasis on results in high-end Indian philanthropy
- French magazine spotlights female philanthropist in Taiwan
- Ukrainian business owners urged to think philanthropically
- Pioneers of Change foster culture of global leadership
- Fair trade movement links philanthropists to grassroots craftspeople
- Nigerian businessman gives back to community
- 2002 Goldman Prizes announced
- Soros by the book
- Philanthropy Ink: “The New Philanthropists”

10 Resources & Links

- Philanthropy publication for active donors to be launched soon
- Fourth Triple Bottom Line Investing Conference in Brussels, Nov 7-8 2002
- Center encourages philanthropy and social responsibility in East Africa
- New book surveys 21st century giving trends
- Social Enterprise book: free download

11 Global Philanthropists Circle News

- Southern Africa “re-visited” – June 5, 2002
- A day at the Hewlett Ranch – June 17, 2002
- GPC Web Parlor Launched

11 Your Ideas Wanted



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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 and the World Economic Forum under the direction of Adele Simmons, Senior Advisor to the Forum, and James M. Brasher III, Director, Global Philanthropists Circle. If you would like to subscribe to this newsletter, to unsubscribe, or to designate someone else in your organization to receive it in your stead, contact us at comments@globalgivingmatters.org.

FEATURE: Q & A WITH STEPHAN SCHMIDHEINY

Swiss industrialist **Stephan Schmidheiny** is among a small elite of world business leaders who have successfully integrated corporate social responsibility (CSR) and philanthropy into their overall business strategy. The chairman of **GrupoNueva**, a Latin American holding company. Mr. Schmidheiny has been a trailblazer for CSR since the mid-1980s when he launched the **FUNDES Foundation** to encourage small- and medium-sized companies in Ibero-America. In 1990, he established the **World Business Council for Sustainable Development** (www.wbcd.ch), a business activist coalition which today comprises 160 international corporations and provides leadership in the advance toward sustainable development. He was also active in representing business and industry interests in preparations for the 1992 **Rio Conference on Environment and Development**.

Mr. Schmidheiny is founder and president of the **AVINA Foundation** (www.avina.net), which cooperates with Latin American business and civil society in promoting CSR. More recently, with AVINA as a donor, Mr. Schmidheiny has been a major supporter of **Endeavor** (www.endeavor.org), a New York-based non-profit that nurtures innovative young entrepreneurs in Latin America.

Mr. Schmidheiny has served on the board of a number of companies, including ABB, Leica Industries, Nestlé, and Swatch. As a recipient of a Doctor of Humane Letters from Yale, he was honored for helping “to create an attainable vision of a global economy based on sustainable, ecologically sound development.”

In this interview, Mr. Schmidheiny shares with *Global Giving Matters* his thoughts on philanthropy today, and its direction in the future.

Global Giving Matters: *How do you define philanthropy? Has this definition changed for you?*

Stephan Schmidheiny: I am not so much interested in defining philanthropy as in redefining it. I have not wanted to be thought of as “a philanthropist” ever since I read its definition in Ambrose Bierce’s *The Devil’s Dictionary*: “Philanthropist: A rich (and usually bald) old gentleman who has trained himself to grin while his conscience picks his pocket.”

I have certainly changed my approaches to philanthropy. When I started conceptualizing the AVINA Foundation soon after the Rio Summit of 1992, I thought in terms of “giving money to the poor.” I sent a colleague to Latin America to look for possibilities. She reported back: “Sorry, but there are too many poor for your money to do any good.” So we now see ourselves as partnering with leaders of civil society and the business sector in their initiatives towards sustainable development in Ibero-America. This way we seek more bang for the buck by investing in social change through change-makers.

GGM: *Who are your role models, past and present?*

Schmidheiny: I am very much a product of my family, being the fourth generation of a commercially successful Swiss-German clan who all believed in a responsibility toward society. They believed that society had given them resources, and therefore they should reinvest in society; society had given them leadership positions they should use for the bettering society. It was, I suppose, a sort of noblesse oblige, but it always seemed to me to have a more human touch than that.

At present? Most of the leaders we work with in Latin America are young, certainly younger than I. They are energetic, innovative, brave – not afraid to “speak truth to power.” I suppose these are my role models.

GGM: *What inspired you to create AVINA and the World Business Council for Sustainable Development?*

Schmidheiny: Let's take them all in order. I first created a small foundation called FUNDES to help improve the lot of small entrepreneurs in some Latin American countries; it mainly provided access to credit, but has evolved into a training and consulting organization that also seeks to improve framework conditions for small and medium companies. I liked this very business-like approach to philanthropy.

Then in 1990, Maurice Strong, secretary-general of the Rio Summit, appointed me his principal advisor for business and industry. I decided to spread the responsibility – and any blame – by bringing in other CEOs. I signed up about 50 members, promised I would pay expenses as we did not have time to negotiate dues, and promised that we would disband after Rio. After their experience at the Summit, most of the members felt that the council had a role to play in guiding the planet towards sustainable development and decided not to disband. So now there exists the World Business Council for Sustainable Development (WBCSD), with 160 of the world's most important companies as dues-paying members.

In the quiet after Rio, when I had finally created a sort of order out of my business holdings, I began to think of my family tradition of “giving back.” I chose Latin America because my family has done business there for many decades and because I admire its human and natural resources. I admire the zest of the young leaders with which we partner.

GGM: *Of what accomplishments in philanthropy are you proudest?*

Schmidheiny: I am not sure I really think that way. The Business Council (Was it philanthropy? I am not sure.) pioneered a business role in participating in governmental negotiations and consciously advocating paths for society. The book we wrote then, *Changing Course*, has been successful and influential. I like what the Council is doing now. I am proud of AVINA, though it remains very much a work in progress.

GGM: *In what areas do you feel you could have done better? How are you addressing these concerns? Has the WBCSD accomplished its goals?*

Schmidheiny: Hindsight tells me I could have done better in all areas. If I had been smarter I might have brought AVINA to where it is today much faster. I have recently decentralized decision-making in the foundation into an executive board or Council, each member of which has responsibility for a piece of Latin America. This decentralization ought to help us collect “best practices” and find good partners faster. As for the Business Council, since the only goals I envisioned for it were to report to Rio and spread the word about sustainable development throughout business, then the answer must be yes: It accomplished the goals I envisioned. Today it has launched a number of “sectoral projects”, by which I mean: mobility companies are trying to figure out what “sustainable mobility” might be, mining companies are trying to define sustainable mining. These working groups are helped by powerful organizations like MIT that are staking their reputations on the examinations being valid and rigorous.

GGM: *What do you think are the most pressing current needs that venture philanthropists should address?*

Schmidheiny: Of course one need is to define “venture philanthropy.” I am drawn to the concept, but am not sure that I or anyone else really knows what it means. In a sense, AVINA is trying to define it. We “accompany” our partners rather than merely fund them. We even have long-term partnerships with some leaders we do not fund. We have recently begun to focus on building bridges between business and civil society organizations in Latin America. One way we do this is by offering challenge grants to our partners, to be claimed if they can raise a certain amount from companies or individuals. Thus our partners not only get more funding, but they also learn from companies’ business techniques for managing money and staff, and for planning. Companies learn what worries society – and may discover some business opportunities. Thus not only do we build a powerful coalition between business and civil society, but we go some way toward making our partners more sustainable and self-sufficient. This begins to answer the “exit strategy” question that the concept of venture philanthropy has not yet answered.

GGM: *What’s “wrong” with current philanthropic practices?*

Schmidheiny: I do not intend to criticize anyone in this difficult “business” of philanthropy. But some general issues occur. Foundations are very poor at cooperating, at taking a systemic approach to change. In fact, foundations as change-making bodies are only just beginning to exist outside the United States. I am disappointed that few foundations seem to take a genuine interest in, and a hard look at, the true and lasting impact that is achieved by the grants they give. And I am frustrated that the wealthy philanthropists in the United States are willing to spend so little of their money in poorer countries outside the United States, where it could be more effective. If I ever get the time, I may try to interest my fellow philanthropists in opportunities outside the US.

GGM: *What’s “right” with current philanthropic practices?*

Schmidheiny: I think we are going through a period of new energy and innovation. The young rich want to do things differently. The study of philanthropy is improving, as is its reporting in the media. We might be on the way to breakthroughs that combine the best of business and the best of the foundation world.

GGM: *Are you working on any books at the moment?*

Schmidheiny: The World Summit on Sustainable Development begins in August in Johannesburg. Given that the WBCSD was born in the Rio Summit, we felt it appropriate to produce a book for this next summit. We call it *Walking the Talk: the Business Case for Sustainable Development*. The title does not mean to suggest that business necessarily is “walking” its sometimes grandiloquent talk about sustainable development. But we try to look at what we are doing well and badly and where we need to work more closely with civil society and even governments. One key message is that markets are powerful tools, but they are tools constructed by humans, and right now we need

to construct a global market offering more opportunities to poor people and poor nations. My co-authors are Chad Holliday, CEO of DuPont and former WBCSD chairman, and Phil Watts, CEO of Shell and current Council chair.

GGM: *How would you describe the type of leadership you see emerging from Endeavor and similar organizations? What makes the new generation of leaders different?*

Schmidheiny: I like Harvard Professor Howard Gardner's definition of a leader as one who tells a new story and gains followers for that story. Some leaders, such as politicians, tell new stories for the purpose of gaining followers. Others – a Picasso or an Einstein – almost unconsciously produce new narratives or styles that command attention and imitation. The most exciting new story told by today's leaders is of a whole new profession or area of operations often called social entrepreneurship. Endeavor is not a business; yet it uses businesslike methods to make young business entrepreneurs both more successful and more of a force for sustainability. This sort of leverage is new in history: Ashoka in Brazil shares offices with McKinsey. This generation's leaders, like their predecessors, are no respecters of traditional boundaries.

GGM: *What makes you optimistic about the future? Is there anything that makes you pessimistic?*

Schmidheiny: I am optimistic because we have much of the technology and much of the grassroots leadership we need to change towards more sustainable paths of progress. I am worried at national governments' inability to be an effective force for this change. It is often said that governments are too much in the control of business. The problem is more that they are too much in the control of "bad business" – of companies that are uncompetitive: need a subsidy, a tax break, an inside track at policy-making. The "good companies" are off being competitive and successful; they are not talking to governments. So listening to squeaky wheels, the governments of the richest countries are persuaded to erect tariffs and other trade barriers against the products of the poorer countries. Or they call upon the poorer countries to lead the way in combating climate change. We need to hear more from good business and to build and strengthen alliances between forward-looking companies and citizens' groups.

GGM: *What's the next step after venture philanthropy?*

Schmidheiny: Let me describe my own next step. I am the main owner of a group of companies in Latin America [GrupoNueva] that works in water systems, construction materials, and forestry and farm products. It strives to be profitable – while helping improve the society around it. The AVINA Foundation works to improve society by investing in partnerships with leaders. So I want to link the company and the foundation so that the company profits fund the foundation's investments. This is not just an attempt to create an old-style corporate foundation – separate entities with separate managements. I want to find ways to capture the real synergies between the two while also honoring the real differences. I imagine a tough, efficient, businesslike foundation, and I imagine a company that really does feel and practice a solidarity with the society

in which it works. And I imagine these two bodies linked throughout their organizational structures.

We call the project VIVA – a combination of vision and values. Will it work?

Obviously, I do not yet know; watch and see. I am driven by an image of a world creating unprecedented amounts of capital and unprecedented amounts of poor people at the same time. For capitalism to help create sustainable forms of human progress, we need billions more capitalists. For the market to be the tool for sustainable development I am convinced it can be, we need to build a market more replete with opportunities for all. Surely it behooves a man like myself, part of that unprecedented accumulation of capital, to seek to recycle it in ways that help to improve this increasingly global market and help the poor make the most of their resources. This recycling must be done not in the slow drips of charity but in industrial-strength amounts and with the entrepreneurial creativity, efficiency, and added value that transfers to governments do not accomplish. I hope that the VIVA experiment shows one possible way in this direction.

GLOBAL GIVING ROUNDUP

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

Links to Web sites with more details are available at the online edition of Global Giving Matters at www.globalgivingmatters.org

South African foundation makes its mark on health care

The **Donald Gordon Foundation**, South Africa's largest private foundation, has taken an initiative that represents a "first" for philanthropy in Africa. The Foundation, created in 1971 and named for businessman **Donald Gordon**, founder of the Liberty Life Insurance Company is, through a grant of \$9 million to the University of the Witwatersrand, in Johannesburg, forming a partnership aimed at reviving the university's post-graduate medical program. According to **Hylton Appelbaum**, executive trustee of the foundation, this grant is part of a partnership initiative with the university to support the development of a superior medical teaching curriculum, with facilities, targeted at black South Africans as well as women – populations traditionally excluded from the upper reaches of medical education and practice.

GPC trip to Southern Africa concluded

In March 2002, 20 GPC members from nine families met with a range of leaders from all sectors of society in South Africa and Mozambique – including Nelson Mandela, the President of Mozambique, and ministers of finance of both countries. Participants also visited a number of leading community and civil society initiatives and obtained a unique view of local action on the issues of education, HIV/AIDS, rural development, fostering leadership, eco-tourism and youth as an asset for the future. One early outcome of the trip was the announcement by GPC members **Hylton and Wendy Appelbaum** that the Donald Gordon Foundation, of which Mr. Appelbaum is executive trustee, would contribute \$1 million to the **Peace Parks Initiative** (www.peaceparks.org) launched by GPC member **Anton Rupert**. Documentation on the trip is online at www.gpcparlor.org.

Digital Freedom Network: Supporting free speech around the world

The **Digital Freedom Network** (DFN – www.dfn.org), headquartered in Newark, New Jersey, which since its launch in 1997 has used internet technology to support global human rights and free speech, has recently started a series of on-line chats with prominent activists around the world. DFN gives technical assistance to these activists by developing free internet-based campaigns and creating technology tutorials. It also publishes news articles on human rights and participates in the **Global Internet Liberty Campaign**, an international forum that fights on-line censorship and the invasion of privacy. DFN is funded almost exclusively by 39-year-old billionaire **Howard Jonas**, founder of IDT Corporation, an international telecommunications firm. At its founding, Jonas indicated that his company could not support the project because it has business operations with governments which oppose free expression, such as China, so his investment is personal.

India library project keeps children hooked on books

The six-year-old **Libraries in the Schools** project created by the India-based **Infosys Foundation** to provide books to thousands of school libraries in impoverished rural areas near Bangalore in the state of Karnataka is about to expand. Launched by **Sudha Murthy**, wife of Infosys CEO **Narayana Murthy**, owner of India's largest IT empire – and leaders in philanthropy as well as business – the project aims to review and, if necessary, improve, the 6,500 libraries that were established under its auspices. In addition to supplying books, Libraries in the Schools emphasizes publishing books in the local language, Kannada, so that knowledge of it is not lost. (*The Deccan Herald*, March 2, 2002)

New emphasis on results in high-end Indian philanthropy

The Indian magazine *Business Standard* reports that Indian corporate philanthropy, which is closely linked to family foundations established by Indian billionaires, is moving away from paternalistic “pure” charity initiatives to results-based funding. Citing examples such as educational partnerships that aim to create a more literate population that can then become more self-sufficient, and community sanitation projects, such as water purification efforts and improved health care, the article describes how Indian philanthropy is taking a cue from western counterparts and developing more partnerships with NGOs that can implement programs. While some of this is new, other models, such as the **Tata Rural Foundation**, funded by the Tata family conglomerate, have been in place for years.

French magazine spotlights female philanthropist in Taiwan

The April 1 edition of the French women's magazine *Elle* featured a four-page report on **Buddhist Master Cheng Yen**, focusing, among other things, on her “empire of charity.” Cheng is the founder of the Buddhist charity **Tzu Chi**, whose works have shown that Buddhism is not just a meditative process but also one that involves activism and participation. Although much of Tzu Chi's work is in Taiwan, it also has projects in most other provinces of China, and in Africa and Latin America. (*Taipei Times Online*, April 6, 2002)

Ukrainian business owners urged to think philanthropically

Although the Ukrainian nonprofit sector has expanded significantly since independence, donor sources are not growing fast enough to provide needed support. Although foreign donors, especially multinational companies, are investing in Ukrainian nonprofits, the current vacuum could – and should – be taken up by local businesses and their leaders. Ukraine may lack a strong indigenous culture of philanthropy, however, this situation is beginning to change, according to **Oleksander Sydorenko**, Director of the **Innovation and Development Center** (www.ngoukraine.kiev.ua/idc/), a nonprofit organization that provides legal, accounting and fundraising training to charities. (*Kyiv Post*, March 7, 2002)

Pioneers of Change foster culture of global leadership

Pioneers of Change (www.pioneersofchange.net), a three-year-old global network of young people that aims to support young visionaries to “bring their values and creativity to the world of work,” is seeking to spread its mantra to the philanthropy establishment. Launched by a network of 26 young people in January of 1999, Pioneers now reports some 500 members in 30 countries. Relying extensively on the internet, their projects include learning events; relief projects; an “action toolbox” and other resources to help members become social entrepreneurs. Three full time facilitators operate out of Denmark, South Africa and Brazil, and meetings of the network have taken place in Denmark, Slovenia, Northern Ireland, South Africa, Indonesia, Malaysia, Singapore, San Francisco, and Washington, DC. The Pioneers have collected a resource of community action ventures of projects that Pioneers have implemented.

Fair trade movement links philanthropists to grass-roots craftspeople

The **Fair Trade Federation** (www.fairtradefederation.org), which seeks to expand opportunities for indigenous craftspeople, farmers and small manufacturers in developing countries to sell their wares in global markets – and for a larger share of the profit – is increasing its impact through the use of the internet and e-commerce. Its website enables visitors to shop on the web and also provides information on retail outlets, mail order and on-line catalogs, and wholesalers and producers. Large-scale philanthropy has helped kick-start the movement; the **Skoll Community Fund**, created by eBay co-founder **Jeffrey Skoll**, was the principal funder of **catgen.com**, a program of **Peoplink** (www.peoplink.org), one of the larger fair trade companies, to train and enable producers to create their own product catalogs.

Nigerian businessman gives back to community

Owelle Rochas Okorochoa, a Nigerian businessman, has allocated resources from the **Rochas Foundation** that he founded to create the Rochas Foundation College, which aims to provide quality free secondary education for gifted children of poor families. At its opening in October 2001, the college admitted 139 students, who not only received free tuition but also uniforms, text books, medical care, writing materials and monthly stipends. Created in 1996, the Rochas Foundation focuses on helping disabled and less privileged individuals throughout Nigeria. (*This Day*, February 25, 2002)

2002 Goldman Prizes announced

The winners of the 2002 **Goldman Environmental Prize** (www.goldmanprize.org), which honors grassroots environmental leaders on five continents and in island nations, were recently announced in San Francisco. Funded by the **Goldman Environmental Foundation**, the prize was launched in 1990 by **Richard N. and Rhoda Goldman**. This year's winners are **Pisit Charnsoh** of Thailand, honored for his efforts to organize local communities to protect coastal habitats; **Fatima Jibrell**, whose leadership in Somalia at the Horn of Africa Relief and Development Organizations, which she founded, has prevented uncontrolled logging of local wood resources; **Jean La Rose** of Guyana, whose work on behalf of the Amerindian Peoples' Association has resulted in the first petition to protect the rights of indigenous peoples against industrial exploitation which has led to river pollution, deforestation and threats to the integrity of local communities; **Jonathan Solomon**, **Norma Kassi** and **Sarah James**, members of the Gwich'in tribe, which is fighting to preserve natural lands in the Arctic against oil exploration; **Alexis Massol-González**, an engineer in Puerto Rico who convinced the Puerto Rican government to convert a proposed mining zone into a community-managed forest reserve, which generates income for local people through a program of eco-tourism and coffee growing; and **Jadwiga Lopata** of Poland, for her promotion of eco-tourism through the protection of family farms, which often provide the habitat for species not seen elsewhere. Prize winners receive \$125,000.

Soros by the book

Two books have just been published about money-manager/philanthropist **George Soros**. *Soros: The Life and Times of a Messianic Millionaire*, by Michael T. Kaufman (New York: Alfred A. Knopf & Co., 2002), is the first biography of Soros that received his cooperation. It includes extensive coverage of his philanthropy around the world. *George Soros on Globalization* (New York: Public Affairs, 2002) argues for a more equitable, controlled approach to globalization that keeps financial institutions intact but adds an oversight mechanism to ensure that the "have-nots" are not excluded from the benefits of economic growth.

Philanthropy Ink: "The New Philanthropists"

In a recent column called "The New Philanthropists" in *The Boston Globe*, Boston College sociologist **Paul Schervish** observes that most of the new wealth reported in the last decade or so has been generated by middle class individuals or families who built their financial empires based on growing family businesses before becoming major players in philanthropy. He estimates that "with so much wealth in play, more and more individuals come to recognize at an earlier age that their financial resources exceed the material needs of themselves and their family [and] that these wealth-holders are joining their older peers as the new philanthropists. They seek out rather than resist greater charitable involvement. They approach their philanthropy in the same entrepreneurial spirit with which they made their fortunes. And they are making philanthropy a key element in the financial morality they pass on to their children."

RESOURCES & LINKS

Activities, websites and other cutting-edge information for global givers

Links to websites with more details are available at the online edition of Global Giving Matters at www.globalgivingmatters.org

Philanthropy publication for active donors to be launched soon

Giving Magazine (www.givingmagazine.com), a New York-based glossy publication for philanthropists, will debut in the coming months. *Giving* aims to address critical donor issues and will target experienced philanthropists as well as newcomers to charitable giving and wealth planning. Founder and editor Roberta d'Eustachio previously published *Benefactor*, a quarterly magazine for high-end donors that closed in 1998 after two years of publication; its content was folded into *Worth* magazine.

Triple Bottom Line Investing Conference in Brussels, Nov 7–8 2002

Venture philanthropy will be one of the topics of the fourth **Triple Bottom Line Investing Conference** (www.tbli.org) to be held in Brussels, November 7–8, 2002. This meeting represents one of the largest global conferences on sustainable investing.

Center encourages philanthropy and social responsibility in East Africa

Ufadhili: The Centre for Philanthropy and Social Responsibility (www.ufadhili.org), based in Nairobi, Kenya, is developing an infrastructure to promote a culture of philanthropy in Kenya, Tanzania and Uganda. Activities include fostering partnerships between business, NGOs and government towards sustainable development; providing assistance to increase the effectiveness of local foundations and trusts; facilitating private sector engagement in social development; advocating for policies that encourage philanthropy, social responsibility and volunteerism; and establishing a resource center. Operating in partnership with the **Ford Foundation** and **Charities Aid Foundation**, Ufadhili launched *Corporate Concern*, a newsletter, earlier this year, to promote local corporate philanthropy, but also highlights accomplishments of individual philanthropists as well. Its first issue features a profile of “homegrown” philanthropist **Hassanally Rattansi**.

New book surveys 21st century giving trends

The **Charities Aid Foundation** and the **National Committee on Voluntary Organisations** have published *A Lot of Give: Trends in Charitable Giving for the 21st Century*. It examines what makes people give to charity, why and how much they give. It also examines e-philanthropy, tax incentives, public attitudes, and new philanthropy such as venture philanthropy and social investment. The book is available through www.amazon.co.uk.

Social enterprise book: free download

The *Social Enterprise Sourcebook* by **Jerr Boschee** is now available for free download at www.northlandinst.org/sourcebook.cfm. The book profiles 14 American trailblazers who, according to the author, have “built for-profit and nonprofit businesses that make a profit – and they’ve funneled those dollars back into their mission.”

GLOBAL PHILANTHROPISTS CIRCLE NEWS

*For the latest information
about the Global
Philanthropists Circle, visit
www.gpcparlor.org*

Southern Africa “re-visited” – June 5, 2002

As follow-up to the recent trip to South Africa and Mozambique, GPC Members are invited to join a discussion session featuring Helen Lieberman of **Ikamva Labantu**, **Frank Ferrari** and **Peggy Dulany**. The session will take place at Synergos’ offices in New York City on Wednesday, June 5 from 3 to 5pm; members may participate in person or by telephone. For more information, contact Beth Cohen at Synergos at (212) 517-4900/bcohen@synergos.org.

A day at the Hewlett Ranch – June 17, 2002

Walter Hewlett and the **William and Flora Hewlett Family** have extended an invitation to members of the Global Philanthropists Circle to spend the day at their family ranch in San Jose, California. This will be a wonderful opportunity to discuss issues such as next-generation involvement and global philanthropy with the Hewlett family and the presidents of their foundations. After lunch, there will be jeep rides, horseback riding, or poolside relaxation. For more information, contact Jennie Walker at Synergos at (212) 517-4900/jwalker@synergos.org.

GPC Web Parlor launched

Synergos has launched the **GPC Web Parlor** as an online space for Circle members to voice issues that emerged from GPC trips and activities, as well as to discuss and develop creative solutions to poverty and other social problems around the world. The Parlor includes a members-only discussion area. Visit the Parlor at www.gpcparlor.org.

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.