

# Global Giving

# MATTERS

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## In this issue

This issue features two related stories about the creation of partnerships to deliver vaccines and provide other health services to poor communities in the developing world.

The first is a conversation Patty Stonesifer, President of the Bill & Melinda Gates Foundation. One of the foundation's key program areas is global health, in which about 80 percent of its grantmaking is undertaken with strategic partners. It has introduced a new model of cooperation by crafting a series of incentive-based investment partnerships which provide support to governments in the developing world based on demonstrated results in the grantee's health care system.

The second story is about VillageReach, an organization that the Gates Foundations helps support, which has built collaborative approaches to bring health care to remote communities in Mozambique. VillageReach has been approached by representatives from 10 other countries about adapting its approach to delivering important services to rural communities.

**James M. Brasher III, Director,  
Global Philanthropists Circle**

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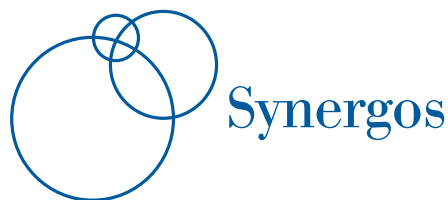
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*Global Giving Matters* presents best practices and innovations in philanthropy and social investment around the world. It is an initiative of The Synergos Institute's Global Philanthropists Circle and the World Economic Forum, under the direction of Adele Simmons, Senior Advisor to the Forum, and James M. Brasher III, Director, Global Philanthropists Circle. Lynn Peebles is the lead writer. Rockefeller Philanthropy Advisors provides support for its distribution. 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](mailto:comments@globalgivingmatters.org).

## Feature: Crafting partnerships for vaccinations and healthcare – The Bill & Melinda Gates Foundation

In the two articles below, *Global Giving Matters* explores how the **Bill & Melinda Gates Foundation** is mobilizing dynamic partnerships on the ground to deliver lifesaving vaccines – and sustainable healthcare solutions – to some of the most remote and impoverished communities in the developing world.

In less than 10 years, the foundation has become a major force in philanthropy, both in the scale of its giving – about \$600 million annually in global health alone – and its emphasis on effective multi-sector collaborations. It has introduced a new model of cooperation by crafting a series of incentive-based investment partnerships such as the **Global Alliance for Vaccines and Immunization (GAVI)**, which provide support to governments in the developing world based on demonstrated results in the grantee's healthcare system. About 80 percent of the foundation's grantmaking in the area of global health is undertaken with strategic partners.

While providing vital funding for development of vaccines and other therapies, **Bill and Melinda Gates** also recognize that medicines alone are not the entire solution, and support partnerships with organizations that deliver and sustain the advances that their foundation makes possible. One such organization is **VillageReach**, profiled below, which is literally connecting the “last mile” in the circle of giving to bring healthcare – and hope – to some of the most remote communities in rural Mozambique.

### A conversation with Patty Stonesifer – “we see partnerships every single place we turn”

As the President and Co-Chair of the Bill & Melinda Gates Foundation, **Patty Stonesifer** is one of the most influential forces in philanthropy in the United States, if not the world. Along with Bill and Melinda Gates and **Bill Gates, Sr.**, Stonesifer controls a foundation with an endowment of approximately \$26 billion, dedicated to reducing inequity in global health, improving high school education in the United States, expanding public access to information through libraries, and improving the lives of the most vulnerable members of the Pacific Northwest community.

A technology multimillionaire as a result of her previous work at Microsoft, Stonesifer takes no salary for her executive role at the Bill & Melinda Gates Foundation. She is an active community volunteer, donating both time and resources to a number of regional nonprofit organizations including the YWCA of King County, Washington and the Seattle Foundation. She also serves on the boards of Amazon.com, Viacom Inc. and the Smithsonian Institution.

In a recent conversation with *Global Giving Matters*, Stonesifer spoke about her own background and personal philosophy of giving and the foundation's approach to philanthropy, which leverages resources through innovative strategic partnerships.

### The evolution of a philanthropist

Like her boss, Bill Gates, whose parents were both active in the United Way when he was growing up in Seattle, Stonesifer's strong sense of social responsibility stems from the circumstances of her youth. Growing up in Indiana, the sixth of nine children, she was surrounded by a family in which charitable activity was the norm.

"I came out of a childhood in Indianapolis in which my family members were very significant community activists in the social service sector, in direct giving. We didn't have the resources to be philanthropists," she said. "My early memories are of my mother cleaning off my high chair to give to another child who needed it. My family ran a soup kitchen on Sundays because all of the others in the community were shut down that day. So I came with the belief that one individual's efforts can have a big impact."

Bill Gates and Stonesifer have worked together since she joined the staff of Microsoft in 1988. In 1997, Stonesifer had just retired from Microsoft, where she had been senior vice president of the interactive media division, when her friend and former employer enlisted her to return to work for him – this time as head of a new philanthropic effort aimed at bridging the "digital divide."

A few years later, this effort was merged with a foundation directed at improving access to global health, run by Bill's father. What emerged was a greatly expanded philanthropic entity whose mission focused on global health and education – the Bill & Melinda Gates Foundation. Stonesifer was tapped to be President and also serves as Co-Chair with Bill Gates, Sr. The final decision on all grant applications is made by the members of the four-person inner circle comprised of Bill and Melinda Gates, Bill Gates Sr., and Stonesifer, the only non-family member.

To carry out their foundation's ambitious global health agenda, Bill and Melinda Gates have assembled a top-notch team of public health authorities who have played a leadership role in prevention and treatment of diseases that afflict the developing world. Heading the effort is Dr. **Rick Klausner**, Executive Director of the foundation's global health program, who previously served as director of NIH's National Cancer Institute.

Klausner guides a distinguished team of experts including Dr. **Helene Gayle**, Director of HIV, TB and Reproductive Health, who led the Center for Disease Control's (CDC) efforts in those areas; Dr. **Regina Rabinovich**, Director of Infectious Diseases, the former head of the Malaria Vaccine Initiative; and Dr. **David Fleming**, Director of Global Health Strategies, who served as deputy director of CDC for Science and Public Health. The foundation also benefits from the expertise of senior fellow Dr. **William Foege**, who led the successful global campaign to eradicate smallpox.

### Hands-on approach to grantmaking

The foundation receives as many as 3,000 proposals a month; on average, about 300 of these qualify for serious consideration. Stonesifer personally reviews and takes action on requests of more than \$1 million, and is frequently on the road, visiting applicants, grantees and partners, abroad and at home.

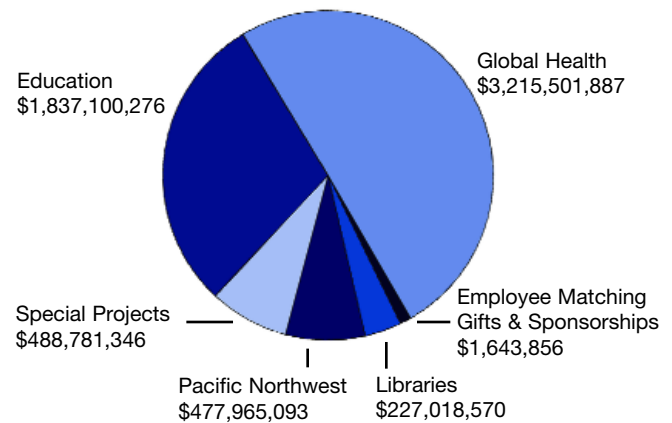
“You have to have a sense of reality on the ground. Getting out there, meeting those you are trying to serve or collaborate with... is absolutely essential, whether the programs are in your own backyard or around the globe,” she says.

With a large and growing portfolio in global health, Bill and Melinda Gates also view site visits as an integral part of their philanthropic education. “As donors, the Gateses feel like they need to immerse themselves.” After each trip, “they bring back a series of questions to explore with experts and among foundation staff,” Stonesifer said.

Bill and Melinda Gates have spent considerable time in developing countries, most recently, on a trip to Botswana, Mozambique and South Africa last September. While in Mozambique, they announced a \$168 million program for treatment and prevention of malaria at a remote clinic in Mozambique where they are supporting cutting-edge research on the disease.

#### Where the Money Goes

Distribution of total of \$6,248,011,028 of grants as of June 2003



#### Raising visibility and hope

The visit to Africa provided the occasion not only to observe the situation on the ground, but to raise awareness about some of their key foundation priorities. “They wanted to put a spotlight on two major issues: the importance of malaria intervention, and reducing stigma as part of their AIDS plan,” said Stonesifer. In South Africa, accompanied by **Nelson Mandela** and his wife **Graça Machel**, chair of the **Foundation for Community Development** of Mozambique, they took every opportunity to combat stigma by speaking “openly, directly and bluntly about AIDS.”

In its grantmaking, the foundation has placed particular emphasis on diseases of the developing world that are preventable and treatable but neglected, in large part because industry has had virtually no market incentive to address them in poor countries. While there is no doubt that Bill and Melinda Gates command attention simply by the enormous sums of money they bring to bear on global health, it is how they use this bully pulpit that has the potential to add tremendous value to their philanthropy, according to Stonesifer.

“What we have learned is that Bill and Melinda’s visibility in the world can create a sense of urgency” about diseases such as malaria, polio and lymphatic filariasis, Stonesifer said. “We can put a spotlight on these issues and bring attention to the fact that besides being urgent, they are addressable.”

## The power of partnership

A hallmark of the foundation's grantmaking has been its ability to leverage resources through strategic collaboration with partners across a variety of sectors. Stonesifer summarizes the foundation's philosophy by paraphrasing an old saying: "If you want to go fast, go alone. If you want to go far, go together."

While there is a sense that the foundation would like to go fast – but not alone – in terms of getting promising new vaccines and drug therapies developed and rolled out, there is a recognition that in order to go far, there must be sufficient infrastructure among affected communities to deliver and sustain these advances.

"We look at all of our partnerships to see that there is expertise and connections down to the community level," said Stonesifer, who cited the example of foundation support for a global polio eradication initiative that depends on the members of **Rotary International** to deliver vaccines in the poorest corners of the world.

Stonesifer said that she is encouraged by the results she is seeing from creative alliances forged by dynamic leaders in all sectors of society. These include the dramatic reduction in trachoma prompted by **Pfizer's** donation of antibiotics, and the near eradication of guinea worm disease, thanks to former US President **Jimmy Carter's** spearheading of a global campaign.

## Perspectives on the Gates Foundation Approach

**Mark R. Kramer** is managing director of the Foundation Strategy Group (FSG) and founder of the Center for Effective Philanthropy. He has co-authored a series of influential articles on strategic philanthropy, most recently, "The Competitive Advantage of Corporate Philanthropy", published in *Harvard Business Review*, December 2002.

*Global Giving Matters* invited Kramer to assess the impact of the Bill & Melinda Gates Foundation's strategic approach to giving in the area of global health. Overall, he concluded that the Foundation has done an admirable job, not only of giving away money, but of creating value through knowledge and strategy. Following are highlights from Kramer's comments:

- "They are committed to solving a well-defined set of problems, not just giving money away to a variety of good causes. That long-term commitment to finding a solution by taking ownership of a problem is the first aspect that distinguishes them from most foundations we see."
- "They have used their public profile to signal other funders effectively and brought to the world's attention diseases such as malaria that, although widespread and lethal, were largely overlooked even five or six years ago. When Bill Gates personally spends a week in India and commits \$100 million (a figure recently doubled by the foundation), governments and funders around the world take note and respond."
- "Their focus on public-private partnerships has broken down many of the artificial barriers between nonprofits, for-profits and governments that impede effective multi-sector solutions. Medicines for Malaria Ventures, International AIDS Vaccine Initiative, and Malaria Vaccine Initiative, all combine philanthropic dollars, government, NGOs and for-profit pharmaceutical companies in a coordinated search for solutions. Working across sectors can be far more impactful than staying within the nonprofit sector alone."
- "The Foundation has focused narrowly on a small number of diseases, even with billions of dollars to contribute in the single program area of health. This has enabled Bill Gates himself, along with his father and the foundation staff, to understand the problems they are tackling and become extremely knowledgeable about the issues. As a result, they are able to do an excellent job of selecting highly effective grantees and implementing sophisticated strategies."
- "They provide substantial long-term support for their grantees, including general operating support, which has enabled their grantees to build capacity and improve performance over time."

In both those cases, “a private action caused the public and philanthropic sector to go a lot further than they would have otherwise,” says Stonesifer. To be sure, President Carter had a unique understanding of the public sector, but “you don't need to be an ex-President – we see partnerships every single place we turn,” says Stonesifer.

When Stonesifer agreed to take on a leadership role at the foundation, she made a commitment of four years. That was nearly seven years ago. “It's been amazing these past six-seven years, helping the foundation to shape these programs and roll them out around the world,” she said.

## VillageReach – The last mile is just as important as the first

When children at a clinic on the outskirts of Maputo, Mozambique lined up to receive the first immunizations made possible by the **Global Alliance for Vaccines and Immunization (GAVI)** in 2001, many of the major players in the new collaboration were on hand to witness this milestone event: **William H. Gates, Sr.**, of the **Bill & Melinda Gates Foundation**, **Carol Bellamy** of **UNICEF**, Mozambique President **Joaquim Chissano** and **Graça Machel**, Chair of Mozambique's **Foundation for Community Development (FDC)**.

Also on the scene was a lesser known, but no less essential partner in the effort to provide lifesaving vaccines to children – **Blaise Judja-Sato**, a social entrepreneur determined to use his business acumen to create the critical linkages between those funding and rolling out the vaccines, and the hardest-to-reach end users in rural Mozambique.

As Judja-Sato, a former telecommunications executive knew, getting the vaccines to a capital city such as Maputo was one thing, but delivering them to the “last mile” – the most remote villages in Mozambique – was a challenge of a different order. In many of these communities, clinics were unable to properly store and safely administer the vaccines, even if they could get them. When refrigerators broke down, vaccines spoiled. For want of a spare part, children were dying.

“It costs about five times more to reach those remote communities than it does to get vaccines to urban centers like Maputo,” said Judja-Sato in a recent interview with *Global Giving Matters*. “It's so demanding resource-wise, that many people have simply given up on the healthcare system in Mozambique,” especially in outlying areas where infrastructure – medical and otherwise – is rudimentary at best.

### A new model for delivery of critical supplies

In response to the situation on the ground in Mozambique, Judja-Sato in 2000 founded a nonprofit organization, **VillageReach** ([www.villagereach.org](http://www.villagereach.org)), to find sustainable solutions to the logistical problems of healthcare delivery in the developing world. Early support for a promising model to improve the supply chain in Mozambique came from the **Children's Vaccine Program (CVP)**, the first of the new-style vaccine alliances forged by the Bill & Melinda Gates Foundation with the **Program for Appropriate**

**Technology in Health (PATH).** A forerunner of GAVI, PATH/CVP provided \$300,000 for a feasibility study. Further validation came from PATH/CVP in the form of another \$425,000 to develop a demonstration project based on that model.

When **Bill Gates** looked at the problem of global immunization rates, he diagnosed a market failure on the research and development side and set about addressing it with new alliances such as PATH/CVP and GAVI. Judja-Sato brought a similar business approach to bear on the distribution side of the equation to get those newly available vaccines to the people who needed them. Further, he found that he could use immunization as a platform to build infrastructure that could be used for a variety of essential supply problems in the developing world.

On several levels, the influence of the Gates Foundation has provided important support for the work of VillageReach, Judja-Sato says. “The Gates Foundation allowed new ways of looking at problems to be discovered and piloted. Bill Gates made possible an environment where people like us could come to the table and propose new models. Funding is a critical part of it, but they’ve also been amazing advocates and have shaped the agenda for vaccine development.”

To get the pilot project up and running and win government support, VillageReach also needed strong and reliable local partners in Mozambique, and the Foundation for Community Development offered a good fit. Healthcare, especially in underserved rural areas, was a priority for FDC, which is a partner of **The Synergos Institute**. And a relationship of mutual trust and respect had grown up between Graça Machel and Judja-Sato as a result of his active fundraising for FDC and his work in Mozambique delivering resources he had mobilized for flood victims.

VillageReach also found a powerful backer in the national government, whose commitment to healthcare made Mozambique the first applicant to receive vaccines under GAVI’s incentive-based investment model, which provides support based on a country’s demonstrated ability to deliver results. In March 2002, VillageReach and its primary partner FDC signed a five-year contract with the **Ministry of Health (MOH)** to increase efficiency in the healthcare system of northern Cabo Delgado province, chosen on the basis of need. By July, Judja-Sato was making the first deliveries of vaccines and other supplies to the country’s most remote outposts.

### Up and running in Cabo Delgado

The VillageReach “fleet”— at this writing, three trucks, and several motorcycles—is becoming an increasingly familiar sight on the dirt roads of Cabo Delgado, clocking thousands of miles a month as it makes its delivery rounds. A major focus is the supply and maintenance of the “cold-chain”, the refrigeration system that keeps the vaccines viable, but VillageReach also delivers other medical supplies and equipment, information and training. VillageReach is also working with the Ministry of Health to extend the outreach of clinic staff by providing them with bicycles.

“Think of us as UPS-plus,” said Judja-Sato, referring to the global shipping company. “We ensure timely delivery and we maintain the equipment and train health workers.”

Under the partnership forged by VillageReach, the Ministry of Health buys the vaccines and medical supplies and builds and staffs the rural clinics. FDC provides additional funding for the project and manages the relationship with the government. It also educates communities about the project and enlists local leaders in support of the project, to create buy-in at the village level and a demand for higher quality healthcare services. Without this kind of empowerment at the community level, modern healthcare will remain unavailable to the vast majority of those living in remote corners of the developing world, Judja Sato believes.

The contract with VillageReach represents the first time that the MOH has outsourced delivery of critical vaccines and medical supplies. A standard practice in many developed countries, the outsourcing of health logistics is rare in the developing world because of the lack of reliable companies to do the work. The Ministry's decision to turn this work over to VillageReach reflects confidence that this unique public-private partnership can serve remote communities in a way that is cost-effective and sustainable.

### Building a relationship of trust

Based on the results to date, this trust seems well placed. According to MOH estimates, VillageReach has increased voluntary immunization rates of participating districts by up to 40 percent in its first year of operation there—a critically needed boost in a region where only 29 percent of infants are receiving full immunization. Such statistics suggest that the changes brought by VillageReach – regular supplies of vaccines and other essential medicines and new, reliable refrigerators – are quickly building confidence in the national healthcare system, a key goal of Judja-Sato and FDC. The pilot project, which began by supplying 22 clinics, has expanded to reach more than 40 health facilities serving 900,000 people.

“VillageReach is strengthening communities and most importantly, saving lives,” says Graça Machel, who in addition to her leadership of FDC, chairs GAVI's financing arm, the Vaccine Fund. “We have these amazing life saving vaccines and medicines, yet they cannot help if they fail to reach the children and families who need them most.”

By design, the scope of Judja-Sato's vision for VillageReach extends beyond healthcare to a broader development context. Spurred by the prohibitive expense of reaching its rural “customers,” the model includes an income-generating component that helps subsidize project costs and provides a range of sustainable benefits to the local economy. “We want to help preserve the long-term economic vitality of the region,” says Judja-Sato. To accomplish this aim, VillageReach and FDC have launched a Mozambican for-profit company, **VidaGas**, with its own distribution plant in Pemba, the main town of Cabo Delgado.

VidaGas sells its clean-burning liquefied petroleum gas (LPG), also known as propane, to the MOH to power essential equipment in health facilities such as refrigerators, sterilizers, and lamps, and is starting to sell gas commercially to households and small local businesses such as restaurants and hotels. Beyond the profits that will be realized

by VidaGas sales and will be put back into the non-profit health venture, Judja-Sato sees a far-reaching range of benefits, from reduction in respiratory ailments as households move away from wood and kerosene fires, to protection of environmentally sensitive mangrove swamps, now a primary source of fuel. VillageReach is also working with local entrepreneurs such as fishermen's cooperatives and cashew farmers and processors, to improve profitability by incorporating propane into their operations.

### Rewards of partnership in Mozambique

"When I look at what we've done, it's amazing that we've actually been able to set up a system that impacts so many in such a short time," says Judja-Sato, who was born in Cameroon and was active in philanthropy on behalf of his home continent before founding VillageReach, as a board member of the Seattle branch of UNICEF, as a trustee of the Africa-America Institute, and as the president of the US branch of the Nelson Mandela Foundation.

He says the level of intensity of his work with VillageReach has been much greater than he ever experienced in the for-profit sector, where he was a successful telecommunications executive. At AT&T, he helped build undersea fiber optics systems in Europe and Africa. The job he gave up for VillageReach was a position as director of international business development at Teledesic, the Seattle-based satellite broadband company co-founded by technology leaders Bill Gates and **Craig McCaw**.

While the challenges he faces in Mozambique are daunting, Judja-Sato says the rewards are unparalleled. "When I go out into the field in a delivery truck and see how excited the health workers are, or how warmly I am greeted by the governor of the province, it has touched me more than signing a deal for some commercial product ever could."

At every turn, Judja-Sato says, partnerships and relationships of trust have been critical to the success of VillageReach. It is his skill in forming and nurturing these strategic alliances that will be the key to making the programs of VillageReach self-sustaining in the long run. Recently, for example, he has teamed up with the **Mozambique National Energy Fund (FUNAE)** to encourage families and businesses to adopt propane as a primary fuel source. Plans are underway to work with microlenders to establish programs to help households buy the stoves and lamps that run on LPG fuel.

VillageReach is also tapping in-kind contributions from businesses such as **Amerigas**, the largest propane distributor in the US, which is donating cylinders and trucks, **Iridium**, a global satellite company helping with communications services, and **Getty Images**, the world's leading imagery company, which is providing technical assistance and office space in Seattle.

### Validating and expanding the model

Support sometimes comes from unexpected quarters, such as the 12-year old son of a donor who offered to design a brochure for VillageReach as part of the tradition of doing service for his bar mitzvah, the Jewish coming-of-age ceremony. In addition to

contributing design services, he convinced his friends to write checks to VillageReach rather than giving him gifts for his big day and raised \$16,000 for the organization.

As word of Judja-Sato's model spreads, VillageReach is receiving important new financial support and validation from other major funders. In December, the **World Bank** announced that VillageReach was a winner of its 2003 **Development Marketplace** competition, which carries a \$250,000 award and provides a range of valuable technical assistance to successful applicants. (Judja-Sato notes that the brochure designed by the young supporter was submitted as part of the winning application.)

The visibility and financial support conferred by World Bank recognition will be key to helping VillageReach expand, and eventually, replicate its model. "It's tempting to expand to other countries, but we want to go slowly so we can provide a refined model that ensures that existing vaccines, and future vaccines against diseases such as malaria, tuberculosis, and HIV/AIDS, reach the people for whom they are intended," says Judja-Sato, who estimates that the project will be ready to move into other countries by the end of 2004. In the meantime, he is concentrating on getting the program's services out to some five million Mozambicans over the life of the five-year contract with the MOH.

Judja-Sato reasons that if VillageReach can succeed in the demanding conditions of Cabo Delgado province, "we will prove that we can do this anywhere." Others obviously are thinking along the same lines – he has been approached by representatives from 10 other countries about adapting the VillageReach model to make those vital connections to their own last mile.

## Global Giving Roundup

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

*Links to websites with more details are available at the online edition of Global Giving Matters at [www.globalgivingmatters.org](http://www.globalgivingmatters.org)*

### Outlook good for giving in China

Participants from the nonprofit, corporate and government sectors attending China's first international forum on business and civil society in Beijing forecast a bright future for philanthropy in the world's most populous nation. **Fan Baojun**, President of **China Charity Federation** said at the opening of the forum that public awareness of charities has increased in recent years, and that government support is growing. In 1997, China for the first time moved to regulate donor companies and create tax incentives for charitable contributions. In September, further tax breaks for donors were approved. In an attempt to be good corporate citizens, the expanding ranks of multinational companies with operations in China are collaborating with local civil society to address unmet needs. Charitable donations have become an important source of assistance in disaster and poverty relief. In 1998, for example, when much of China suffered from serious flooding, billions of yuan were collected in donations from home and abroad. Still,

with 100 million people living in abject need with incomes of \$1 or less per day and 200 million with \$2 or less, the need is great. Minister of Civil Affairs **Li Xueju** said China will cultivate more NGOs, encourage and support enterprises from home and abroad to engage in charity, and learn from international experiences to further the progress of philanthropy. (*Xinhua*, November 9; *People's Daily Online*, November 11)

### Turbulent times for philanthropists in Russia: Open Russia Foundation an issue in Khodorkovsky's arrest

In a defiant statement from his Moscow prison cell, **Mikhail B. Khodorkovsky**, former CEO of Russia's largest energy company, Yukos Oil, vowed to continue his public and philanthropic activities despite his arrest on charges of tax evasion, embezzlement and theft. The crackdown was the latest move by President Vladimir Putin against a group of Russian business leaders with global connections who are increasingly channeling their substantial wealth into both domestic and international charitable causes.

Through Yukos and the **Open Russia Foundation** ([www.openrussiafoundation.com](http://www.openrussiafoundation.com)), which he established in 2001, Khodorkovsky reports spending more than \$100 million annually on philanthropic programs. The first major Russian foray into large-scale corporate philanthropy, the foundation supports educational and cultural programs to bridge divides between Russia and democratic societies around the world. Trustees include Lord **Jacob Rothschild** and **Henry Kissinger**. Following his jailing, Khodorkovsky warned that if "judicial persecution continues against Open Russia also, the political motivation of the Yukos case will become even more obvious." In a subsequent briefing, Russian Deputy Economics Minister **Mikhail Dmitriev** noted that the ministry "highly values the philanthropy of Yukos" and asserted that "the problems experienced by Yukos are in no way connected to its philanthropic projects." (*Financial Times*, November 3; *Gazeta.Ru*, November 4; *Rosbalt News Agency*, November 12)

### OSI Moscow office sacked after Soros criticizes jailing of Yukos CEO

Meanwhile, a midnight raid on the Moscow offices of the **Open Society Institute (OSI)** by camouflage-clad men wielding stun guns was linked to OSI founder **George Soros'** public criticism of Khodorkovsky's arrest. The intruders hauled away documents, equipment and computer records. The operation was carried out by private security forces ostensibly hired by a businessman with whom the **Soros Foundation** had been having a legal dispute. But OSI officials said they could not rule out a connection to the Yukos Oil case. Unidentified assailants were reported to have attacked the foundation's offices a second time less than a week later, injuring four security guards. Relations between Soros and Kremlin officials have been strained at times over the past 15 years as the Hungarian-born philanthropist has sought to push his agenda of democratic reform and strengthening civil society in Russia. Soros announced in June that he was sharply curtailing his philanthropic activities in Russia. (*Los Angeles Times*, November 8; *AFP* November 11)

### Foundation makes education bloom in the Qatar desert

In a region where women customarily maintain a low profile, Her Highness Sheikha **Mozah Bint Nasser Al Missned**, wife of Qatar's ruler, has emerged as a leading force behind an ambitious project to reform the country's education system. As chair of the **Qatar Foundation** ([www.qf.edu.qa](http://www.qf.edu.qa)), the Sheikha is recruiting world-class educational institutions for the planned 16-square mile complex going up on the outskirts of the capital city, Doha. Officially inaugurated in October, **Education City** will feature a broad spectrum of educational and social services, from the pre-school to the university level. The mission of the project, created and funded by the foundation, is the preparation of a generation of young people capable of assuming professional leadership positions in Qatar and the Gulf region. In keeping with the Sheikha's interest in broadening opportunities for women and the disadvantaged, the project includes a Social Development Center that offers vocational training, encourages micro-enterprises, conducts research on social problems, and promotes partnerships between the government, private sector and the media. Institutions already established in Education City include Weill Cornell Medical College in Qatar, Virginia Commonwealth University Qatar and Texas A&M University. Among the Qatar Foundation's trustees is **Vartan Gregorian**, president of the Carnegie Corporation, who was introduced to the Sheikha by UN Secretary-General **Kofi Annan**. (*UPI*, December 2)

### Partnership targets child injury prevention in Vietnam

**The Atlantic Philanthropies** ([www.atlanticphilanthropies.org](http://www.atlanticphilanthropies.org)) have committed up to \$5 million in matching funds for a **UNICEF** initiative to reduce accidental deaths and injuries among children in Vietnam. The grant comes in the midst of a move by Atlantic to more tightly focus its giving on health-related initiatives in Vietnam (see related item below). Surprisingly, accidents, rather than disease, are the leading cause of death and disability among Vietnamese children and adolescents. Each year, approximately 50,000 children die and another 250,000 are injured in accidents of one sort or another, from drowning and electrocutions to those caused by landmines and unexploded ordinance. UNICEF's Child Injury Prevention Initiative in Vietnam hopes to reduce the incidence of accidental injuries among children in targeted areas by 25 percent through a combination of education, training and advocacy initiatives.

### Zeroing in on top priorities at the Atlantic Philanthropies

The decision by **The Atlantic Philanthropies** to spend down its \$3 billion endowment and in effect, put itself out of business in 12-15 years has resulted in a substantial reordering of foundation priorities. In a recent interview with *onPhilanthropy*, CEO and President **John R. Healy** described the impetus for the board's decision and how it planned to move forward to accomplish its new goals. In keeping with Founding Chairman **Charles F. Feeney's** "giving while living" philosophy, the foundation expects to ramp up its grantmaking over the next few years to about \$350 million annually, depending on performance of the endowment. Healy said that future grantmaking will have a tight focus, both in programmatic and geographical terms, and will concentrate on ageing; disadvantaged children and youth; health of populations; and reconciliation and human rights.

Healy described the difficult choices the board faced in deciding how to move forward and the sometimes unexpected lessons learned. In Vietnam, for example – one of only two countries where Atlantic has decided to continue work on health initiatives – the foundation was surprised to learn that injuries from bike and auto accidents, not disease, were the leading cause of death. The expected preventive measures, such as helmets, were shunned due to discomfort of the wearer in hot climates. Making a virtue of necessity, the foundation has formed a nonprofit to manufacture appropriate headgear for the climate, and combined it with a public education campaign. (*onPhilanthropy*, September 19)

## 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](http://www.globalgivingmatters.org)*

### **New Internet site aims to streamline fundraising process**

A new online fundraising tool is seeking to distinguish itself from other Internet sites by the simplicity of its approach. Organizations seeking funds describe their initiative with a two-page synopsis and submit it to **Funding.org**, which then forwards it on to its list of thousands of donors. The list includes high net worth business leaders, celebrities, corporate staff responsible for philanthropy, and government officers, as well as individuals who regularly donate to worthy causes. Funding.org says that ninety percent of the names on its list have indicated that they want to receive appeals. In an effort to attract both new donors and needy organizations to the website, Funding.org is actively searching for other Internet sites that want to place a reciprocal link to help funders and nonprofit organizations make connections. Among those that have signed up is **Thusanang**, ([www.thusanang.org.za](http://www.thusanang.org.za)), a South African Internet portal that facilitates fundraising and capacity building for nonprofits.

### **Webcast to explore new model for corporate philanthropy**

In a January 14, 2004 webcast, the **Foundation Strategy Group** (FSG – [www.foundationstrategy.com](http://www.foundationstrategy.com)) will propose a new model for social engagement that addresses senior executive frustration with existing approaches to corporate social responsibility. This work builds on FSG's thinking on corporate philanthropy, as published in the December 2002 *Harvard Business Review* article "The Competitive Advantage of Corporate Philanthropy" by FSG principals **Michael E. Porter** and **Mark R. Kramer**. For more information, or to register for the upcoming webcast please call Dawn Allen at +1 (617) 357-4000 x102 or email at [dawn@foundationstrategy.com](mailto:dawn@foundationstrategy.com).

## 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](mailto:comments@globalgivingmatters.org).

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

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