

Global Giving

Issue 6
June–July 2002

MATTERS

A Flexible Approach to Family Philanthropy

This issue's feature – a profile of the California-based Flora Family Foundation – explores the way in which one wealthy family established a mechanism to support worthwhile initiatives worldwide.

Today the foundation builds upon each family member's strengths and interests, supporting a wide range of organizations around the world.

In this issue

2 Feature: Philanthropy Across Generations – Profile of the Flora Family Foundation

5 Global Giving Round-Up

- Bishop Tutu Peace Foundation launches leadership project
- Philanthropy goes online in Mexico
- Young professionals in Argentina create anti-hunger philanthropy
- Diaspora philanthropy from the US on the rise
- Pen pal project drives Austrian cab driver to charity
- Corporate philanthropy growing in Lebanon
- African women take initiative in funding projects
- Global Fund for Women honored for communications achievements
- Innovative “charity bank” to open in Great Britain
- Research project to study patterns of legacy philanthropy in Australia
- Social entrepreneur aims to make money – and make good
- Chinese-Americans discuss philanthropic leadership
- Philanthropy Ink: Business venture straddles philanthropic line in Bangladesh

8 Resources & Links

- Mexican philanthropy center offers email bulletins
- Curriculum teaches young people about giving

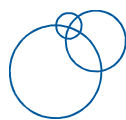
9 Global Philanthropists Circle News

- GPC Event Held at Hewlett and Packard Family Ranch

9 Your Ideas Wanted

Supplement

Index of Global Giving Matters Issues 0-6



Synergos

9 East 69th Street
New York, NY 10021 USA
Tel +1 (212) 517-4900
Fax +1 (212) 517-4815
synergos@synergos.org
www.synergos.org

www.globalgivingmatters.org

comments@globalgivingmatters.org

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. Myra Alperson is Consulting Editor.

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: PHILANTHROPY ACROSS GENERATIONS – PROFILE OF THE FLORA FAMILY FOUNDATION

One of the most frustrating aspects of foundation work is the frequency with which worthy causes have to be turned away, often for no other reason than that they don't fit the foundation's specific mandate. In just four years, though, the children and grandchildren of the late **William Hewlett**, co-founder of Hewlett-Packard Company, and his late wife, **Flora**, have created a model that successfully skirts this problem – while also passing the Hewlett family tradition of giving to its younger generations.

The **Flora Family Foundation** (www.florafamily.org) was established in 1998. **Walter Hewlett** (son of William and Flora, and chair of the **William and Flora Hewlett Foundation**) approached **Herant Katchadourian**, Stanford University professor, Hewlett Foundation board member and long-time family friend, with an idea for a family foundation he and some of his siblings were considering. A key concern in the decision to establish a new organization, Katchadourian says, was Walter Hewlett's frustration at having to reject proposals submitted to the Hewlett Foundation that, while worthwhile, did not meet that foundation's guidelines.

That year, Walter Hewlett drew up a constitution, naming Katchadourian president. Once Katchadourian had interviewed family members to assess their interests, he proposed the creation of a family council to meet once a year as an advisory group to explore long-term activities, set policies and, from its ranks, elect a seven member board: two of William and Flora Hewlett's five children; three grandchildren; and two non-family members (currently Katchadourian and **Susan Briggs**, a lawyer for the family).

A defining characteristic of the newly formed foundation was that all proposals would need a family sponsor, whose statement would appear on the docket at board meetings held four times each year for discussion and approval. To date, no grants have been rejected. There are currently 23 children, grandchildren and spouses involved.

There were no defined program areas at the outset. "We said that we would fund anything anywhere within reason to give maximum flexibility," says Katchadourian, who, based on his experience at the Hewlett Foundation, felt that discrete program areas would evolve over time.

Furthermore, there was initially no limit to how many projects family members could sponsor. "We'll put the bread in the mouth that's chewing," is how Katchadourian describes it. During the first year, Katchadourian says he had to do quite a bit of "arm-twisting and cajoling" to ensure that all family members were involved in at least one project. That problem soon vanished. The first grants were to organizations that had been invited to submit proposals ("or else we'd be inundated with requests"). This policy is still in place. Some went to groups the Hewlett Foundation had been unable to fund, and initial grants were for one year and small – no more than about \$55,000.

The initial endowment was \$100 million, with another \$100 million added later. As assets plummeted recently due to the falling stock market, however, new adjustments had to be made.

“Last year we decided that each person would have an allocation of \$100,000,” says Katchadourian. “Anything more than \$25,000 had to be approved by the board; anything less would be approved by me,” says Katchadourian. A president’s discretionary fund of \$50,000 provides grants of \$5,000 to \$10,000 for disaster relief.

The Flora Family Foundation also encourages family members to support projects of special interest through a matching gift program that matches up to \$5,000 in giving 2:1.

The foundation has also demonstrated that it is possible to operate with a small core staff. Katchadourian, who initially worked one day per week, eventually increased his time to two and a half days. As activities grew, the board hired a full-time staffperson, recruiting **B. Stephen Toben**, a Hewlett Foundation program officer specializing in environmental issues, as vice president. There are also a chief financial officer and part-time secretary.

Addressing global disparities

A turning point came when **Esther Hewlett**, one of the siblings, brought to family members’ attention an article in *The Chicago Tribune* describing the disparities between rich and poor countries. “[Aunt] Esther was very upset, so we decided to explore ideas about what we could do to make a difference,” says **Juliette Gimon**, whose mother, **Eleanor Gimon**, is one of the five Hewlett children.

The ensuing discussions led the foundation to explore overseas giving opportunities, mainly through partners with a track record of accomplishment, such as **Ashoka**, the **Global Fund for Women** and **Oxfam America**. Family members then agreed to allocate \$1 million of the annual spending budget to a “Gap Fund” (so called because it addresses the “poverty gap”) that supports projects addressing overseas poverty.

An important role for site visits

“Knowledge is crucial to good grantmaking,” says Juliette Gimon, and so site visits were arranged to give family members first-hand exposure to the problems they had read about. “These were extremely helpful. They definitely engaged some of my younger cousins who are in their early 20s and late teens. Philanthropy is still very new to them,” adds Gimon, who notes that one cousin was particularly affected by a visit to South Africa: “She’d never been to a developing country before. She had very little prior understanding.” A key observation of these visits was that small amounts of money could make a significant difference.

After launching projects in Africa, the Gap Fund then expanded into Latin America and Asia, becoming the first project resembling a program area. Over time other areas evolved similarly, as Katchadourian had predicted they would, focussing on the environment and education. Since Katchadourian wanted to ensure that the grandchildren

paid attention to cultural concerns, “We started the idea of preserving documents and monuments – supporting organizations that repair and save monuments,” he says.

Over time, individual family members began defining their own areas. For example, Juliette Gimón specializes in global philanthropy, and her brother, **Eric Gimón**, a theoretical physicist, gives some of his grants to projects that encourage physics education. An interesting development is that more family members are finding common interests, working together on certain grants. And, as family members become more proficient in grantmaking, the foundation becomes more proactive, looking for ways to leverage its funds to support new groups or to create partnerships.

Fast action

A critical advantage of a low-profile family foundation like Flora is that it can act quickly. Juliette Gimón had been impressed by a book called *Where There is No Doctor*, which the **Hesperian Foundation** had supported to disseminate information on health care to impoverished communities worldwide. Two Stanford physicians admired the model and felt that something similar should be produced to promote a greater global awareness of HIV/AIDS. They created a book that discusses how people get the virus, arrange for testing and get counseling. Gimón arranged for an immediate grant of \$100,000 to have it translated into additional languages, including French, Spanish, Portuguese and Shona and distributed to 1,000 nongovernmental organizations worldwide. Then, using Flora’s leverage, she arranged to send copies of the book to **CARE** and other organizations that could use it.

The future of giving

Perhaps the best indication that the Flora Family Foundation model has a bright future is **Mary Hewlett**. Just 13 years old, she recently spoke about her philanthropic activities to a gathering of members of the **Global Philanthropists Circle** in California. Surely William and Flora would have been proud.

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

Bishop Tutu Peace Foundation launches leadership project

The **Bishop Tutu Peace Foundation** (www.tutufoundation-usa.org), which was founded in Cape Town in September 2001, has just launched a program to create “leadership academies” in the US and Africa to develop “humane” leaders around the world. With funding from the **Bill & Melinda Gates Foundation** and other donors, the program aims to sponsor leadership workshops in conjunction with local universities and schools. In South Africa, the Foundation also sponsors the **Desmond Tutu Peace Centre**, which will include a museum and archives.

Philanthropy goes online in Mexico

The Mexican media company **Grupo Radio Centro** was honored in May for its contribution to spreading knowledge about national and global philanthropy through a philanthropy portal that it launched on its website, www.to2.com, in September 1999. Since its launch, the portal, **Canal Filantropía**, which is updated daily by a three-person team, has provided more than 2,200 items of information on nonprofits organizations and giving trends in Mexico and around the world, according to the **Mexican Center for Philanthropy**.

Young professionals in Argentina create anti-hunger philanthropy

Young professionals at Argentinian companies have created a website called **porloschicos.com** (“forthekids.com”) to encourage people who are to donate food to children living in a shantytown in the outskirts of Buenos Aires. Severe poverty is rising in Argentina, which is in the midst of the worst economic crisis in its history; an estimated half of the country’s population of 18 million now lives in poverty. Volunteers at the website, whose age averages 25, solicit donations from major and mid-sized corporations in Argentina; the companies pay for advertising exposure on the site, and income from these payments supports the donations to food pantries. A network of companies providing food, funds and “meal tickets” distributed to needy children facilitates the flow of both food and financial donations. The website also includes information on nutrition and hunger and advises nonprofit organizations on how to raise funds during periods of crisis.

Diaspora philanthropy from the US on the rise

Opportunities for giving in immigrants’ homelands are on the increase, according to the *Chronicle of Philanthropy*, which reported on wide-ranging initiatives within the United States to facilitate. Citing examples from countries as diverse as China, Brazil,

Ireland and the Philippines, several articles in the May 4 issue examine how this trend came about and how it works. (*Chronicle of Philanthropy*, May 4, 2002)

Pen pal project drives Austrian cab driver to give

A trip to South Africa to visit one of many pen pals around the world ended in personal disappointment for Austrian cab driver **Hannes Urban** (the pen pal wanted to marry him; he just wanted a friend), but prompted him to start a charity called **Wir Helfen** (“We Help” – www.wir-helfen.org) after he saw South Africa's poverty first-hand. Combining personal savings, fund-raising and volunteer support through **Wir Helfen**, Urban eventually funded a kindergarten for 30 children in a Cape Town township and has subsequently funded a medical aid project in Veracruz, Mexico, and collected food packages for slum-dwellers in Nairobi, Kenya. In the course of his projects, Urban has enlisted the help of airlines, pharmaceutical companies and other corporate donors for backing, while getting soliciting individual donations of clothing and other projects. (*The Financial Gazette*, April 26)

Corporate philanthropy growing in Lebanon

Corporate giving in Lebanon – often a reflection of the giving by individual business leaders – is growing, according to reports by the Beirut-based *Daily Star*, which in a two-part series in April described its growth. Scrutiny of Lebanese business giving was stimulated by a **United Nations Development Programme** project to promote stronger business-community relations, including increased philanthropy, on the local level. The articles quote **Hala Beyhum**, marketing manager at **International Arab Bank** in Beirut, saying that the company, whose regional pre-tax profit last year was US \$312 million, donated 2 percent of 2001 profits in donations and equipment. However, most local companies don't disclose figures nor the names of organizations they support. This lack of transparency is in contrast to what is often considered best practice in other places. “We give to lots of people for charitable purposes and we established the **Abdel Hamid Shoman Association**, based in Jordan, in 1978 to promote development and education of people in the fields of science and humanities,” according to Beyhum. She cites a policy of “[giving] money the traditional Arab way, silently and with a clear conscience, not for publicity.” (*Daily Star*, April 27 and April 29, 2002)

African women take initiative in funding projects

The **African Women's Development Fund** (AWDF – www.awdf.org), a fund-raising and grantmaking initiative, has been set up by three African women active within and outside Africa, and with a track record of successful empowerment interventions. According to an article in the *Accra Mail*, AWDF has collected over US \$2 million from international institutional and individual donors, private foundations and sister funds. AWDF's International Fundraising Campaign is expected to raise up to US \$10 million over the next three years. The founders are **Joanna Foster** from Ghana, **Hilda Tadria** of Uganda and Ethiopia, and **Bisi Adeleye-Fayemi** of Nigeria and the United Kingdom. Ms. Adeleye-Fayemi is former director of *Akina Mama wa Afrika*, an international development organization for African women. (*Accra Mail*, June 5, 2002 via *AllAfrica.com*)

Global Fund for Women honored for communications achievements

The San Francisco-based **Global Fund for Women** (www.globalfundforwomen.org) recently received Gold and Silver awards for excellence in communications in the 2002 **Wilmer Shields Rich Awards Program**. Sponsored by the **Council on Foundations** and the **Communications Network**, the program recognizes effective communications efforts to raise public awareness of foundations and corporate giving programs. The awards were presented at the 53rd Annual Conference of the Council on Foundations in Chicago in April. The Global Fund for Women supports women's rights organizations around the world, and is the largest foundation worldwide to focus exclusively on international women's rights. Since 1987, the Fund has given over \$23 million to seed, strengthen and link over 2,000 groups in 158 countries.

Innovative "charity bank" to open in Great Britain

In a financial "first," a new bank will open in Great Britain in September that will offer a new source of affordable loans to nonprofit organizations and give donors the opportunity to commit their savings for both social and financial returns. **Charity Bank** (www.charitybank.org) is a project of **Investors in Society**, a social investment fund run by the **Charities Aid Foundation** that was launched in 1996 and now has almost 10 million pounds (about \$14.7 million) in deposits. More than 200 charities have received loans so far.

Research project to study patterns of legacy philanthropy in Australia

Legacy and bequest fundraising consultant **Sebastian Wilberforce** is launching a research project for Australian charities designed to help them map the behaviour of Australians as will makers and givers (or non-givers) of bequests to charity. Market research company **BRC Marketing & Social Research** (www.brc.co.nz) will conduct the survey.

Social entrepreneur aims to make money – and make good

The Atlanta-based **Hot Fudge Social Venture Capital Fund**, created by **Ben Cohen**, co-founder of ice cream manufacturer Ben & Jerry's Homemade, has invested \$1 million to fund a casual wear manufacturing company in downtown Los Angeles that pays above minimum wage, extends health and other benefits to employees, avoids sweat shop conditions and allows unions. Known as **TeamX**, the company is modeled as a cooperative for-profit business and aims to show that investment – even with a social goal – can make money. (*Los Angeles Weekly*, April 12–18, 2002)

Chinese-Americans discuss philanthropic leadership

A recent conference in San Jose, California, organized by the **Committee of 100** (www.committee100.org), an organization of American leaders of Chinese descent, included a roundtable discussion that examined philanthropic patterns in the community, with a focus on the response to events of last September 11. The discussion mentioned the role played by WNBC news correspondent **Ti-Hua Chang**, who produced a 30-minute documentary on the impact of the events in New York's Chinatown, which

is located near Ground Zero. In the documentary, Mr. Chang highlighted how the Chinese American community donated more than \$1 million to the rescue efforts, which then-Mayor **Rudolph Giuliani** came by and collected. However, the leaders noted, as the “longer term impact of the disaster set in and unemployment in Chinatown rose, the mayor or anyone else in the government were nowhere to be seen.” (*OnPhilanthropy.com*, May 5, 2002)

Philanthropy Ink: Business venture straddles philanthropy line in Bangladesh

A profile in the *New York Times* business section (May 26, 2002) describes how Bangladeshi-born Harvard professor **Iqbal Quadir** created a **GrameenPhone** (www.grameenphone.com), a mobile phone network in Bangladesh, aiming to empower poor people who lacked access to telephones, and make a profit in the process. It took just five years to do so – last year, GrameenPhone’s fifth – the company reported \$27 million in pre-tax profits, far more than many first-world start-ups, according to the *Times*. However, Quadir notes that the success would not have been possible without start-up support from investors with an overt interest in philanthropy, including **Joshua Mailman**, founder of the **Social Venture Network**; **Arnold Hiatt**, former CEO of Stride Rite; and **Ben Cohen**, co-founder of Ben & Jerry’s Homemade.

RESOURCES & LINKS

Activities, web-sites 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

Mexican philanthropy center offers email bulletins

The **Mexican Center for Philanthropy** (CEMEFI – Centro Mexicano para la Filantropía) offers regular email announcements (in Spanish) on new courses, special events and other developments related to Mexican and global philanthropy. You can subscribe by going to CEMEFI’s website, www.cemefi.org, and filling in the information for “Boletines del Cemefi.”

Curriculum teaches young people about giving

Learning to Give (www.learningtogive.org) is an initiative of the **Council of Michigan Foundations** that aims to promote an ethos and awareness of philanthropy among youth, from kindergarten through high school. Launched in 1997 and being piloted in Michigan, the program eventually aims to be implemented nationally and globally. It includes a curriculum and materials for teachers. Principal funders include the W. K. Kellogg Foundation, Lilly Endowment, McGregor Fund, Ford Foundation and the Elizabeth and Guido Binda Foundation.

GLOBAL PHILANTHROPISTS CIRCLE NEWS

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

GPC Event Held at Hewlett and Packard Family Ranch

Over 30 philanthropists from nine countries were hosted by the **Hewlett family** at the Hewlett and Packard Family Ranch in California to discuss a variety of topics relating to global philanthropy. The participants came from as far away as South Africa, Brazil, Paraguay, Indonesia and Argentina allowing for a dynamic mixture of perspectives and experiences. **Paul Brest**, President of the William and Flora Hewlett Foundation, led the discussion on the importance of evaluation and setting clear goals as a key element for creating an effective philanthropic strategy. At age 13, Mary Hewlett told the group how she is involved with her family's philanthropic programs through their Flora Family Foundation, highlighting the topic of inter-generational philanthropy. **Richard Goldman** spoke to the group about the success of the **Goldman Environmental Prize** in highlighting the achievements of environmental leaders and organizations throughout the world.

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.

Global Giving MATTERS

INDEX OF ISSUES 0–6

Supplement to Issue 6 June–July 2002

Entries are indicated by issue number followed by page number. For example, 2:4 is page 4 of Issue 2 (December 2001); 2:4,8 would indicate an item on pages 4 and 8 of Issue 2.

Full text of past issues of *Global Giving Matters* may be searched online at www.globalgivingmatters.org – click on “Issues & Archives.” Past issues are also available at that website.

Issues Covered

Issue 0 June–July 2001
Issue 1 October–November 2001
Issue 2 December 2001
Issue 3 January 2002
Issue 4 March 2002
Issue 5 April–May 2002
Issue 6 June–July 2002

- A2R 4:2
Abdel Hamid Shoman Association 6:6
Achar Family 3:8
Ache 0:7
Acumen Fund 1:5
Adeleye-Fayemi, Bisi 6:6
Advocacy for Social Justice: A Global Action and Reflection Guide 3:8
Advocacy Institute 3:8
Afghanistan 2:4
Africa 0:5,8; 3:7; 6:6
Africa Foundation 4:5
African Medical Research Foundation 3:6
African Womens Development Fund 6:6
Aga Khan Foundation 2:7
Al-Lootah, Haji Saeed Bin Ahmed 3:6
Amandla Waste Creations 4:6
American India Foundation 3:2; 4:4
American Red Cross 1:4
AMREF 3:6
Andrew Carnegie Medals of Philanthropy 2:6
Annan, Kofi 1:5
Annenberg, Leonore 2:6
Annenberg, Walter H. 2:6
Appelbaum, Hylton 0:5; 1:5; 5:6
Appelbaum, Wendy 5:6
Arango family 3:8
Aratani, George 1:7
Argentina 1:2; 6:5
Arthur Andersen 0:3
Ashoka 3:5; 5:5; 6:3
Asia 3:6; 4:4
Asian University for Women 3:6
Asia-Pacific Centre for Philanthropy and Social Investment 3:5
Astor, Brooke 2:6
Atlantic Philanthropies 1:5
Australia 3:5; 6:7
Austria 6:6
AVINA Foundation 1:3; 5:2
Baillères family 3:8
Bain & Company 3:5
Baldwin, William 2:2
Banco Axial 4:3
Banco do Brasil 0:3
Bangladesh 1:6; 2:7; 4:9; 6:8
Barred Rock Fund 1:7
BasicNeeds 4:6
Belgium 0:8
Berber, Donna 0:4
Berber, Philip R. 0:4
Beyhum, Hala 6:6
Bhutan 4:9
Big Issue, The 4:8
bilbarzia 2:3
Bird, A. John 4:8
Borneo 2:7

- Boschee, Jerr 5:11
 Botswana 1:6
 Brazil 0:3; 3:6; 4:2; 5:8; 6:5
 Brazil State Secretariat for Economic Affairs 4:3
 BrazilFoundation 3:6
 BRC Marketing & Social Research 6:7
 Briggs, Susan 6:2
 BuyAfrica.com 0:5; 1:5
 Bytes for All 4:9

 Cambodia 2:4, 7
 Canada 2:6; 4:7
 Canal Filantropía 6:5
 Cardoso, Ruth 3:6
 CARE 3:4; 6:4
 Carnegie Corporation 2:6
 Carter Center 2:2
 Ceará 0:4
 Center for Educational Opportunities 2:5
 Center for the Study of Philanthropy 3:8
 Central & Southeast Asia 4:4
 Chang, Ti-Hua 6:7
Changing Course 5:3
 Charities Aid Foundation 0:8; 5:11; 6:7
 Charity Bank 6:7
 CharityFocus 4:7
 Cheng, Yen 5:7
 Chile 1:2
 China 5:7; 6:5
 Chissano, Joaquim 3:9
 Cisco Foundation 1:5
 CIVICUS 2:7
 Clinton, Bill 1:7; 3:2
 Coca-Cola 0:6
 Cohen, Ben 1:7; 6:7,8
 Coming up from the Streets 4:8
 Committee of 100 6:7
 Committee to Encourage Corporate Philanthropy 0:7
 Communications Network 6:7
 Community Foundation of Silicon Valley 2:5
 Conservation International 2:5
 Conway, Gordon 3:4; 4:4
 Corporate Concern 5:11
 Costa Rica 4:4,5
 Costa Rican Foundation for Sustainable Development 4:5
 Council on Foundations 1:7; 6:7
 Council on Michigan Foundations 6:8
 CyberTracker Conservation 2:4

 Dantas, Daniel 0:3
 Dantas, Veronica 0:3
 de la Rúa, Fernando 1:2
 Decillion Foundation 4:5
 Denmark 5:8
 Destino 2000 4:7

 Deutsche Bank 3:5
 Diamond, Irene 2:6
 Digital Freedom Network 5:7
Directory of Philanthropic Institutions (in Mexico) 0:6
 Dulany, Peggy 5:11
 DuPont 5:5
 Dybkjær, Lone 3:6

 Educar 1:2
 Educar Chile 1:2
 Emergency 2:4
 Endeavor 1:3,7; 3:5; 5:2
 Environmental Justice Networking Forum 4:6
 Espuelas, Fernando 0:7
 Ethiopia 0:4
 Europe 1:7; 2:5,7; 4:8
 European Community 2:5
 European Foundation Centre 2:7; 4:8
 European Monitoring Centre on Racism and Xenophobia 4:8

 Factory, The 1:7
 Fair Trade Federation 5:8
 Far Eastern Economic Review 1:6
 Ferrari, Frank 5:11
 Flora Family Foundation 4:5; 6:2
 Fondo Mexicano para la Conservación de la Naturaleza 4:8
 Food Gardens Foundation 0:5
 Ford Foundation 5:11
 Forgách, John Michael 4:2
 Foster, Joanna 6:6
 Foundation for Excellence 0:6
 Foursome Investments 3:5
 Freudenberg Stiftung 4:8
 Fundación Internacional de la Comunidad 0:7
 FUNDES Foundation 5:2
Funding Minorities and Multiculturalism in Europe: Funders' Activities against Racism and for Equality in Diversity 4:8

 Gates, Bill 1:7; 3:7
 Gates Foundation, Bill & Melinda 6:5
 Gates, Melinda 3:7
 Gates Family 2:6
 Gates Foundation, Bill & Melinda 2:3
George Soros on Globalization 5:9
 German Marshall Fund 2:7
 GEXSI (see Global Exchange for Social Investment)
 Ghana 4:6; 6:6
 Gimon, Eleanor 6:3
 Gimon, Eric
 Gimon, Juliette 6:3
 Giuliani, Rudolph 6:8
Giving Family: Raising Our Children to Help Others, The 1:7
Giving Magazine 5:10

- GlaxoSmithKline 2:3
 Glimmer of Hope, A 0:4
 Global 2000 River Blindness Program 2:3
 Global Business Council on AIDS 0:6
 Global Exchange for Social Investment 3:5
 Global Fund for Children 3:6
 Global Fund for Women 3:6; 6:7
 Global Internet Library Campaign 5:7
 Global Leaders for Tomorrow 1:2, 6
 Global Philanthropists Circle 6:4
 Global Philanthropy Forum 3:4; 4:4
 Goldman, Rhoda 1:6; 5:9
 Goldman, Richard 1:6; 3:4; 5:9
 Goldman Environmental Foundation 5:9
 Goldman Environmental Prize 1:6; 5:9
 Goldman Foundation, Richard and Rhoda 0:6; 1:6
 Gordon, Donald 5:6
 Gordon Foundation, Donald 5:6
 GrameenPhone 1:6; 6:8
 Green Globe 4:2
 Grupo Radio Centro 6:5
 GrupoNueva 5:2
 Gupta, Rajat 3:2
- Hartigan, Pamela 3:5
 Harvard University 2:4
 Health Care Container Clinic 4:5
 Helen Keller Worldwide 1:4
 Hernández family 3:8
 Hesperian Foundation 6:4
 Hewlett, Esther 3:6; 6:3
 Hewlett, Flora 6:2
 Hewlett, Mary 6:4
 Hewlett, Willam 6:2
 Hewlett, Walter 5:11; 6:2
 Hewlett family, William and Flora 5:11; 6:2
 Hewlett Foundation, William and Flora 3:4; 4:4; 6:2
 Hiatt, Arnold 6:8
 Hilton Humanitarian Foundation, Conrad N. 1:4,5; 3:6
 Hilton Humanitarian Prize 1:4, 5; 3:6
 Hironaka, Wakako 2:4
 HNW Digital 0:7
 Holbrooke, Richard 0:6
 Holliday, Charles 5:5
 Holloway, Richard 2:7
 Holmes, Philip 4:5
 Hopkins, Donald 2:3
 Hot Fudge Social Venture Capital Fund 6:7
 Hreljac, Ryan 3:7
- IBENS, Brazilian Institute for Education in Sustainable Business 4:2
 Ikamva Labantu 5:11
 Independent Sector 2:7
 India 0:6,8; 1:3; 2:7; 3:2; 4:6, 9; 5:7
- Indonesia 5:8
 Infosys 5:7
 Innovation and Development Center 5:8
 Innovation Awards 1:6
 Instituto de Filantropía y Desarrollo 3:5
 Instituto Multiplicar 0:3
 Inter-American Development Bank 1:2
 International Arab Bank 6:6
 International Center for Non-Profit Law 0:8
 International Community Foundation 0:7; 2:5
 International Network on Water, Environment and Health 3:6
 International Venture Philanthropy Forum 1:7
 Investing in the Environment competition 4:6
 Investors in Society 6:7
 Iraq 2:4
 Ireland 6:6
 Irish, Leon 0:8
ivermectin 2:2
- James, Sarah 5:9
 Jibrell, Fatima 5:9
 Joel Joffe Charitable Trust 4:6
 Jonas, Howard 5:7
 Jordan 6:6
- Kashyap, Pradeep 3:2
 Kassi, Norma 5:9
 Katchadourian, Herant 6:2
 Kaufman, Michael T. 5:9
 Kellner, Peter 1:7
 Kenya 3:6; 5:10; 6:6
 Kirsch Foundation, Steven and Michele 2:6
 Krisher, Bernard 2:4
 Krishnan, Lata 3:2
- La Rose, Jean 5:9
 Latin America 0:7
 Learning to Give 6:8
 Lebanon 6:6
 Liberty Life Foundation 0:5; 1:5
 Libraries in Schools 5:7
 Liebenberg, Louis 2:4
 Liffman, Michael 3:5
 Lions Clubs International Foundation 2:3
 Lopata, Jadwiga 5:9
Lot of Give: Trends in Charitable Giving for the 21st Century, A 5:11
 Luso-American Development Foundation 2:7
lymphatic filariasis 2:3
- Machel, Graça 3:9
 Mailman, Joshua 6:8
 Malaysia 2:7; 5:8
 Malouf, Waldy 2:4

- Mandela, Nelson 3:9
 Marinho Foundation, Roberto 0:4
 Massachusetts Institute of Technology 4:5; 5:3
 Massol-González, Alexis 5:9
 Mbeki, Thabo 3:9
 McCarten-Gibbs, Anne 3:6
 McKelvey, Andrew 2:5
 McKinsey & Co. 5:5
 Mectizan 2:2
 Mectizan Expert Committee 2:3
 Menezes, Victor 3:2
 Mentoora, Mandla 4:6
 Merck & Co. 2:2
 Mexican Center for Philanthropy 0:6; 6:5,8
 Mexican Nature Conservation Fund (see Fondo Mexicano para la Conservación de la Naturaleza)
 Mexico 0:6; 3:8; 4:8; 6:5,6,8
 Microsoft 1:2
 Middle East 3:8; 6:6
 MIT (see Massachusetts Institute of Technology)
 Moore, Betty 3:7
 Moore, Gordon 3:7
 Moores, John 2:2
 Moores, Rebecca 2:2
 Morton, Peter 2:5
 Mozambique 3:9; 5:6
 Murthy, Narayana 5:7
 Murthy, Sudha 5:7

 Naidoo, Reggie 4:5
 National Council for Voluntary Organisations 2:6; 5:11
 Nepal 4:5, 9
 Nepal Child Welfare Organisation 4:6
 NESsT (see Nonprofit Enterprise and Self-sustainability Team)
 New Century Philanthropy 0:7
 New Ventures Investor Forum 4:8
 NewTithing Group 1:7
 Nigeria 5:8; 6:6
 Niland, Joy 0:5
 Nonprofit Enterprise and Self-sustainability Team 0:7; 1:7
 Northern Ireland 5:8
Not Only For Profit: Innovative Mechanisms for Philanthropic Investment 1:7
 Novogratz, Jacqueline 1:5

 O Globo 0:3
onchocerciasis 2:2
 One Parent Families Magic Million Appeal 3:7
 Open Society Institute 1:7; 3:5
 Oracle 1:3
 Ortega Gaona, Amancio 2:5
 Oxfam America 3:8; 6:3

 Pakistan 4:6, 9
 Palencia-Lefler, Manuel 3:5
 Peace Parks Foundation 0:6; 5:6
 Peoplink 5:8
 Philanthropic Initiative, The 0:7
Philanthropy Among Middle Eastern Americans and their Historical Traditions of Giving 3:8
 Philanthropy and Development Institute 3:5
Philanthropy in Europe 1:7
 Philip, Jay 3:2
 Philippines 6:6
 Pioneers of Change 5:8
 Pisit, Charnsnoh 5:9
 porloschicos.com 6:5
 Price, Susan C. 1:7
 PricewaterhouseCoopers 3:5
 ProPoor InfoTech Centre Trust 4:9
 Putnam, Robert 4:7

 Quadir, Iqbal 1:6; 6:8
 Qureshy, Safi 4:6

 Rainforest Alliance 4:2
 Ramdas, Kavita 3:4; 4:5
 Raphaely, Pauline 0:5
 Rattansi, Hassanally 5:11
 Richards, Frank 2:3
 Rio Conference on Environment and Development (see United Nations Conference on Environment and Development)
 river blindness 2:2
 River Blindness Foundation 2:2
 Rochas Foundation 5:8
 Rochas Okorocho, Owelle 5:8
 Rockefeller, David 2:6
 Rockefeller, Laurance 2:6
 Rockefeller Foundation 1:5
 Roddick, Gordon 4:8
 Rosenberg, Claude 1:7
 Rosenberg, Tina 1:7
 Rottenberg, Linda 1:7; 2:4
 Rowling, J.K. 3:7
 Rupert, Anton 0:6; 5:6
 Russia 0:8
 Rwanda 2:4
 Ryan's Well Foundation 3:7

 Saltzman, David 2:4
 Saunders, Cicely 1:5
 Schervish, Paul 5:9
schistosomiasis 2:3
 Schmidheiny, Stephan 1:3; 5:2
 Schmidt, Jr., Arthur W. 2:4
 Schwab, Hilde 3:5

- Schwab, Klaus 3:5
 Schwab Foundation for Social Entrepreneurship 3:5
 Sebastien Wilberforce 6:7
 September 11 1:4; 2:6; 6:7
 Serna Family 3:8
 Serrano Family 3:8
 Shell 5:5
 Shiksha 1:3
 Shukla, Venk 0:6
 Siauly, Victor 0:7
 Sierra Leone 2:4
 Simmons, Adele 3:4
 Simon, Karla 0:8
 Singapore 5:8
 Skoll, Jeffrey 2:5; 5:8
 Skoll Community Fund 2:5; 5:8
 Slovenia 5:8
 Social Capital Partners 4:7
Social Enterprise Sourcebook 5:11
 Social Venture Network 6:8
 Solomon, Jonathan 5:9
 Soros, George 1:7; 2:6; 5:9
Soros: The Life and Times of a Messianic Millionaire 5:9
 South Africa 6:6
 South Africa 0:5; 2:4; 3:9; 4:4,5,6; 5:6, 8
 South Asia 4:9
 Southern Africa 0:8; 5:6
 Spain 3:5
 SQ Foundation 4:6
 Sri Lanka 4:6, 9
 St. Christopher's Hospice 1:5
 Stanford Business School 3:4; 4:4
 Star Media Foundation 0:7
 Stonesifer, Patty 2:4
 Stowers, Jim 3:7
 Stowers, Virginia 3:7
 Strada, Gino 2:4
 Strong, Maurice 5:3
 Sun Microsystems 1:2
 Sustainable Enterprise Program of the World Resources Institute 4:8
 Swithinbank, Tessa 4:8
 Sydorenko, Oleksander 5:8
- Tadria, Hilda 6:6
 Taiwan 5:7
 Tamaro, Susanna 1:6
 Tamaro Foundation 1:6
 Tanzania 5:10
 Tata Rural Foundation 5:7
 TeamX 6:7
 Thai Industrial Development Forum 1:6
 Thailand 1:6
 Toben, B. Stephen 6:3
 TOSA Foundation 3:4; 4:4
- Towards Financial Self-Reliance: A Handbook on Resource Mobilization for Civil Society Organizations in the South* 2:7
 Trans-Atlantic Donors Dialogue 2:7
 Triple Bottom Line Investing Conference 5:10
 Turner, Ted 1:7; 2:6
 Tutu, Desmond 6:5
 Tutu Peace Centre, Desmond 6:5
 Tutu Peace Foundation, Bishop 6:5
 Tzu Chi 5:7
- Ufadhili: The Centre for Philanthropy and Social Responsibility 5:10
 Uganda 5:10; 6:6
 Ukraine 5:8
 Underhill, Chris 4:6
 United Arab Emirates 3:6
 United Kingdom 0:8; 2:6; 3:7; 4:8; 5:11; 6:7
 United Nations 1:7
 United Nations Conference on Environment and Development 5:2
 United Nations Development Programme 6:6
 United Nations University 3:6
 United States 0:7,8; 1:4,7; 2:5,6,7; 3:7,8; 4:7; 5:8; 6:5,7,8
 Urban, Hannes 6:6
- Vagelos, Roy 2:2
 Vajpayee, Shri 3:2
 Valenti, Tom 2:4
 Varsavsky, Martin 1:2
 Ventura County Community Foundation 4:7
 Villanueva, Danny 4:7
- Wales, Jane 4:4
Walking the Talk: The Business Case for Sustainable Development 5:4
 Watts, Phil 5:5
Wealth & Giving 0:7
 West Africa 0:8
Where There is No Doctor 6:4
 Wilmer Shields Rich Awards Program 6:7
 Wir Helfen 6:6
 Witt, James Lee 3:3
 World Affairs Council of Northern California 3:4; 4:4
 World Bank 2:3
 World Business Council for Sustainable Development 5:2
 World Economic Forum 1:2,6
 World Health Organization 2:3
 World in Need 4:6
- Young International Philanthropists 2:5
 Youth Philanthropy Worldwide 3:6
- Zia, Khaleda 3:7