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From the Director

Early in June, as this year's group of ten international fellows returned home, the Center began preparing for next year's cycle of the International Fellows Program (IFP). In its fifteenth year, the IFP has grown in size and format since it began in 1989 – from cohorts of three fellows in the early years, to seven fellows in 1999 and 2000, and finally reaching ten fellows each in 2001 and 2002. Moreover, the formal seminar has grown by adding weekly sessions with leading professionals in the field. In addition to the mentorship program that was introduced two years ago, this year's cohort held brief internships with foundations and other nonprofit organizations.

Over the years, the fellows in the program have focused on women's philanthropy, foundation-like organizations, community foundations, and diaspora philanthropy. Above all, as the program has grown so have the opportunities for networking and the sharing of knowledge and experience.

Over the past five years, there has been a growing interest worldwide in community foundations and diaspora philanthropy, topics which form the core of the program's current focus. Several factors have contributed to the increase in community foundations around the world, including government pullbacks from social service delivery and the search for ways to develop philanthropic resources for local communities. A thousand or more community foundations currently exist throughout the world, with over 600 in the United States alone.

While the US initially provided the model for community foundation development, the applicability of that model in countries with developing economies merits close study. Other issues that have arisen over time include board composition as it relates to community representation, fundraising and endowment building, and donor-driven funding versus community-directed resource distribution. An ongoing challenge in much of the world is the ability to raise money for endowments, particularly in the absence of a significant pool of wealthy donors.

Fellows and graduates of the IFP are working to test new models that add to our knowledge of the field; they have added to a small but growing body of literature that is striving to identify flexible practices that can advance the impact of community foundations in diverse regions and philanthropic cultures. The array of frameworks, guidelines, and recommendations presented in our fellows' research papers point to the richness of the community foundation model as a way to pool public, private, and nonprofit resources to meet social challenges. Recent fellows, for example, have suggested the importance of considering the scope, size, nature and character of the governance and management of community foundations when developing the model in different national contexts, and have identified often very creative ways in which community foundations might play a major role in promoting private giving at the local level.

Through its research component, the International Fellows Program has provided opportunities for the exploration and ongoing redefinition of the community foundation model. This issue of the newsletter highlights this theme, and the ways in which new community foundations and foundation-like organizations are emerging in India, South Korea, South Africa, and elsewhere around the world.

We especially want to thank the Charles Stewart Mott Foundation for its support in helping to launch this newsletter, and hope it will help to spark a lively discussion among our former and future fellows, and other leaders in the field of philanthropy worldwide.

NOTES FROM THE FIELD

Editor's note: This column features the perspectives of former International Fellows on the growth of civil society and philanthropy from various regions of the world.

Benedict Cele **South Africa** **IFP 2001**

Ben Cele is a programme officer at the Greater Durban Community Foundation, which was founded under the auspices of the municipal government, the Durban Metropolitan Council. One important aspect of Ben's job is promoting the community foundation idea. This task requires generating opportunity profiles in targeted sectors and communicating with relevant stakeholders. It also includes creating mechanisms for addressing policies and legislation where bottlenecks have been identified, and supporting ongoing research and development of relevant community foundation products and support services. Another important aspect of his job is establishing and maintaining links with strategic partners. Finally, as Programmes Officer, Ben's work entails both programmatic and administrative aspects including the coordination of plans for selected pilot projects and implementation of program-related activities. As Ben explains:

We have achieved many things so far at the Greater Durban Community Foundation. We have completed the registration process of the organization, and were able to obtain funding for the operational budget and premises from the local government. The foundation is currently able to recruit qualified professional staff. Another accomplishment is that the community foundation has beneficial associations with the business sector. The Durban Business Chamber, with the Mondi Paper Company, has demonstrated their support through advertising our foundation logo, as well as financial contributions. Mondi Paper Company has decided to brand its A4 size paper pack with our logo, and for each pack sold, we receive ten cents. So far we have received two checks of about \$2,531.57 and this shall continue as part of the relationship with this company. We have developed a similar relationship with Ulster Carpets Company; they have decorated some of their carpets with our logo, and have promised to give us ten cents per carpet sold.

So far, we have one major sponsor, and that is the local government. This situation has proven to be an obstacle because to a large extent it makes the organization look like another municipal department and limits us in our operations. Consequently our priorities as the leaders of the foundation have been altered completely. We find ourselves doing what the local government is instructing us to do. For example, we are now compelled to run certain programs that were initially intended for a specific department in the local government.

We are no longer able to define ourselves as a "philanthropic" institution. This can also be attributed to the fact that our founding trustees consist of top government officials and one businessperson. In our attempts to expand the board of trustees and to ensure that it reflects the community of Durban, we were discouraged by some of these government officials. Their recommendations for board candidates differed from the ones we suggested. Unfortunately, the foundation still does not have a board.

To my colleagues in the field, I recommend that you ensure that the board of trustees is not dominated by political figures. By all means, diversify your funding base. Having various fiscal sources helps to give the community foundation credibility and independence from manipulation. As for community foundation personnel, always communicate with one another, and use the drawing boards when you sense a loss of direction. Be prepared to earn less than a normal salary, though of course this may differ from one place to another. Work hard, and commit yourself to the foundation's mission.

Resources

Center for the Study of Philanthropy Publications

Employees in the Community: A Global Force for Good, edited by David Logan (Executive Director, The Corporate Citizenship Company, London, UK). New York: Center for the Study of Philanthropy, 2002.

This book reviews a wide range of corporate employee community involvement programs, from the voluntary activity of employees in charities to the structured delivery of social, economic, and environmental programs. The volume profiles companies and their employee community engagement programs in the United States, Eastern and Western Europe, South and East Asia, Africa, Latin America, and Australia. International Fellows Alumni David Barnard (1999), Alexander Chakhunashvili (1999), Marina Liborakina (1995), Luisa Pizarro (1998), Gisela Velasco (1996), and Yelena Yelagina (1999) contributed their research to this volume.

Women, Philanthropy, & Civil Society, edited by Kathleen D. McCarthy (Director, Center for the Study of Philanthropy; Professor of History, The Graduate Center, The City University of New York). Bloomington: Indiana University Press, 2001.

This book, the product of a research project on women and philanthropy sponsored by the Center for the Study of Philanthropy, examines the role philanthropy — the giving of time, money, and/or valuables for public benefit — has played in shaping NGOs, civil society, and women's political culture historically and worldwide. Philanthropy often enabled women to create parallel power structures that resembled, but rarely replicated, the commercial and political arenas of men. The research also reveals previously hidden roles played by elite and middle class women in creating wealth and providing services. The essays in the volume illustrate the extent to which government, the market, and religion have shaped the role of female philanthropy and philanthropists in different national settings. By shifting the focus from organizations to donors and volunteers, the essays begin to assess the relative importance of each of these factors in creating opportunities for citizen participation, as well as the role of female philanthropy in opening a space for women in the public sphere.

The E-Way to Philanthropy: How Nonprofits Can Use Information Technology, by Sheng-shu Jack Shen (International Fellow 2001, Center for the Study of Philanthropy; Associate Researcher, Himalaya Foundation, Taiwan). New York: Center for the Study of Philanthropy, 2001.

This handbook for nonprofit practitioners features tips on acquiring computer hardware and software; setting up a local network and connecting to the Internet; developing and maintaining an effective nonprofit website; and fundraising via the Internet.

Philanthropy Among Middle Eastern Americans and Their Historical Traditions of Giving, co-edited by Mehdi Bozorgmehr (Associate Professor of Sociology, City College; Co-Director, Middle East and Middle Eastern American Center, The Graduate Center, The City University of New York) and Beth Baron (Professor of History, City College; Co-Director, Middle East and Middle Eastern American Center). New York: Center for the Study of Philanthropy, 2001.

This volume provides a tool for understanding the demography and diversity of contemporary Middle Eastern American communities, as well as their philanthropic associational activities. The guide also looks at the deep historical roots of charity in the Middle East, focusing on Islam's attentiveness to society's most vulnerable individuals. The volume contains materials for nonprofit practitioners and educators who are looking for ways to educate American society about the heritage of giving in these communities. The annotated list of organizations and bibliographies, compiled for the first time in this volume, together identify a body of existing work and highlight a starting point for further research.

The Production of Philanthropy: A Case Study of the Imagery & Methodology of Jewish Fundraising, by Egon Mayer (Professor of Sociology, Brooklyn College; Director, Center for Jewish Studies, The Graduate Center, The City University of New York). New York: Center for the Study of Philanthropy, 2001.

Examining the role of emotions as a component of philanthropic giving behavior, this curriculum is designed for professionals in nonprofit and philanthropic organizations. Presented as an 8-session curriculum, the proposed course examines the use of audio-visual techniques utilized by major American Jewish philanthropic organizations in seeking donations. The techniques of philanthropic production described can well serve as a model for other communities, particularly those based on common interests rooted in a shared religious and/or ethnic heritage or a common experience with immigration and struggle for integration in American society.

Publications available upon request by e-mailing csp@gc.cuny.edu.

Publications by International Fellows Program Alumni

"New Directions in Latin America 'Philanthropy'" by Andrés Thompson (International Fellow 1989, Center for the Study of Philanthropy; Program Director, Latin American and Caribbean Programs, W.K. Kellogg Foundation, Buenos Aires, Argentina). In *ReVista*, *Harvard Law Review of Latin America*, Spring 2002.

The focus of the issue is on giving and volunteering in the Americas. To read the article, please visit www.fas.harvard.edu/~drclas/publications/revista/Volunteering/tcontent.html.

Noblesse Oblige: Charity and Cultural Philanthropy in Chicago, 1849-1929, by Kathleen D. McCarthy (Chicago & London: The University of Chicago Press, 1982), was translated into Ukrainian by Svitlana A. Kuts (International Fellow 1997, Center for the Study of Philanthropy; President, Center for Philanthropy, Kiev, Ukraine). Funding was provided by the Center for Philanthropy (Kiev, Ukraine) under support of the Eurasia Foundation grant "Raising the Sustainability of Ukrainian NGOs".

"Women's Voluntarism and Philanthropy in Pre-revolutionary Russia: Building Civil Society" by Marina Liborakina (International Fellow 1995, Center for the Study of Philanthropy; The Institute for Urban Economics, Moscow, Russia) in *Voluntas*, volume 7, number 4, December 1996, Special Issue: Women and Philanthropy, guest edited by Kathleen D. McCarthy.

"Women's Strategies in Dutch Philanthropy" by Esther Plempers (International Fellow 1994, Center for the Study of Philanthropy; Senior Researcher, Verwey-Jonker Institute, Utrecht, Netherlands) in *Voluntas*, volume 7, number 4, December 1996, Special Issue: Women and Philanthropy, guest edited by Kathleen D. McCarthy.

"Women and Philanthropy in Argentina: From the Society of Beneficence to Eva Perón" by Anahí Viladrich (International Fellow 1994, Center for the Study of Philanthropy; Ph.D. Candidate, Columbia University, New York, New York) and Andrés A. Thompson (International Fellow 1989, Center for the Study of Philanthropy; Program Director, W.K.Kellogg Foundation, Buenos Aires, Argentina) in *Voluntas*, volume 7, number 4, December 1996, Special Issue: Women and Philanthropy, guest edited by Kathleen D. McCarthy.

We would particularly welcome information on the Fellows' current publications and work they have published or presented at conferences since they left the Center.

Conferences

Editor's note: This is a listing of relevant conferences that will be held in fall 2002.

17th Annual International Association For Volunteer Effort (IAVE) Conference

International Association for Volunteer Effort (IAVE)
Seoul, South Korea, September 29- October 03, 2002
www.civicus.org
www.iave.org

International Conference on Volunteer Administration

Association for Volunteer Administration
Denver, Colorado, October 9-12, 2002
www.avaintl.org

Corporate Citizenship: Strategies and Actions for Implementation

Cittadinanzattiva - Active Citizenship
Frascati, Italy, October 11-12, 2002
www.cittadinanzattiva.it

Civil Society and the Democratization of Global Governance

Montreal International Forum
Montréal, Québec, Canada, October 13-16, 2002
www.fimcivilsociety.org

'Civil Society' in the 21st century

Dublin, Ireland, October 22-23, 2002
www.wheel.ie

The 2002 Business for Social Responsibility (BSR) Annual Conference

Business for Social Responsibility
Miami, Florida, November 6-8, 2002
www.bsr.org

The CAF Annual Conference and Exhibition

Charities Aid Foundation
London, UK, November 7, 2002
www.cafonline.org/conference

17th IAVE World Volunteer Conference

International Association For Volunteer Effort
Seoul, South Korea, November 11-15, 2002
www.iaveseoul.org

Libraries, Civil Society and Social Development

School of Library and Information Management, Emporia State University, Kansas, USA and the Department of Library and Information Sciences, University of Sofia, Bulgaria "St Kliment Ohridski" Sofia, Bulgaria, November 11-16, 2002
slim.emporia.edu

First International Symposium on Management in the Non-Profit Sector

The Management Centre (Mersin, Turkey)
Nicosia, North Cyprus, November 23-24, 2002
www.mancentre.org

Asian Civil Society Forum 2002

The CONGO Working Group on Outreach in Asia, in cooperation with the Local Hosting Committee (LHC) consisting of several Thailand-based national and regional NGOs
Bangkok, Thailand, December 9-13, 2002
www.congo.org

Fourth Global Forum on Reinventing Government - Citizens, Businesses and Governments: Partnerships for Development and Democracy

The Kingdom of Morocco, with the support of the United Nations and other international organizations
Marrakech, Morocco, December 11-13, 2002
www.unpan.org

Requests for Proposals

The Individual Advanced Research Opportunities (IARO) program of the International Research & Exchanges Board (IREX) provides limited funding for cross-regional research in Turkey, Mongolia, and Iran for postdoctoral humanities scholars. Support is now available for master's level students to conduct research on policy relevant topics.

Deadline: November 1, 2002.

www.irex.org

The Center for the Study of Philanthropy at The Graduate Center of The City University of New York is currently accepting applications to The International Fellows Program. The program provides leadership training through applied research and professional mentorships. Selected fellows participate in a 3-month seminar on the US and international voluntary sectors. During their residency, fellows learn about the work of key agencies, meet with foundation and nonprofit representatives, and conduct an original research project to be presented in the seminar. The topic of the International Fellows Program 2003 is community foundations, although work on diaspora philanthropy may also be relevant.

Deadline: The deadline for application has been extended to Monday October 28, 2002. All application materials must be postmarked on or before that date.

www.philanthropy.org

NOTES FROM THE FIELD

Bhavna Ramrakhiani is the Programme Director of the Ahmedabad Community Foundation (ACF), and was instrumental in its establishment in 2001. ACF works to promote the values of volunteering and philanthropy. In order to create a mechanism for the development of their city, ACF seeks to bring together concerned citizens of Ahmedabad and encourages them to approach concerns relating to education, environment, and heritage as citizen-participants. In addition, the foundation maintains a focus on development and governance.

**Bhavna
Ramrakhiani
India
IFP 2000**

The following is drawn from Bhavna's reflections on philanthropy and the community foundation model in the context of the Indian experience:

How does the concept of community foundations fit into the Indian context? At one time India had traditional systems of philanthropy, but the channels for the distribution of donations have disintegrated and are lost. These need to be re-established and validated. Furthermore, the notion of a community foundation, the purpose of which is to manage donor-advised funds, does not exist in India. All trusts and foundations are managed by their respective founders with little thought of the sustainability and long-term utility of the fund. Since the laws that govern trusts in India are not strongly enforced, a lot of money destined for philanthropic causes remains blocked in defunct trusts and foundations. We need to work towards changing the external environment and existing laws and policies, but this entails a lot of time and energy. In the interim, we are using our volunteering program as a foundation for future philanthropic work and to stress the importance and need for community foundation-like organizations.

In the past two years we have roughly discovered what works and what does not by way of programs and catalysts for philanthropic behavior and voluntarism. During this time, our work has been important in helping us understand the pulse of volunteers and philanthropists. Different cultures are affected by different causes. In the West, for instance, art and culture attract a lot of donations; it is not so in India. Environment as a cause elicits interest from young college students in India.

The previous philanthropic way of giving was more welfare-based. While reestablishing channels of philanthropy, the perspective of development and accountability needs to be integrated. Further, ACF clearly needs to understand its relation to other NGOs until it becomes a grantmaking foundation. We are still struggling with this issue. One of the original goals of ACF was to create a bridge between the larger civil society and Gujarat's extensive NGO sector. It would do so by creating local channels for contributions and building a support structure comprised of volunteers for existing NGOs. During the recent communal carnage in the city of Ahmedabad, ACF coordinated the relief work of thirty-four NGOs in Ahmedabad and the delivery of rations and kits for basic survival to 54,000 people. ACF helped to set up the systems for distribution and accountability.

One needs to adapt the model of a community foundation to the culture of the country where it is based. Practitioners in the field need to explore and experiment with what works and what doesn't. Any organization — and more so a community foundation — needs to be responsive to the current environment and needs of the community with and within which it is working. In my experience, what works is a steady presence and perseverance through the years. The staying power of an organization gives it a credibility that short-term visibility cannot provide. Some operational programs are initially necessary for a community foundation to gain visibility and credibility based on which contributions can be sought.

Finally, it is important to be seen as working actively. The various programs that we undertook in the first two years gave ACF a general idea about what can be done. Since the concept of community foundations is so new to India, we found it useful to do just about everything so that we could build our understanding. It would not be incorrect to say that for ACF, the work has only just begun.

About the IFP

Editor's note: This section will update former fellows on developments within the program.

Since its inception in 1989, the International Fellows Program, as well as the Center for the Study of Philanthropy, has experienced growth and development. Those of you who were in the program during its early years remember the Center when it was located on 42nd Street across from Bryant Park and the New York Public Library's lions. In 1999, the offices of The Graduate Center of The City University of New York moved to Fifth Avenue and 34th Street, across from the Empire State Building. Soon after the departure of the spring 2002 International Fellows in May, we moved to a more spacious office at the same location.

In addition to the Center's change of address and improvement in facilities, the program itself has expanded. With the introduction of the World Wide Web, the program's visibility has increased dramatically. In the early years, three to four fellows from a pool of twenty or more applicants grew to ten-fellow cohorts drawn from over ninety applicants in each of the last two years. This year's fellows were from the Czech Republic, Germany, Guatemala/Cuba, Hong Kong, India, Nepal, Russia, South Africa, and Taiwan. In 2002 we also linked incoming fellows by e-mail with former fellows in order to help answer their questions and ease their way. The program's formal seminar has expanded to include weekly talks by leaders in the field, providing expanded opportunities for interchange with experts in the practitioner community. Two years ago, we added a mentorship component to the program. Individual fellows were paired with leaders in the foundation and policy communities who acted as senior advisors on the fellows' research and facilitated

professional contacts in the field. This year we tested an internship component designed to give each fellow a meaningful, hands-on experience working in a foundation or nonprofit organization. Funding for the program has similarly grown and is currently supported by five US and international foundations.

New Developments

Having come this far, but looking ahead, there are several steps under way to further improve the program. The listserv will serve as a vehicle for the exchange of ideas from various regional perspectives. This newsletter, intended to highlight the efforts of former fellows in promoting civil society is another way we are working to facilitate communication among the program's alumni.

We intend to increase the availability of fellows' research in print and electronic formats, and will continue to partner with former fellows in research projects and publications. Finally, we welcome your help in reaching out to potential applicants from under-represented regions.

Note from the Foundation World

Editor's note: This will be a periodic feature in the newsletter. It is intended to provide a forum for practitioners in the foundation world to share their thoughts on current and future trends in the field of grantmaking. Look for this column in the December 2002 issue of the newsletter. Submissions are welcome. If you are interested, please contact us csp@gc.cuny.edu.

We hope you have enjoyed the inaugural issue of the International Fellows Program Newsletter. Please look for the next issue in mid-December.

We welcome submissions to "Notes from the Field" and "From the Foundation World." We would appreciate news on your publications, professional transitions, and any other details you would like to share. In addition, we would be grateful for information about conferences in your regions on civil society, philanthropy, voluntarism, and the Third Sector. Please e-mail us at csp@gc.cuny.edu, with "IFP Newsletter" in the subject line.

Thank you!