

Building Capacity in the Global Third Sector

**an Internal Evaluation
of the
International Fellows Programs**

**at the Center on Philanthropy and Civil Society
The Graduate Center, The City University of New York**

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Executive Summary	4
Introduction.....	6
Structure of the Evaluation	6
Objectives and Methodology	7
Section I: External Evaluation	8
The Sample	8
Chart 1: Geographic Distribution of IFP Alumni	8
The Analysis	9
Occupational Data.....	9
Chart 2: IFP Alumni Participation by Employment Sector	10
Chart 3: IFP Alumni Employment by Business & Public Sector:	11
Percentage Engaged in Third Sector.....	11
Professional and Voluntary Engagement (Total Engagement).....	11
The Nonprofit Sector (Overall).....	11
Chart 4: IFP Alumni Total Engagement in Third Sector	12
Community Foundations.....	12
Corporate Social Responsibility	12
Regional Analysis	13
Chart 5: IFP Alumni Total Engagement in Third Sector by Region	13
Job Position and Tenure.....	13
Chart 6: IFP Alumni Distribution by Job Position	14
Generation of New Organizations by IFP Fellows	14
Chart 7: IFP Alumni Engagement in Creating Organizations by Type of Organization.....	15
Chart 8: IFP Alumni (Pre-2000 & Post-2000) Engagement in Creating Organizations by Type of Organization.....	16
Chart 9: IFP Alumni Engagement in Creating Organizations by Region.....	17
Knowledge Production, Dissemination and Professional Network Participation	18
Publications & Presentations	18
Chart 10: Publications and Presentations by IFP Alumni since 2000	18
Chart 11: Third Sector Professional Network Activity by Region	19
Professional Contacts through Fellowship Experience.....	20
Chart 12: Number of Professional Contacts Maintained by IFP Alumni	20
Fellows Evaluation of the International Fellows Program: Structure and Content	21
Section II. Fellow Updates and Fellow Perspectives on the International Fellows Program.....	22
Updates on Selected Fellows	22
The Program: The Fellows Evaluations and Perceptions	30
Quantitative Material	30
Chart 13: Program Component Satisfaction Scores from Fellows	30
Qualitative Material	31
Section III. Internal Evaluation.....	34
Growth of the Program	34

Chart 14: Applications to International Fellowship Programs by Year, 1989-2008.....	35
Applications	35
Dissemination	35
Networks	36
Funding	36
chart 15: IFP Funding, 1989	36
Section IV: Conclusion and Challenges Ahead	37

Executive Summary

The International Fellows Program was launched in 1989 and has grown significantly since the year 2000, when dedicated funding from the C.S. Mott and then W.K. Kellogg foundations began to be received. This evaluation captures the activities of the post-2000 cohorts, offering a picture of Third Sector practitioners active and fully engaged in the development of the global nonprofit sector.

The first section of the evaluation is based on a web-based survey, which was administered from November 15, 2007 through December 31, 2007. In total 108 former fellows were contacted and 63 responded from 32 countries on 6 continents.

Highlights of the evaluation include:

- 73% of the fellows have participated in the founding of at least one civil society/Third Sector organization, and many have been involved in multiple foundings.
- In total 82 organizations have been established.¹ Over a third are NGOs, a quarter are community foundations, and one-fifth are NGO support organizations.
- Furthermore, 63% indicated that they felt their fellowship experience aided them in the founding of a civil society/Third Sector organization.
- 69% of the respondents are currently employed in the Third Sector.
- 90% of those working in the business sector work with corporate social responsibility programs.
- 75% of those working in the public sector are engaged with nonprofit organizations as part of their professional responsibilities.
- 81% of the fellows surveyed occupy managerial positions.
- The majority of IFP fellows (69%) have published works on Third Sector topics. 68% of the respondents indicated that at least some of their publications originated from research they undertook during their fellowship.
- Fellows have been even more active in giving presentations on Third Sector/civil society topics: 90% have made at least one such presentation and 87% of the alumni acknowledged a link between the research they undertook during the fellowship and their presentations.

¹ More specifically there were 84 instances in which Fellows were engaged in the founding of a nonprofit organization. To the best of our knowledge this has resulted in the establishment of 82 different organizations, with two cases of multiple fellows involved in the founding of a single organization.

- 87% of the alumni are members of a Third Sector professional network.
- A substantial majority (83%) of the fellows surveyed reported maintaining the professional contacts they established during their fellowship.

Section II presents updates on the fellows' activities and a series of statements made by the fellows reflecting their perceptions and feelings about the program. In many respects this qualitative material supports the statistical compilations detailed in Section I and outlined above. The section presents nuanced information about an alumni body that is committed, creative and active in building a more vibrant civil society in their countries of residence.

Section III traces the growth of a program that began in 1989 with a cohort of three and budget of \$50,000 to one that receives more than 200 applications a year, has an annual budget that averages three times the 1989 level, while the number of funders has tripled since the year 2000.

Perhaps the most striking finding is the role of the IFP alumni in the sector's growth around the world. High levels of employment in the sector, sustained intellectual production, networking and eighty-two organizations created by a handful of individuals over the past few years speak for themselves, and for the impact of dedicated professional development programs.

Introduction

The International Fellows Program (IFP) was established by the Center on Philanthropy and Civil Society in 1989. Since its inception, the program has trained 125 fellows from 45 countries.² Initially designed to provide professional development training for global Third Sector practitioners and researchers under 36 (Emerging Leaders), the program has been expanded over the last five years to include a Senior Fellows Program (for those over 36 and in decision making positions in their organizations) and a US Diversity component. Brief descriptions of the three components follow.

The three-month (March 1 to May 31) Emerging Leaders Program includes a graduate-level seminar and opportunities for the fellows to work directly with prominent leaders in community, corporate, diaspora and private foundations. In total there have been 100 Emerging Leaders Fellows.

Combined with the Emerging Leaders Program are Diversity Fellowships, which train promising young practitioners from underserved communities in the United States. First offered in 2005, these fellowships are designed to provide opportunities for practitioners of color to learn about international trends and to become leaders in community foundations. There have been six Diversity Fellows.

Initiated in 2003, the Senior Fellows Program consists of an intensive four-week seminar (held in the fall) to provide professional development training for senior-level Third Sector practitioners from outside the United States. To date there have been four cohorts of Senior Fellows, totaling 20 fellowships.

Overall the program has experienced significant growth since 2000, when dedicated funding from the Charles Stewart Mott Foundation (which was later joined by multi-year funding from the W. K. Kellogg Foundation) was first received. The growth of the program is discussed in Section III of the report. Sixty-five percent of the program's 125 fellows have participated since the year 2000.

Structure of the Evaluation

The evaluation that follows is divided into three parts. Section I is based on an external evaluation of the impact of the fellows on the Third Sector as measured by their occupations, intellectual production, involvement in the creation of new Third Sector organizations and participation in sectoral networks. Section II presents updates on selected fellows, as well as the fellows' perceptions of the program. The final section is an internal evaluation of the program itself: the seminar, its procedures and funding base.

² In actuality, there have been 126 fellowships and 125 Fellows, with one individual serving both as an Emerging Leader and then Senior Fellow.

Objectives and Methodology

The core objectives of the Fellows Programs are to build capacity in the Third Sector globally. To assess the effectiveness of the IFP as a professional development program in fulfilling these objectives, we developed five overarching questions:

- What are the employment patterns of the alumni? Do they continue to work in the nonprofit sector? Are they engaged in community foundation and/or corporate social responsibility work? Do they hold positions of authority within their organizations?
- What is their intellectual production and how is it disseminated?
- Are they active in the field and in professional, nonprofit networks?
- Have they been involved in the establishment of new organizations?
- To what extent can their activities be attributed to their participation in the Center's Fellows Programs?

To answer these questions we crafted a four-part survey. The first part collected demographic data about program alumni including age, gender, education, occupation and employment, and geographic distribution.³ The second portion of the survey asked respondents questions regarding their professional and personal (voluntary) engagement in the Third Sector, including work with community foundations and corporate social responsibility programs, the major programmatic foci of the programs since 2000.⁴ The third part of the survey focused on the fellows' academic and professional contributions to the sector, including publications, presentations, professional networking activity and the establishment of new organizations. The final portion of the survey provides the fellows' assessments of program strengths and weaknesses, as well as identifying areas of need for Third Sector development in their geographic locales. The survey instrument is in Appendix I.

The survey was made available in a web-based format from November 15 to December 31, 2007 and 108 fellows were invited, through the program's listserv to anonymously participate in the evaluation process.⁵ The online evaluation yielded a total of 63 responses, a response rate of 58.3%. However, post-2000 cohorts are heavily represented in the survey, comprising 87.5% of the respondents for a response rate (of post-2000 cohorts only) of 67.5%.

³ Because funding for the program is often apportioned by geography, much of the data in this report will be cross-tabulated by region.

⁴ The program has also examined Diaspora giving. However, there are few Diaspora organizations outside of the United States. Rather the work of attracting Diaspora dollars is often subsumed in either a community or private foundation. As a result, Diaspora philanthropy is not treated as a separate unit of analysis in this report.

⁵ Excluding the spring 2008 program, there have been 117 Fellows, of these the Center has contact information on 108.

Section II of the report, *updates and fellows' perceptions of the program*, is based on a number of sources. These include periodic (and systematic) requests for professional information made via the listserv, end of seminar evaluations completed by the fellows, and the qualitative responses to the fall 2007 online survey.

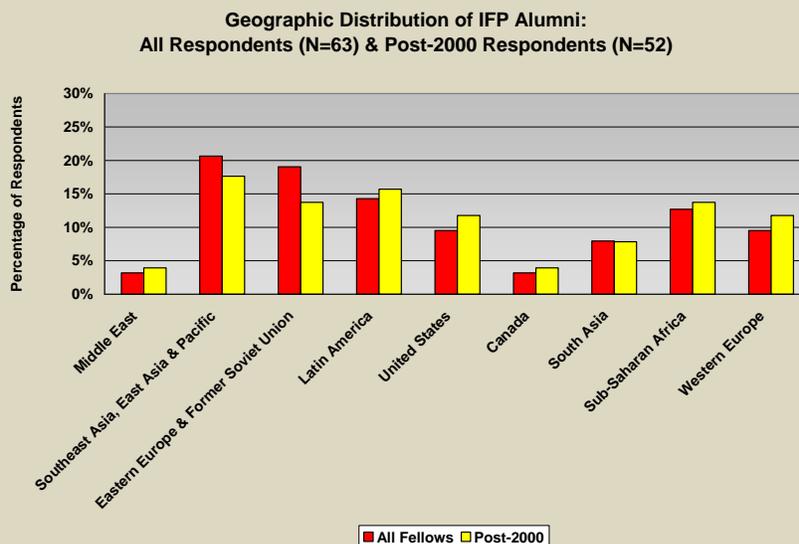
Section III was compiled from in-house reports on the functioning and funding of the program.

Section I: External Evaluation

The Sample

Region: The 63 alumni who responded to the survey reflect considerable geographic diversity. Nine separate geographic regions are represented, with East Asia and the Pacific (21%), Eastern Europe/Former Soviet Union (19%), and Latin America (14%) the most highly represented regions for the Fellows Program.

Chart 1: Geographic Distribution of IFP Alumni



Excluding the pre-2000 cohorts yields a similar geographic profile with only minor variations in regional concentrations.

The dispersement of both the post-2000, and full survey sample, is comparable to that of all 117 alumni. Concentrations for all program alumni, in descending order, are as follows: Southeast Asia, East Asia and the Pacific (17.6%); Latin America and the Caribbean (15.7%); Eastern Europe and the former Soviet Union (13.7%); sub-Saharan Africa (8.5%); and South Asia (8.5%).

Gender: Women have a very strong presence in the program, comprising 70% of all respondents and 71% of the alumni. Regionally, gender distribution follows the same overall pattern of geographic dispersement for all IFP fellows, with the highest percentage of female fellows coming from East Asia and the Pacific (23%); Latin America (18%); and Eastern Europe/Former Soviet Union (16%).

Age: The Emerging Leaders Program, which accounts for the bulk of the participants, is designed to benefit younger Third Sector participants. As a result, 90% of respondents were born after 1960, with the largest group born between 1970 and 1979 (48%), a generation, which is currently entering managerial roles. This assertion is supported by the fact the 81% of the respondents hold managerial positions. (See below.)

Education: Respondents are highly educated. All of the respondents have a B.A. or its equivalent (a requirement of the program) and approximately 76% have a graduate or post-graduate degree. A majority of respondents (56%) have a master's degree, M.B.A. or M.P.A, and 17% of the sample has a doctorate or post-doctoral degree. Overall East Asia has the highest percentage of graduate degree recipients (20%), followed by Eastern Europe (16%), the U.S. (14%) and Western Europe (12%).

Fellowship Type: Finally, in terms of fellowship type, 69% of all respondents participated in the Emerging Leader/International Fellows Program (ELIFP). An additional 23% of the respondents participated as Senior Fellows, with the remainder having participated in the Diversity Fellowship. The sample is roughly representative of the total alumni, 78% of whom were Emerging Leaders, 17% Senior Fellows and 4% Diversity Fellows.

ELIFP respondents came mostly from Southeast Asia, East Asia and the Pacific (26%), Eastern Europe/Former Soviet Union (14%) and Sub-Saharan Africa (12%). The largest contingent of Senior Fellow respondents came from Latin America (26%) followed by Western Europe (20%), while Eastern European, East Asian and Sub-Saharan African residents each made up approximately 13% of all Senior Fellows.

Taken together within a limited range of percentage points, the survey sample is representative of alumni.

The Analysis

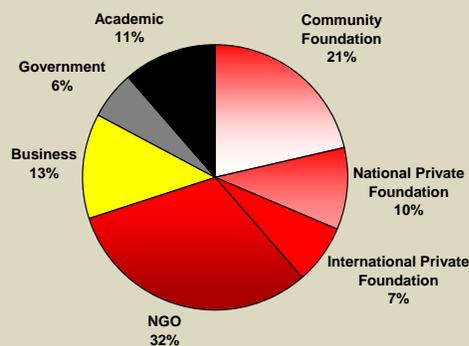
Occupational Data

The International Fellows Programs along with the Diversity Fellowship are designed to provide professional development training and increase the capacity of the global Third Sector. Two measures are critical in assessing whether the program is accomplishing these objectives: the percentage of fellows who continue to work in the sector (and tangentially those who, if they do not work in the sector, work with it in their professional capacity); and the organizational positions held by the former fellows.

As indicated in CHART 2, a significant majority of respondents (70%) are currently employed in the nonprofit sector, with the second largest group representing the business sector (13%). Among those employed in the nonprofit sector, the majority of our respondents are employed by foundations (55%), and among those in the foundation sector, the majority work with community foundations: 55% (or 30% of the total employment in the nonprofit sector).

Chart 2: IFP Alumni Participation by Employment Sector⁶

IFP Alumni Participation by Employment Sector
(N=70)



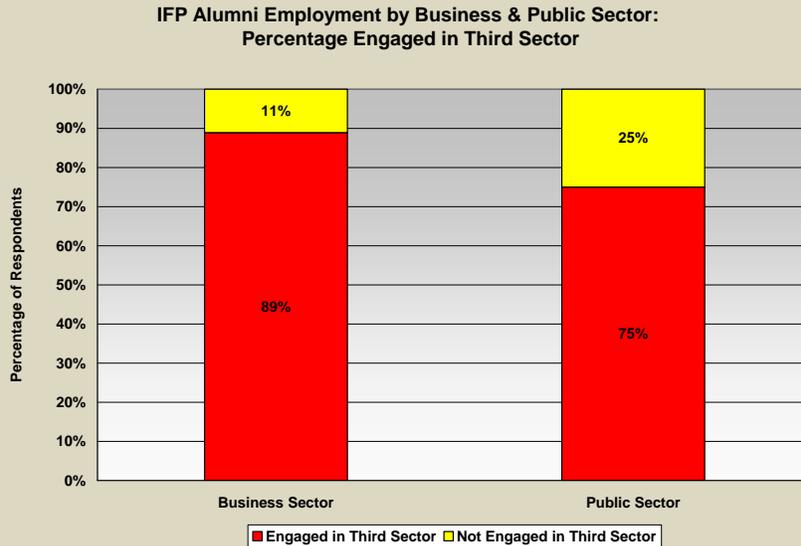
Though notable, the 70% employment in the field actually *understates* the number of former fellows who are engaged in the Third Sector. As indicated in CHART 3, 89% of those working in the business sector work with corporate social responsibility programs as part of their professional responsibilities. A similar pattern is present among those former fellows who are public sector employees, with 75% of them engaged with the Third Sector as part of their work. The importance of this cross-sector training is underscored in the following quote from one of the alumni.

The exposure to the community foundation model triggered more innovative ideas within me; ...I helped many institutions to organize themselves and attract funds. In the same manner, I became a founder of at least 3 organizations ... [and] have won government support to fund at least 21 Community Development Trusts across South Africa... This last initiative is expecting an amount of R150 000 000 from the government (*I do this as a government official*), and a number of corporate institutions will be invited to participate as well. I have drafted a blue print for this initiative, and it has

⁶ Seventy percent is achieved by adding NGOs (32%), Community Foundations (21%), National Private Foundations (10%) and International Private Foundations (7%). N equals 70 not 63 because several former fellows indicated a professional affiliation with multiple enterprises.

been approved ... and is among the top priorities [for] governmental programmes for 2007/8.⁷

Chart 3: IFP Alumni Employment by Business & Public Sector: Percentage Engaged in Third Sector



Professional and Voluntary Engagement (Total Engagement)

Looking at cross sectoral engagement provides a clearer picture of how the program’s alumni are involved in the Third Sector, but it is still incomplete. In order to better gauge the total commitment of the alumni to Third Sector organizations we combined voluntary activities along with employment. Because this evaluation is most concerned with how the Fellows Programs are contributing to community foundation and corporate social responsibility initiatives, we will focus our analysis of “total engagement” in those contexts, as well as present numbers for the sector as a whole.⁸

The Nonprofit Sector (Overall)

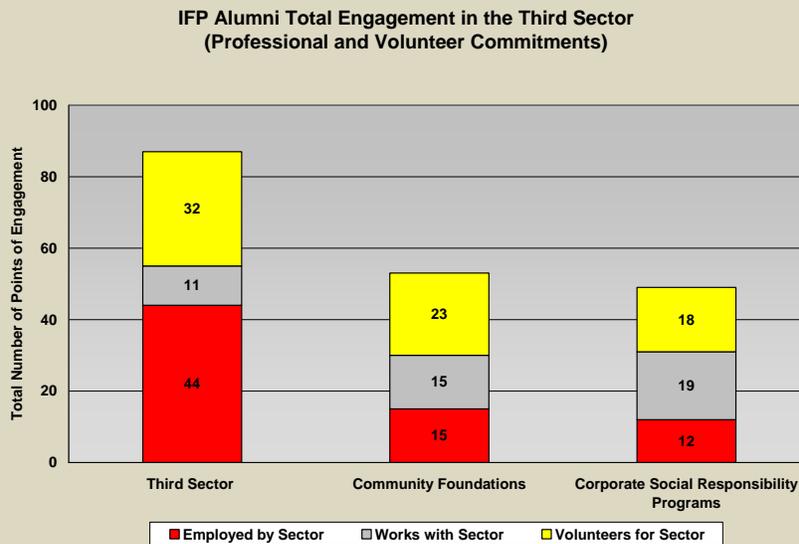
In addition to the 44 alumni who work in the nonprofit sector an additional 12 employed outside the sector work directly with nonprofit organizations, for a total of 55 who are professionally engaged in nonprofit activities. This still understates the alumni

⁷ Italics added.

⁸ This measure has been developed to provide a more accurate picture of the alumni. Points of engagement are defined as all discrete commitments (either professional or volunteer) that respondents have to the nonprofit, business or private sector. By way of illustration, if a respondent both works for and volunteers with a community foundation that would be counted as two points of engagement.

contribution, because 32 also volunteer, for a total 87 points of engagement. Overall this represents 70% of all possible points of engagement.⁹

Chart 4: IFP Alumni Total Engagement in Third Sector



Community Foundations

The same approach to community foundations yields the following: in addition to the 15 respondents who are employed by community foundations, 15 more work directly with community foundations. Furthermore, 23 respondents volunteer their time, for a total of 53 who either work (for or with) or have a volunteer commitment to community foundations. Overall this represents 45% of all possible points of engagement in community foundation work.

Corporate Social Responsibility

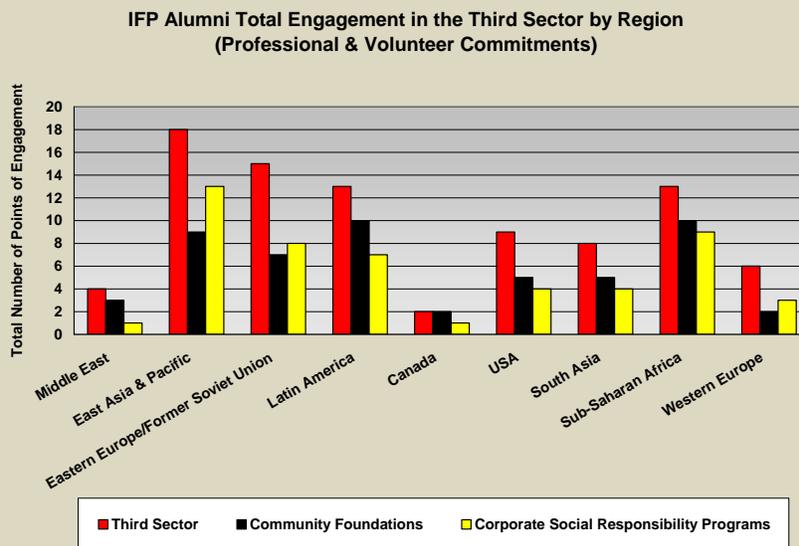
We see a similar pattern in the corporate sphere. In addition to the 12 respondents who are employed directly in the corporate philanthropy sector, an additional 19 work directly with CSR programs. Furthermore, 18 volunteer their time, for a total of 49 who either work (for or with) or have a voluntary commitment to CSR initiatives. Overall this represents 40% of all possible points of engagement in corporate philanthropy.

⁹ The maximum number of engagement points is 128 calculated by adding professional commitments (“employed by” or “works directly with”—in the case of fellows not employed in the sector or sub-sector) with volunteer activities.

Regional Analysis

A regional analysis of the total points of engagement is presented in the following chart for the sector overall, as well as community foundations and CSR programs. Of interest, it shows that the greatest commitment to community foundations is in Latin America (despite the overall low number of community foundations in the region), Sub-Saharan Africa, and Russia/Eastern Europe where in the first two mentioned regions ten, and in the latter seven, fellows are either professionally engaged or volunteer with community foundations.

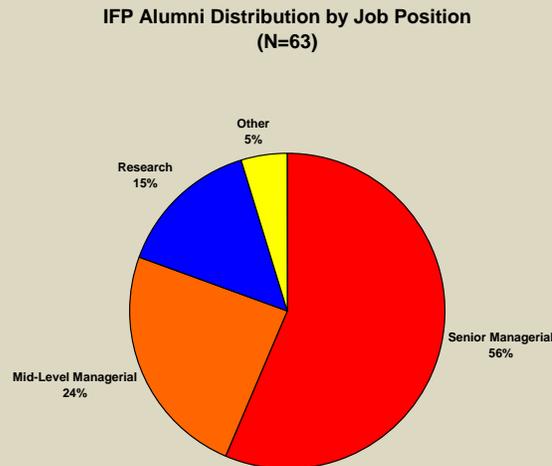
Chart 5: IFP Alumni Total Engagement in Third Sector by Region



Job Position and Tenure

Respondents tend to be well placed within their organizations. Eighty percent of the fellows surveyed occupy managerial positions; 56% hold senior management positions, while 24% are currently in mid-level management positions.

Chart 6: IFP Alumni Distribution by Job Position



While the overall profile is that of a relatively young group, respondents have a considerable amount of Third Sector work experience. Seventy-two percent of all fellows reported having at least six years of experience, including 45% with 10 or more years in the sector. However, as we would expect, the more recent alumni are just gaining work experience. For example, 30% of the fellows after 2000 report having five or fewer years of experience in the Third Sector, compared to just 17% of respondents who were fellows before 2000.

At the same time, the job tenure data indicates that most respondents have spent a limited amount of time in their current position. Approximately two-thirds of all respondents report spending less than three years in their current position, compared to just 17% who have held their current title for six or more years. The high rate of short tenure reflects job mobility both within the sector and within organizations.¹⁰ The pattern of mobility intensifies with the younger cohorts. Approximately 47% of the fellows who reported having spent less than one year at their current position were born between 1970 and 1979.

Generation of New Organizations by IFP Fellows

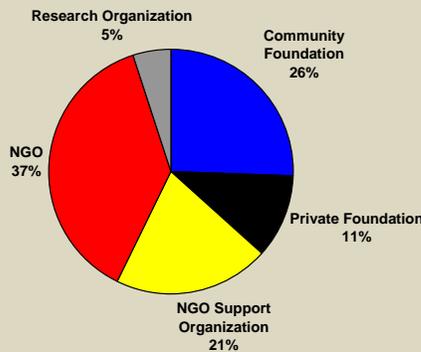
Ideally, professional development programs are designed to provide the enhanced managerial, conceptual and research skills to produce concrete results. A key measure of such results is the number of new organizations, which, at least in part, were created through the efforts of the IFP alumni. A second, related measure is the extent that the creation of these new organizations can be attributed to participation in the IFP.

¹⁰ This is likely reflective of the youth and strong growth in the global Third-Sector. The survey asked respondents to “*Indicate the number of years spent at your current position.*”

The data clearly indicates that program alumni have been instrumental in the creation of many new Third Sector organizations. The extent of this activity is in some respects the most notable finding in the report. It is indicative of a burgeoning global Third Sector and the IFP alumni's direct involvement in that growth. Seventy-three percent of the fellows have participated in the founding of at least one civil society/Third Sector organization, and many have been involved in multiple foundings. In total 45 respondents have been involved in the establishment of 82 organizations (or an average of 1.82 per fellow), a third of which are NGOs, a quarter are community foundations, and a fifth are NGO support organizations.¹¹

Chart 7: IFP Alumni Engagement in Creating Organizations by Type of Organization

IFP Alumni Engagement in Creating Organizations
by Type of Organization
(N=82)

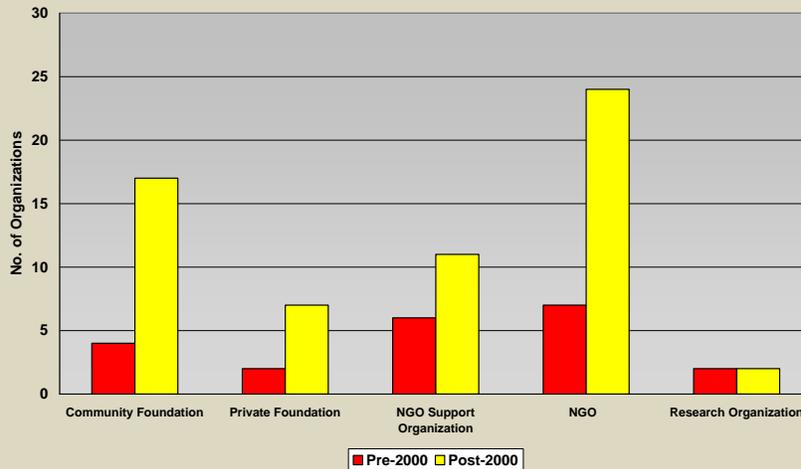


Overall, pre-2000 fellows were as likely (72%) as post-2000 fellows to be involved in creating new organizations. However, there is a significant difference in the types of organizations created, with the post-2000 cohorts more likely to be engaged in the creation of a community foundation (29%) than the pre-2000 cohorts (18%). Even taking into consideration the small number of pre-2000 respondents, much of this shift is attributable to the emphasis placed on community foundations by a number of international funders.

¹¹ It should be noted that the actual numbers (as opposed to the percentages) are likely to significantly understate IFP alumni involvement in the creation of new organizations for two reasons. First, the total alumni is only partially represented (70%) in the survey; and second, only a little over one-third of the more senior alumni (those pre-2000) responded.

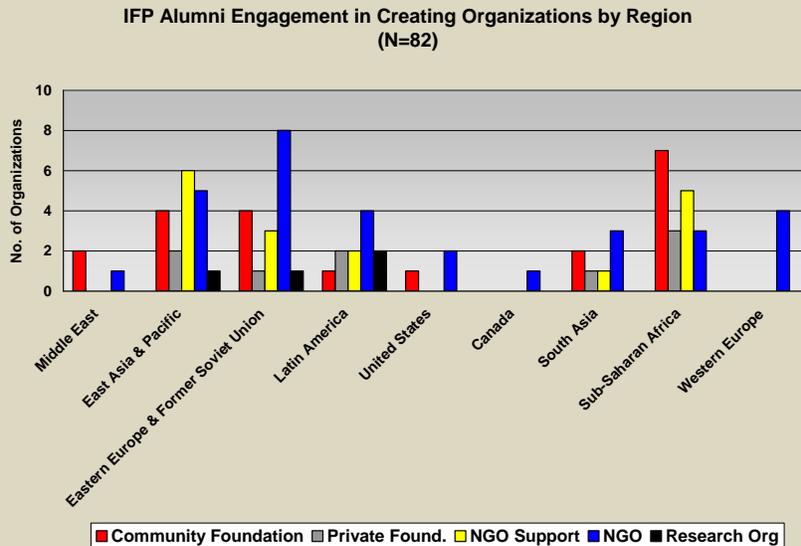
Chart 8: IFP Alumni (Pre-2000 & Post-2000) Engagement in Creating Organizations by Type of Organization

IFP Alumni [Pre-2000 (N=21) & Post-2000 (N=61)] Engagement in Creating Organizations by Type of Organization



Finally, our geographic breakdown shows that fellows in each geographic region have participated in the creation of Third Sector organizations. The volume of organization creation activity has been particularly high in East and Southeast Asia (18), Sub-Saharan Africa (18), Eastern Europe/Former Soviet Union (17) and Latin America (11). Furthermore, outside of Canada, fellows in each region have participated in the creation of more than one organization. Within these overall trends, the study indicates that NGOs are the primary type of organization that alumni helped to create in Eastern Europe/Former Soviet Union (8), Latin America (4), Western Europe (4), South Asia (3) and the United States (2). Meanwhile Community Foundations are the main type of organization created by fellows from Sub-Saharan Africa (7) and the Middle East (2). Notably, former fellows participated in the creation of four community foundations in Russia/Eastern Europe. Finally East Asian fellows were the most engaged in the creation of NGO support organizations (5).

Chart 9: IFP Alumni Engagement in Creating Organizations by Region



It is also worth noting that in a number of regions fellows have multiple experiences when it comes to starting Third Sector organizations. A majority of fellows in South Asia (60%) and Sub-Saharan Africa (75%) report having participated in founding more than one type of Third Sector organization, while half of our Eastern Europe/Formal Soviet Union respondents helped found multiple organizations. A significant number of fellows from Latin America (38%) and East Asia (36%) also indicated that they were involved in the creation of more than one type of Third Sector organization.

Attribution is always a thorny issue. However, in the perception of the fellows themselves, participation in the IFP appears to have had a positive impact on the creation of new community foundations and NGOs. A substantial majority of fellows surveyed (64%) indicated that they felt their fellowship experience aided them in the founding of a civil society/Third Sector organization. Furthermore, while the overall impact of the fellowship experience varies across geographic regions, in most cases the majority of fellows in each region feel their fellowship experience helped their efforts. All of the fellows from the Middle East and the US felt their experiences aided their efforts in founding an organization, while a substantial majority of Sub-Sahara African (87%), East and Southeast Asian (78%) and South Asian (75%) fellows indicated that the fellowship helped them to found a civil society/Third Sector organization. Latin American and Eastern European/Formal Soviet Union fellows were evenly split.

Knowledge Production, Dissemination and Professional Network Participation

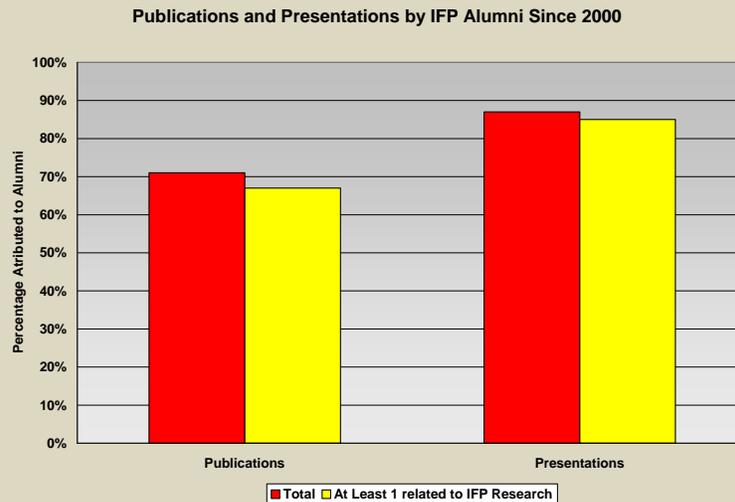
Publications & Presentations

A core component of the Fellows Programs is the production of original research (for the Emerging Leaders) or a position paper (Senior Fellows) to increase the generation of new knowledge about the field. We have developed two indices to measure the production and dissemination of knowledge and a third to gauge the level of professional involvement that alumni enjoy within the field at the local, national and international levels.

Since 2000, the majority of IFP fellows (71%) have published works on Third Sector topics, with almost one-third of the respondents reporting five or more publications in various venues. Furthermore, a significant majority (68%) of those who have published Third Sector-related works indicated that at least some of their publications stemmed from research they undertook while participating in one of the fellowship programs.

Fellows have been even more active in giving presentations on Third Sector/civil society topics, with 90% having made at least one such presentation since 2000. As was the case with the fellows who have published Third Sector-related works, an overwhelming majority (87%) indicated that at least some of their presentations resulted from research undertaken during one of the fellowship programs.

Chart 10: Publications and Presentations by IFP Alumni since 2000

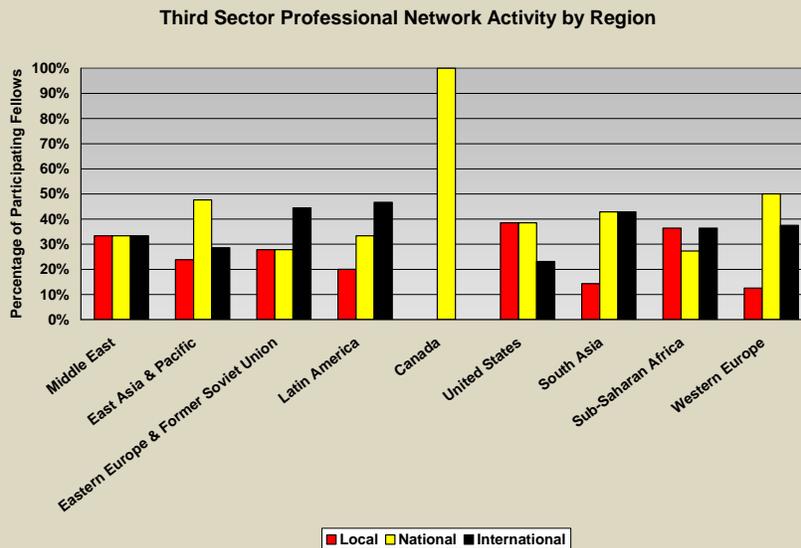


Presentations were given in a variety of forums, including local, regional, national and international conferences, fellows' organizations, academic conferences and professional workshops.

Networks and Professional Organizations

Alumni are professionally engaged in the sector. Eighty-four percent of the alumni are members of a Third Sector professional network. The largest percentage (35%) report membership in national networks, followed closely by international memberships (33%), with approximately one quarter of the fellows surveyed belonging to local networks. Geographic analysis underscores the importance of network participation in various regions of the world. The bar chart below presents the level of network participation by region and also indicates the type (local, national, international) of participation.

Chart 11: Third Sector Professional Network Activity by Region



Parallel, though lower in number than professional network memberships, a large percentage of surveyed fellows (67%) reported membership in Third Sector professional organizations. Our findings indicate that respondents were evenly split between national and international organizational membership (38% each). Twenty-four percent of respondents reported membership in local organizations, while 42 percent had multiple organizational memberships.

When accounting for the geographic dispersement of fellows, our data indicates that, with the exception of Canada and Western Europe, the majority from all regions belong to some Third Sector professional organization. Fellows from the US (100%), Sub-Saharan Africa (71%), Latin America (67%) and Eastern Europe (63%) report the highest levels of professional organization membership.

Finally, men were slightly more likely (68%) to be part of a professional Third Sector organization than women (66%), as were older fellows. Whereas only half of the fellows born after 1980 are members of a professional organization, the percentage of fellows who belong to Third Sector professional organizations increases significantly for respondents born in the 1970s (67%), 1960s (63%) and the 1950s (83%).

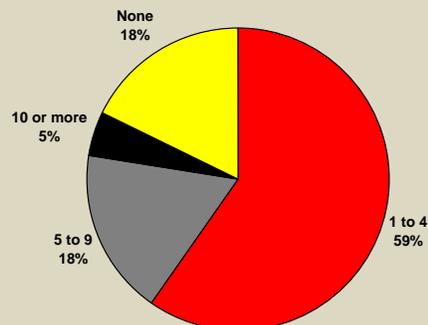
Professional Contacts through Fellowship Experience

Beyond participation in the actual seminars, the IFP works to embed the fellows in a global network of Third Sector practitioners and experts. In this regard we were interested in measuring how long lasting those contacts (established during the fellowship in New York) were, and if they were long lasting, did they have any practical outcomes, such as the generation of new knowledge or the launching of joint projects or initiatives.

The survey found that the fellowship experience plays an important role as a professional networking venue. As indicated by the following chart, a substantial majority (83%) of surveyed fellows reported maintaining professional contacts they established during their fellowship. Approximately three-fifths of the respondents (61%) reported maintaining contact with 1 to 4 individuals, while nearly one quarter (23%) confirmed maintaining five or more contacts developed as fellows. However the networking opportunities provided by the various fellowship programs are considerably more important to more recent fellows than to earlier fellows. While nearly half of pre-2000 fellows (46%) reported maintaining contacts made during their fellowship experiences, the overwhelming majority of post-2000 fellowship participants (90%) said they have maintained contacts established since their time as fellows.

Chart 12: Number of Professional Contacts Maintained by IFP Alumni

Number of Professional Contacts Maintained by IFP Alumni
(N=62)



Broken down geographically, our data finds that a significant majority of respondents in six of the eight geographic regions maintain the professional contacts they developed while participating in the one of the IFP programs. All (100%) of our fellows from Latin America, the Middle East and the US report maintaining their professional contacts, and a substantial majority of fellows from Eastern Europe/Former Soviet Union (81%), East Asia (75%) and Western Europe (71%) do so as well. South Asia (50%) and Sub-Saharan

Africa (50%) are the only two regions where a majority of fellows do not maintain professional contacts developed during their appointment at the Center.

The survey data also indicates that many of the professional contacts developed during the fellowship period have resulted in collaboration between fellows. Thirty percent of respondents have engaged in some sort of collaborative project or initiative with their contacts, 10 percent have conducted joint workshops, and another 10 percent of those contacts resulted in joint publications or other projects.

Fellows Evaluation of the International Fellows Program: Structure and Content

As a regular practice the Center seeks participant perception of the program. This is done at the close of each seminar. Section II provides an aggregated presentation of these evaluations. Two questions probing alumni perceptions were included in the online survey as well.

First, on a scale of 1 to 3, respondents were asked to rank the areas of need for the sector in their region. At the top and nearly identical in the amplitude of need were “more effective organizations,” “increased culture of giving,” and “greater business commitment to the sector.”

Disaggregating the data by region yields some interesting comparisons. For Latin America the three areas of greatest need (almost in equal measure) were greater governmental and business commitment to the sector and for more professional staffing. For Russia/Eastern Europe the three areas of need were for increased availability of capital, an increased culture of giving and more effective organizations. For Sub-Saharan Africa increased availability of capital headed the list, closely followed by a call for greater governmental commitment to the sector and increased clarity in conceptual models.

A second question asked which aspects of the IFP program should receive “a great deal,” some or “minimal” emphasis in meeting the above needs. Here the responses were more sharply differentiated, suggesting that the program should place a great deal of emphasis on “Networking Opportunities” (2.75 out of 3); “Comparative/Non-US models” (2.68 out of 3); and “Research and Evaluation” (2.64 out of 3). Less emphasis (ranging from 2.28 to 2.39) was placed on what could be considered managerial skills (proposal writing, communications and management).

Select comments by the fellows support these assessments. For example, one fellow suggests that the Center “develop and maintain an online space for networking, collaboration and dissemination... [and] if possible organize alumni get-togethers every so many years.” Another writes: “Over the years, the program has produced a great number of papers and case studies. It will be very useful if there is a database built specifically to store these papers. A resource such as this will facilitate research and communication among both past and current fellows.”

Disaggregating by region shows that respondents from Sub-Saharan Africa felt the program should emphasize both conceptual and comparative models; those from Russia and Eastern Europe valued networking, comparative models and managerial skills; and those from Latin America highlighted comparative models, networking and communication and proposal writing skills (despite its relatively lower aggregate ranking).¹²

Section II. Fellow Updates and Fellow Perspectives on the International Fellows Program

Updates on Selected Fellows

Over the course of the program, Center staff has kept in touch with the various cohorts of fellows. These include visits, email exchanges, contact via the listserv, as well as, on occasion, web-based research. Periodically, these contacts and exchanges are compiled into updates, which provide a current and detailed picture of the work (and sometimes the life) of program alumni. Portions of these updates are presented below, listed alphabetically with the cohort year and funder.

Over the past two years, **Meryem Senay Ataselim (ELIFP 2005, United States/Turkey—Hearst Foundation)** has been working towards the establishment of the Turkish Philanthropic Fund (TPF), an organization that will channel funds to Turkey from the Turkish community in the diaspora. Having incorporated the Fund earlier this year, Senay is now serving as Chief Operating Officer for the newly established organization and is working to assemble a board of directors and an advisory board. Senay attended the Community Foundations and Turkey conference held in Istanbul October 2006 and organized by **Filiz Bikmen (ELIFP 2006, Turkey)**.

Gabriela Berrondo (SIFP 2006, Mexico—Tuition), Vice President of *Fondo de Estrategia Social* (FES), organized a conference on social problems in Mexico City early this year. The FES was co-founded by Gabriela with **Marcela Orvañanos de Rovzar (SIFP 2003, Mexico)** and was launched in January 2007. The conference launched two programs on raising public consciousness of social problems and changing Mexico's policy on giving. The most recent conference was held on September 10, 2007.

Filiz Bikmen (ELIFP 2006, Turkey—Mott Foundation), Executive Director of Third Sector Foundation of Turkey (TUSEV), organized the Community Foundation Model and Turkey conference held in Istanbul in October 2006. She moderated a panel discussion on the international experiences of community foundations and represented TUSEV on a panel on the community foundations model in the Turkish context. The conference was intended to introduce the community foundation and its potential national and global applications. In 2007, Filiz traveled throughout the United States to present

¹² It should be noted that in terms of managerial and proposal writing skills, regional emphasis is not apparent in the aggregated responses.

key findings and recommendations from two major studies undertaken by TUSEV – *Philanthropy in Turkey: Citizens, Foundations*, and the *Pursuit of Social Justice and Civil Society in Turkey: An Era of Transition/The Turkey Country Report of the Civil Society Index*. During her tour, Filiz made a stop in New York City where she gave a presentation hosted and coordinated by the Center on Philanthropy and Civil Society and The Ford Foundation. Both publications are posted on the TUSEV website. In the September 2007 online edition of *Alliance* magazine, Filiz reported on the Organisation for Economic Co-Operation and Development’s Second World Forum on Statistics, Knowledge and Policy, which took place in Istanbul in June 2007.

After completing her fellowship and a trip to Germany, **Saché Cantu (ELIPF 2006, United States—Mott Foundation)** returned to Washington DC, to take up new and increased responsibilities as Chief Operating Officer at The Latino Federation of Greater Washington, where she is working together with a new board.

Alexandra Cervantes (ELIFP 2003, Mexico—Ford Foundation, Mexico), founding Executive Director of MIDE-ac, *Migración y Desarrollo A.C.* in Mexico served in 2006 as a consultant with Save the Children USA to diversify their funding sources for their Central America programs by reaching out to populations from El Salvador, Guatemala and Nicaragua residing in Los Angeles, Washington D.C. and Miami. She is currently living in Aguascalientes, Mexico.

Svetlana Chaparina (ELIFP 2006, Russia—Mott Foundation), was promoted to Chief of the Development Department at the Togliatti Community Foundation, and remains a key player in Russia’s youth philanthropy efforts as Coordinator of the Community Foundation Partnership of YouthBanks. Under her guidance, members of the partnership launched a website and a bi-lingual newsletter. Svetlana’s research paper from the International Fellows Program is posted on the YouthBank’s website. She has also moderated a panel on the development of youth banks in Russia at The Community Foundations Partnership’s 8th annual conference on “Community Foundations as a Technology of Social Investment in the Territory” in Moscow on June 19-21, 2007.

In June 2008, Svetlana will speak about Russia’s youth philanthropy movement at the joint IX Conference of the Community Foundation Partnership and the III Youth Bank/YACs Conference. The forum will bring together leaders of Russian, Ukrainian and Lithuanian Community Foundations, representing 22 local communities. Other panelists at the conference will include program alumna **Natalya Kaminarskaya (ELIFP 2001, Russia—Mott Foundation)**, Executive Secretary of the Russian Donors Forum.

Tiziana Colasanti (ELIFP 2003, Italy—Mott Foundation) just received a new assignment to Chad from the International Committee of the Red Cross, after completing a year in the Democratic Republic of Congo where she served as a protection delegate in Kinshasa and head of the ICRC office in Kisangani. She previously worked with the Italian NGO *Fondazione Don Carlo Gnocchi* in Rwanda.

Marwa El-Daly (ELIFP 2001, Egypt—Rockefeller Foundation) is founder and chairperson of the recently established Maadi Community Foundation (*Waqfeyat al Maadi al Ahleya*) in Cairo, Egypt. A pioneer in the community foundation scene in Egypt, the entity is a revival of the traditional Islamic *waqf* (endowment) system. The foundation serves the Cairo suburb of al-Maadi with the aim to improve the quality of life of its residents through advancing programs of comprehensive and sustainable community development that build upon and enhance local philanthropic giving. In September 2007, Marwa begins work as a consultant to Egypt's Minister of Social Solidarity in the area of NGO affairs.

Joseph Gonzales (ELIFP Diversity Fellow 2005, United States—Mott Foundation), in his capacity as Director of Latino Outreach in the Philadelphia Museum of Art's education division, worked on public outreach and development of educational and marketing materials to accompany the exhibit "Treasures/Tesoros/Tesouros: The Arts in Latin America, 1492-1820" which opened in autumn 2006. He also served as a consultant to the museum in such areas as development, visitor services, and external affairs. Joseph recently earned a doctorate in anthropology at Temple University.

Vassilis Goulandris (SIFP 2005, Greece—Niarchos Foundation) is a Strategic Planner for Information Society and Communication projects, and works in strategic partnership with VENTRIS Strategic Research Planning. He was a founding staff member and general manager (until April 2007) at Access2Democracy (Athens, Greece). Vassilis presented the position paper he produced as a Center Senior Fellow at the Community Philanthropy Initiative (CPI) meeting and the European Foundation Centre's 2006 annual convention in Brussels. His research was also featured on EFC's website (CPI section).

Carly Hare (ELIFP Diversity Fellow 2006, United States—Mott Foundation), Programs Director at The Community Foundation Serving Boulder County, Colorado, participated in Boulder County's 2007 donor education forum, and shared the research she conducted during the Center's spring 2006 International Fellows Program with her organization's board and donor base in order to discuss ways the research may be applied towards increasing donations to native-led and native-run organizations. Carly has also worked with several native nonprofits on raising new funding, and has been asked to serve on the board of a national native nonprofit.

Fabiana Hernandez (ELIFP 2007, Uruguay—Kellogg Foundation) and **Carolina Trevisan (ELIFP 2007, Brazil—Kellogg Foundation)** jointly presented their research findings at the ISTR Latin American Regional Conference in November 2007. They presented on "Community Foundations and Social Development: a Model of Transparency, Trust, Legitimacy and Sustainability" in Spanish and Portuguese to 50 attendees. **Fabiana** currently serves as a consultant to Uruguay's Volunteer Center and is working on several proposals to facilitate knowledge sharing about community philanthropy among the NGO community.

Gráinne Kelly (ELIFP 2005, Northern Ireland—Mott Foundation) spent several months during 2006 in Phnom Penh, Cambodia conducting research on theories and

practices of reconciliation, a follow-up on previous research in Northern Ireland. She made a presentation on community foundations in divided societies at "Implementing Peace - A symposium exploring emerging peace-building strategies and opportunities for collaborative approaches" convened by the Community Foundation for Northern Ireland in November 2006. She is currently a research consultant with several organizations and began work as Project Coordinator of the Victim Empowerment Project, an initiative of the "Foundations for Peace" network in April 2007. She is based at the Community Foundation for Northern Ireland.

Catherine Kiganjo (SIFP 2006, Kenya—The Ford Foundation, Kenya) is Programme Officer for Institutional Development and Governance at the Kenyan Community Development Foundation, a grantmaking public foundation that works to develop community assets for the long-term. Catherine attended the European Foundation Centre Conference in Madrid in May 2007.

Svitlana Kuts (ELIFP 1997, Ukraine—Rockefeller Foundation) is Director of the Center for Philanthropy in Kiev. Over the past several years, the center has organized professional training courses for NGO fundraisers, as part of a series of courses that bring international experts to the Ukraine to facilitate learning and networking opportunities. The Center's 7th International Fundraising Workshop, an annual international gathering where NGOs, government and business learn capacity building and resource mobilization for their organizations, was held in October 2007.

Marina Liborakina (ELIFP 1995, Russia—The Atlantic Philanthropies) works for Russian Unified Energy Systems in the area of corporate citizenship. She heads the companies' sustainability reporting and non-financial risk management. Together with her colleagues, she works to insure that corporate social responsibility is not just a supplement to business, but is an integral part of the organization's activities. Reporting is just one part of this effort. As part of her CSR work, Marina attended a conference in Washington DC in May 2007.

J.K. Manivannan (ELIFP 2006, India—Byrraju Foundation), Partner at the Byrraju Foundation (Hyderabad, India), is quoted in an article (Businessweek Online, January 22, 2007) featuring GramIT, a business process outsourcing venture launched by the Byrraju Foundation. GramIT outsources tech service jobs to rural India. Mani is cited as the Byrraju partner in charge of GramIT.

Based on the research she conducted as an Emerging Leaders in New York, **Julieta Mendez (ELIFP 2006, United States—Mott Foundation)** was invited to present a paper on "Transnational Solutions for Local Issues: Building Partnerships between U.S. Community Foundations and Hometown Associations" at the Council of Foundations' Community Foundation Conference in Boston in September 2006. Julieta was recently promoted to Program Officer for Health & Human Services at the International Community Foundation in San Diego, California. In January of 2008, she attended the first First Regional Convening of International Funders for Indigenous Peoples (IFIP) held in Querétaro. Attending a trip organized by the conference, Julieta met at the Oaxaca

Community Foundation with former Fellow **Vadim Samorodov (ELIFP 2004, Russia)** who is currently Programme Manager, WINGS Global Fund for Community Foundations. Finally, Julieta received a scholarship from The Emerging Practitioners in Philanthropy (EPIP) to attend the spring 2008 COF Leadership Summit in Maryland.

Chris Mkhize (SIFP 2003, South Africa—Mott Foundation), Executive Director of Uthungulu Community Foundation, represented his foundation at a workshop in Dar-Es-Salaam, Tanzania sponsored by Worldwide Initiatives for Grantmaker Support, Tanzania Social Action Fund, the World Bank and established community foundations in Tanzania. The gathering was a networking opportunity for Tanzanian and South African community foundations. Chris is author of a recent paper entitled “Philanthropic Photo” discussing the role of African philanthropy in development. Chris attended the Council on Foundations’ Leadership Summit in Maryland in May 2008 and met with several members of the 2008 ELIFP cohort.

Ritu Mohan (ELIFP 2001, India—Ford Foundation, India) currently heads the corporate social responsibility section of British Gas in India. The corporation’s CSR strategy is focused in the areas of Delhi, Gujarat and Mumbai.

Bhekinkosi Moyo (ELIFP 2003, South Africa—Mott Foundation) is currently a Research Fellow at TrustAfrica in Senegal. Dr. Moyo conducts research on pertinent issues in the field of philanthropy, with an eye to building and strengthening partnerships with other African foundations. He is editor of *Africa in Global Power Play: Debates, Challenges and Potential Reforms* (Adonis & Abbey, London, 2007), a collection of articles that address the current position of Africa in international political and economic relations. In 2006 he attended the *International Seminar on India Africa Relations: Emerging Policy and Development Perspectives*, sponsored by the Centre for African Studies, University of Mumbai. TrustAfrica is initiating an annual publication that will seek to measure the state of philanthropy in Africa.

Annsilla Nyar (ELIFP 2002, South Africa—Mott Foundation), Research Fellow with the Center for Civil Society at the University of KwaZulu Natal, wrote “Given, Forgotten, Finished: Toward a Recognition of Family Giving in Durban, South Africa.” The article appeared in the premier issue of *Giving Thematic Issues in Philanthropy and Social Innovation* (January – June 2007), an international journal edited by Dr. Giuliana Gemelli, Director of the Masters in International Studies on Philanthropy and Social Entrepreneurship (MISP) program at the University of Bologna. Annsilla has been working on a student exchange project between MISP and the Center for Civil Society. She is also working on a module which focuses on social justice and philanthropy for the Center’s Masters course.

Marcela Orvañanos de Rovzar (SIFP 2003, Mexico—Tuition), founder and Executive Director of FONDEA Asesorias, S.C., joined the Center on Philanthropy and Civil Society’s advisory board in 2006. She is also co-founder and President of the Board of Directors of Fondo de Estrategia Social (FES). FES works to promote philanthropic culture in Mexico. Marcela has been working with the Ministry of Education in Mexico,

NY State, The State University of New York and local nonprofit organizations and community centers to address the illiteracy of undocumented Mexican citizens living and/or working in the US. Most recently, Marcela founded the Qualitas of Life Foundation to help improve the financial literacy of immigrants in New York City. Finally, she has led seminars in the 2007 and 2008 Fellows Programs on the creation of a culture of institutionalized philanthropy.

Maria Luisa Pizarro (ELIFP 1998, Philippines—Rockefeller Foundation) left her position as Executive Director of the American Chamber Foundation of the Philippines to relocate to Canada in May of 2000, but remains in close contact with the Foundation and its directors. In Canada she worked for five years as Fundraising Manager for the United Way of Greater Toronto. She recently took on a new position with UNICEF Canada as Development Manager for the Ontario region for their newly-established Major Donor Programme.

Allyson Reaves (ELIFP Diversity Fellow 2007, United States—Mott Foundation), Program Associate at the Community Foundation of the Lowcountry, was accepted into the Master dei Talenti Neolaureati internship program organized by the Fondazione CRT in Torino, Italy. The twelve-month internship which began October 2007 aims to help develop a network of nonprofit organizations in the Piedmont region of Italy, the United States and the United Kingdom. Awardees work with Fondazione CRT staff to develop strategic grant-making initiatives and venture philanthropy projects. A short article by Allyson entitled “Philanthropships – Don’t Miss the Career Boat!” was published in the European Foundation Center’s *Effect* (spring 2008) in which she identifies the Center’s International Fellows Program as one of three around the globe that “stand out for encouraging international participation from all levels of expertise.”

Following his fellowship, **Partha Rudra (SIFP 2005, India—National Foundation of India)**, Program Director at the National Foundation for India, participated in a workshop in San Juan, Puerto Rico organized by The Ford Foundation on institution-building and social justice philanthropy. Partha has been actively leading conversations within his foundation on how to position community foundations in India. He was cited in an article, “Learning to Learn,” in the June 2006 issue of *Alliance*.

As a member of the Transatlantic Community Foundation Network, **Vadim Samorodov (ELIP 2004, Russia—Mott Foundation)** spoke at a working group meeting at the Community Foundation Model and Turkey conference in Istanbul in October 2006 and, in May 2007, participated in a roundtable discussion at the Transatlantic Community Foundation Network Peer Exchange. Participants presented the experience of community foundations in their countries and discussed the legal and fiscal frameworks under which community foundations operate. He also wrote an article on philanthrocapitalism in Russia for the March 2007 issue of *Alliance*. In 2007 Vadim drew on his experience with TCFN and as Program Director at Charities Aid Foundation to take on a new challenge with the WINGS Global Fund for Community Foundations. In his capacity as Programme Manager for the Global Fund, Vadim visited the Oaxaca Community Foundation in January 2008, where he met program alumna **Julieta Mendez**, and visited

New York in April 2008 where he led a seminar with the current (2008) Emerging Leaders on developments in philanthropy and community foundations in a global context.

Recent research on Chinese family foundations in New York today undertaken by **Angela Wing Kong Seng (ELIFP 2007, Hong Kong—Mott Foundation)**, Associate Fellow with the Centre for Civil Society and Governance at The University of Hong Kong, was well received at the Asian American Federation of New York (AAFNY). The federation planned a meeting of foundation representatives to discuss among other things her report's findings and recommendations.

Andrés Thompson (ELIFP 1989 and SIFP 2005, Argentina—W.K. Kellogg Foundation), Program Officer for Latin America and the Caribbean at W.K. Kellogg Foundation in Sao Paulo, Brazil, contributed to *Partnering with Youth to Build the Future* (Editora Peiropolis, Sao Paulo, 2006). He also wrote an article that appeared in the March 2006 issue of *Alliance* discussing the adaptability and viability of community foundations in Latin America. In addition, Andrés was cited in an article, "Learning to Learn," in the June 2006 issue of *Alliance*.

In November 2007, **Carolina Trevisan (ELIFP 2007, Brazil—W.K. Kellogg Foundation)** presented a paper on "Community Foundation and Social Development: a model of transparency, trust, legitimacy and sustainability" together with **Fabiana Hernandez (ELIFP 2007, Uruguay—W.K. Kellogg Foundation)**. Presenting in Portuguese and Spanish at the sixth Latin American and Caribbean ISTR Regional Network conference "Tercer Sector y Sociedad Civil en América Latina y el Caribe: (Re)pensando Identidades y Relaciones Intersectoriales" their well-attended session sparked a lively discussion about community philanthropy in Latin America. In recognition of her work in this area, **Carolina** was recently invited to join a research team newly established in Brazil by the Global Fund for Community Foundations to study the viability of community foundations in Brazil.

Yang Tuan (ELIFP 1998, People's Republic of China—Ford Foundation) was a visiting scholar at the Adam Smith Research Foundation of the University of Glasgow in April 2008. Dr. Yang's visit enabled her to incorporate research on the UK Health system conducted in collaboration with Dr. Jane Duckett, Department of Politics into lessons for Chinese health policy. Professor Yang is Deputy Director of the Centre for Social Policy Studies and Head of the Social Policy Department at the Institute of Sociology of the Chinese Academy of Social Sciences.

Anahí Viladrich (ELIFP 1994, Argentina—The Atlantic Philanthropies) is currently Associate Professor in Urban Public Health and Director of the Immigration & Health Initiative at Hunter College of the City University of New York. In April 2008 she presented a paper on "Reframing the Debate on Immigrants' Access to Health Care: Beyond the First Decade of the (Un)Welfare Reform" at a forum to improve the health of all New Yorkers by reducing the health burdens of immigrants. The forum, part of the 5th Annual Immigrant Heritage Week, was sponsored by the NYC Mayor's Office of Immigrant Affairs and Hunter College, and was organized by Hunter's Office of

External Affairs, and by the Immigration and Health Initiative (IAHI) at Hunter College, which Dr. Viladrich directs.

Felicitas von Peter (ELIFP 2002, Germany- Mott Foundation) is Managing Partner, Active Philanthropy, a platform for families and individuals interested or already engaged in philanthropy, and the former Director of the Philanthropy and Foundations Division at Bertelsmann Foundation. She is author of “Philanthropy and Family Offices: Innovative Strategies for Private Wealth,” an article that appeared in the premier issue of *Giving Thematic Issues in Philanthropy and Social Innovation* (January – June 2007), an international journal edited by Dr. Giuliana Gemelli, Director of the Master in International Studies on Philanthropy and Social Entrepreneurship (MISP) program at the University of Bologna.

Marion Webster (SIFP 2003, Australia—Mott Foundation), Chair, Melbourne Community Foundation was awarded a contract in 2006 by the government of Australia to review the Asia Pacific Centre for Social Investment. In November of 2006, Marion visited the U.S. for a series of meetings about her current work. While in New York she met with Center staff and led a Senior Fellows Program seminar in a discussion of nonprofit sustainability and community foundations as conveners and resources.

Terence Yuen (ELIFP 2002, Hong Kong—Mott Foundation) is Lecturer in Public and Social Administration in the Division of Social Studies at The City University of Hong Kong. The year following his participation in the program, Terence wrote a report entitled “Meeting the Needs of the Third Sector in Hong Kong: Social Innovation and Community Foundation” and was a member of the working group to explore the establishment of a charitable trust in Hong Kong. In 2005, he produced a further study entitled “China’s New Foundation Administration Regulation and the prospect of Promoting the Community Foundation Paradigm.” During 2006 Terence was principal researcher for the Hong Kong Arts Development Council’s *A Decade of Arts Development in Hong Kong* (Hong Kong, 2006) and a contributor of three chapters on arts development in the book. Dr. Yuen is Honorary Fellow at the Centre for Civil Society and Governance (The University of Hong Kong), Honorary Research Consultant for the Institute of Civil Society (Sun Yat-sen University, Guangzhou, China), and Honorary Adviser to Habitat for Humanity China, (Hong Kong National Office).

Andrzej Zawieska (SIFP 2007, Poland—Mott Foundation) helped to establish the newly created *Federation of the Polish Community Foundations* (legally registered March 28, 2008) and serves as Director of the federation office. The Federation’s board includes representatives from 4 community foundations in Poland – Nidzica Community Foundation, the Community Foundation in Raciborz; the Community Foundation in Bilgoraj; and the Community Foundation in Elblag. Three additional Polish community foundations are represented on the Federation’s Control Committee – the Community Foundation in Sokolka, Kielce, and in Plock.

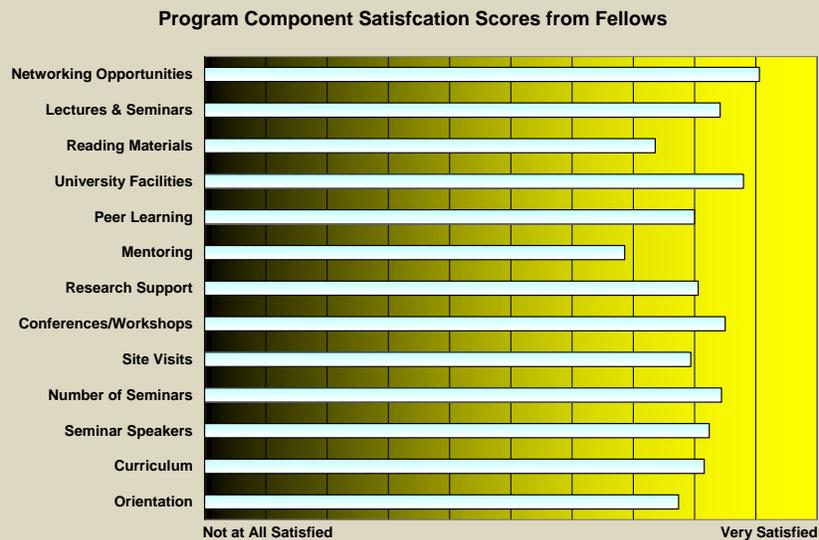
The Program: The Fellows Evaluations and Perceptions

Quantitative Material

In addition, fellows have shared their perception of the program with us through the end of seminar evaluation and the web-based survey.

The program evaluation administered to fellows asks participants to indicate their level of satisfaction with each of the 12 major program components, with responses ranging from “not at all satisfied” to “very satisfied.” Chart indicates the average level of fellows’ satisfaction for each component. While fellowship participants were on average either satisfied or very satisfied with all the program components, fellows were most satisfied with networking opportunities offered by the program, followed by the conferences and workshops, lectures & seminars, and the total number of seminars.

Chart 13: Program Component Satisfaction Scores from Fellows



When broken down by fellowship category, the evaluation results indicate that Senior Fellows were overall more satisfied than Emerging Leaders. Senior Fellows were most satisfied with seminar speakers, conferences & workshops, peer learning and research support. Meanwhile Emerging Leader Fellows were most satisfied with networking opportunities, the program curriculum, conferences & workshops, and the overall number of seminars offered by the program.

Qualitative Material

We also have gathered qualitative material on how the fellows view the program. This material, being shared for the first time in this evaluation,¹³ is drawn from various sources: end of program evaluations; the 2007 web-based survey; and occasional electronic exchanges both via the listserv and other media. What follows are the fellows' perceptions of the program in their own language. Gathered together thematically the quotes provide a more nuanced picture of the participants' level of satisfaction with the program, as well as its impact on their professional careers.

Personal and Professional Development

The Fellows Programs provide nonprofit practitioners with an unusual opportunity for study, exchange and reflection. The impact may be immediate or may develop over time, but in either case the threads of personal and professional development are often closely intertwined.

"My participation in the fellowship program provided me with a deeper insight into the study of philanthropy and civil society." [SIFP 2005]

"It [the Senior Fellows Program] was a valuable learning experience concerning the function of philanthropy and its usefulness in promoting social changes. I was able to look beyond the preoccupation with daily responsibilities and reflect on the potential of philanthropy in support of social change in Greece." [SIFP 2007]

"... And today [upon arriving back at work in Croatia], all day long, I only talk [of] you and all the staff at the Centre, lessons learnt and experiences of my college fellows. I realize now how much I was learning all the time, and how [much] easier [it] for me is to plan and suggest future steps, now.

The program was excellent, speakers and reading material were very. . . interesting for me. I will stay in touch and inform you about new developments in Tuzla." [SIFP 2005]

"Overall growth and knowledge about the voluntary sector was acquired through my stint as an International Fellow." [ELIFP 2003]

"The Emerging Leaders Program (2007) was a wonderful opportunity. I feel I am in a higher level by now. [ELIFP 2007]

"My fundraising and networks skills are drawn from my fellowship experience." [ELIFP 1994]

¹³ The 2004 evaluation of the Fellows program also included a section presenting the fellows' views of the program in their own language. We have made certain that duplicative material is not presented.

“... With my family's migration [relocation to another country/continent] came a few challenges, but I had the good fortune of finding a job within my area I know my experience at CUNY was quite a big help during my job search.” [ELIFP 1998]

“The Fellowship experience in the Center was a very rich educational exposure to the Third Sector in the US and to models such as community foundations. In addition to the theoretical benefit, the visits and networks established during the program enabled me to excel in the field, and carry out the first comprehensive scientific study on philanthropy in Egypt ... to establish the first community foundation reviving the traditional waqf (endowment model) in Egypt and accordingly got nominated to be a social entrepreneur by Ashoka.” [ELIFP 2001]

“I am responsible for CSI at the Banking Association of South Africa, both for the internal CSI strategy and formulation of an SA banking industry CSI framework. The Industrial Development Corporation of South Africa (IDC), my previous employer is implementing what I had recommended. CUNY experience has been a major stepping stone career wise. Thanks for the opportunity.” [SIFP 2005]

“We [i.e. 2 members of the 2007 cohort] presented our paper called Community Foundation and Social Development [at a regional conference in Latin America]! There [were a] lot of people interested in the theme and some of them came to ask us about the fellowship.”

I think it is a good start to talk about community foundations in Latin America! And we would like to share with you that we are working on spread[ing] the concept, even if people are very critical and skeptic[al] at the beginning.” [ELIFP 2007]

“My knowledge of the American Community Foundations gained through the fellowship program, has sharpened my ideas of making the civil society in India strong and vibrant. It has also helped me in developing a good understanding of the philanthropic potential of individuals and the corporate sector in India and it has also helped me thinking strategically about fundraising for my Foundation for social development... . The experience also helped me in seeing a connection between a community foundation model and our foundation.” [SIFP 2005]

Institutional Development

Many of the alumni have gone on to create important institutions, or fostered initiatives designed to strengthen philanthropy in their countries or regions, as evident in the following examples.

I “helped establish Bombay Community Public Trust in 1991 after studying New York Community Trust in 1990.” [ELIFP 1990]

“I used recommendations from my research to develop programs and activities for East Africa Association of Grantmakers.” [ELIFP 2005]

“Now I am engaged in creating the Federation of Community Foundations in Poland.” [SIFP 2007]

“My research topic was about Youth Bank development. During [the] last 2 years I participated in the founding 7 Youth Banks and 2 Community Foundations all over Russia.” [ELIFP 2006]

Of course, institution building is often developing and applying new ideas, and working with new partners as evidenced in the work of the following program alumni.

“The exposure to the community foundation model triggered more innovative ideas within me that can help our communities deal successfully with poverty and literacy in South Africa. So, I helped many institutions to organize themselves and be well positioned to attract funds and skill. In the same manner, I became a founder of at least 3 organizations that fight poverty. Recently, I have won the government support to fund at least 21 Community Development Trusts across South Africa to address poverty-related issues.” [ELIFP 2001]

“Through the publication [of my research findings, I] got referrals and [was] contacted by fellow South Africans that had gone through my writings. I have been asked to assist in the establishment and strengthening of private foundations. Thus the discourse is ongoing.” [SIFP 2005]

“I was invited to help with the establishment of one emerging community foundation by my mentor’s (at the CUNY program) organization.” [ELIFP 2005]

Networking

Networking is an important and intended aspect of the program, and contacts established among fellows, visiting speakers, mentors and other Friends of the Fellows have a short- and long-term impact at the personal, professional and sectoral levels.

“The Senior Fellows Program “provided the opportunity for a “time out” in an environment that was conducive to learning/study. It was a great opportunity to be on the ground for an extended period and to attend functions/to meet people, etc. As one person described it to me philanthropy is a “contact sport” – lots of contact!” [SIFP 2007]

“It’s great that the Centre has established this online tool [i.e. the Fellow’s listserv] so that fellows have a chance to network and touch base through the web!” [ELIFP 1998]

“Contacts established among the former fellows and partners of the Center helped in creating trust and building the Asian network.” [ELIFP 2006]

“Also made contact with the Biko Institute in Brazil through a colleague who was [also] a fellow, Andrés [Thompson]. Nkosinathi Biko of the Steve Biko Foundation visited the Biko Institute in Brazil in October 2007 and the Biko Institute reps were in South Africa in September 2007 for the Biko 3030 commemorations marking his death 30 years ago at the age of 30 which had present the S[outh] A[frican] President Thabo Mbeki and three former African Heads of State.

This exchange was conceptualised by Andrés and I at the canteen [at the CUNY Graduate Center] in November 2005!” [SIFP 2005]

“Learning from [other] Fellows about the similarities and differences of the community foundation concept in different places and across different cultures [was among the strongest aspects of the program].” [SIFP 2007]

“Bringing a diverse group of fellows together to learn and think together about the future of our fields and current focus of work [was one of the highlights]. . . . The learning at CPCS is maximized by our proximity to one another and the valuable experts brought in to share the information.” [ELIFP 2006]

“The programmes provide an unparalleled opportunity to meet with leaders in the field of philanthropy and community foundations” [SIFP 2007]

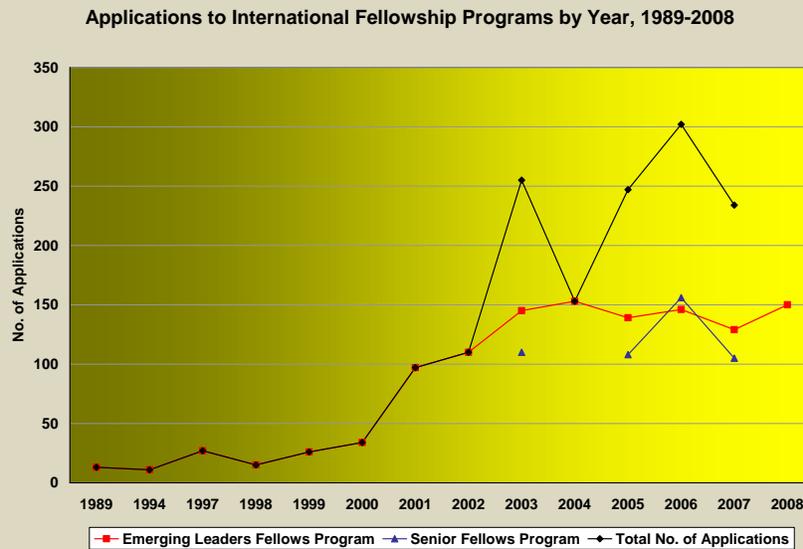
“The networking opportunities you provide are amazing!” [ELIFP 2006]

Section III. Internal Evaluation

Growth of the Program

The program has grown dramatically since dedicated Mott and then Kellogg Foundation funding began. As seen in the following chart the number of applications has skyrocketed, especially since 2000. With the advent of the Senior Fellows Program, the Center has processed between 200 and 320 applications per annum for both programs combined. [Please note that this figure includes applications for spring 2008, and that there was no Senior Fellows Program in 2004].

Chart 14: Applications to International Fellowship Programs by Year, 1989-2008



In response we have adopted a number of procedures to meet the demands created by an expanding program, including the following:

Applications

The Center’s announcement of the 2007 Emerging Leaders International Fellows Program marked the transition from a paper-based application process to an online application system. The change was phased in over 2006 when an online application form was designed, launched and promoted through the Center’s website, printed brochure, e-mailed dissemination, and postings on web-based forums and publications. The online form for the Emerging Leaders and Senior Fellows Programs addresses the Center’s need to efficiently collect, organize and screen a growing number of applications and facilitate data management for analysis and reporting purposes. Moreover the provision of an online form responds to the need, frequently voiced by prospective applicants, for an easy-to-use application process.

Dissemination

The use of electronic media has proven beneficial in the area of program promotion. The hundreds of program-related queries received by e-mail indicate that knowledge of the program was gathered from either the Center’s website, a posting on an electronic publication or from a listserv. In 2003 the Center re-designed its web site, *www.philanthropy.org*, to highlight the Fellows Program. Now prospective applicants can find a program description, application procedures, and information on program alumni and their research, including abstracts of their papers and previous editions of the

IFP Newsletter. Fellows are directed to a page on the Center's website where the program's calendar, syllabus, and readings are posted during their appointment.

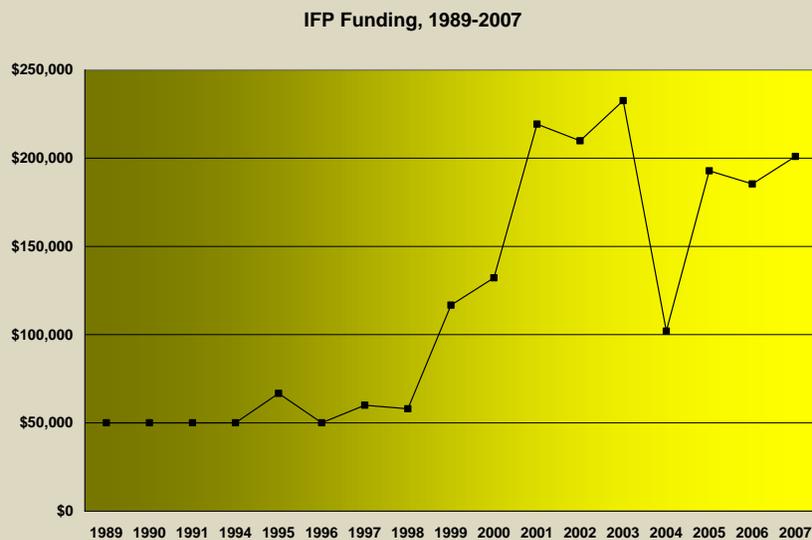
Networks

Another area in which electronic media have been advantageous has been in building networks and information sharing. The Center established a listserv for the Fellows Programs' alumni enabling them to provide updates on their own work, learn of opportunities in their professions, and share press articles pertaining to the field and their thoughts. New fellows are introduced to the alumni through this medium and new connections are made. Finally, the Center issues a call for applications on the listserv and elicits alumni assistance in disseminating the RFP through their own networks. Recently, the Center has begun to raise funds from alumni via a listserv appeal.

Funding

As shown in Chart 14, funding for the program has grown sharply since the advent of dedicated Mott and then Kellogg Foundation funding, bringing in an average of \$184,000 per year since 2000 (including the years when the Senior Fellows Program was not offered). The growth in revenue is matched by the diversification of funding. In the programs first 11 years (1989-1999) there were six different funders; from 2000-2007 the number of funders grew threefold to 18.¹⁴

Chart 15: IFP Funding, 1989



¹⁴ Overall (through 2008) the program has enjoyed the support of 23 different funders, counting the varied tuition fellowships as a single category of funding support.

Section IV: Conclusion and Challenges Ahead

The Fellows Programs enjoy a strong international reputation and the demand for the fellowships far exceeds the Center's capacity to grant them. In any evaluation, attribution is the most difficult of determinations. However, the alumni as a whole clearly constitute a dynamic element within the global Third Sector. They are well placed institutionally within the sector and hold positions of authority; they are entrepreneurial, accounting for the creation of (on a per capita basis) almost two organizations per fellow; they are productive, publishing and presenting papers in a host of venues and media; they are well connected, engaged in membership and electronic networks at local, regional and international, levels. And finally, they are committed to the Fellows Program, serving as mentors to incoming fellows, participating on the listserv, and returning to lead seminars.

However, challenges remain.

- First, we would like to increase the role of the Center as conduit for information exchanges and a repository of electronic resources (especially, those produced by the fellows themselves) of interest to global practitioners. The need for this service and the Center's ability to provide it has been suggested by more than one alumnus.
- Second, though the listserv is active and we are in frequent electronic contact with many of the alumni, engagement tends to lessen over time. As evidenced by the web-based survey, the majority of respondents were from post 2000 cohorts. It has been more than ten years since there has been a face-to-face gathering of former fellows. Such a gathering has the potential to have a positive and galvanizing effect on the program directly, and through the exchanges of information, perceptions and strategies, the work of individual fellows.
- It would be very helpful if we could begin to capture their perspectives on the growth of community foundations and civil society in their regions in a more systematic way that would provide a record for future fellows, practitioners and scholars.

Perhaps the most striking finding is the role of the IFP alumni in the sector's growth around the world. High levels of employment in the sector, sustained intellectual production, networking and eighty-two organizations created by a handful of individuals over the past few years speaks for itself, and for the impact of dedicated professional development programs. In the process, the fellows have helped to generate a wealth of new institutions and ideas in their societies.

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