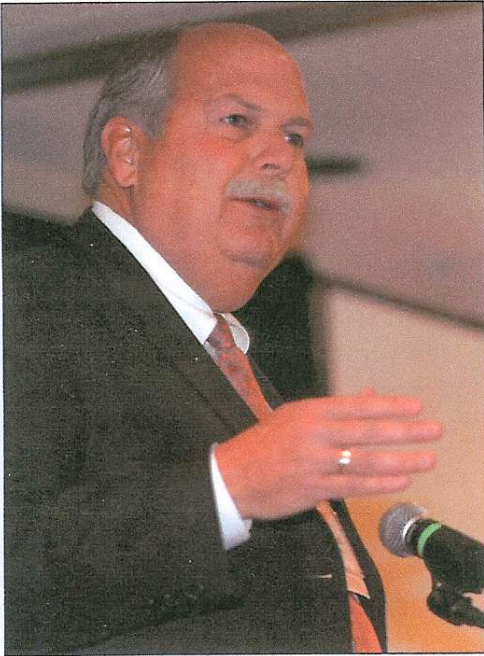


“What have you **learned** that **changed** the way you give?”



“Focus on Efficient Impact”

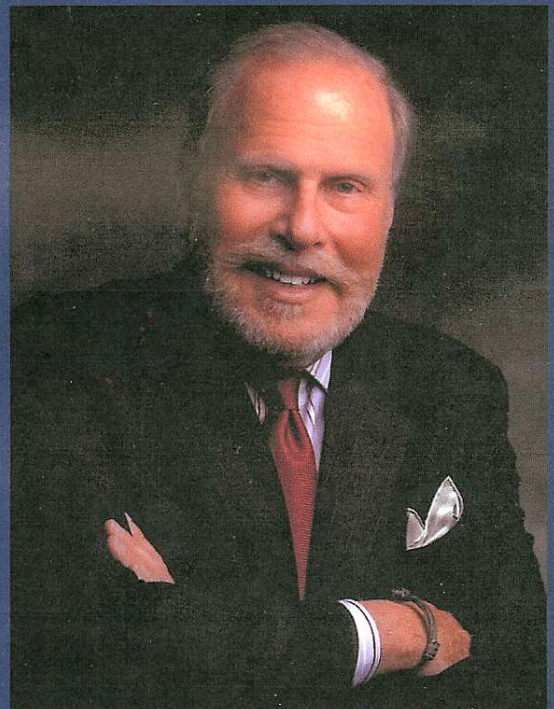
By David Weekley

With so much charity going to “feel good” projects, we’ve placed a premium on supporting organizations that deliberately measure their impact on the lives of the poor. We work with partners like One Acre Fund (1AF) to define milestones for the grant that align with their mission, activities, and desired impact. This has clarified for us a shared set of standards for success. A key number for 1AF is increased income, and it’s important to calculate the donor cost to produce that change, which gives us an indication of cost-effectiveness. 1AF turns a donated \$1 into more than \$10 of additional income to subsistence farmers. We’ve learned to focus on efficient impact, rather than personal anecdotes or tallies of actions.

By Jeffrey Solomon

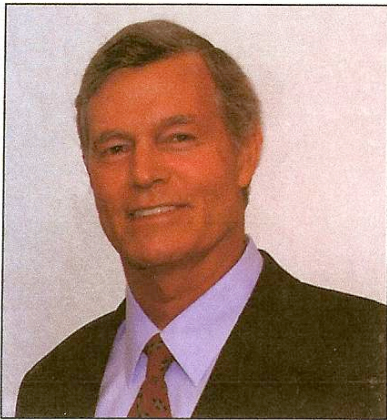
“Knowledge of Local Customs”

The Andrea and Charles Bronfman Philanthropies are active throughout the U.S., Canada, and Israel, and we’ve observed and learned many things about the challenges of international work. Philanthropies working overseas need strong directors and program staff on the ground. And by that, I mean those who are part of or wired to the cultural DNA. (In Israel, for instance, there is no Hebrew word capturing the notion of “accountability.”) Knowledge of local customs and nuances is often the difference between success or failure. So a strong staff that bridges that conceptual void is essential.



SUB-GRANTING FOR EXTRA EFFECTIVENESS

By Steven M. Hilton



When you find a really outstanding organization—like the Perkins School for the Blind—and you want to take programs to a global scale, you learn that the grant recipient is in a stronger position to make sub-grants to smaller partner organizations that can really make a program work. They understand the scope of the challenges ahead and can make quick, informed judgments on how best to provide support. It boils down to leveraging their knowledge and trusting their expertise. We help define the overall direction of our programs, but a portion of our grants are often sub-granted to local organizations, making the gift far more effective, like ripples in a pond.

A Symposium on International Giving

As part of *Philanthropy's* special issue on global giving, we invited some of America's leading international donors and development experts to respond to three questions: "What have you learned that changed the way you give internationally?"; "Tell us about a really smart international grant"; and "What's an unsung organization doing great work in the field?" Learn more about the contributors below.

—THE EDITORS

Jean Case is co-founder and CEO of the Case Foundation, which seeks to unite innovation, technology, and entrepreneurship to identify, test, and prove new models for solving social challenges.

Bill Frist served as a U.S. Senator from Tennessee from 1995 to 2007, including four years as Senate Majority Leader. A surgeon, he is chairman of Hope through Healing Hands, a board member of the Clinton Bush Haiti Fund, and a former board member of the Millennium Challenge Corporation.

Russ Hall is co-founder and managing director of Legacy Venture, a venture capital fund of funds whose members dedicate all returns to philanthropy. He previously worked at Silicon Valley technology start-ups and venture capital firms.

Steven M. Hilton is president and CEO of the Conrad N. Hilton Foundation, which gives more than half of its grants each year internationally.

Steven J. McCormick is president of the Gordon and Betty Moore Foundation, which seeks to advance environmental conservation and scientific research around the world, as well as improve the quality of life in the San Francisco Bay area.

Lynn Schusterman is founder and chair of the Charles and Lynn Schusterman Foundation. She has been involved in Jewish communal and philanthropic affairs for more than 40 years, both in the U.S. and overseas.

Edward W. Scott Jr. co-founded BEA Systems, a computer

software company, after serving as an Assistant Secretary of Transportation and Deputy Assistant Attorney General. He is founder and chairman of the Center for Interfaith Action on Global Poverty and the Center for Global Development.

Fred Smith is president of the Gathering, an international association of individuals, families, and foundations giving to Christian ministries.

Maureen Smyth recently retired as senior vice president for programs and communications at the Charles Stewart Mott Foundation.

Jeffrey Solomon is president of the Andrea and Charles Bronfman Philanthropies and co-author, with Charles Bronfman, of *The Art of Giving* and the forthcoming *The Art of Doing Good*.

Tad Taube is founder and chairman of the Taube Philanthropies, which support the concepts and principles of a free, democratic society and programs that support Jewish heritage, survival, and cultural celebration. He is also president of the Koret Foundation.

James Tooley is a professor at the University of Newcastle upon Tyne and former president for education at Orient Global. He is the author of *The Beautiful Tree*.

David Weekley is founder and chairman of David Weekley Homes in Houston and president of the David Weekley Family Foundation.

TWO COMPLICATED TRANSACTIONS

By Fred Smith

There are two transactions that are complicated in international grantmaking. The first is finding a vehicle that is cost-effective for making grants to foreign nonprofits. The second is getting reliable, timely information back on the gift. Stewardship Trust in London is over 100 years old and provides this service for more than 25,000 clients, who make over \$70 million in grants each year. (They also administer the complexities of Gift Aid for British citizens making gifts outside the U.K.) It is a very valuable and efficient service.

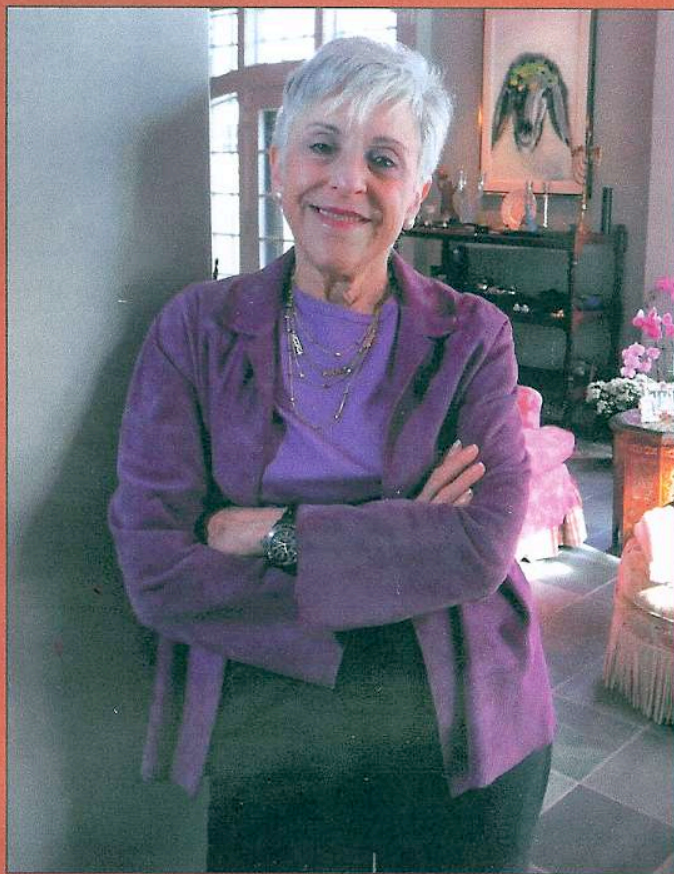
“ Context Is CRITICAL”

By Steven J. McCormick

In my experience, context is critical. If we don't work to check our assumptions and understand the local context and culture of a place, we won't address the root causes or have the global impact we seek. As a U.S.-based foundation supporting organizations to work internationally, we have to make sure we're aligned with the interests of local communities. And when we're giving internationally, we try to understand political power structures so we can adapt our advocacy, strategic communications, and government relations grantmaking accordingly.

Learning from OVERSEAS PARTNERS

By Lynn Schusterman



Funding effectively outside of the United States requires more than working diligently, strategically, and efficiently. It is also about working collaboratively and cooperatively with local partners who can enhance your chances of achieving substantive change. Respecting and appreciating the local culture is important; patience is essential. Perhaps my most important discovery from working internationally is just how much you can learn, about yourself and the issues you care about, from your overseas partners. The flow of knowledge and inspiration goes both ways, and you sometimes have as much to gain as to give when funding overseas.

“Tell me about a **really smart** international grant”



Trusting the Grantee

By Steven M. Hilton

TO DO WHAT THEY DO BEST

In 1991, following Conrad Hilton's mandate to support those who suffer in darkness, we reached out to the Perkins School for the Blind, a world leader in education for children who are blind or visually impaired, often with multiple disabilities. We did our research and then we trusted Perkins to do what they do best. After two decades, the Hilton Foundation has provided more than \$65 million to the partnership. By improving the quality of education, expanding teacher training, empowering parents, and working closely with governments, the Hilton/Perkins program has reached more than 240,000 children, parents, and teachers in more than 65 countries.

“Charly and Lisa Kleissner
Want to Change the World”

By Russ Hall

Charly and Lisa Kleissner want to change the world. They have backed social entrepreneurs in developing countries—for example, through Social-Impact International they helped a community of artisans in India gain better markets for their goods, share better practices, and tap into capital and guidance to scale their businesses. Not content to do this just one business at a time, they have built a network of impact investors (called Toniic), written and talked widely to potential investors around the world, and singlehandedly made a dramatic change in the adoption of impact investment in foundations eager to use their corpuses to dramatically scale their accomplishments.

Archives of the
Jewish People

By Tad Taube



I am particularly proud of multi-year support by more than 20 philanthropic partners for the Jewish Genealogy and Family Heritage Center, established in Warsaw in 2009. The center is creating an interactive website to increase global access to the world's most extensive collection of historical archives of the Jewish people in Eastern Europe. The center's website will provide unique, guided research and information to clients worldwide in direct, real-time consultations, and will also gather family photos and documentation.

EXPANDING THE ONE ACRE FUND

By David Weekley

One Acre Fund (1AF) helps developing-world farmers double their income per acre by training them in modern techniques and offering access to seeds and fertilizer on credit. We fueled its first expansion into a new country—adding Rwanda to its original location in Kenya. Our funding allowed 1AF to nurture a new set of leaders, tweak the model for a new context, and build a parallel team in Rwanda that provided friendly competition and organizational learning for the original crew in Kenya. With a strong presence in Rwanda, 1AF is better positioned to grow in francophone Africa. We also backed 1AF's R&D team in Rwanda, which takes a relentless, data-driven approach to improving impact.

“AMBITIOUS, VISIONARY, GAME-CHANGING”: TWO DONORS ON BIRTHRIGHT ISRAEL



Photo credit: Sami Gimberg

By Jeffrey Solomon

Birthright Israel is by far one of the most ambitious, visionary, and game-changing philanthropic initiatives undertaken in the realm of global youth engagement and cross-cultural relationship building. While Birthright was a philanthropic risk, its successes have exceeded expectations. Since we launched in 1999, approximately 300,000 participants from 54 countries have participated, creating an entire cohort of alumni who are ambassadors for the program. Eighty-five percent of participants feel encouraged to be involved in their Jewish community following a Birthright trip. It is one of those rare projects that has had a multiplier effect— attracting more young people than we currently have resources to fund, and inspiring donors who want to be part of a program that has the power to change the Jewish future. More than 12,000 individual donors now support it.

By Lynn Schusterman

We have supported the Birthright Israel program since its inception in 1999 and, under its auspices, close to 300,000 young Jewish adults from 54 countries have been given a free, 10-day trip to Israel. The impact has been far greater than ever imagined, both in strengthening participants' Jewish identities and in developing an overall sense of connection to the global Jewish community. Birthright has also forged closer bonds between young Israelis and their counterparts in the Jewish Diaspora, a program model other countries are seeking to replicate as they strive to ensure that young adults of their own diasporic communities remain tied to their heritage and ancestral homeland.

“COMMUNITY-BASED PHILANTHROPY AROUND THE WORLD”

By Maureen Smyth

The Charles Stewart Mott Foundation believes that for a development investment to really take root, it must include building local institutions that will ensure the investment's viability over the long term. For this reason, Mott has been supporting the development of community-based philanthropy around the world. In 2003 we made what I consider to be a smart grant to the Charities Aid Foundation's office in Moscow, providing challenge grants to nascent community foundations around the country. Those foundations were required to raise funds from local donors to match funding from Mott and a few Russian national corporations—not only for re-granting, but for operations and institutional development. Eight years later, the number of Russian community foundations that rely mainly on local contributions has grown from about 10 to around 40.

CONSERVATION AMONG THE FIRST NATIONS

By Steven J. McCormick



Together with other grantmakers, the Gordon and Betty Moore Foundation funded the Great Bear Initiative, a First Nations-led organization in British Columbia dedicated to land and ocean stewardship and management. The work is multifaceted but effective: a core team negotiates with the provincial and federal governments on behalf of the 12 member Nations. A coordinator in each community helps collect traditional ecological knowledge from elders and resource users. Experts determine what each household needs for food, social, and ceremonial resources, then map that information. And there is a process to sketch out each community's vision for managing their territory. Collectively, these efforts will sustain and rebuild conservation economies in First Nations' traditional territories.

The Center for Global Development

By Edward W. Scott Jr.

Over a decade ago, as I began looking at ways to try to get the rich countries of the world to forgive the odious debt accumulated by now-deposed despots in the developing world, I was persuaded by others that what was really needed was a think tank where great minds in the realm of development could work. The result was the Center for Global Development (CGD). I asked that it not just be a sandbox for economists, but that their research always include a "so what?" recommendation. CGD is now the go-to source of policy recommendations for rich countries around the world.



ECONOMIC GROWTH TO REBUILD HAITI

By Bill Frist

Established after the devastating earthquake in January 2010, the Clinton Bush Haiti Fund adopted a sharp focus on job creation and long-term economic growth. Grant recipients are all contributing to the rebuilding of Haiti, with grants being used for microloans to craftsmen, training workers in new skills, aid to entrepreneurs, and micro-mortgages. I especially support training for health workers. One great example is a recent \$1.8 million grant to Zamni Lasante, a Haitian health organization, to launch a modern residency program for family-practice physicians, and a certification program for auxiliary nurses.

By James Tooley

Low-cost, For-profit Private Schools

The John Templeton Foundation took a big risk in funding a relatively unknown researcher looking at a phenomenon that, it appeared, only the researcher believed existed. Now, six years after the research was published, few doubt that low-cost, for-profit private schools are crucial for the education of the poor in developing and emerging economies. In the fall of 2011, Pearson, the world's largest education company, became the latest to make a commitment to this sector, announcing future investments of \$20 million. Previously, Orient Global committed \$100 million. The Omidyar Network, Gray Matters Capital, Opportunity International, Edify, and IDP Foundation are other private philanthropic organizations providing millions of dollars of capital to help nurture and advance low-cost private schools. Governmental aid agencies are also getting in on the act. By taking that initial risk, Templeton helped bring to light a huge untapped resource in developing countries—educational entrepreneurs serving the poor.

“What’s an **unsung** organization doing **great** work in the field?”

American Jewish Joint Distribution Committee and Teach For All

By Lynn Schusterman

There are so many inspiring and largely unknown organizations creating change in the world. While the American Jewish Joint Distribution Committee (JDC) is well known for its work within the Jewish community, many people are unaware of the non-sectarian disaster relief and long-term development assistance it offers worldwide. JDC was among the first on the ground delivering clean water, shelter, and medical aid when the earthquake hit Haiti, and it is still working with victims of the 2004 tsunami in south Asia. Another organization is Teach For All, which is doing the noble work of building a worldwide movement toward educational equality. Education is the key to a better future, and every child should have the opportunity to learn in a safe, secure, and supportive environment.

“Traditional Knowledge”



By Steven J. McCormick

The United Nations University’s Traditional Knowledge Institute—with scholars in countries all around the world—is linking scientific researchers with traditional-knowledge practitioners on the subject of climate change. A new book, database, and international conference will help incorporate traditional practices into thinking about climate change.

Tostan



By Steven M. Hilton

One remarkable organization that is gaining more recognition is Tostan, a Senegal-based organization that came to our attention when it received the Hilton Humanitarian Prize in 2007. Tostan promotes a community-empowerment program that teaches reading, math, health, hygiene, problem-solving, and management skills. When human rights and democracy modules were introduced 15 years ago, the local communities started to focus on ending domestic violence and exploitation of children, empowering women, and honoring the right to health and education for all. The program has discouraged a number of harmful cultural traditions, and thanks to these and other similar efforts more than two million Africans have abandoned female genital cutting, child marriages, and forced marriages.



Water for People

By Jean Case

Water for People provides access to clean water and sanitation in developing countries. Water for People's unique model involves a true partnership with communities—including working with governments, the private sector, and municipalities—to ensure their voice is heard in developing sustainable solutions. Its 100 percent coverage model ensures that they don't leave a community until everyone has access to clean water and sanitation facilities. In addition, Water for People is innovating in the monitoring and evaluation field with its Android application, FLOW, which enables community members, partners, volunteers, and others to easily capture and share information on the status of projects from tens of thousands of water points around the world.

One Acre Fund

By David Weekley

Since starting in 2006, One Acre Fund has been marching toward financial sustainability and racing ahead in growth. It now serves 70,000 farm families with more than 600 staff and continues to double each year. The founder, Andrew Youn, combines management consulting with a sincere empathy, setting up headquarters in a remote village in Kenya. He's a wonky, results-driven leader with ample mud between his toes.

MUSEUM OF THE HISTORY OF POLISH JEWS

By Tad Taube

The Museum of the History of Polish Jews, nearing completion in Warsaw, will present the thousand-year history of Jewish civilization in Poland, the epicenter of world Jewry for centuries prior to the Holocaust and the ancestral home of the majority of today's Jews. When completed in 2013, this educational facility will be on par with the U.S. Holocaust Memorial Museum and Israel's Yad Vashem. The key difference is that the Museum of the History of Polish Jews will extend the historical narrative beyond the Holocaust to encompass an epic Jewish history that even today shapes Jewish life.

Hope through Healing Hands



By Bill Frist

Hope through Healing Hands (HTHH), my Nashville-based global health organization, fits this bill perfectly. Working on a tight budget with few staff, HTHH has still invested more than \$4 million since 2004 in sustainable health development around the globe. HTHH tackles a number of issues, including emergency relief, contributing to efforts like Hurricane Katrina, Haiti, and the ongoing famine in the Horn of Africa. We also send young medical professionals to under-served communities around the world to bolster capacity and offer training to community health workers. For the last two years we have partnered with country music star Brad Paisley during his summer concert tour for our Water=Hope campaign to provide sustainable drinking-water systems at home and abroad.

INTERNATIONAL Justice Mission

By Russ Hall

Under the tireless leadership of Gary Haugen, International Justice Mission (IJM) is hugely impressive. Gary decided to fight injustice around the world, and invented a name, letterhead, and writing campaign to do so—whether it involved personal danger in busting up human sex-trafficking operations in Southeast Asia or freeing families from indentured servitude in south Asia. Gary was transformed by the aftermath of the genocide in Rwanda, and started IJM out of his passion to support the defenseless. Today, more than 10 years later, IJM deploys more than 300 professionals in its fight against oppression and injustice around the world.



Center for Interfaith Action on Global Poverty

By Edward W. Scott Jr.



The Center for Interfaith Action on Global Poverty is doing important work in bringing faith communities together to tackle common problems, particularly on the issues of global disease and gender. Currently, their work is focused on training Muslim and Christian pastors in Nigeria so they can educate their respective faith communities on how to use bed nets to prevent the spread of malaria. This is a force multiplier on the millions of dollars' worth of bed nets being distributed in Nigeria.

GLOBAL FUND FOR COMMUNITY FOUNDATIONS

By Maureen Smyth

The Global Fund for Community Foundations, established in 2005 by the World Bank, the Charles Stewart Mott Foundation, and the Ford Foundation, is a small, young institution, yet it already has made grants totaling more than \$2.5 million to 140 organizations in 45 countries, mainly in the southern hemisphere. These small grants bolster nascent development efforts and instill confidence in local donors. The grants also are accompanied by resources and peer-learning opportunities that build community foundations around the world.