

Responsive Philanthropy

NCRP'S QUARTERLY JOURNAL

SUMMER 2010



IN THIS ISSUE

| | |
|----------------------------------------------------------------------------------------------|----|
| "It ain't what you do, it's the way you do it." BY KAVITA N. RAMDAS | 1 |
| Our Journey Towards Board Diversity BY SHERRY MAGILL | 3 |
| Healing America: A Funder's Commitment to Racial Equity BY DR. GAIL C. CHRISTOPHER, DN | 6 |
| A Message from the Executive Director | 2 |
| Member Spotlight | 15 |

Girl Child Network, a GFW grantee in Zimbabwe, celebrates the creation of a new club. This photo is from Paola Gianturco's book Women Who Light the Dark. © Paola Gianturco

"It ain't what you do, it's the way that you do it."

Imagine ordinary women coming together to take on and defy the world's most intractable problems. In Afghanistan, women defy the Taliban by running underground schools for girls. In Colombia, women displaced by decades of civil and guerrilla warfare build themselves a safe haven — "a city of women" — brick by brick. Peasant women in remote rural areas of China build the beginning of a move-

ment for organic farming by educating themselves and others about the hazardous effects of pesticides on women's health and the environment. These are not dreams — each represents the courage, creativity, and entrepreneurial spirit of thousands of women worldwide. These are the grantee partners of the Global Fund for Women.

In 1987, three ordinary women in the USA dreamed about a different way to share money and resources with women, and a different way to connect people and ideas around the globe. These founders of the Global Fund for Women never imagined that someday it would be largest public foundation investing exclusively in women's rights groups globally. Since then, we've

By Kavita N. Ramdas

helped seed a global women's movement by raising more than \$70 million dollars that we've invested in thousands of women's groups in 171 countries and more than 20 women's funds on every continent.

Our founders were convinced that women's human rights and dignity were key to the advancement of any global agenda for social, economic and political change. Our grant making program was premised on the assumption that women knew best what to do about the challenges they faced in their own communities. Our founding mothers had no (continued on page 11)



challenging grantmakers
to strengthen communities

A Message From the Executive Director



Dear Readers,

This summer, I had the pleasure of attending the U.S. Social Forum in Detroit with 15,000 grassroots community leaders. There was fantastic energy and great conversation at the gathering.

But a new report from the National Organizers Alliance, released at the event, made my blood boil. *Sustaining Organizing* highlights the effects of the economic downturn on community organizing and how organizations are being forced to do more work with fewer resources. Now is a moment of opportunity when grassroots organizing really can make a difference. Yet, many groups are seeing their budgets shrink. I hope that trend changes, and soon. Visit NCRP's blog¹ for a great piece by Lisa Rangelhelli and Julia Craig sounding the alarm on this.

In this issue of *Responsive Philanthropy*, Kavita Ramdas of the Global Fund for Women explores the great benefits behind investing in the well-being and full empowerment of women around the world. She writes, "Our founding mothers had no doubt that when women had access to resources, were healthy, and had the opportunity to contribute to their families' well-being, they would flourish – and so would everyone around them."

Sherry Magill, president of the Jessie Ball duPont Fund, describes the fund's pursuit of a larger, more diverse board of directors by overturning the governance structure mandated in the will of Mrs. duPont. Six years into the new configuration, Magill discusses how the changes are going and how the board's conversations now are stronger and more creative.

In "Healing America: A Funder's Commitment to Racial Equity," Gail Christopher of the W.K. Kellogg Foundation discusses the nation's racialized social and opportunity structures, and how they have strengthened the foundation's commitment to community-based racial healing.

Finally, our Member Spotlight features the Human Services Coalition, a nonprofit organization in Miami that connects impoverished residents with economic and health care services that can help them.

We always are striving to make *Responsive Philanthropy* a better resource on important issues in philanthropy. Please feel free to send comments, suggestions or story ideas to readers@ncrp.org.

We look forward to hearing from you.

Sincerely,

Aaron Dorfman
Executive Director, NCRP

1. Lisa Rangelhelli and Julia Craig, "The Cost of Disinvestment in Advocacy Now Will Be Paid By the Most Vulnerable in Years to Come," *Keeping A Close Eye ...*, 8 July 2010, <http://blog.ncrp.org/2010/07/cost-of-foundation-disinvestment-in.html>.

NCRP STAFF

Meredith Brodbeck
Communications Assistant

Julia Craig
Research Associate

Sean Dobson
Field Director

Aaron Dorfman
Executive Director

Kevin Faria
Development Director

Niki Jagpal
Research & Policy Director

Kevin Laskowski
Field Associate

Anna Kristina ("Yna") C. Moore
Communications Director

Lisa Rangelhelli
Director of Grantmaking for
Community Impact Project

Christine Reeves
Field Assistant

Beverley Samuda-Wylder
Senior Administrative Associate



Responsive Philanthropy is the quarterly journal of the National Committee for Responsive Philanthropy.

2010, Issue No. 2
Yearly subscription: \$25
(free to members)
ISBN: 1065-0008

© 2010 All rights reserved.
National Committee for
Responsive Philanthropy
1331 H Street NW, Suite 200
Washington, DC 20005
Phone 202.387.9177
Fax 202.332.5084
E-mail: info@ncrp.org

Our Journey Towards Board Diversity

By Sherry Magill

Anticipating her retirement as a Jessie Ball duPont Fund trustee, Jean Ludlow asked me if I had given any thought to how we might select her successor. Actually, I had — though I had not broached the subject with her, knowing how unique Jean's selection and service had been.

The year was 2000. Ms. Ludlow, the first individual trustee not personally selected by Mrs. duPont, would retire in four years after 20 years of service. I was in my eighth year as executive director.¹ Trained with a doctorate in American studies, I came to my work at the Fund from a small liberal arts college administrative post possessing a peculiar interest in organizational governance structures borne from helping manage relations between the college president and his board. It was a big board of 36 people — one-third appointed by the alumni, one-third by the governor, one-third by the board; with one-third rotating off annually.

The governance structure of the Jessie Ball duPont Fund lay at the other extreme: three people — two appointed by the board, one Episcopal priest appointed by the Bishop of Florida — and an investment bank serving as corporate cotrustee and represented by one individual; with no term limits.

The Jessie Ball duPont Religious, Charitable and Educational Fund was established in November 1976 as a trust operating in perpetuity under the last will and testament of Jessie Ball duPont. Mrs. duPont personally named the original four cotrustees — her

brother, her Episcopal priest, her tax man, and the bank she owned. Other than identifying one successor trustee and including a provision allowing for the ongoing appointment of an Episcopal priest by the Bishop of Florida and a Florida bank having trust powers as corporate cotrustee, she made no provisions for trustee term limits, retirements, replacements, or successors, knowing full well that she could not govern from the grave. She made provisions for her time, and she expected the people she named to make provisions for their time.

Jean's question and timing were auspicious. A long-serving clerical trustee had retired in 1998 and we were just two years into his successor's service. Although Mrs. duPont had imposed no

retirement ages, indeed had made life appointments, Ms. Ludlow and her trustee colleagues had set a retirement age of 70. Given the age of the new clerical trustee, he would serve only one term. Over the next five years, half the board would retire.

Although four years seems like a long time, I understood that this change in trustees could be a generational change for the Jessie Ball duPont Fund, that a small group of people who had served together for 15 years might be replaced by another group of people who could serve similarly. Who would they be? What would their experiences tell them about the world? What pictures would they carry around in their heads?

Before Jean posed her question, I had hired my long-time colleague and friend Mark Constantine to interview the heads of several foundations and give me a report. I wanted to know what kind of trustee leadership they thought the Jessie Ball duPont Fund needed to carry it into the next decade, what kind of trustee leadership they thought Southern philanthropy needed to lead it into the next century, and what we, as philanthropic leaders, should expect of trustee bodies.

The Constantine report inspired me beyond measure. Folks I admired also admired the Fund and expected a great deal from us. Many of these colleagues had joined us for a regional conversation we had spearheaded around race and equity issues in the American South called "Unfinished Business." I

They were asking us
to break the
private foundation
prevailing trustee mold.
Never ask your friends
for advice if you are
not willing to wrestle
with what they say.

admit that the results from this regional conversation might not have yielded much externally, but I know this conversation contributed to what became radical, rather bold, and previously unexpected and unimagined changes in our governance structure. Unsurprisingly, the greatest outcome was internal.

Our colleagues expected us to get beyond our comfort zone and our normal Rolodex and set an example by choosing folks to serve as trustees who had experiences and backgrounds that differed from the white Anglo backgrounds of the trustees of not only the Jessie Ball duPont Fund but most of our colleague organizations as well — their's included. They were asking us to break the private foundation prevailing trustee mold. Never ask your friends for advice if you are not willing to wrestle with what they say.

I knew something my colleagues did not really understand: we were selecting only one trustee. We were not

selecting a body of trustees. We were tasked with selecting Ms. Ludlow's successor; the Bishop's appointment we could not control. But certainly we could find one non-white, non-Anglo-American person; a person from a varied background; an African-, Latino-, Asian-American; a Jew, a Buddhist, a Muslim, an atheist to succeed Ms. Ludlow.

It just did not seem wise to me to place all our collective hopes and dreams — mine and those of my colleagues in the South — of what greater diversity might bring to our trustee and staff discussions on picking just the one right single successor trustee. We needed something bolder.

I turned the Constantine report into a trustee conversation piece about trusteeship. My ambition was small: all I wanted was for the trustees not simply to pick someone they all knew just because they knew that person. I wanted them to select a trustee because that person met the qualifications. I

believed it meant something to be a trustee of the Jessie Ball duPont Fund, and I wanted that meaning documented, written down, embedded in the organization — and the way to do that was through months of trustee conversations and reflections.

Throughout our conversations, we focused again and again on conversations about the changing demographics of the American South, the people, organizations, and communities we serve through our grantmaking and on our obligations to be knowledgeable, to act with compassion, and to be sensitive to the needs of folks less fortunate than ourselves. What began as a conversation about the meaning of trusteeship; the roles, responsibilities, and qualifications of trustees; about what we wanted in a successor trustee and ultimately in all trustees evolved into a conversation about how we could do what we wished to do and be what we wanted to be with a search for just one person. How was that even possible?

The obvious obstacle was Mrs. duPont's will: the elephant in the room, the governance structure she herself created.

In the end, we petitioned the Fourth Circuit Court of Florida² to allow the trustees to double the number of individual cotrustees from two to five, not disturbing the appointment of the clerical trustee or the selection of the corporate cotrustee. Judge Aaron Bowden granted our petition and so ordered on October 30, 2003. We began a year-long trustee search the following January. Believing it critical to get outside our normal networks, we appointed a four-person search committee chaired by a sitting trustee but whose other three members — Lynn Huntley, president of Southern Education Foundation; Judy Jolley Mohraz, president of Virginia G. Piper Charitable Trust; and William Massey, Vice Chancellor for Alumni and Development, University of North

PHOTO COURTESY OF THE JESSIE BALL DUPONT FUND.



Jessie Ball duPont Fund President Sherry Magill and Trustee Leroy Davis, who served as chair for the trustees in 2008-2009.

Carolina, Asheville — came from outside the Jessie Ball duPont Fund. Their work culminated in our announcing the appointment of four new trustees, commencing their first terms in January 2005 and 2006. As a bonus, two of those four trustees were African American.

HOW IT'S GOING:

Six years into it, people ask, “so, how’s it going?”

Unfortunately, the new clerical trustee passed away unexpectedly and one of newly appointed individual trustees resigned early in his tenure because of other professional responsibilities, so we had more volatility that we would have liked. Building a healthy discourse is built on trust, and building trust takes time and familiarity. That doesn’t happen if the players constantly are changing.

Right now, we have had two years with the same people in the conversation, so that is a good thing. We are engaged in a rigorous intellectual discourse among seven individuals: three women, four men; two doctorates; four juris doctorates; one master of divinity; six baby boomers, one born during World War II; and seven Americans, all with ethnic roots in some other land with five being Anglo- and two African-, with varied personalities and personal histories. It’s a rich conversation with lots of creative tension.

I am reminded of Thomas Jefferson’s letter to Mrs. Cosway, in which his head and his heart pull him in opposite directions. Each one of these people, to a person, is pulled in different directions. And as a collective, they too are torn. That, of course, is the work of strategic philanthropy. Rationality might pull us in one direction but our charitable hearts tell us to do something altogether different. How can it be otherwise? The new diversity at the Jessie Ball duPont Fund trustee table simply has added more complexity to

what already was present. We have enhanced the creativity. It’s simply greater that it once was. These are wonderfully talented and wonderfully loving people.

CONCLUSION: AND FOR ME?

Everyone thinks the court case was about race. I think it was about good governance.

Although I am no stranger to conversations about race, having grown up just north of Montgomery during George Wallace’s heyday, I don’t talk much about race anymore. I lost a portion of my voice participating in the Jessie Ball duPont Fund’s “hard talk” and study circle conversations when I heard an elderly African American woman explain that she was tired of talking. She wanted someone to listen, and to act out of that listening. I trust our actions speak for themselves.

Finally, on more than one occasion, I have hired full-time staff members

and two-year fellows who neither look like me nor are members of my generation. What I notice about these younger people is that they are very much at ease crossing boundaries — racial, ethnic, and sexual orientation boundaries especially, and age boundaries, too. That intrigues me. They are not so self-conscious about skin color, theirs or anyone else’s. They socialize easily across all these boundaries. They make me smile and they give me hope.

I wish I could live long enough to see them run the world. ■

Sherry Magill is president of the Jessie Ball duPont Fund.

Notes

1. Expanded position responsibilities later reflected in a title change to president.
2. The court having jurisdiction over Mrs. duPont’s will.



Healing America: A Funder's Commitment to Racial Equity

By Dr. Gail C. Christopher, DN

The W.K. Kellogg Foundation launched an aggressive initiative in the late 80s through the early 90s to increase adoption rates and help communities find permanent homes for vulnerable children in the child welfare system. The program was a success. Thousands of children found permanent, loving families. The work may have helped to shape related national and state policies and practices, but when re-examined through a racial lens, it is clear that the program failed children of color. Despite their overrepresentation in the foster care system, embarrassingly few children of color were adopted. The lesson here is now clear: without a clear intention, coupled with creative strategies to influence perceptions as well as unconscious racial biases and structures of opportunity, disparities and achievement gaps will not be closed. Celebrating diversity and managing with an inclusive or multicultural lens are not enough. Racial privilege and opportunity structures invade every policy and social system in this nation, including health care, corporations, education, justice, food systems, media and child welfare.

The vision that guides the work of the W.K. Kellogg Foundation is clear: we envision a nation that marshals its resources to assure that all children thrive. What may be less self-evident to some is the pernicious and self-perpetuating way in which racism impedes many children's opportunities to do so.

Today, a number of factors — mass incarceration rates among young males



W.K. Kellogg Foundation Vice President of Programs, Gail Christopher

of color, persistent residential racial segregation, concentrated poverty, school failure and extreme unemployment within a disproportionate number of communities of color — are combining to create a blatant racial/social caste system in the United States. Left uncorrected, future generations of children will face insurmountable barriers to equal opportunity. Instead of *E pluribus unum* (out of many, one), current social and economic data forecast that we will become a nation in which the many are increasingly separated from the few by a chasm of inequality.

The divide is based largely on superficial physical characteristics that have been and continue to be used in a misguided effort to categorize individuals according to race. But while scientific evidence clearly establishes that racial categories are an artificial construct, the social consequences of racism are real, profound and profoundly far-reaching. In a nation in which many profess to be color-blind, more than half of all black, brown, African American, Latino (Hispanic), and Native American children live in low income families today. Worse, far too

many of these families face the double jeopardy of being trapped within low income neighborhoods. Comparing demographic patterns in the nation's 100 largest metropolitan areas, Harvard scholars Delores Acevedo Garcia and David Williams found that more than one in five Latino children (20.5 percent) live in both poor families and poor neighborhoods. About one in six (16.8 percent) African American children face the same dilemma. For white children, the number is just over one in a hundred (1.2 percent).

In declaring his mandate for the Kellogg Foundation — “Do what you will with the money, so long as it helps children” — Will Keith Kellogg was color-blind. Indeed, he recognized that poverty itself makes children vulnerable. That is why, as a largely white nation, based on sheer numbers, most poor children in the United States are white. And that is why the W.K. Kellogg Foundation funds and supports groups that help all children.

But when it looked beyond headcount, to the stark contrast in the opportunities for success faced by the various racial groups in this country, the foundation's board of directors found it impossible to ignore the consequences of entrenched racial bias and structural racism. Thanks to the unprecedented combination of higher birth rates and immigration patterns of the last several decades, demographic trends show that by the year 2013, most of the children in this country will be children of color. The board recog-

nized that under such conditions, racially-based and perpetuated poverty and obstacles to success are not merely social ills but measurable threats to our nation's economic viability and security. Succeeding as a nation in an increasingly competitive world requires that we leverage and maximize *all* of our resources effectively. We cannot do that, nor can we expect our military or our social security system to function properly, if most of our children and youth are undereducated or unemployed. That makes identifying and removing racial barriers to equal opportunities the single most significant human challenge facing our nation in this century.

Addressing that challenge, and doing so effectively, requires that, collectively, we heal the nation's legacy of racism.

While the human genome project has heralded the new era of genomic science and medicine, it also has dispelled the myth of biological racial difference. The scientific evidence is unambiguous: all of humanity is descended from a common set of ancestors, making all of us members of a single, global family. Superficial physical characteristics of pigmentation, facial structure and/or hair texture all are adaptations to the environments and climates in which our ancestors evolved. At the most basic level, the level of the genome — the information that drives cellular reproduction and life processes — we all are 99.9 percent the same.

Yet, while science has utterly discredited the myth of biological racial difference, the centuries-old opportunity structure that doles out privilege based on that mythology is solidly embedded in our culture. So solidly, in fact, that its roots and branches touch our institutions and modes of thinking in ways of which we may not even be conscious. As Peggy McIntosh demon-

strated in her now-classic article, "White Privilege: Unpacking the Invisible Knapsack," the field of philanthropy itself, for example, is largely the result of that system of racial mythology. Access to privilege and its attendant systems of opportunity helped to create the white-owned fortunes that generated our nation's largest philanthropies. Today, shame over past wrongs and Herculean efforts to undo the consequences of our collective ignorance about race (including the Civil War and the civil rights movement) move us to call for a color-blind society. It just feels better to turn away from history and assert that the past is over. There is an understandable and very human need to "declare victory" and put issues of race behind us. After all, we have our first African American president. Isn't that the clearest evidence imaginable that we now are living in a post-racial America?

The reality is that we are not. It is undeniably true that much progress has been made, and that we are not as racially divided as we once were. But it is equally and demonstrably true that

enormous and disproportionate obstacles face an overwhelming number of families and children of color. Consider:

- Among developed nations, the USA has one of the greatest income disparities and highest levels of racial and economic neighborhood segregation. Among OECD member nations, only Turkey and Mexico have higher levels of income disparity.
- Although the majority of illegal drug users and dealers nationwide are white, three-fourths of all people imprisoned for drug offenses have been black or Latino. The United States imprisons a larger percentage of its black population than South Africa did at the height of apartheid. In Washington D.C., our nation's capital, it is estimated that three out of four young black men (and nearly all those in poor neighborhoods) can expect to serve time in prison. Similar rates of incarceration can be found in black communities across the nation.
- More than 50 years after *Brown vs. Board of Education*, America's public schools are more segregated now

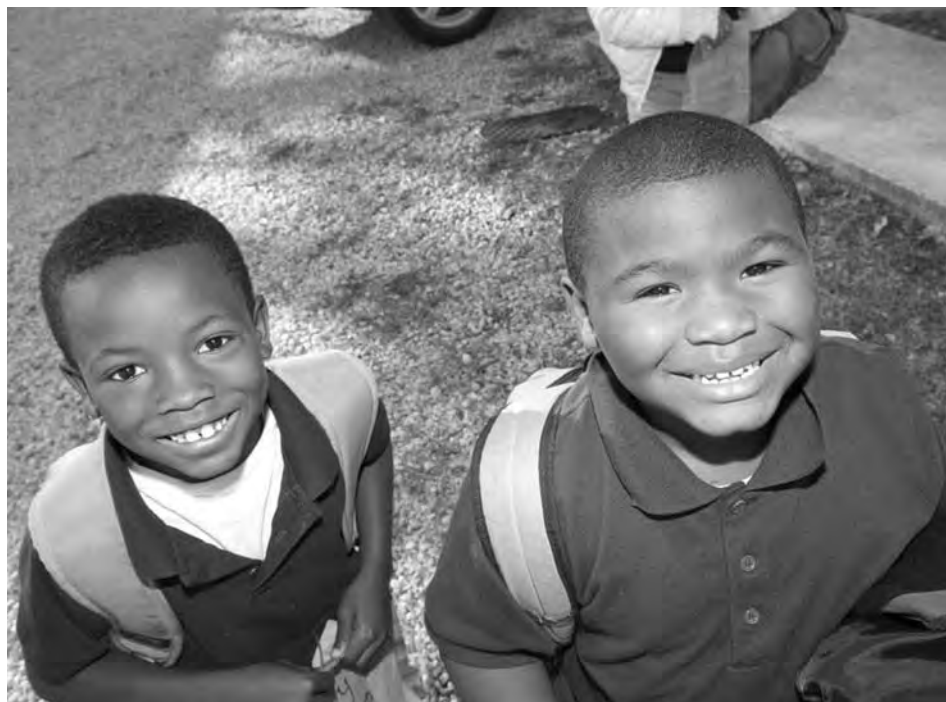


PHOTO COURTESY OF THE W.K. KELLOGG FOUNDATION

than they were in the 1960s.

- People of color and poor people live with more pollution than the rest of this nation. For example, African Americans are 79 percent more likely than whites to live in neighborhoods where industrial pollution is suspected of posing the greatest health danger.
- Communities of color continue to carry a disproportionate burden of racial disparities in infant mortality, childhood obesity, diabetes and adolescent deaths due to gun violence and homicide.

Clearly, we are not living in a post-racial America, nor can we afford the ignorance (and arrogance) of behaving as if we are color-blind. Our racialized social and opportunity structures have generated and continue to generate two consistent outcomes: privilege for some, and obstacles, pain and suffering for others. Where there is suffering, emotional and physical healing is required.

And that healing demands that we see — more clearly than ever before — that the racial social structure so engrained in our national ethos is no longer feasible. We must move beyond denial to face the consequences, implications and feelings — including, for many, extreme discomfort — that accompany the hard work of acknowledging the painful experiences and the destructive impact associated with our national, individual and group racial wounds.

This is the beginning of the healing process, and it reflects the thinking behind the W.K. Kellogg Foundation's request for proposals for community-based racial healing efforts. We received almost 1,000 proposals from every state in America — except Wyoming — with healing strategies as diverse as rewriting local school history curricula, including the positive contribution of Native Americans, to training district attorneys in the central role of racism in historic and contemporary legal practices. Community-based

racial healing efforts can include:

- Community-based efforts to mitigate the effects of discrimination and structural racism through sustained coalitions and/or multi-sector partnerships with clearly stated goals and projected outcomes that affect the lives of marginalized children.
- Working to eliminate institutional and structural racism through awareness, education, information dissemination and creative approaches to media.
- Community asset/opportunity assessment or mapping strategies.
- Dialogues, training and learning experiences for healing across racial groups and within racial/ethnic groups.
- Local history narratives and/or exhibits related to racial history.
- Race-relations and human rights education and assistance projects.
- Outreach, media and communication efforts on racial issues.
- School and organizational curricular projects.
- Local regulatory or policy initiatives such as school reform health, disparities or citizen engagement efforts.

The \$75 million, five-year “America Healing” initiative complements larger bodies of work within the foundation, focusing on education; food, health and well-being; and family economic security. The foundation distributes approximately \$300 million each year on behalf of vulnerable children and families. Experience has taught us that unless we are explicit about healing (within communities and individuals) the scars of centuries of racialized privilege and opportunity, our broader funding strategies will fail to close achievement gaps or eliminate racial disparities. The sustained motivation and commitment necessary to change social and opportunity systems and the dynamics of power in the United States require deep understanding, compas-

PHOTO COURTESY OF THE W.K. KELLOGG FOUNDATION.



sion and will to change. This happens only when the vision and intention are clear. Then, perceptions, hearts and minds can and often do change. In mandating that the W.K. Kellogg Foundation become an effective antiracist organization, the foundation's board of trustees acknowledged both the implicit benefits of white privilege and the foundation's obligation to be responsive to the needs produced by centuries of structural racism.

This is why we are making the largest single initiative investment in the foundation's history in supporting what we hope will be a catalytic effort. America needs to heal. Healing may be described operationally as the personal experience of the transcendence of suffering. Structural privilege and attendant social injustice has produced immeasurable pain and suffering, which remain both silent and invisible. We must have the courage to see this and to address it. Healing also has been defined as "the process of bringing together aspects of one's self, body,

Structural privilege
and attendant social
injustice has produced
immeasurable pain and
suffering, which remain
both silent and invisible.

We must have
the courage to see this
and address it.

mind-spirit at deeper levels of inner knowing, leading toward integration and balance with each aspect having equal importance and value" (Dossey

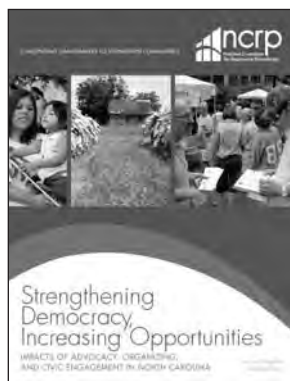
et al., 2005). While this definition refers to the individual or personal level of experience, when it comes to issues of racial reconciliation and healing, it can be expanded to the community and, we hope, ultimately to the national level.

Our mission statement calls for us to support "children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society." We believe that healed communities in which individuals see one another as connected, as part of a whole — working on behalf of *all* children — will be strong catalysts for doing exactly that. ■

Dr. Gail C. Christopher, DN is vice president for programs at the W.K. Kellogg Foundation. To read more about W.K. Kellogg Foundation's America Healing initiative, please visit www.america-healing.org.

The Strengthening Democracy, Increasing Opportunities Reports

Big returns ... tremendous impact on our communities ... learn about these and other benefits from nonprofit advocacy, community organizing and civic engagement in New Mexico, North Carolina, Minnesota and Los Angeles County.



Order your copy or download for free at www.ncrp.org/gcip.

HELP IMPROVE PHILANTHROPY

Join or Renew with NCRP Today!

Join NCRP as we promote philanthropy that serves the public good, is responsive to people and communities with the least wealth and opportunity, and is held accountable to the highest standards of integrity and openness. Enjoy exclusive member benefits, including:

- Subscriptions to our quarterly journal *Responsive Philanthropy* and e-newsletter Roundup;
- Member-only discounts, news alerts, and invitations to NCRP events, including our monthly Pulse Events; and
- Opportunities to meet and work with other members who seek a more inclusive, effective, accountable, and responsive philanthropic sector!

JOIN ONLINE at ncrp.org OR FILL OUT AND RETURN THIS FORM!

- Individual Member
\$50 (suggested)
Other \$ _____
- Organizational Member
(by budget size)
- Foundation Member
(by asset size)

For organization or foundation memberships, please contact Kevin Laskowski at klaskowski@ncrp.org or (202) 387-9177 ext. 27

Name _____

Title _____ Organization _____

Address _____

City _____ State _____ Zip _____

E-mail _____

Publication (free with membership) _____

I would like to pay by:

- Check or Money Order (made out to NCRP) or
 Credit Card (please check one) VISA MasterCard AmEx

Card Number _____ Exp. Date _____

Signature _____

To join NCRP, visit us online at www.ncrp.org, or complete this form and mail it with your check, money order, or credit card information to: NCRP, 1331 H Street NW, Suite 200, Washington, DC 20005. For more information, call us at (202) 387-9177, or fax (202) 332-5084. NCRP is a 501(c)(3) nonprofit organization.

New and Renewing Members

Albuquerque Interfaith
Annie E. Casey Foundation
Arca Foundation
Asian Pacific American Legal Center (APALC)
Atlantic Philanthropies
Center for Participatory Change
Common Cause
Communities for a Better Environment
Community Coalition
Daphne Foundation
David and Lucile Packard Foundation
Equality North Carolina
Evelyn and Walter Haas, Jr. Fund
Koreatown Immigrant Workers Alliance (KIWA)
L.A. Voice
Lumina Foundation for Education, Inc.
Mary Reynolds Babcock Foundation
McKnight Foundation
Melville Charitable Trust
NC Housing Coalition
New Mexico Coalition to End Homelessness
Northwest Area Foundation
Prosperity Works
Pumphouse Projects
Rosenberg Foundation
Scherman Foundation, Inc.
Skillman Foundation
Triangle CAN
United for a Fair Economy
Voter Action
Women's Community Revitalization Project (WCRP)

“It ain’t what you do...” (continued from page 1)

doubt that when women had access to resources, were healthy, and had the opportunity to contribute to their families’ well-being, they would flourish — and so would everyone around them. It always has been crystal clear that advancing women’s rights, increasing their access to technology, education, political participation and economic autonomy not only enables women to be a powerful force for change, but it is one of the most effective ways to realize a more sustainable, democratic and just future for us all.

At the Global Fund, we’ve learned that nothing yields greater benefits than putting financial resources directly into the hands of women leaders on the ground. And thankfully, our long-held commitment to investing in women’s empowerment, agency and voice has led to remarkable outcomes and borne fruit in the form of more justice and equality for women.

We now have hard data showing how investments in girls’ education and the inclusion of women in decision making at all levels reduces birth rates and child mortality, improves health and nutrition for families, stops the spread of HIV/AIDS and builds robust democracies. For every additional year of education a woman receives beyond the fourth grade, average family size drops by 20 percent, child mortality by 10 percent, and her risk of contracting HIV/AIDS by more than 50 percent. As women’s income improves, so too do child survival rates. This is 20 times higher than when men’s incomes go up because women allocate more of the household budget to education, health and nutrition instead of purchasing cigarettes and alcohol. According to Isobel Coleman in *Foreign Affairs*, research shows that “the regions that have most successfully closed gender gaps in education have also achieved the most economically and socially: eastern Asia, southeastern Asia, and Latin America.”



*Kavita at the MIUSA conference.
Photo by Paola Gianturco from her book
Women Who Light the Dark.*

In 1994, at the UN Conference on Population and Development, the president of the World Bank, Lewis T. Preston, noted, “An educated woman is more likely to delay marriage, space her pregnancies, and have fewer and healthier children. She is also likely to earn more if she works and to invest more in her children’s education.” Preston made sure that the World Bank began to walk its talk; since then, more than half of all projects financed by the bank have included specific components aimed at empowering women.

Preston was among the first voices in the mainstream development community to echo the core message of the women’s movement. The Global Fund has since been honored to host the Lewis and Patsy Preston Fund for Education that was established in his memory.

CHANGED LANDSCAPE

Today, a different reality prevails. What once was a solitary place occupied by hard-core feminists is now the hotly contested territory of journalists, academics and corporations. “Research demonstrates that investing in the education, training and leadership of women delivers high returns in terms of economic and social development, including lower infant and child mortality rates, disease prevention, higher income and productivity rates, and broader economic growth.” These words are not something in a Global Fund annual report — instead, they are to be found on the web site of ExxonMobil, one among the growing ranks of corporations, government and foundation leaders that extol



GFW grantee Groups of Women in Water & Agriculture Kochieng in Kenya, Africa improves women’s health, protects girls’ right to education, and boosts women’s economic status. Its activities include building sustainable wells, conducting community education about hygiene and sanitation, improving farming methods for women, and installing washing facilities and latrines in schools. This photo is by Paola Gianturco from her book Women Who Light the Dark.

the virtues of investing in women and girls. Initiatives like Goldman Sachs' 10,000 Women campaign, which seeks to provide underserved women with a business and management education, and Exxon's Women's Economic Opportunity Initiative that has committed more than \$20 million to help women in developing countries be drivers of economic and social change. The U.S. government is not far behind: Secretary of State Hillary Clinton just announced the creation an International Fund for Women and Girls that is to be funded in part by Avon, whose CEO, Andrea Jung, was honored at a recent Women's Day event at the State Department.

What does this mean for those of us who see ourselves as politically progressive? What does this mean for philanthropy as a whole? As the rhetoric of investing in women becomes common terminology in both private and public sectors, is there, in fact, more money in philanthropy going toward women- and girl-led efforts and organizations? As more players support women's initiatives, are women's funds still needed? Is our work done? Should we hang up our hats and celebrate that we were able to leverage significant additional resources to women and girls by means of our example, and our philanthropic education and advocacy within the sector?

The answers to these questions are not straightforward; yet, I believe there remains a critical role for women's funds and social justice philanthropists to play in translating the rhetoric of investing in women into truly transformational social change.

WALKING THE TALK: CHALLENGES FOR PHILANTHROPY

Socially progressive funders inherently are caught in a philosophical dilemma — we raise funds or redistribute funds or do both in order to invest them in social movements and activists work-

ing to truly challenge the current status quo. That status quo, of course, includes the current form that capitalism has taken. Most progressive funders, including the Global Fund for Women, understand that achieving our vision of a more just, sustainable and equal world will require us to end the high levels of consumption, consumerism, corporate control and ecological devastation associated with modern-day free market systems. Yet, all of us, and most nation states, currently depend on that very system to generate the resources that we raise or give away in service of social justice initiatives. Even those who believe that the best form of redistribution of resources is via taxation recognize also that what nations tax is a system that is grossly dependent on fossil fuels and overconsumption of all natural resources. Our colleagues in social movements find themselves similarly torn — “if the revolution is not going to

As the popular song goes, “It ain’t what you do, it’s the way you do it.” The “way” that we did it began with active efforts to devolve power and decision making into the periphery and away from the center.

be funded,” what business do we have accepting philanthropy of any kind?” asked one ally. On the other hand, deeply pragmatic activists on the ground counter with, “there ain’t no such thing as tainted money; it just t’aint enough!”

The Global Fund knew from the beginning that our work for change was not simply about putting money into women's hands. Or as the popular song goes, “It ain’t what you do, it’s the way that you do it.” The “way” that we did it began with active efforts to devolve power and decision making into the periphery and away from the center. Thus, while we understood that as a “philanthropic organization” we were a part of the existing structures, we would do all we could to “invert” them and turn them upside down. The first example of this “how” was encouraging women's groups to write to us in their own words, in their own language, about their own analysis of problems and their own suggestions for solutions. We accept proposals in any language — from Mandarin to Russian and Arabic. Our multinational and multilingual staff travel to remote rural villages and urban barrios and listen to women in their own communities — they also communicate with them in their own language as much as possible. English may be the lingua franca of global communication, but often it also is the language of Empire — allowing women to speak in their own mother tongues is a part of giving them voice.

Networks/Center and Periphery

Further, the decision was made not to open offices globally but rather to rely on a broad, all-volunteer, global social network of advisors who came out of local social movements themselves and were grounded in local communities to inform and educate our staff about key issues on the ground as they

made choices about which groups to support. The way we communicate with our advisors and extended network is familiar to anyone who now uses Yelp! on her phone. We depend on our network's on-the-ground knowledge and insight about prospective grantees, which helps us ensure that we are supporting the most vital and innovative women's groups. It is the result of a deep web of relationships and partnerships built on trust and mutual respect that cannot be replicated simply by the infusion of capital.

For example, advisors based in Thailand helped us to identify the efforts of the Karen HIV/AIDS Education Working Group, founded and run entirely by women refugees from Burma. They've established HIV/AIDS information centers throughout the camps and train community members, including youth, as health educators. The health educators, in turn, work with key constituencies such as adolescents, health care workers, pregnant women and community leaders to disseminate accurate information on HIV/AIDS transmission and prevention, and to discuss openly issues such as family planning and violence against women, which has had a tremendous impact on local beliefs and practices. A subject once entirely taboo has come out into the open. Information and advice is available at the group's offices, as well as counseling and HIV testing. An international NGO, Doctors Without Borders, reported that it they could not have engaged in this refugee community without the legitimacy that the group provided and the cultural change that they slowly were able to bring about in local communities.

Governance

Equally important was the commitment to inclusive governance — from the beginning, the Global Fund board of directors sought to have a majority



Women farmers working in the maize fields in Cameroon, Africa. These women are part of the Gender Mainstreaming Networking Organization, a GFW grantee.

of activists, advisors and grantee partners from the Global South. Our board directors are activists, scholars and leaders in the women's movement in many countries, as well as highly skilled professionals and philanthropists. They ground us in the huge diversity of women's experiences — from those who are denied equality and who experience violence and poverty every day to those who have earned their place at the decision making tables of law, government, and corporate finance. They help us make sense of the very different worlds we straddle in the work we do. They transcend differences of language, religion, class, race and nationality to ensure that all women everywhere are ensured a voice and access to real choices in their lives.

Money Where Your Mouth Is:

Other important "hows" included being willing to get money to groups in ways that made the most sense for them — via a wire, a bank transfer, Western Union or in kind, when bank systems fail to extend support to women clients.

General Support

All groups know that they need core operations support to do their work. The Global Fund's grants are given to groups we trust to use their funds as "they see best." We know women are able to take the small resources they receive and make alchemy happen. We trust their decision-making on how best to allocate their scarce resources. For example, when the devastating earthquake in Haiti struck in January, we immediately let our grantees know that they could use the grants they had received from us for emergency survival — for food, medicine, housing. This is not just a question of being kind — it is far more effective allowing for immediate responses to crises that can happen on the ground, rather than waiting months to negotiate agreements to have the funds be used differently.

Funding Controversial and Cutting-edge Work

The Global Fund has been willing to fund groups working in remote and politically unstable parts of the world — tiny island nations in Oceania, in Gaza and the West Bank, in

Afghanistan under the Taliban, and equally willing to extend its support for groups working on controversial issues — legalizing abortion, standing up for the rights of lesbians and transgender people, or defending the rights of sex workers to be treated with dignity and respect. Because of our deep ties to the women’s movements, we often are able to infuse critical support to groups that are most invisible and marginalized, such as a group of small lesbian organizations in Mexico City. These groups organized lesbian marches for several consecutive years, and they grew in numbers each year and developed a solidarity network of indigenous people, youth and women with disabilities. Their persistent work has shifted cultural awareness and understanding so significantly that last year, Mexico City became one of the first cities in the world to legalize gay marriage.

Givers and Receivers: Both Sides Now

On the other side of the equation, we have worked to create inclusive and diverse donor communities. Our philosophy of treating everyone with fairness and openness has brought more than 23,000 individual supporters into our network, including the young girl who sends us her Bat Mitzvah check and the anonymous male donor who is passionate about the education of women and girls. We have stepped out of our comfort zone to work closely with corporate funders such as Levi Strauss and Nike Inc., banking industry giants JP Morgan Chase and health care companies like Johnson and Johnson, Inc. We are learning how our work fits into their efforts to combine corporate responsibility with business interests. We have developed a Corporate Leadership Council on both the East and West Coasts, where senior corporate leaders are available to the Global Fund to share their expertise, their learning and their commitment to

women’s rights by increasing our visibility and profile among their networks both professionally and personally. Recently, the Global Fund applied for and received funding from the Dutch government’s MDG 3 Fund. We partner with small businesses like Kepler’s Books and Organic Bouquet, as well as major social venture efforts like CREDO mobile.

We use a social investment screen on our key funding partners, but have tried to be open, flexible and non-judgmental as we explore partnerships, recognizing that the business world has much to contribute that can be of benefit to our work, just as we have insights and experience that can positively affect and shift perspectives in that world. Finally, we are humble about the fact that all of us, regardless of which sector we work in, are engaged with and a part of this economic and political system. This does not mean we should not be able to critique and challenge the system, but it does require us to stop wearing a “halo” of political correctness and intolerance in our dealings with colleagues in other foundations, the public sector or other institutions.

CONCLUSION

At a board meeting in 2008, Lydia Alpizar, the president of the Association for Women’s Rights in Development (AWID) and a Global Fund board member, presented findings from a survey of 1,000 leading women’s rights groups. The combined budgets of these respondents, largely from Africa and Latin America, totaled just \$73 million a year. Two-thirds of these groups had annual budgets of less than \$50,000. But the study revealed something else that we had not realized: despite being dwarfed by large private foundations like Gates, Ford and Hewlett in terms of total assets and total amount of dollars

awarded, the Global Fund for Women remains the largest and most consistent supporter of grassroots women’s groups worldwide. These facts fill us with awe. We realize how critical our grant support is for the long-term sustainability and survival of local, community-based women’s groups in more than 170 nations from Fiji to Ecuador.

We realize that change may be incremental rather than revolutionary. Women’s funds bring a sharp and focused gender lens to issues that long have lacked any such critical review. We are challenging our colleagues in the fields of global security, food and agricultural development, environmental safety and sustainable development to include women as key players and decision makers — not simply to view them as “passive beneficiaries.” We certainly lack the financial heft of most larger players in philanthropy, but the way that we do our work has given us a chance to influence and engage with our peers in the field of philanthropy. We can help shape and define this changing landscape and use our networks, our belief in women and our bold politics to ensure that women’s issues have a significant place among strategies being developed and implemented by our peers across the board, regardless of whether they are public, private or corporate donors.

The world does have a chance to realize that now is the time to *increase* our support for women’s rights and gender equality. I am encouraged by signals from all sectors of society to advance women’s rights globally. I hope we can build a global movement that recognizes the irrefutable truth that investing in the well-being and full empowerment of women is the single most effective strategy for a more peaceful, prosperous and equitable world. ■

Kavita N. Ramdas is the president and CEO of the Global Fund for Women.

Human Services Coalition

Miami, FL

www.hscdade.org

www.prosperitycampaign.org

Est. 1995



The Human Services Coalition (HSC) was founded in 1995 with the broad goal of achieving “dignity in all of our communities” through promoting health and human services. Years later, the organization shifted its focus from solely promoting services and “pushed to become more socially entrepreneurial.” HSC’s mission now is to “support individuals, organizations and communities to create a more just, equitable and caring society” by promoting civic engagement, matching individuals to opportunities, and connecting people of Miami-Dade County to the tools, resources and education they need to improve their own and others’ health and prosperity.

Miami’s problem with affordable housing was exacerbated by the recent economic downturn. “Miami was once low wage–low cost and now is low wage–high cost, and that’s predominantly been driven by housing. Buildings that once were full of 20–30 percent median income resi-

dents are now full of 80 percent median income residents,” says HSC president Daniella Levine. The city’s immigration rate is growing rapidly and large buildings of rental units are being converted into luxury condominiums to meet the increased demand.

Also playing a large role in the city’s current housing crisis is the Miami-Dade Housing Agency. A *Miami Herald* investigation of the agency in 2006 found it had squandered millions of dollars from failed projects, pet programs and insider deals. In the six-part series “House of Lies,” *The Miami Herald* wrote, “Even when houses were built, some developers under the watch of the Housing Agency bypassed the poor and sold to real estate investors who turned quick profits.”¹

To meet the rising needs of Miami residents, HSC formed the first prosperity campaign in the United States in 2002. “The idea is that we’re all connected, that we need a strong

workforce, we need well-educated workers, we need strong families and strong communities, or our community cannot thrive,” said Levine.

The Prosperity Campaign, with strong alliance from the business community, connects people in need of financial stability with “everything that maximizes success.” Prosperity Centers provide residents with financial assistance, credit repair, homeownership counseling and most notably, free tax preparation. So far in 2010, the campaign’s centers have prepared 2,102 tax returns for a total of \$765,886 in federal returns, including \$4,851,526 in Earned Income Tax Credit.

Florida is expected to be one of the last states to make an economic recovery, but HSC remains determined. Levine says, “We know that the prosperity work is critical. We know that the civic work also is critical. Those two pillars – economic opportunity and civic participation – are the building blocks of what we do and at the end of the day, we’re about delivering those programs to the community and building the long-term capacity of people, of the organizations and the communities to sustain meaningful social change.” ■



HSC staff and community advocates with Florida Governor Charlie Crist during the organization’s annual visit to Tallahassee. Photo courtesy of Human Services Coalition.

1. Debbie Cenziper, Oscar Corral, and Larry Leibowitz, “House of Lies: Housing Agency is an ATM,” *The Miami Herald* 2006, <http://www.miamiherald.com/multimedia/news/houseoflies/part1/index.html>.

Select Publications

Learning from Madoff: Lessons for Foundation Boards June 2009

More than 80 percent of foundations that lost between 30 to 100 percent of their assets to Bernard Madoff's Ponzi scheme had fewer than five trustees serving on their boards. In *Learning from Madoff*, NCRP examines whether there was any link between board size and diversity, and exposure to Madoff's fraudulent activities.

Seizing the Moment: Frank Advice for Community Organizers Who Want to Raise More Money November 2009

Aaron Dorfman and Marjorie Fine offer useful and pragmatic tips that can help community organizers dramatically increase funding from institutional grantmakers and major individual donors.

Strengthening Democracy, Increasing Opportunities: Impacts of Advocacy, Organizing and Civic Engagement in Los Angeles County March 2010

NCRP looks at 2004-2008 data from 15 nonprofits based in Los Angeles County, which shows high return on investments and important non-monetary gains on a range of issues such as clean air, better working environment and more balanced immigration enforcement.

visit: www.ncrp.org/publications

NCRP Board of Directors

Executive Committee

| | |
|-----------------|-------------------------------------------|
| Diane Feeney | French American Charitable Trust (Chair) |
| Dave Beckwith | Needmor Fund (Vice Chair) |
| Cynthia Guyer | Independent Consultant (Secretary) |
| Gary Snyder | Nonprofit Imperative (Treasurer) |
| Sherece Y. West | Winthrop Rockefeller Foundation (AtLarge) |

Directors

| | |
|-------------------|------------------------------------------------|
| Robert Edgar | Common Cause |
| Pablo Eisenberg | Public Policy Institute, Georgetown University |
| Marjorie Fine | Center for Community Change |
| Ana Garcia-Ashley | Gamaliel Foundation |
| Judy Hatcher | Environmental Support Center |
| Priscilla Hung | Grassroots Institute for Fundraising Training |
| Gara LaMarche | Atlantic Philanthropies |
| Pete Manzo | United Ways of California |
| Joy Persall | Native Americans in Philanthropy |
| Cynthia Renfro | Marguerite Casey Foundation |
| Russell Roybal | National Gay and Lesbian Task Force |
| William Schulz | Center for American Progress |
| Gerald L. Taylor | Industrial Areas Foundation |

Past Board Chairs

| | |
|-----------------|------------------------------------------------|
| Paul Castro | Jewish Family Service of Los Angeles |
| John Echohawk | Native American Rights Fund |
| Pablo Eisenberg | Public Policy Institute, Georgetown University |
| David R. Jones | Community Service Society of New York |
| Terry Odendahl | Global Greengrants Fund |

Organization affiliation for identification purposes only.