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Special Insert



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**COUNCIL ON
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Notes from the Chair

By *Cornelia Higginson*
*Vice President, American Express
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Chair, Council on Foundations
International Committee*

Colleagues from the Council on Foundations and the European Foundation Center (EFC) have joined forces to reflect on our grantmaking in the field of disaster response. This collaboration between the two organizations is the first of its kind. Our first working meeting in London, December 2000, augers well for this initiative, which involves the Corporate and International committees of the Council and the International Committee of the EFC in an effort to develop principles and define best practices for more effective disaster response.

Another collaborative effort, this one with the Foundation Center, has yielded *International Grantmaking II*, a recently published study of U.S. international grantmaking trends. According to the Foundation Center study, international grantmaking by U.S. foundations soared in the late 1990s. It is gratifying that the rise in international grantmaking, which many of us working in the field sense was taking place, has now been documented. Not only are more American foundations and corporate grantmakers funding internationally, but they are making more and larger grants. Much of this dramatic rise in international giving was fueled by gains in the U.S. stock market, but is also linked to global business expansion and new opportunities to support the growth of civil society in the post-Cold War period.

One challenge is to keep up the momentum for international philanthropy, while ensuring that it is at the same time effective and responsible. Another is to encourage a wider range of U.S. foundations to participate in international grantmaking. The Council's International Programs staff, with guidance from the International Committee, is actively working toward these goals. In this issue of *International Dateline*, you will find articles describing the Council's ongoing efforts to assist international grantmakers, including

- An explanation of new IRS regulations now in effect, which govern tax withholding for grants to overseas individuals or organizations, if part of the grant is for travel to or activities in the United States.
- A preview of international events and sessions at the Council's Annual Conference, April 29–May 2 in Philadelphia.
- An update on the joint Council on Foundations—European Foundation Center working group on disaster response

To ensure that International Programs continues to meet the needs of the Council's members engaged in international grantmaking, a strategic planning process is underway to identify goals for 2002–04. The International Committee will review the recommendations developed by a strategic planning subcommittee at our next meeting, March 5–6, 2001.

Providing grantmakers and their associations with information and resources regarding domestic giving on international themes, U.S.-based cross-border grantmaking and the development of philanthropic structures around the world.



NEWS & ANNOUNCEMENTS

International Giving by U.S. Foundations Grows by \$639 Million

International giving grew at a record pace between 1994 and 1998, the result of a booming U.S. economy and bull stock market, according to *International Grantmaking Trends II*, a new publication just released by the Foundation Center in cooperation with the Council on Foundations. Among other things, the report finds that international giving by U.S. foundations grew by \$639 million between 1994 and 1998, corporate funding doubled in that time period, and giving to Asia-based programs soared. According to the report, international giving from U.S. foundations—by total dollar amount—rose 57 percent, even though international giving dropped slightly as a percentage of total U.S. foundation giving. Additionally, corporate foundation giving surpassed that of independent foundations during the period studied, and overall funding for programs in Asia nearly tripled. The regions receiving the most aid were Latin America and western Europe. (Nongovernmental organizations in Europe often receive money that is then funneled to the developing countries where those organizations have a presence.)

The Trends II publication is an update of the original 1997 *International Grantmaking Trends*, which looked at cross-border giving between 1990 and 1994. The new report examines the origins, destinations and purposes of selected grants made between 1994 and 1998, a period of unprecedented growth in international grantmaking. Even more recent data is included in the report from a survey of 27 grantmakers conducted in 2000.

International Grantmaking Trends II may be purchased by calling the Council's publications hotline toll free at 888/239-5221 or by visiting www.cof.org.

Disaster Response Working Group Meets in London

Increased global grantmaking has combined with instant communication of events around the world to create strong pressures on many foundations and corporate giving programs to respond quickly when international disasters strike. How best to respond in an effective, appropriate and timely manner is the question being explored by a joint

working group of grantmakers put together by the Council on Foundations in collaboration with the European Foundation Center.

The working group includes representatives of private foundations and corporate grantmakers from Asia, Africa, Europe, the Caribbean and North America. In December the 12-member working group met in London to begin identifying basic principles and good practices that can be useful to the foundation community in terms of understanding, planning and responding to disaster situations. Making a presentation at the London meeting was Dr. Krisno Nimpuno of the Disaster and Emergency Reference Center in The Netherlands, who stressed his view that disasters are nearly always man-made, and that grantmakers should focus on reducing the vulnerability of poor populations to disasters over the long term.

By mid-March the working group expects to produce a draft of "lessons learned" that will be circulated for comment



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among interested foundations, nongovernmental organizations (NGOs) active in disaster response and experts in the field. The draft will also be reviewed at international committee meetings and the annual conferences of both the Council on Foundations and the European Foundation Center over the next several months. The process will culminate in a June workshop in Kingston, Jamaica, where the working group, aided by a wider group of foundations, NGOs and experts in the field of humanitarian response, will issue a set of lessons learned to assist grantmakers that choose to respond to international disasters.

Kofi Annan to Address Council's Annual Conference

Several sessions at the Council on Foundations' 52nd Annual Conference in Philadelphia, April 29–May 2, 2001, will be of particular interest to the international grantmaking community, including a keynote address by United Nations Secretary General **Kofi Annan** at the opening plenary luncheon, Monday, April 30. The conference theme is "Preserving the Public Trust: Responsible Use of Private Wealth for Public Good."

In addition to the Secretary General's participation, a host of international events and activities are planned, starting Sunday, April 29, with a briefing on the Foundation Center's new report on trends in international grantmaking. It will be followed by the Council's International Grantmakers Reception and Dinner Sunday evening.

Starting Monday, a variety of conference sessions with a focus on grantmaking with an international perspective will include

- **Building Capacity for Evaluation in Developing Countries: Example from Africa**, organized by the Carnegie Corporation of New York. (Monday, April 30, 4:00–5:00 P.M.)
- **International Grantmaking: How and Why to Give Internationally**, organized by the Global Greengrants Fund/Tides Foundation. (Tuesday, May 1, 2:00–2:30 P.M.)
- **Meeting the Challenges of International Disasters**, a Council core program session organized by International Programs. (Tuesday, May 1, 4:00–5:30 P.M.)

PUBLICATIONS

- A new Spanish translation of *Community Foundations Around the World* by Eleanor Sacks, a nonprofit organization consultant and previously of the Council on Foundations, is now available. The report gives a snapshot of community foundations and their recent growth. The report will soon be available from the Council's Web site or by calling the publications hotline from within the United States at 888/239-5221.
- *Foundations in Europe*, a comprehensive, 900-page look at the history, numbers, roles, missions, organization, and direction of the European foundation community, has been released and is available through the Council. The Bertelsmann Foundation funded and edited this work, which includes extensive country reports and a series of topical essays. The book is available from the Council's Web site or by calling the publications hotline from within the United States at 888/239-5221.
- **Women & AIDS Across the Globe: When Gender, Race, Poverty and Disease Collide**, sponsored by Funders Concerned about AIDS. (Tuesday, May 1, 10:15–11:45 A.M.)
- **Immigration and the New Economy**, sponsored by The Discount Foundation. (Monday, April 30, 4:00–5:30 P.M.)
- **"Sustaining Social Change: The Case for the African Women's Movement"**, organized by the Carnegie Corporation of New York. (Monday, April 30, 2:00–3:30 P.M.)

Several affinity groups with international interests will meet Sunday, April 29, including the Environmental Grantmakers Association, the Affinity Group on Japanese Philanthropy, Asian Americans/Pacific Islanders in Philanthropy, the Africa Grantmakers Affinity Group and Funders Concerned About AIDS. Hispanics in Philanthropy and The Jewish Funders Network will meet Monday, April 30. Visit the Council's Web site www.cof.org for more information about the Annual Conference, including the eligibility policy for nonmember organizations and registration procedures.



NEWS & ANNOUNCEMENTS

New Tax Requirements May Affect International Grants

Effective January 1, 2001, foundations may be required to withhold taxes on grants to foreign individuals and/or organizations. New regulations, under Section 1441 of the Tax Code, affect foundation payments to foreign entities when the payment will underwrite activities performed in the United States. These regulations generally require foundations to *withhold U.S. taxes* from their payments *if they make grants or award prizes to foreign individuals or organizations that perform all or part of their grant-funded activities in the United States*. The withholding requirement will not apply to any portion of a grant that will be used exclusively for activities performed outside of the United States. If the recipient qualifies for an exemption under a U.S. tax treaty or the recipient organization can establish that it could qualify as a U.S. tax-exempt organization, withholding may not be required.

What kinds of international grants may require withholding? The new rules will not affect grants that do not result in activity taking place in the United States, and so, will not affect the vast majority of international grantmaking. However, when funds are donated to allow a non-U.S. participant to attend a conference in the United States, teach at a U.S. institution, intern with a U.S. company, or provide for any other activity in the United States, the donor may be required to withhold U.S. taxes from those funds. Since the rule applies only to the portion of funds used for the U.S. activity, donors should determine how much of a grant will be for U.S. activity in cases where the grant funds both U.S. and non-U.S. activity. Exceptions to the withholding requirement may be available under the following circumstances:

- The funds are given for activities that occur entirely outside the United States.
- The recipient qualifies for an exemption under a U.S. tax treaty and can provide the pertinent documentation.
- It can be proven that the recipient could qualify as a U.S. tax-exempt organization.
- The grant is intended to be used exclusively to acquire property.

Additionally, certain scholarship payments to recipients

who hold certain student visas are subject to a reduced withholding rate.

With the help of the law firm Caplin and Drysdale, the Council on Foundations' legal department has prepared a memorandum that highlights the new tax withholding requirements for foreign grants and suggests practical ways to ensure compliance with the new rules. You can view this document at www.cof.org/legal/index.htm, or to receive a copy, contact the Council at internatl@cof.org or Steve Dau at 202/467-0386. If you have additional questions, contact the Council's legal department at 202/467-0466.

PHILANTHROPY AROUND THE WORLD

Global Growth of Community Foundations

The dramatic rise in charitable giving during the 1990s has been paralleled by a similar increase in the number and funding of community foundations, both within the United States and around the world. The Council on Foundations and others are giving more attention to increasing worldwide interest in community foundations, as local communities recognize the need to create more sustainable models of development.

While the concept—residents of a particular geographic area donating resources for community improvement—has

CALENDAR

March 15–16

INDEPENDENT SECTOR'S SPRING RESEARCH FORUM
 "THE IMPACT OF INFORMATION TECHNOLOGY ON CIVIL SOCIETY"
 Omni Shoreham Hotel, Washington, DC
 Keith Hume, 202/467-6100; khume@independentsector.org;
 Barbara Hardy, 202/467-6107

April 30–May 2

52ND ANNUAL CONFERENCE OF THE COUNCIL ON FOUNDATIONS
 Philadelphia Marriott, Philadelphia, PA
 Conference information, 202/466-6512; www.cof.org/ac5

May 20–22

EUROPEAN FOUNDATION CENTER ANNUAL GENERAL ASSEMBLY
 Stockholm, Sweden
 Leticia Ruiz-Capillas, +32.3.512.8938; aga@efc.be; www.efc.be



been around for some time, it is generally recognized that the first modern community foundation was the Cleveland Foundation, formed in 1914. Definitions vary, but Jane Tully's from *Community Foundations Around the World: Building Effective Support Systems*, serves well: *Community foundations seek to build a permanent endowment, are governed by a broadly representative, independent board, seek funding from varied donors, encourage charitable activity, and exist to improve a community's quality of life.*

Today, community foundations are one of the fastest growing sectors of philanthropy in the United States. There are more than 500 community foundations across the United States, and they are on the rise in other parts of the world. The basic community foundation model, as described by Tully and others, has proved to be a flexible tool in filling social service voids left by the collapse of communist regimes in Eastern Europe and the retrenchment of state-sponsored social programs. The community foundation model serves as a broad framework within which communities can identify needs, convene local agencies in response to those needs and extend resources to meet them.

Examples of the adaptive nature of community foundations abound. The Kenya Community Development Foundation, for example, was created after a series of meetings sponsored by the Ford Foundation in Kenya between NGOs, community organizations and development practitioners found that there was little community involvement in the development of programs that would affect Kenyan communities. The local communities, it turned out, would be asked to simply implement the programs developed by external agencies, and therefore, would not have ownership of the program. The Kenya Community Development Foundation, started three years ago as a direct result of the Kenya meetings, places its emphasis not on implementing programs but on building the capacity of local NGOs to develop and implement their own programs.

In Ecuador, the Fundacion Esquel-Ecuador (FE-E) was set up in 1990 using funds from international donors and government agencies. "It supports development by helping the nation's poorest to solve their own problems," writes Sacks, "and by seeking ways to modify the current conditions that promote social injustice." Since its establishment, the FE-E has played an important part in promoting philanthropy in Ecuador, supporting more than 250 projects, and has served as a model for other fledgling community foundations in developing countries.

Stay Current!

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Before the earthquake hit Kobe in 1995, Japan focused most of its philanthropic energy outside the country in the belief that volunteerism would not work inside the country. This belief precluded a legal environment supportive of the nonprofit sector and discouraged the development of small civic groups. Governmental sources of aid proved inadequate in dealing with a disaster of the proportions of the Kobe earthquake, and after voluntary organizations proved more effective, legislation was enacted making it easier for them to incorporate. While the laws helped in the establishment of nonprofits, foundations were still under tight government control. The resulting structure is one in which there are few traditional foundations (the Osaka Community Foundation is the only community foundation in Japan) and nonprofits are set up ad hoc as the situation warrants. There is increasing pressure, however, to change the legal structure to make it easier to establish foundations as a funding base for nonprofit activity.

While the model may be flexible, challenges exist. There are several impediments common to the development of community foundations. In countries where social needs—poverty, unstable economic systems, war recovery—are more pressing, community foundation development will necessarily take a back seat. The building of assets by a community foundation will often be looked upon with suspicion by local governments unable to provide basic municipal services, a situation made more acute in areas where the concept of endowments is unknown. Many countries lack a legal and tax structure geared toward enabling the development of community foundations, much less community foundations with a sustainable endowment. The building of effective governing structures—board members sufficiently removed from political or financial considerations—poses another challenge.

Great as the challenges may be, community foundations are proving their civic worth. As Sacks says, "This simple, but remarkable, concept is proving time and time again its agility in meeting the needs of the people, societies and communities it serves."

Continued on page 6



This article was drawn from several sources, which are available as follows: Copies of Community Foundations Around the World: An Examination of the Vitality of the Community Foundations Movement, by Eleanor Sacks, and Community Foundations Around the World: Building Effective Support Systems, by Jane Tully, are available through the Council on Foundations Web site at www.cof.org, or by calling toll-free in the United States, 888/239-5221. Copies of Community Development Foundations: Emerging Partnerships, by Joyce Malombe, are available from the NGO and Civil Society Unit of the World Bank. Requests may be faxed to 202/522-1669 or e-mailed to ngo@worldbank.org

WINGS Update

The Worldwide Initiatives for Grantmaker Support (WINGS) held a successful “peer learning” meeting November 2000, which involved 12 organizations in the WINGS network representing 10 countries. The meeting focused on a broad range of membership issues facing grantmaker associations and provided opportunities for participants to share their experiences and expertise. A report of this meeting will soon be posted in the WINGS Web site, www.wingsweb.org. Three more peer learning meetings are scheduled for 2001. The focus of these meetings will be “Communication and Information Technology,” “Board and Organizational Development” and “Issues Facing Emerging Associations of Grantmakers Around the World.”

The WINGS Coordinating Committee held a strategic planning retreat January 2001 to address a variety of policy and other issues related to building the WINGS network, developing governance and membership policies, and reviewing practical matters of management and rotation of the WINGS secretariat. The committee has established five working groups to address these and other programmatic and operational issues in the coming months.

The committee has also reset the date for the second International Meeting of Associations Serving Grantmakers

(IMAG II). The meeting will be held in Sydney, Australia, March 2002, and will be hosted by Philanthropy Australia. The meeting will highlight philanthropy in the Asia-Pacific countries while providing an opportunity for the representatives of associations and organizations supporting grantmakers around the world to share their expertise with one another. Additional information about the theme and agenda for the meeting will be forthcoming.

Finally, WINGS has launched its internship program for staff members of organizations involved in the WINGS network. Applications are being accepted from organizations involved in the network. Work is also underway on a monograph and case studies on the role and contribution of grantmaker support organizations to the promotion of philanthropy around the world.

For more information, contact WINGS Project Manager Jayne Millar Wood at woodj@cof.org or 202/467-0399.

New Network Aims to Increase International Grantmaking

Grantmakers Without Borders, a new organization whose purpose is to increase the amount and visibility of international grantmaking, has been formed as a collaboration between the International Donors Dialogue and the International Working Group of the National Network of Grantmakers, with the financial backing of the Tides Center.

“So much of our world today thinks globally—our economy, our communications technologies, our culture,” says Grantmakers Without Borders National Coordinator John Harvey. “Yet the philanthropic sector today remains quite limited in its outlook, often going no further than the end of a street or town line. It’s time we recognize that, while charity certainly begins at home, it must not end there.”

Grantmakers Without Borders is structured as a network and as such will rely on the energy and talents of its members to succeed. For further information, contact John Harvey at 617/794-2253 or e-mail him at john_gwob@hotmail.com.



A CONVERSATION WITH...

Geraldine Kunstadter of the Albert Kunstadter Family Foundation

International Grantmaking is a very special part of the philanthropic sector in which foundations look for innovative ways to support and sustain the operations of organizations and services essential to communities around the world. The Albert Kunstadter Family Foundation is a small U.S. foundation that does a great deal of international grantmaking, especially in Southeast Asia and China. Council on Foundations staff writer Isabelle Mack spoke with Geraldine Kunstadter about the foundation's grantmaking.

WHAT IS THE FOUNDATION'S MISSION AND PROGRAM FOCUS?

We don't have a stated mission, but we are trying to "do good" well. We strive to do good well by being innovative, responsible, responsive and risk-taking in our grantmaking. We're not trying to change the health of children or the situation of the elderly, but rather we look for good people who are doing something wonderful, and we help them by funding their programs.

TELL OUR READERS HOW YOU MANAGE THE FOUNDATION AND ITS WORK WITH TWO STAFF.

My husband and I operate the foundation. John handles all of the administrative responsibilities—taxes, bookkeeping, working with the accountants and attorneys, etc. He also manages a portfolio of about ten local grantees. I handle outreach for all of the international grantees and some of our grantees here in New York. We don't get involved directly in the work of our grantees or tell them what to do, but we meet with them so that we know how well their projects are operating. For example, if they are operating a shelter, then we want to see the shelter.

IN LOOKING OVER YOUR ANNUAL REPORT, I SEE THAT YOU FUNDED APPROXIMATELY

100 GRANTEEES DURING 1999. HOW DO YOU MANAGE THE SITE VISITS AND EFFECTIVELY EVALUATE THE PROJECTS OF YOUR GRANTEEES?

Many of the grants we make are long-term grants that we have been funding for quite some time. For example, we have funded the Coalition for the Homeless for a number of years. We talk to and frequently hear from Mary Brosnahan, who keeps us abreast of her program activities; and there is always a lot of publicity about her work at the Coalition. Consequently, we don't have to make frequent visits to this grantee. With other kinds of projects, we do want to see exactly what is going on depending upon the organization. I visit almost all of the international grantees twice a year.

We do fund a project in Nicaragua that I actually don't visit. We've been funding this project for a number of years, which is run by a Nicaraguan woman I know very well. She started a program for women to teach them to take responsible roles in their communities in a country that is developing and becoming more democratic. One of the women who participated in the project was recently elected mayor of her district. The woman who directs the project is a remarkable person; initially, many of these women had never worked or had little or no education and could not read.

WHAT KIND OF INTERNATIONAL PROJECTS DO YOU SUPPORT AND IN WHAT PARTS OF THE WORLD?

I'll just mention a few of the projects that we do in Indochina. Up until last year, we were the only American foundation working in Laos. We fund a project with National University of Laos to help them upgrade their equipment. When I visited approximately five years ago, there was one computer within the whole College of Humanities and Social Sciences, and that was in the administration office. The English Department, with 1,200 students

and 68 teachers, used a mimeograph machine. We gave them the money to buy computers, printers, copiers and surge suppressors. Because they have a limited number of books, they wanted to print their own books. We gave them the money to purchase the equipment to do that. This past year, we also gave the university a good size grant for an herbarium that will allow sustainable botanical activities. This grant will afford them the ability to set that up and make it possible for them to keep all their existing plant collections under the right conditions.

We also support the English Language Center in Laos. There are no native speakers of English, so we help them send a number of their teachers to Bangkok for special conferences to improve their English language skills so that they can be better English teachers. In the hills of Laos where the Hmong people live, there are few schools. Few of the Laotian teachers want to go up to the hills to teach because the Laotians do not speak Hmong and the Hmong people do not speak Lao. Consequently, a group of educators, local NGOs (nongovernmental organizations) and a woman from UNICEF organized a program to bring young Hmong women to Vientiane, the capital of Laos, for a two-year, intensive study program to teach them so that they would be able to go back to their villages as teachers. We funded the first 133 women who participated in the program.

The one doctor in Vientiane who knew anything about rehabilitation medicine received a three-year scholarship to a major hospital in Bangkok, which included everything but her living expenses. To help her cover her living expenses, we picked up one year, the Swedish Embassy picked up one year and a local organization for the disabled picked up one year.

We also fund in Vietnam. We gave a grant to a school that covers primary and



secondary education for 650 students and operates a residence for teachers. The school has only one tap for water and no lavatory facilities. We gave a grant for them to install a good pump and build a structure with three shower stalls, a room for the pump and two lavatories each for the boys and girls. The water is now pumped all over the campus to about ten places. Recently, the water was tested for purity, and it is of high quality. The local government was so impressed with what the school had done that it graded the road leading to the school and put up a fence for the safety of the children.

WHAT IS THE AVERAGE SIZE OF YOUR GRANTS?

The average grant is about \$5,000. However, last year we made two very large grants in Hanoi totaling \$48,000 to the Center for Environmental Chemistry for two projects to do something about the water supply in Hanoi, which is affected by heavy metal and ammonium. One study covered finding the source of the metal and the other study covered finding the source of the ammonium.

We have been profligate these last couple of years. We have a corpus of approximately \$4 million, and we have been giving away more than our 5 percent IRS requirement. This past year we gave away over \$600,000 in grants, and we will probably do the same level of grantmaking by the end of this year.

WHAT GOES INTO YOUR DECISION TO FUND A PROJECT, ESPECIALLY ABROAD, AND HOW DO YOU KNOW WHETHER THE ORGANIZATION IS LEGITIMATE?

Sometimes friends who live in these countries tell us about the work of good local groups and NGOs. We have to be convinced that the person running the program is an extraordinary person and that he or she is honest and will use the money solely for the project. Most importantly though, we use a standard equivalency form that is used by foundations doing global grantmaking to be certain that the non-U.S. organization is the equivalent to a U.S. public charity. We also monitor all of their expenditures.

WHAT ARE SOME OF THE OBSTACLES YOU ENCOUNTER IN YOUR GLOBAL GRANTMAKING?

In the past, one of the biggest obstacles has been making wire transfers. It used to be a nightmare to wire transfer money to the most important bank in Laos. Sometimes three months would pass before our grantees received the money. The process is much better now and the transfers are instantaneous.

DO YOU HAVE OCCASION TO COLLABORATE WITH OTHER FOUNDATIONS?

Once we supported a homeware for the elderly program here in New York with a number of foundations from the New York Regional Association of Grantmakers. Another time we collaborated with the Ford Foundation to fund a special trip for conservators from the former royal capital of Vietnam, Hue. Instead of repairing the palace buildings that were falling down, the conservators wanted to re-create part of the royal palace to increase their tourist trade. Their ideas regarding how to refurbish the palace were rather extravagant. So, the Ford office in Bangkok suggested that they visit the Ministry of Conservation in Italy to see what had been done to preserve some of their old buildings. This trip would also help them realize that you don't completely rebuild structures, because part of the history and the tourist attraction is the fact that part of the structure is missing. We joined with the Ford Foundation to support travel for five conservators.

We talk to many people about the work we are doing, especially in Indochina, in hopes that some of them will want to collaborate with us, so that twice as much can be done. We would welcome more collaboration with any foundations interested in Indochina or China.

WHAT ARE THE MAJOR SOURCES OF SATISFACTION IN YOUR WORK?

The people—the people we work with, the people who are running the organizations and their colleagues. So often when I am on trips abroad, I am embarrassed because I get so energized when I am with them that I feel as if I am taking their energy from them. I am on a high when I return

because they are remarkable people to work with. They know what it is they should be doing and they had no way to do it until we gave them the support they needed to make their programs work.

WHAT ADVICE DO YOU OFFER TO YOUR COLLEAGUES AND OTHERS REGARDING GLOBAL GRANTMAKING?

First, they should find local organizations are working in countries that interest them most, meet with them and perhaps fund them. Sometimes those organizations take groups of people abroad, which is a good way to become acquainted with the needs of the people in those areas. That is how I first went to Laos and Cambodia. I went on a trip with John McAuliff who has worked in Indochina since the sixties. We had been supporting his program with small grants. He put together a study tour to Vietnam for a group of four funders. There he introduced us to the universities and organizations that were doing good things. Then I just went back myself and met and talked with people who could tell me about other people and projects in the area. If you are going to initiate a grant abroad, you have to go there. But the easiest thing to do is to start with local organizations working in the areas in which you are most interested.

I am happy to talk to anyone who wants to know how to get involved in global grantmaking or the specifics of how we do our grantmaking.

IN RETROSPECT, IS THERE ANYTHING YOU WOULD DO DIFFERENTLY IN THE WAY YOU APPROACH YOUR GRANTMAKING?

I don't think so. You must be a risktaker, and we have given the first grant to many, many organizations over the years.

*For more information contact:
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