

INTRODUCTION

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During much of the 1990s, philanthropy thrived both nationally and internationally. By the turn of the century, there were more foundations holding more assets in more countries than ever before. Although endowment values dropped since then, they remain at historically high levels in most developed market economies. What is more, new forms of philanthropy have emerged in the course of the last decade, with donor circles, donor advised funds, and e-philanthropy adding new momentum to the growing phenomenon of transnational, philanthropic action.

Philanthropy, it seems, follows the familiar pattern of globalization: just as companies are becoming more global, just as international law includes more and more countries in a dense network of treaties, and as the mobility of finance, goods and services reaches ever new heights, so too, does philanthropy move beyond national borders at increasing scales. At least for the very large foundations, a global presence, range of interests and actions seems to become the norm rather than the exception. Even though most foundations, bounded by their deed and other considerations, remain domestic in orientation and activities, there is a pronounced move toward more and greater international involvement. The United States has for many years been the leader in transnational philanthropy, but foundations in other regions such as Europe and countries like Japan and Australia are becoming more active internationally as well. In the European context, this means first and foremost a greater European engagement, both East and West, but it also means greater Transatlantic and North – South activities.

Yet little is known about transnational philanthropy, and above all, its distinct role in an era of globalization. The various contributions in this part look at different aspects of transnational philanthropy and, through a series of case studies, examine the challenges and opportunities as well as strengths and weaknesses of philanthropy in relation to global problems and situations where local and international philanthropic action becomes necessary. The combined objectives of the case studies is to demonstrate the strategic role for philanthropy as a global player, and ask: does philanthropy have a strategic, distinct role in the globalization process, and where and how can it achieve greatest added value? How can philanthropy approach solutions to global problems in innovative ways? Specifically, the case studies address the following questions in an effort to contribute to a better understanding of the potential of philanthropy and globalization:

- > What is different about being a global philanthropic actor? How can local – global links best be established? How can foundations bring multiple constituencies together, and how can they operate in multiple jurisdictions? What are the implications for governance, organizational structure, programs, and information flow? What innovations are taking place?
- > What are the key roles for philanthropy? Foundations are institutions beholden neither to the political power plays of international governance nor to the market thinking of transnational corporations. How can foundations take advantage of the unique opportunities arising from their privileged position while operating at the transnational level? In other words: where and how can they best capitalize their distinct advantage?
- > What best practices and models can be found about how foundations work as global actors, how can other foundations learn from them, and to what extent can they be transferred to other settings and circumstances?

Taken together, the case studies will illustrate where and how foundations can become strategic philanthropic institutions at the global level. They cover different regions of the globe, look at different fields and issues, and a range of programs and activities. To the extent possible, each case study follows a standard format:

- > Summary of major lessons learned
- > Description of case
- > Analysis along four key questions:
 - How did the foundation identify the specific needs, issues and challenges to address (i.e., mission and vision)?
 - How did it developed a strategic approach to impact on these needs in the specific global or local context? What was the specific ‘philanthropic added value’?
 - Which strategies/programs/mechanisms proved most effective and why for operating as a ‘global actor?’ What were some of the weaknesses, and why?
 - What are the implications of the case study in terms of best practices, and what are some of the wider lessons for policy and strategic philanthropy?

Specifically, we included the following case studies:

- > In “*The Role of Philanthropy in Globalization*,” Melanie Oliviero and Adele Simmons examine the role of philanthropy in addressing private and public sector deficiencies at the transnational level, i.e., situations where foundations can address problems caused by government or market failures. They look at how foundations help to create Transparency International to fight global corruption and how they supported the spread of corporate social responsibility programs; how they helped the emergence of alternative product markets; how they contribute to coalition-building across different stakeholders and coordinate strategies among different actors and interests.
- > The chapter “*The Global and Local Dimension*” by Dan Nielsen looks at three cases where foundations identified strategic areas of interventions around global problems with local manifestations: Rotary International and the eradication of Polio; the Bill and Melinda Gates Foundation’s program to develop vaccines for malaria and the

HIV/AIDS virus; and the Catherine T. McArthur Foundation's grant-making program in environmental protection and natural resource management.

- > Giuseppe Caruso's contribution "*Philanthropy and Networks in Global Civil Society*" picks up the theme of coalition-building identified by Oliviero and Simmons, and explore it in greater detail in the case of the World Social Forum. He shows the approach and strategies of a group of funders to create, within a short period of time, a coalition among individuals and non-governmental organizations to bring about the World Social Forum as an alternative global platform of debate to challenge the dominance of the World Economic Forum.
- > In "*The Role of Philanthropy within the United Nations System*" Stefan Toepler and Natasha Mard examine the origins and operations of the United Nations Foundation. The case study shows how a visionary board can formulate a strategy on how philanthropy can effectively engage with supra-national government, and while becoming an advocate for the UN, still maintain its relative independence from political agenda, thereby guarding its distinct philanthropic role.
- > Natalia Leshchenko explores the role of foundations in 'weak' or 'failed' states, in particular in post-conflict scenarios. In "*Philanthropy in Post-Conflict Situations*" she looks at the role of the Charles Stuart Mott Foundation and the Soros Foundation Network and finds that they serve to promote systematic change and democratic tendencies in post-conflict societies by building 'bridges' of understanding and engagement.
- > The final case study, by Diana Leat, deals with the infrastructure of global philanthropy and examines the role of WINGS (Worldwide INitatives for Grantmaker Support) and WINGS-CF (Worldwide INitatives for Grantmaker Support - Community Foundations). She finds that a critical role for WINGS lies in information management and the dissemination of expertise and knowledge among different types of foundations that work across different jurisdictions and fields.

A concluding chapter summarizes the major results of the case studies and addresses some of the implications that follow from the work presented here.