

THE ROLE OF PHILANTHROPY WITHIN THE UNITED NATIONS SYSTEM: THE CASE OF THE UNITED NATIONS FOUNDATION

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“The global agenda has never been so varied, so pressing or so complex. It demands of the international community new approaches, new resources and new commitments of political will.”

–Kofi Annan,
UN Secretary-General

Introduction

Foundations and their equivalents, such as the *al wakf* system in the Islamic world, have existed for centuries as a means of bringing private resources to bear on public purposes, but they have traditionally drawn little interest. As part of a general re-appraisal of the role of the state in modern society, however, foundations were rediscovered by donors and policy makers alike and the past two decades experienced a renewed interest in these institutions in much of the developed North.^{1,2} This interest is held by governments, corporations, and private citizens alike. Governments use foundations for semi-privatizing tasks that are not as easily or as efficiently accomplished within the regular public administration or for leveraging private money for public purposes. Corporations also make more frequent use of foundations as part of their corporate giving and outreach strategy or to assume legal ownership of corporate assets. For private citizens, foundations are mechanisms to actively engage in the public discourse and reclaim societal space for a functioning civil society from the state.

While the debate about foundations has made some headway in the developed North as well as the transition countries of Central and Eastern Europe, little remains known about foundations in most other parts of the world. Nevertheless, interest in fostering philanthropy is growing in the South as well^{3,4} and efforts to promote foundations as development tools will likely become part of the development discourse in the future. The appeal is dual: As local grantmaking institutions, foundations have the potential to contribute to the so far elusive quest for sustainability of indigenous civil society institutions, and they can be useful elements of the exit strategies of international development agencies.⁵

Yet, the question of what the most appropriate roles and functions of foundations should be is far from settled in the North,⁶ much less so in the South, and perhaps the least with respect to emerging new global world order.

In this context, the United Nations Foundation (UNF) represents an interesting case. Although many major US foundations—most notably, Ford, Rockefeller and, more recently, Gates and George Soros' Open Society Institute—have provided significant support for various UN agencies, programs and initiatives over the years, UNF is the only major grantmaker to focus exclusively on the UN and its causes. UNF also differs structurally from other major US grantmaking foundations. It does not have an endowment to support grantmaking, but is a public charity under US law, established principally to transmit Ted Turner's financial pledge as well as other private support to UN activities. Its most distinctive feature is the direct and formalized engagement of private philanthropy with an international, inter-governmental organization. Guided by a small, but globally prominent board, UNF follows a three-pronged strategy. Whereas foundations typically support groups and causes that frequently advocate public institutions on behalf of their respective clientele, the UNF-allied Better World Campaign advocates on behalf of the UN and its role in fostering international cooperation and in advancing values and issues that correspond with larger American interests. A second mainstay of UNF is its grantmaking. Here the foundation's work is closely intertwined with the UN system. As civil society efforts to scale-up government in many parts of the developing world become more frequent, the still developing experience of UNF will be a useful guidepost. Finally, the Foundation emphasizes collaboration and public-private partnerships with civil society and the private sector. As the UN's engagement with private corporations has been contentious in the past, UNF plays an important mediating role.

The United Nations Foundation

Long interested in the United Nations' (UN) ability to strengthen international cooperation and to improve the plight of the world's poor and concerned about the state of US-UN relations and the need for more private support, media entrepreneur and CNN-founder Robert Edward "Ted" Turner made a pledge of \$1 billion in support of the United Nations in September 1997. During a speech at the annual dinner of the United Nations Association of the United States, he announced the gift and the creation of a UN Foundation (UNF), which would work with the UN to decide how and where the funds would be distributed to UN causes to "make things better for people all over the world."⁷

From there on, things progressed with extraordinary speed. While conceptual discussions about the nature of the collaboration continued, the UN issued an initial project proposal solicitation in November 1997, eventually yielding 99 requests from UN departments and programs.⁸ The United Nations Foundation was formally incorporated in January 1998 in New York as a public charity under the US Internal Revenue Code. At the same time, a sister organization, the Better World Fund, was created as an alternate grant-making entity to allow the option of furthering the causes of the UN by supporting non-UN organizations.

In March 1998, Secretary-General Kofi Annan established the United Nations Fund for International Partnerships (UNFIP) to serve as the official recipient of UNF distributions. The UNF had a President—former US Senator and Under Secretary of State Timothy Wirth—in place and its board fully constituted by May. Later that month, or just

eight months after the initial pledge, the UNF approved its first round of grants. The official relationship agreement between the UN and UNF was formally signed in June.⁸

As reflected in Ted Turner's preface to the Foundation's Five-Year Report, the gift was motivated by a desire to highlight the importance and significance of the UN within in the United States, whose arrears in UN dues amounted to about \$1 billion at the time; concern about the widespread lack of access to health care, educational opportunities and basic rights among the world's poor, particularly women and children; confidence in the United Nations' ability to deliver innovative programs to address these issues; as well as the hope that the example would encourage other donors to follow suit.⁹

Thus premised on the belief that global challenges will be most effectively addressed through the mechanism of the United Nations, at the most fundamental level, the UNF—with a parallel organization, the Better World Fund (BWF)—seeks to strengthen the UN system, not only financially, but in a broadly collaborative manner. This is reflected in its original mission statement, according to which the

“United Nations Foundation promotes a more peaceful, prosperous, and just world through support of the United Nations and its Charter. Through our grantmaking and by building new and innovative public-private partnerships, the United Nations Foundation acts to meet the most pressing health, humanitarian, socioeconomic, and environmental challenges of the 21st century. The Better World Fund, the UN Foundation's sister organization, works to educate opinion leaders, policy makers, and the general public on the vital work of the United Nations and to build a global constituency for the UN and global cooperation”⁹

Thus, the United Nations Foundation emerged with a decidedly focused approach aiming at longer-term impacts with a three-pronged strategy of combining grantmaking with advocacy and partnership development on behalf of the UN.

Priorities and Structure

Given the overall scope of UN responsibilities, tasks and activities, even a \$1 billion commitment would not likely have yielded much of a difference if disbursed widely. Accordingly, the UNF established two key strategic directions vis-à-vis its grantmaking programs. Firstly, the focus of UNF funding is not on general support of UN agencies, but on new innovative programs or highly leveraged initiatives that demonstrate the value of UN involvement. The official relationship agreement thus explicitly states that collaboration between UNF and UN will further the objectives of the UN charter “through implementation of innovative, forward-looking and pro-active projects and activities that make contributions to the collective future and well-being of the planet”.⁸

Secondly, UNF grantmaking is restricted to a limited number of issue areas. Reflecting the interests of Ted Turner, the UNF concentrates on four core program areas in addition to generally promoting the UN. At current, these are

- *Children's Health*, including decreasing childhood mortality through community-based intervention; immunization and control infectious diseases, such as polio and measles; and preventing tobacco use.

- *Environment*, focusing on World Heritage sites particularly important for biodiversity conservation; as well as sustainable energy issues and climate change.
- *Peace, Security & Human Rights*, prioritizing conflict prevention, human rights and peace building.
- *Women and Population*, focusing on improving socio-economic and educational opportunities for adolescent girls; and generally access to and quality of reproductive health services.

With the exception of the addition of peace, security and human rights, the core program areas have been relatively stable since the foundation's inception. With the announcement of the first round of grants in May 1998, UNF President Timothy Wirth was quoted as saying: "We set four broad priority areas: Women and population stabilization, sustainable environment and climate change, children's health, and strengthening the U.N. system".¹⁰

The Foundation's governance and leadership structure is broadly reflective of these priority areas. UNF President Timothy Wirth, as former Senator from Colorado and Under Secretary of State for Global Affairs in the Clinton Administration, has been a long-time advocate of environmental concerns, including global warming and biodiversity, as well as reproductive health services and women's rights. UNF's program areas relatively closely correspond with the sustainable development priorities that Wirth advocated as Under Secretary prior to joining UNF.¹¹ Chaired by Ted Turner, the UNF is governed by a small board of twelve globally prominent activists and experts lending high-profile expertise to each of the four program areas (see Appendix A). The UNF approves projects in typically two funding rounds per year.

Grantmaking Patterns

By 2005, UNF had disbursed funds in excess of \$900 million, including \$400 million in support from partners and individual donors, benefiting UN activities across 115 countries.¹² Likewise, UNF grants reached a wide array of UN departments and programs (see Appendix B). Table 1 shows the percentage distribution of UNF project support by program area, including funds from UNF partners, such as the Gates Foundation, the Red Cross, Rotary International and others, but excluding parallel financing for the same activities from other sources. Of the roughly \$570 million in UNF and partner support between 1998 and 2004, the largest share went to children's health projects with 42%, followed population and women and environment with 24% and 22%

TABLE 1. Percentage Distribution of UNF and Partner Funds by Program Area.

Year	Children's Health	Environment	Population and Women	Peace, Security, Human Rights	Humanitarian and Other
1998	38%	12%	34%	-	17%
1999	55%	23%	14%	-	8%
2000	8%	22%	57%	8%	5%
2001	29%	33%	16%	17%	5%
2002	48%	30%	15%	4%	3%
2003	60%	25%	8%	4%	3%
2004	61%	5%	29%	3%	3%
1998-2004	42%	22%	24%	6%	6%

Source: General Assembly, 1999-2005¹³⁻²⁰

respectively, and peace, security and human rights and other with 6% each (the peace, security and human rights program area was added in 2000). The table also suggests not insubstantial year-to-year fluctuations. These fluctuations may be reflective of particular partnership opportunities arising, multi-year commitments, but also the relative quality of proposals coming before the board. For example, when queried about the absence of large-scale environmental projects in the initial funding round, Wirth noted that the environmental group was not “as strong as we would like it to be . . . Some of the projects that were recommended were basically infrastructure projects, which is not the sort of things we ought to be doing in terms of preventive and innovative programs”.¹⁰

Grantmaking Process and Interaction with UNFIP

In contrast to the proto-typical, general purpose grantmaking foundation, the work of UNF is marked by close engagement and collaboration with the prime beneficiary. The close “foundation/grantee relationship” results in a fairly complex and collaborative process of identifying needs, issues and challenges that UNF will address. As shown in Figure 1, overall UN priorities, as determined by the Secretary-General, serve as a basic context; projects proposed to UNF are ideally “in conformity with the orientation of the Secretary-Genral’s [sic] reform programme”²¹ and are “identified in conformity with the Foundation’s strategic objectives, taking into account the goals and objectives of the Millennium Declaration and relative development goals”.²⁰ Within these broad contexts, the UNF board has set its own four priorities and grantmaking areas that are further

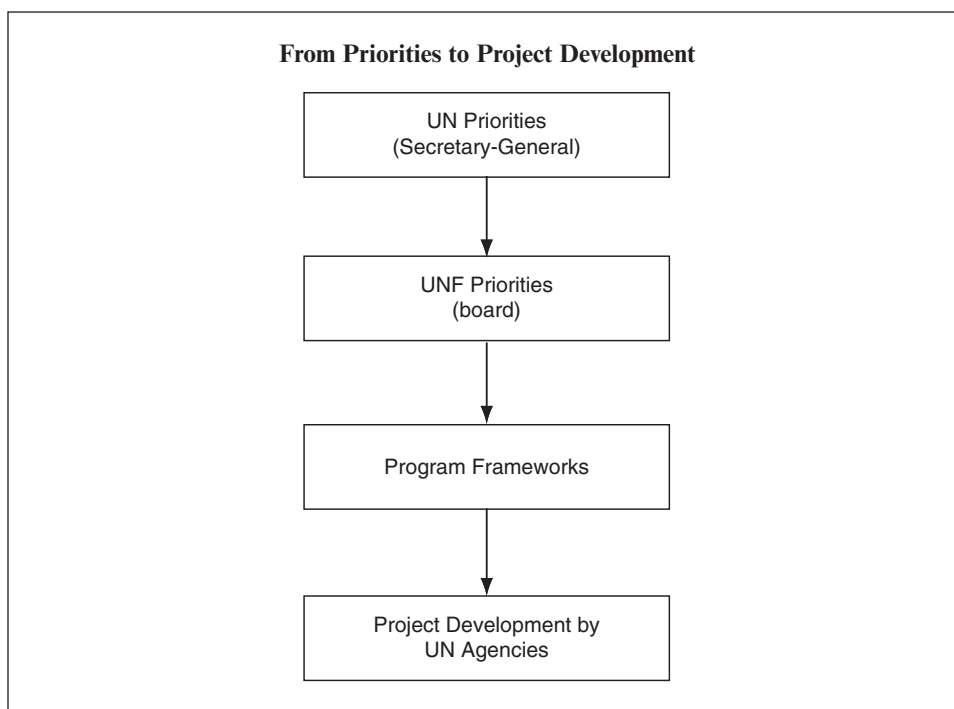


FIGURE 1. From Priorities to Project Development

defined in program frameworks which guide the development of programs and projects within the UN system.

To further define the UNF's core program areas and help develop specific strategies, a number of Programme Framework Groups (PFG) were convened by UNFIP in 1999: One each for children's health and population and women, and two for the environmental program area, focusing on biodiversity and sustainable energy/climate change respectively. The PFG's were each comprised of senior policy representatives from four to nine relevant UN agencies and programs, the World Bank and two external academic experts or NGOs representatives. The key task was to identify specific areas for strategic intervention that would promise the most effective use for UNF funds taking the Foundation's annual financial means into account. PFG programmatic recommendations were subject to endorsement by both the UNFIP Advisory Board and the UNF board.¹³ These program frameworks form the basis for annual project proposal solicitations within the UN system and for evaluating proposals.

UNFIP is the central counterpart for UNF at the UN. Although its current mission is quite broad—"UNFIP brings together representatives of corporations, foundations, civil society and academia to work together with the United Nations for the common purpose of assisting those less fortunate around the world²²"—its original purpose was to serve as the official UN recipient of UNF funds. Specifically, the relationship agreement defined UNFIP's purposes as follows:

"UNFIP is to provide a central mechanism to facilitate the organization, execution, monitoring and reporting for projects and activities funded by the Foundation. The mechanism will bring together project funding opportunities from the complex and diverse United Nations system . . . UNFIP will provide a central administrative vehicle within the United Nations for working with the Foundation to identify and select projects and activities, receive and distribute funds for such projects and activities, and monitor and report on the use of such funds".⁸

With a small staff headed by an executive director, UNFIP is guided by a ten-member advisory board, chaired by the Deputy Secretary-General. Serving in personal capacity, the board includes senior representatives of the UN system as well as a former president of the Ford Foundation and former vice-president of the Rockefeller Foundation.

In terms of the grantmaking process, UNFIP and UNF offer consultations with UN agencies to delineate program priorities and solicit concept papers. Concept papers are reviewed by both UNFIP and UNF staff in view of compatibility with UN priorities and program frameworks and guidelines. Projects involving collaboration with civil society and the private sector are particularly encouraged. After the review of the concept papers, full grant proposals are invited for a select number of exceptional projects.²³ Full grant proposals are reviewed by the UNFIP Advisory Council and recommended to the UNF board for action. The UNF board has ultimate discretion and not all UNFIP recommendations will necessarily be funded. Disbursements for UNF-approved projects are then made to UNFIB for implementation by the executing UN agencies.

Advocacy and UN Promotion

A functioning relationship with the United States—both financially and politically—is central for the long-term success of the UN and its priorities. With no coercive power

over its member states, however, the UN has neither been able to collect substantial back dues from the US nor to prevent the US from pulling out of specialized agencies, such as UNESCO. The UN has also been unable to orchestrate outreach activities within the US to increase popular support. The basic issue is endemic to the way the UN is financed: Having to rely for important aspects of its work on voluntary contributions from member states and private sources, while lacking enforcement mechanisms, other than moral persuasion, for the (timely) collection of assessed dues, has plagued the UN from the beginning.²⁴ Given the centrality of the US-UN relationship, however, the American ambivalence towards the UN is of particular concern.

With deep concern about the willingness of the US to honor its commitments to the UN a significant motivation behind Ted Turner's pledge, advocacy on behalf of the UN was an important aspect of the work from the beginning. Through an initial BWF grant, subsequently renewed, the Better World Campaign was launched in 1999 to provide direct advocacy in Congress and develop public education and outreach efforts.²⁵ The Better World Campaigns current "mission is to foster a stronger relationship between the U.S. and UN through outreach, communications, and advocacy. BWC engages policy-makers, the media, and the American public on the important work of the UN, and the U.S.'s involvement with and funding of UN activities."²⁶ "As the UN Foundation's advocacy arm," the campaign interacts with Congress, the media and policy institutions, organizes briefings with UN representatives, and provides timely information on UN activities.¹² In addition, the UNF also sponsors a range of public information efforts, such as journalism education programs, providing access to UN information to radio networks and stations, the UN Wire e-mail service, and opportunities for American constituencies to visit the UN (*ibid.*).

In terms of both advocacy and policy education, BWC has a unique role to play in generating political support for the UN and the global problems that the UN aims to address. Although it is hard to gauge to what extent this has been directly due to BWC efforts, substantial progress has recently been made in core areas of US/UN relations. The Helms-Biden agreement of 1999, authorized the payment of \$926 million in U.S. arrears to the United Nations in three installments. The US also contributes full funding to peace-keeping operations since 2001 (which it had previously not complied with), and agreed to re-join UNESCO. On September 12, 2002, President Bush remarked that "As a symbol of our commitment to human dignity, the United States will return to UNESCO. The organization has been reformed, and America will participate fully in its mission to advance human rights and tolerance and learning."

Partnerships

The third core area of UNF relates to building partnerships on behalf of the UN. In Ted Turner's words, UNF serves "as an architect of new and innovative alliances to advance UN goals. We have focused on creating partnerships that magnify the power that people, Governments and organizations—public or private—have, working together to effect change and promote a world of good".²⁷ "[B]uilding new and innovative public-private partnerships" was an important part of the original intent and mission and is perhaps best exemplified by the early coalition around polio eradication, involving the Bill and Melinda Gates Foundation and Rotary International as private partners.²⁸ In the Foundation's development, this aspect of the Foundation's work has gained further in importance. Accordingly, the current mission statement reads

The UN Foundation builds and implements public-private partnerships to address the world's most pressing problems, and also works to broaden support for the UN through advocacy and public outreach.¹²

Among the many different types of partnerships and coalitions that UNF has catalyzed over the years are those that aim at leveraging the financial, technical and localized resources of the business sector. High profile partnerships with major global corporations include

- The travel website Expedia's promotion of sustainable tourism to World Heritage sites;
- The Coca-Cola Company's agreement to help restore water and sanitation systems after the 2005 Tsunami;
- The Nike Foundation's engagement in investing in adolescent girls within the developing world;
- MAC Cosmetics engagement in fund and awareness raising for the Global Fund; and
- Vodafone's commitment to leverage technical capacities for UN causes.¹²

In brokering such partnerships, UNF is able to leverage its experience and expertise of working through the UN system and ability to connect new partners.

Foundation Roles and the UNF Case

The literature has long ascribed a number of roles and functions that foundations may perform in theory or practice.^{1,29-33} These roles provide one benchmark to assess the larger societal contributions and arguably the legitimacy of foundations.³⁴ Among the various conceptualizations, two core functions can be differentiated: Foundations are funding intermediaries—deploying private funds for public purposes—on the one hand; and they can be agents of change—fostering innovation or social change—on the other.

The use of foundations as funding intermediaries in the production of collective goods and services is usually the most immediate interest of policy makers and beneficiaries alike. While increasing the amount of private resources for social, educational, cultural and other public purposes, foundations can play two distinct roles by either substituting for, or complementing the public sector. Complementary funding takes place where governments cannot garner sufficient public support to support certain causes or face constitutional or other barriers to doing so. Substitutional funding, by contrast, takes place where governments attempt to reduce existing support in hopes of foundations and other private funders stepping in to fill emerging funding gaps. In this, foundations have traditionally preferred the complementarity over the substitutional role. In either case, foundation resources are generally too limited to support the basic provision of indispensable public functions.³⁵

Apart from funding intermediation, the societal change agent, innovation or venture capital role of foundations is probably the most recognized and widely discussed function. The idea that foundations should serve as social venture or risk capital has long been a hallmark of the foundation debate, particularly in the US, and the suggestion that common principles of venture capitalism can increase the effectiveness of foundations³⁶ has shaped much of the discussion over the past decade. The appeal of this role lies in one

unique characteristic of the foundation form: its virtual lack of the external constraints that limit most other types of organizations in one form or the other, such as the demands of voters, shareholders, members, funders, and other stakeholders. Accordingly, at the organizational level, foundations are not subject to sanction in cases of failure in what they do. Given this independence, foundations have therefore the capacity to act as change agents by providing seed money for innovative projects and ideas whose outcomes are potentially beneficial, but uncertain; or to pursue social change by giving voice to unrepresented beneficiaries. Both functions help elucidate the roles that UNF, and private philanthropy more generally, represent in the UN context.

Funding Intermediation

The initial thought to pledge the \$1 billion commitment directly to the UN could have easily translated into a grantmaking program to the same effect, which might simply have transferred funds over the initial ten-year period without much lasting impact other than allowing the Secretary-General access to scarce discretionary funds to be deployed where the needs of the moment were the greatest. Rather than merely substituting for regularly assessed UN dues by its member states, UNF chose early on to pursue a complementary role as “a new and *additional* financial resource”⁸ That substitution was not intended is more or less explicitly reflected in the formal relationship agreement: “The United Nations and the UN Foundation understand that funds received by the United Nations from the UN Foundation are intended to supplement the regular, assessed, or voluntary funded programmes of the United Nations, its departments, funds, programmes, and specialized agencies”.⁸

By complementing the regular budget, the Turner gift enabled the UN to pursue the objectives of its Charter as well as aspects of its larger programmatic goals, such as those embodied in the Millennium Declaration for example, through activities that would either not have taken place without it or at least taken considerably longer to implement. With more than \$900 million in new financial resources provided by UNF, its partners and other donors in just the first seven years of its operation, the UNF’s financial contribution is highly significant. Yet, the funding intermediation function by itself is not the primary philanthropic value-added, not least because of the magnitude of resources needed to fully address the range of global challenges that the UN faces. The inherent limitations of this function were explicitly recognized early on and strategies build around it. For example, the 1999 programme framework for children’s health noted that the amount of funding that UNF anticipated to be able to provide “is highly limited in relation to the total United Nations programmes relating to children’s health issues and to the even larger challenges and resource needs identified in the World Declaration and Plan of Action adopted by the World Summit for Children”.¹⁴

Innovation and Change

Relatively more important than the actual financial contributions is therefore the UNF’s role as catalyst of change, which it pursues at different levels and in various ways. At the programmatic level, UNF adopted an approach of fostering innovation through the provision of seed money. In this role, foundations have traditionally sought to support innovative new approaches to problem-solving in hopes that, once proven effective, other funding sources will step in and take programs to scale.³⁷ After acknowledging

financial limitations and the resulting UNF board mandate to focus narrowly on strategic objectives, the children's health programme framework clearly exemplifies this role:

While UNF funding cannot be expected to resolve children's health issues on a global scale, if used strategically it can foster major progress in identifying and testing policies and programmatic approaches that address those issues. Moreover, by demonstrating effective policies and programmatic approaches and sharing successful experiences with others, activities supported with UNF funding could help create the conditions that will accelerate progress . . . Resources for large-scale expansions would likely need to come primarily from countries themselves, perhaps with support from major lending and grant-making institutions as well as from the private sector, rather than from UNF.¹⁴

Beyond providing seed funding, the process of fostering innovation is also actively strengthened by UNF serving in a convening role. The PFGs brought various UN agencies and programs with overlapping interests in the foundation's core program areas to the table while leveraging additional private expertise at the same time. Moreover, many UN agencies and programs work on similar issues, but there are competing institutional imperatives and few incentives or mechanisms to join efforts and streamline and improve the effectiveness of efforts. The prospect of new outside funding through UNF, however, creates such incentives for various parts of the UN system to collaborate more closely. Current program guidelines, for example, ask applicants to describe "UN value added" by detailing "how the involvement of partner UN organizations will enhance the effectiveness and impact of the programme".²³ In its Women & Population Program, UNF summarized the underlying issue succinctly as follows:

The various UN Agencies, Programmes and Funds each have a specific [sic] mission and comparative advantage in addressing women and population issues. They provide technical expertise and resources for global problem-solving and play a specific and important role. But as with any complex problem, coordinated, multisectoral efforts are required, and no agency can work alone. The UN Foundation's Women and Population program works in coordination with [the UN Population Fund, the UN Children's Fund, the UN Development Fund for Women, and the World Health Organization] to enhance their important work.³⁸

This convening role extends externally, with the foundation also providing clear incentives for UN agencies to develop projects in collaboration with private actors, both from the corporate and civil society sectors: "UNF/UNFIP grant making targets programmes with the potential to extend the reach of the UN and offer opportunities for partnership. We see public-private partnerships and alliances as crucial to addressing global problems".²³ As such, UNF creates a model mechanism for partnerships with the UN and creates appropriate capacity within the UN to be able to attract private support for key causes.

As shown in Table 2, while the foundation's grantmaking has not declined in absolute terms, the relative share of UNF's direct support has consistently been declining, as its ability to attract private partners and other donors has steadily grown.³⁹ In the words of

TABLE 2. Share of UNF and Other Donors of Accumulated Support for UNFIP-channeled Projects.

	UNF	Other Donors
2000	80%	20%
2001	72%	28%
2002	71%	29%
2003	67%	33%

Source: General Assembly, 2001–2004^{15–18}

Amir Dossal, UNFIP's executive director, "UNFIP has become "inundated with inquiries from the private sector, from foundations—people wanting to work with the U.N., people wanting to support U.N. causes . . . It's an exponential increase" (ibid.). Beyond the programmatic level, paving the way for increased public/private partnerships with the UN represents a second level of the UNF's role as catalyst of change. In the course of pursuing this broader change in the way private donors view the UN, UNF is beginning to change itself: "The UN Foundation is working with an increasing number of partners to introduce UN programmes to new donor audiences. The intention is that over time, programmes supported by the UN Foundation can be presented as a "menu of investment opportunities," to a wide range of donors, through a host of mediums"²³

To effect this change, the role of convener interacts with a validation role. On the one hand, UNF intermediation validates the UN system as a suitable vehicle for private donors interested in addressing pressing global issues, accordingly, "the Turner factor is not just money, but it's greater awareness of helping on international issues" (quoted in FN 39). On the other, UNF validates private support channeled to the UN—an issue that as long been prone to controversy.³⁹ While the benefits—both for the UN itself as well as the goals and objectives of its Charter—of greater collaboration with private interests are widely acknowledged,^{40–46} there has nevertheless been a long strand of often ideological criticism of efforts by the UN to engage with global corporations.^{47–50} With the impeccable credentials of its leadership and board, however, UNF has escaped being drawn into these controversies. In some ways, the UNF thus provides a mechanism for structuring UN-corporate interactions that appears acceptable to a wide range of UN stakeholders. The validation role seems likewise adept to help explain the change that the BWC has been seeking vis-à-vis Congressional attitudes and in building more popular support for the UN.

Conclusion

The UNF case appears to defy the conventional thinking about the roles and functions of foundations in more ways than one. Rather than working around or opposite the public sector, the foundation engages the UN directly. As the traditional rationale of doing what government doesn't do becomes increasingly obsolete in a world marked by shifting roles, responsibilities and capabilities of governments in the face of growing complexity of problems, the evolving UNF experience can provide a useful example for a reinvention of foundation/government relations at the national and local levels as well. While the highly formalized interaction with the UN may have its drawbacks, it also potentially extends the reach of the foundation beyond the limits of its own resources. As efforts to scale-up NGOs and civil society continue to be difficult in most parts of the world, a strategy of

scaling up public sector institutions in conjunction with civil society may well prove to be a meaningful next step, and UNF's ability to broker partnerships between a range of public and private actors provides a good learning experience. Likewise, as partnership development is becoming increasingly pervasive,⁵¹ UNF's convening and validation roles in fostering innovation and fostering change provide a useful blueprint for locating the role of foundations in multi-sectoral global problem-solving.

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Appendix A

UNF Board (2005)

R. E. Turner, Chairman of the Board (U.S.A.)
Chairman, Turner Enterprises

Timothy E. Wirth (U.S.A.)
President, United Nations Foundation and Better World Fund

Gro Harlem Brundtland (Norway)
Director-General Emeritus, World Health Organization

Ruth Cardoso (Brazil)
Chair, Comunidade Solidaria

Liang Dan (China)
Director of Investment and Technology Promotion at the UN Industrial Development Organization (UNIDO)

Graça Machel (Mozambique)
Chair, Foundation for Community Development

N. R. Narayana Murthy (India)
Chairman and Chief Mentor of Infosys Technologies Limited

Hisashi Owada (Japan)
Judge, International Court of Justice

Emma Rothschild, Executive Committee Chair (U. K.)
Director of the Centre for History and Economics - King's College, University of Cambridge

Nafis Sadik (Pakistan)
Special Advisor to the UN Secretary-General

Andrew Young (U.S.A.)
Chairman, Good Works International

Muhammad Yunus (Bangladesh)
Founder, Grameen Bank of Bangladesh

Source: <http://www.unfoundation.org/about/board.asp>

Appendix B

UNF Supported UN departments, funds and programs (as of 2005)

Economic Commission for Europe (ECE)
Economic Commission for Latin America and the Caribbean (ECLAC)
Food and Agriculture Organization (FAO)
International Labour Organization (ILO)
Joint UN Programme on HIV/AIDS (UNAIDS)
Office of the Secretary General

United Nations Human Settlements Programme (HABITAT)
United Nations Children's Fund (UNICEF)
United Nations Conference on Trade & Development (UNCTAD)
United Nations Department of Disarmament Affairs (DDA)
United Nations Department of Economic and Social Affairs (DESA)
United Nations Department of Peacekeeping Affairs (UNDPKO)
United Nations Department of Political Affairs (DPA)
United Nations Department of Public Information (UNDPI)
United Nations Development Fund for Women (UNIFEM)
United Nations Development Group (UNDG)
United Nations Development Programme (UNDP)
United Nations Educational-Scientific and Cultural Organization (UNESCO)
United Nations Environment Programme (UNEP)
United Nations Framework Convention on Climate Change (UNFCCC)
United Nations Gender Task Force
United Nations High Commissioner for Refugees (UNHCR)
United Nations Industrial Development Organization (UNIDO)
United Nations Institute for Disarmament Research (UNIDIR)
United Nations Institute for Training and Research (UNITAR)
United Nations International Drug Control Programme (UNDCP)
United Nations Non-Governmental Liaison Service (NGLS)
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
United Nations Office of the High Commissioner for Human Rights (OHCHR)
United Nations Population Fund (UNFPA)
United Nations Secretariat
United Nations Staff College (UNSC)
United Nations University For Peace
World Bank
World Health Organization (WHO)

Source: <http://www.unfoundation.org/programs/grantmaking.asp>