



Philanthropication thru Privatization: A New Route to Building Charitable Endowments

THE TAKE-OFF PHASE

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Charles Bell is the Programs Director for Consumers Union (CU), the policy and mobilization division of Consumer Reports, based in Yonkers, New York. He engages in policy analysis and advocacy on Consumers Union's priority campaign issues, including health care and financial services. From 1995 to 2010, Bell served as the New York representative for CU's Charitable Health Assets Project, which worked to provide public oversight of conversions of nonprofit health corporations to for-profit companies, and to hold nonprofit health insurers and hospitals accountable to their social missions. Bell also currently serves as chair of *Nonprofit Quarterly*, a nonprofit management journal and journalism website, based in Boston, MA.

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Aaron Bornstein is an anti-corruption expert, with expertise in creating and leading the first foundation in the world established with funds from a U.S. Foreign Corrupt Practice Act settlement, the BOTA Foundation. Aaron has managed grants programs around the world in a wide range of areas including improving governance, child and youth welfare, and higher education strengthening. Over the last year he has collaborated closely with PtP and Professor Lester Salamon on writing a case study on BOTA, and a "how to" paper on stolen asset return. Aaron has also been a consultant to the Stolen Assets Recovery Initiative of the World Bank.

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Piero Gastaldo has had a rich career in the foundation sector in Italy and Europe. Between 1979 and 1995 he held the position of Program Officer, Program Manager, and later Director of Research at the Fondazione Giovanni Agnelli. He then took up the position of Assessore (Commissioner/Deputy-mayor) of the City of Turin, for Economic Development, Public Utilities, European Projects, and International Promotion. In 1998 Mr. Gastaldo joined the Compagnia di San Paolo as the Director of Programs; since 2001 he has held the position of Secretary General (CEO) at the Compagnia di San Paolo. In the same years Mr. Gastaldo has also been teaching and lecturing at several academic institutions. He is or has been active in the Boards of several non-profit institutions, at the national and the European level, including the European Cultural Foundation and the European Foundation Center, while he has been engaged in the financial sector as a Board member of Sinloc s.p.a., Fondaco SGR, and the Cassa Depositi e Prestiti. Currently, Mr. Gastaldo is Member of the Governing Board of the Istituto Affari Internazionali, Rome; Member of the Board of Directors of NEF, Network of European Foundations, Brussels; Member of the Governing Board of the Fondazione Torino Musei; Member of the Governing Board of the Fondazione per il Libro, la Musica e la Cultura; Member of the Governing Board of the Fondazione Collegio Carlo Alberto. Piero Gastaldo graduated Summa Cum Laude from the Università degli Studi di Torino, Law School.

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Janina Gawler is Global Practice Leader for Communities and Social Performance with Rio Tinto. Over the past fifteen years Janina has been involved in the development and implementation of the social performance standards and programs across Rio Tinto operations. Janina and her team of global practice team practitioners provide advice, assurance and business support on resettlement, land acquisition, community engagement programs and partnerships to ensure the long term social license to operate for Rio Tinto. Janina is a director of the Rio Tinto Guinea Foundation established by Rio Tinto to promote enterprise development for youth and women and to support food security programs all delivered in partnership with Non-Government Organisations and Guinean Government agencies. For many years she was the Executive Officer of the Rio Tinto Aboriginal Foundation in Australia which provided grants for indigenous programs in education, health, culture, and sport. In addition, Janina has experience in establishing benefit receiving Trusts with Indigenous groups who have negotiated land use agreements with Rio Tinto.

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David C. Hammack is Haydn Professor of History at Case Western Reserve University. He has won Guggenheim, Russell Sage Foundation, and Yale Program on Non-Profit Organization fellowships, and the Distinguished Achievement Award of the Association for Research on Nonprofit Organizations and Voluntary Action. His books include *Making the Non-profit Sector in the U.S.* (1998) and *A Versatile American Institution* (a history of foundations, with Helmut Anheier), 2013.

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Kenneth Hurwitz is senior legal officer on anticorruption with the Open Society Justice Initiative, based in New York. Hurwitz's work targets high level corruption, particularly corruption fueled by trade in natural resources, using the law to challenge those who exploit the complex structures of the global economy for illicit ends—those who pay or receive bribes in exchange for illegal access to resource wealth, and those who assist by hiding the proceeds of corrupt dealing. Hurwitz's anticorruption work also addresses the commercial trading in resources that fuels conflict around the world, including developing and supporting litigation that would revive the prosecution of business actors for the war crime of pillage, for the first time since the aftermath of the Second World War. Hurwitz was previously a senior associate at Human Rights First (formerly, Lawyers Committee for Human Rights), where he worked to help ensure legal

accountability for serious human rights violations in international and national fora, including efforts to curtail abusive practices in the detention and treatment of alleged terrorists at Guantanamo Bay, in Iraq and Afghanistan, and within the United States. Hurwitz began his career as a corporate and commercial attorney at the New York law firm Proskauer Rose LLP, and later served as associate general counsel for a New York-based international banking and shipping group.

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Marcos Kisil is a well-known expert in private social investment in Latin America. He served as Director for Latin America and the Caribbean at the W.K. Kellogg Foundation for 15 years. He is the founder of the Institute for the Development of Social Investment (IDIS), a 17 years old leading institution in promoting philanthropy and member of Charity Aid Foundation Global Alliance and is a professor at the University of São Paulo. Mr. Kisil has served as Board member in several international and national organizations—Resource Alliance, WWF/Brazil, WINGS, the Federation of Industries of São Paulo State, Getulio Vargas Foundation, and Ayrton Senna Institute. He was CEO of foundations as World Childhood Foundation/Brazil, Maria Cecilia Souto Vidigal Foundation (a family foundation) and was the founder and former President of GIFE – Brazilian Council on Foundations. Dr. Kisil has an M.D. from the University of São Paulo, and a Doctorate in Public Administration from George Washington University. He is a senior fellow of Synergos Institute and Bertelsmann Stiftung and member of the editorial board of the Alliance Magazine. Kisil has authored more than 80 articles and books about philanthropy in Latin America and Brazil.

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Dr. Wilhelm Krull is Secretary General of the Volkswagen Foundation. Since 1996, Dr. Krull has been running the Volkswagen Foundation—following his studies in German, philosophy, education, and political science, an assignment as DAAD lecturer at the University of Oxford, and leading positions at the Wissenschaftsrat (German Science and Humanities Council) and at the headquarters of the Max Planck Society. Besides his professional activities in science policy as well as in the promotion and funding of research, he was and still is a member of numerous national, foreign, and international committees. At present he is the Chairman of the Board of the Foundation Georg-August-Universität Göttingen, a member of the Scientific Advisory Commission of the State of Lower Saxony and of the Board of Regents of several Max Planck Institutes. In 2012 he was appointed a member of the Academia Europaea and the Research, Innovation, and Enterprise Council of the Prime Minister of Singapore. Furthermore, he was appointed a member of the High Level Group of the EASAC (European Academies Science Advisory Board) in 2015. In May 2016 Wilhelm Krull was awarded an honorary doctorate by the Ilia State University in Tbilisi, Georgia.

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Arnaldo Lopes Pereira (1947), made his university studies in civil engineering in Mozambique from 1965 to 1971. He joined the public service in 1972 and in 1979 he was appointed National Director of Waters, a position he held until 'in 1988, when he left the public service and became a consulting engineer. In 1996, he joined the banking sector as a member of the executive board of BCI. He left the bank in 2007 and became involved in real estate development until 2012, when he retired from professional activity. From 1991 he was an active member of the team led by Graça Machel working on the creation of a philanthropic organization. FDC-Foundation for Community Development was founded in 1994 and since then, he is a member of the FDC Board, mainly handling the endowment issues.

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Olive Damian Luena is the CEO of the Tanzania Gatsby Trust (TGT), a charitable Trust established in 1992 for the farmer and SMEs Development. TGT is a leading catalyst for Small and Medium Enterprises (SMEs) and farmer development through innovations that make markets work for the poor. Ms. Luena is the founding co-chair and a Board member of the East Africa Grantmakers Association (EAAG), a trustee of the East Africa Centre for Philanthropy (UFAD-HILI), and founding Secretary-General (1988-95) of the Tanzania Association of NGOs and has for the past six years has chaired the Foundation for Civil Society. Ms. Luena holds a post-graduate degree in industrial management, a degree in personnel management, and has also studied at the Cranfield School of Management in the U.K. and the

Economic Institute at Boulder, Colorado, specializing in microfinance, and the Institute for Development Studies (Sussex University) where she studied Gender and Policy. She is also an Eisenhower Fellow and fellow of the Synergos Institute of New York and was a Senior Fellow in the Johns Hopkins International Fellows in Philanthropy Program.

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Ezra Mbogori is the Executive Director of Akiba Uhaki Foundation—a relatively young human rights and social justice fund for Eastern Africa. He was the founding Executive Director of MWENGO for 14 years—a reflection and development center for NGOs in eastern and southern Africa, based in Zimbabwe. Prior to that he headed up UNDUGU Society, a Nairobi-based urban poverty focused organization. Ezra has served on the leadership and/or advisory structures of numerous organizations namely as Founding Chairperson of the Kenya NGO Council (1992-1993); Member of the Commonwealth Foundation NGO Advisory Committee; Board member of the Resource Alliance; Board member of the Montreal International Forum; Board member of the Charities Aid Foundation of South Africa; Board Member of CIVICUS and Vice Chair of the International Board of PLAN International. More recently he served as a co-chair of the Kenyan Civil Society Reference Group and Vice Chairperson of the African Grantmakers Network; he is currently on the International Grants Committee of Comic Relief and also a board member of OXFAM South Africa. Ezra has an undergraduate degree from Kenyatta University and an MPA from the Kennedy School of Government at the Harvard University and is a Fellow of the Kellogg International Leadership Program and the Kennedy School's Mason Fellows Program.

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Bhekinkosi Moyo is the Executive Director of the Southern Africa Trust—a regional organization that supports wider and deeper policy engagements in regional integration. Prior to this, he was director of programs at TrustAfrica, a pan-African foundation based in Senegal for close to seven years contributing to its growth and pan-African reach. He writes extensively on African philanthropy, governance, and the state of civil society in Africa. Among his recent books are: *Helping to Give, Giving to Help: The Context and Politics of African Philanthropy* (2013), *Disabling the Public Sphere: Civil Society Regulation in Africa* (2010); *Africa in Global Power Play* (2007), and *What about the children: The silent voices in maintenance* (2004). He has also contributed a number of journal articles, book chapters and regularly writes a column for *African Decisions Magazine*. His 2014 article in the *Development in Practice* Journal is "African philanthropy, pan Africanism and Africa's development." Most of his works can be found on bhekinkosimoyo.com including his *Mail and Guardian* blog. He sits on the boards of: The African Union Foundation; International Society for Third Sector Research; African Grant Makers Network; University World News, ICCO Southern Africa Regional Council as well as the *Alliance Magazine* Editorial Board.

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Cornelius Ochmann is Managing Director of the Foundation for Polish-German Cooperation, awarding grants to Polish-German educational, cultural, economic projects, and an expert on Eastern Europe. Mr. Ochmann studied at the universities in Mainz and Wrocław. He conducted academic research in Moscow and Jerusalem (Hebrew University). He worked in the Bertelsmann Foundation in 1994-2013, where his duties included managing the International Bertelsmann Forum (IBF). Cornelius Ochmann advised the German Ministry of Foreign Affairs and European institutions in matters concerning relations with countries of the Eastern Europe. Since June 2015 he is a member of the Management Board of the Polish Donors Forum.

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Nick Pelosi serves as Corporate Engagement Director for First Peoples Worldwide. Nick was involved in developing the risk metrics used in First Peoples' Indigenous Rights Risk Report, a tool designed to assess investment risks related to resource extraction on Indigenous lands. He has helped organize trainings for companies, shareholders, and community leaders on Indigenous Peoples' rights, and assisted with Indigenous outreach and consultation for the UN Global Compact's Business Reference Guide to the UN Declaration on the Rights of Indigenous Peoples. He has a BA in Political Science from Hunter College.

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Manoj Rai is one of the Directors of PRIA with more than 30 years of professional experiences. He has been working at local, national, and global levels in the areas of Participatory Governance, Poverty and Development, Citizen-centric Service Delivery, Social Accountability, Social Inclusion and Volunteering. For the last 20 years, he has been managing National and Global Programmes in PRIA; his area of expertise includes Local Governance, Decentralization, Participatory Research, Social Inclusion and Social Responsibilities, Monitoring and Evaluation, Policy Advocacy and management of large civil society networks and coalition of multi-stakeholders. Mr. Rai has been instrumental in developing and leading the local governance program of PRIA & Partners, which is supposed to be one of the largest civil society interventions on decentralization in world. He has also coordinated South Asia Region initiatives of LogoLink for promoting learning on local governance and the Participatory Governance programme of CIVICUS at Asia. Mr. Rai is member of a number of high powered expert committees of Government of India on Local Governance and Accountability, Decentralized Planning and Agriculture Planning and was a member of the International Expert Committee for the State of the World Voluntarism Report 2014 of UN-Volunteers. In various capacities, Mr. Rai is/has been also associated with a number of national and international committees of civil society and research organizations including the membership of International Advisory on Participatory Governance, CIVICUS, Johannesburg, South Africa; currently, he is advising statutory State Finance Commission of state of Sikkim in India and is also leading NITI Aayog supported pilot initiatives to explore workable framework for participatory development planning in India.

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Dr. Lester Salamon is a Professor at The Johns Hopkins University and Director of the Johns Hopkins Center for Civil Society Studies. He previously served as Director of the Center for Governance and Management Research at the Urban Institute in Washington, D.C. and as Deputy Associate Director of the U.S. Office of Management and Budget in the Executive Office of the President. Dr. Salamon pioneered the empirical study of the nonprofit sector in the United States and has extended this work to other parts of the world. Author or editor of more than 20 books, his recent works include: *The Resilient Sector Revisited: The New Challenge to Nonprofit America* (Brookings Press, 2015); *America's Nonprofit Sector: A Primer*, 3rd Ed. (Foundation Center, 2012); *The State of Nonprofit America*, Vol. 2 (Brookings Press, 2012); *Rethinking Corporate Social Engagement: Lessons from Latin America* (Kumarian Press, 2010), *The Tools of Government: A Guide to the New Governance* (Oxford University Press, 2002); *Global Civil Society: Dimensions of the Nonprofit Sector*, Vol. 2 (Kumarian Press, 2004). Published by Oxford University Press in 2014, *Leverage for Good: An Introduction to the New Frontiers of Philanthropy and Social Investment* and *The New Frontiers of Philanthropy: A Guide to the New Tools and Actors Reshaping Global Philanthropy and Social Investing* explore emerging forms of philanthropy. Also published in 2014, *Philanthropicization thru Privatization: Building Permanent Endowments for the Common Good* (il Mulino Press) explores a way to capture all or a portion of the enormous privatization transactions under way around the world for autonomous charitable endowments serving the social and economic needs of citizens.

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Theo Sowa is Chief Executive Officer of the African Women's Development Fund, the first Africa wide women's human rights foundation. She previously worked as an independent advisor on a wide range of international social development issues. She has worked with a variety of international multilateral organizations and civil society organizations, and sits on the boards of a number of large philanthropic organisations with international mandates. Theo has a special interest in strengthening the role and impact of philanthropic activity on social justice and development issues, in Africa and internationally.

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Chet Tchozewski is the founder of the Global Greengrants Fund and the RTC Impact Fund, which seeks to provide mining communities with access to capital to help negotiate community benefit sharing agreements. Chet also serves on 9 nonprofit boards including the Chino Cienega Foundation, the Russell Family Foundation, the Voqal Fund, CDR Associates, and is the Managing Trustee of a new donor advised fund of Trust Africa, the Kiisi Trust, a trust established in a settlement of Wiwa vs. Shell—for human rights grievances in the Niger Delta. He has previously served on the staff of Greenpeace and the American Friends Service Committee.

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After graduating with a degree in economics, Jan Vander Elst started his career in one of Belgium's leading banks. After several assignments in the fields of credit risk, structured products, and marketing, he developed the philanthropy services for private banking clients. Fascinated by the positive impact philanthropy could have on societal challenges, Jan joined the King Baudouin Foundation's Center for Philanthropy in 2008 and gradually took responsibilities for the investment management and the development of Mission Related Investments. Since 2014, Jan has been the Foundation's Head of Finance. In this role he draws up the annual budget, of which the donation received from Belgium's state-owned lottery makes up around 20%.

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In 1991 Dr. Ulrich Witte went to the just established Deutsche Bundesstiftung Umwelt DBU and was in charge of the topic environmental communication since then. Since 1992, he was the deputy head of the department Environmental Communication and additionally responsible for International Matters. In 2005, Ulrich Witte was appointed to the head of the DBU department Environmental Communication and Protection of Cultural Assets. Ulrich Witte obtained a doctorate in German philology and is a trained social scientist (University of Münster).

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Mr. Tao Ze is the president of the China Foundation Center (CFC) which is the leading information center of over 5000 Chinese foundations. Mr. Tao also manages the China Foundation Transparency Index, which rates all domestic foundations based on information disclosure. CFC is working on promoting PtP concept and identifying PtP examples in China. Before joining CFC, Tao Ze was the Vice President of NPP Venture Philanthropy Fund initiated by McKinsey, Ogilvy, and Deloitte. Tao Ze is the board member of World Initiative of Grant Maker Support (WINGS) and the senior fellow of Synergos Institute.

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The PtP Project is directed by Dr. Lester M. Salamon, a professor at the Johns Hopkins University and director of the Johns Hopkins Center for Civil Society Studies. Administrative and technical support for the Project is being provided by the East-West Management Institute (EWMI), an independent, not-for-profit organization committed to building sustainable civil society institutions in countries throughout the world. The Hanover Conference has been organized with the support of the Volkswagen Foundation. Other support for the project has been provided by eight Italian foundations of banking origin (Fondazione Cariplò, Compagnia di San Paolo, Fondazione Banca del Monte di Lucca, Fondazione del Monte di Bologna e Ravenna, Fondazione Cassa di Risparmio di Bolzano, Fondazione Cassa di Risparmio di Cuneo, Fondazione Cassa di Risparmio di Fossano, Fondazione Cassa di Risparmio Salernitana) through the Associazione di Fondazioni e di Casse di Risparmio (ACRI), by the Charles Stewart Mott Foundation and the Ford Foundation in the United States, and by the King Baudouin Foundation in Belgium. More information about the PtP Project is available at the Project's website: p-t-p.org.