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EXECUTIVE SUMMARIES

VOL. 2 ISSUE 4 *International Grantmaking*

RESULTS

12 Peer Networking and Community Change: Improving Foundation Practice

Thomas E. Backer, Ph.D., Human Interaction Research Institute; and Ralph Smith, Annie E. Casey Foundation

This article synthesizes two studies of the Annie E. Casey Foundation's peer networking efforts. The research indicates that peer networking can have significant impact for communities and in meeting philanthropic goals, but it is costly and must be carefully structured if it is to be successful. The authors identify "time, trust and truth" as the bedrock of successful peer networking.

doi: 10.4087/FOUNDATIONREVIEW-D-10-00016

30 Funding Cultural Adaptations to Promote Effective and Efficient Mental Health Service Provision

Lynda E. Frost, J.D., Ph.D., The University of Texas at Austin; and Rick Ybarra, M.A., The University of Texas at Austin

Given the changing demographics of the U.S. and documented racial and ethnic health disparities, behavioral health service providers struggle to better meet the needs of diverse clients. The Hogg Foundation for Mental Health funded a major initiative to improve the quantity and quality of evidence-based practices provided for culturally and linguistically diverse populations in Texas. Grantees implemented cultural adaptations of organizational, service delivery, and clinical aspects of their services. Most adaptations were not directly related to the specific intervention and would be relevant to many health and human service settings.

doi: 10.4087/FOUNDATIONREVIEW-D-10-00036

TOOLS

45 Reframing Assessment of Grantee Perceptions: Reconsidering Effectiveness With Broader International Stakeholder Engagement

Laurel Pendleton, M.P.A., La Clínica de La Raza Inc.; and Michael Y. Moon, Ph.D., M.B.A., California State University

As more and more foundations and other grantmaking entities venture into the expansive world of self-evaluation, these methods should be examined in light of international funding relationships. In order to better understand how these tools and methods can be used internationally, the authors outline the opportunities presented when using frames as one basis for decision-making in complex situations. Using the hypothetical case of a U.S. funder seeking to understand grantee perception in East Africa, they present a matrix of considerations and questions that allow grantmakers to account for the local reality of grantee perceptions.

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57 Leadership Development in the Social Sector: A Framework for Supporting Strategic Investments

Grady McGonagill, Ed.D., McGonagill Consulting; and Claire Reinelt, Ph.D., Leadership Learning Community

This article proposes a framework for considering investments in leadership development. By identifying the level of intervention (individual, team, organization, network, or system) and the level of impact (individual, team, organization, community, or field of policy and practice) funders may be able to make more strategic investments in leadership development.

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SECTOR

73 International Programming, Local Development, and Youth: An Experience in Northeast Brazil

Frances Hansford, Ph.D., Oxford Policy Management; and Andrés Thompson, Ph.D., Independent Consultant

This article reports on a 10-year W. K. Kellogg Foundation-funded program of local development work in selected geographic areas in Northeast Brazil. Successes include the creation of public spaces by and for youth, increased collaboration, and the strengthening of interaction between public and civil sector organizations. The greatest lesson was the fundamental importance of intentional strategies to bring all three sectors together, to attract and facilitate public and private sector involvement in civil society projects for local development and poverty reduction.

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88 Trends in Global Philanthropy Among U.S. Foundations: A Brief Review of Data and Issues

Anne C. Petersen, Ph.D., University of Michigan and Global Philanthropy Alliance; and Gail D. McClure, Ph.D., Global Philanthropy Leadership Initiative

The philanthropic work of the early foundation pioneers in the United State included grants intended for beneficiaries outside the U.S. After continuing at a relatively stable level for most of the last century, international grantmaking has expanded many-fold over the past two decades. The reasons for as well as the implications of this dramatic change are discussed in this review of global philanthropy. The article concludes with a discussion of key issues for foundations, including whether their funding makes a difference for the intended beneficiaries.

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REFLECTIVE PRACTICE

101 Leveraging Social Networks in Direct Services: Are Foundations Doing All They Can?

Katya Fels Smyth, A.B., The Full Frame Initiative

Services to those living in poverty or suffering from other challenges are increasingly provided by highly educated specialists. Although much is known about the importance of social networks, foundations can undermine these important supports when they fund social services as commodities provided by specialized professionals. By focusing on building and supporting social networks, foundations can deepen and sustain the impact of their funding.

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119 Learning From an Adaptive-Consultative Approach: One Foundation's Experience in Creating Systems Change in Education

Srikanth Gopalakrishnan, M.B.A., New Teacher Center; and Hallie Preskill, Ph.D., FSG Social Impact Consultants

This article describes a creative relationship between the Ball Foundation and the Rowland Unified School District. The Ball Foundation observed that grantees who had a closer relationship with them were more successful than those who had a more traditional relationship with them. The adaptive approach they adopted requires both the funder and the grantee to be committed to learning and adapting strategies as needed to respond to both results and changing contexts. The funder must have skills in facilitation and play a much greater role in implementation than in the typical funder-grantee relationship.

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